

University of California's Bi-Modal Approach to Shared Services

Tom Andriola
Vice President & CIO
UC System

January 2016

238,000 UC Employees



annual operating budget of
\$25 Billion

1.6
million
alumni

A faculty that includes
60 Nobel Prize winners

85% of health care coverage paid by UC

\$11,215,004,245
gross annual pay

- 10** extraordinary campuses
- 5** quality defining medical centers
- 3** national laboratories
- 9** extension programs



14 different collective bargaining agreements

267,000
W2s every year

6 different healthcare plans offered to employees

3rd largest employer in CA

\$5B Billion in Research Funding

5 New Inventions per Day

>4000 Active Patents

supports **1 in 46** California jobs

\$9B health enterprise

Looking at Higher Ed through a New Lens



Top Down



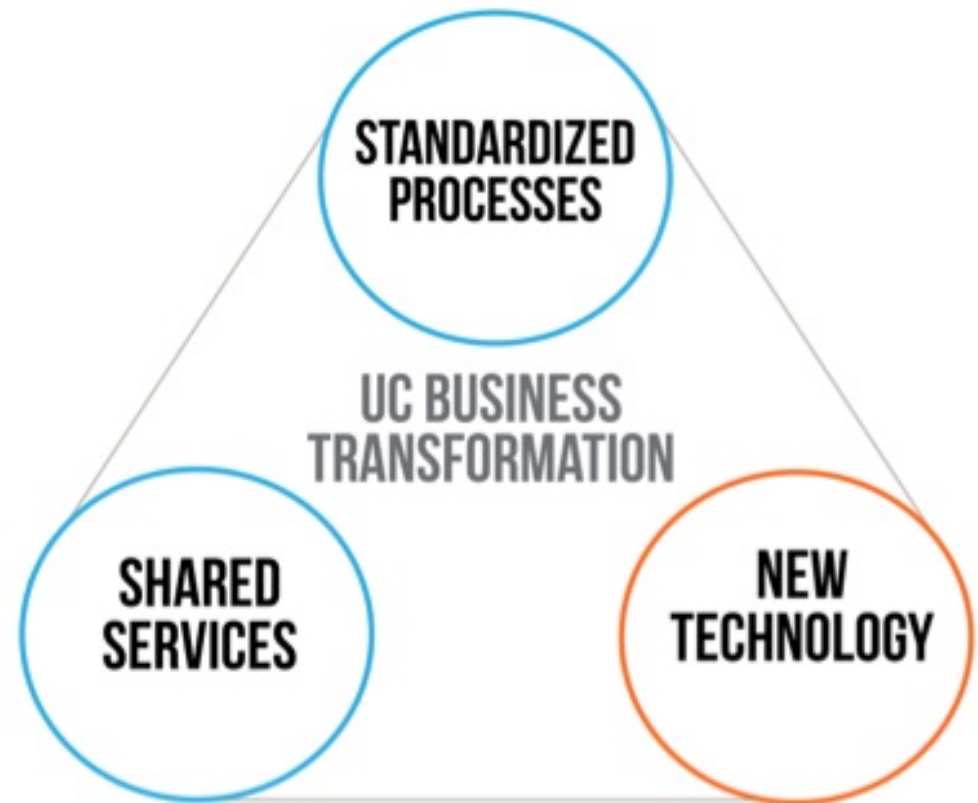
Bottom
Up

- Studied both success and failure inside our University and others
- Worked with people who understand the dynamic of public sector and higher education
- Utilize my own experiences as a change catalyst
- Classic interview of customers – but not only for what they wanted but also where we needed be
- *“Fresh set of eyes”*



Top Down: E.g., UC's HR-Payroll Program

- Launched as HR-Payroll replacement in September 2011.
- *Evolved scope in 2013 to address business transformation potential.*
- Moved project in-house to better meet UC's needs and promote knowledge retention.
- Process standardization and shared services create platform for local requirements and future efficiencies.
- First deployment live as of Nov-2015



UC's Bottom Up Approach

Overview

UC IT innovate (UCITi) is a **Location-led, System-supported** approach to shared services, developed by UC IT leaders Gabe Youtsey (ANR), Kian Colestock (UCI), Emily Deere (UCSD), and Safa Hussain (UCD) – an effort that is part of the ITLC's Collaboration Framework.

Discovery

Through an extensive discovery process, the UCITi Team interviewed over **45 stakeholders** regarding **30+ systems** at **10 locations across the UC** and, from this tiny sampling of the UC-wide IT community, found the following:



UCiTi as a "change platform"

4-Stage Expansion Process for Shared Services

IT Manager

01 Single, Local Service



Efficiency

Innovator

02 Multiple Locations



Innovation

Intrapreneur

03 External Expansion



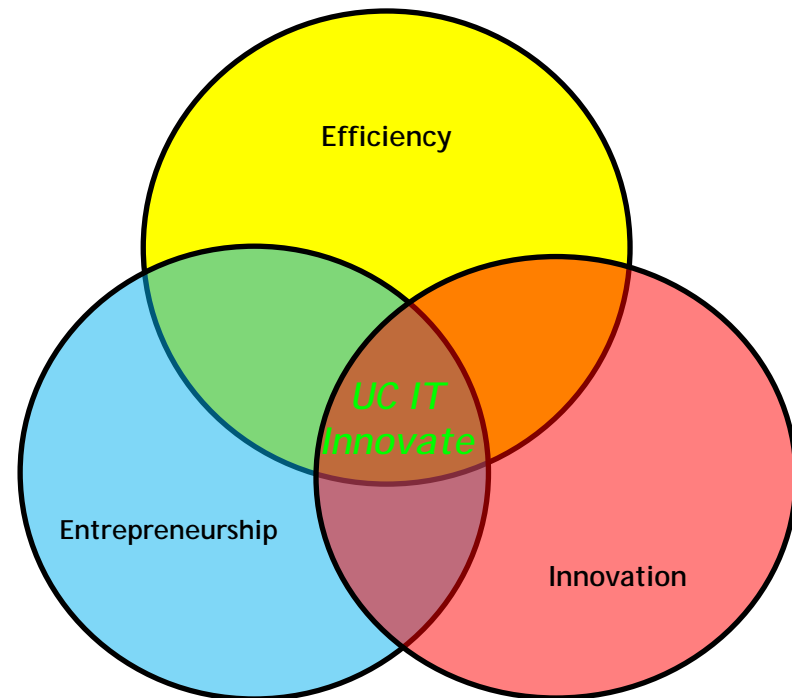
Entrepreneurship

04 Commercialization



The UC IT innovate Program

"Universities may work by 1000 flowers blooming, but great organizations are able to take innovation to scale."



@Andriola_UC

