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

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UC System

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238,000 UC Employees

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

annual operating budget of $25 Billion

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

$9B health enterprise

1.6 million alumni

$5B in Research Funding

5 New Inventions per Day

>4000 Active Patents

3rd largest employer in CA

$9B health enterprise
Looking at Higher Ed through a New Lens

- 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”
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:

- **6** Fully Shared Location-Led Services
- **12** Partially Shared Services
- **3** Existing Shared Service Teams
- **4** Potential UCITi Partners Identified
- **16** UCITi Services Interested in Expanding
- **10** UCITi Candidates Evaluated

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UCITi as a “change platform”

4-Stage Expansion Process for Shared Services

01 Single, Local Service
02 Multiple Locations
03 External Expansion
04 Commercialization

Efficiency
Innovation
Entrepreneurship

IT Manager
Innovator
Intrapreneur
“Universities may work by 1000 flowers blooming, but great organizations are able to take innovation to scale.”