UNIVERSITY OF CALIFORNIA
INFORMATION TECHNOLOGY LEADERSHIP COUNCIL (ITLC)
ANNUAL REPORT
FOR THE 2012-13 FISCAL YEAR

INTRODUCTION

This Annual Report summarizes the activities of the ITLC for the period from July 1, 2012 through June 30. 2013. The ITLC meets via telephone on a monthly basis and in person approximately three times a year to address matters of common concern related to UC and information technology. The membership of ITLC includes the CIO(s) from each UC campus and medical center, Lawrence Berkeley National Laboratory, and UC Hastings College of the Law. The group was formally chartered in 2008 and is coordinated through an Executive Committee that includes a chair, a vice-chair, the UC CIO, and the UC CIO's chief of staff. The executive committee meets twice monthly via conference call. The executive committee for the report period included: Mary Doyle, Chair, UCSC; Dana Roode, Vice-Chair, UCI; David Ernst, former UC CIO, Kris Hafner, Co-interim UC CIO; Mark Cianca, Co-interim UC CIO; and Yvonne Tevis, UC CIO Chief of Staff.

The 2012-13 year was a busy one for the ITLC. Much of the council's work related to the concept of Common Administrative Systems (CAS) as exemplified by the UCPath Oracle/PeopleSoft HCM project. One of the high priority tasks on the ITLC agenda for the year was to create a first-ever UC IT Strategic Plan. In addition, ITLC and its committees tackled a number of issues throughout the year. The highlights of that work are summarized in this report.

STRATEGIC PLANNING

The coordination and collaboration of the IT community across UC locations has led to the realization that attention to setting system-wide IT priorities, strategies and direction would further our maturity and UC success. Much of the in-person meeting in October 2012 was dedicated to exploring UC IT strategies. After much consideration and conversation, the Executive Committee decided to create a simpler, more direct document than a comprehensive strategic plan. The result was the document titled "Foundation for Collaboration on Technology Enabled UC Solutions". This short document lays the groundwork for continued development of CAS by offering a number of assumptions about collaborative work based on two pillars for success.

The two pillars of the framework include an acknowledgement that in order for common system implementations to be successful certain functional and technical conditions should be met. These include developing a partnership among the information technology and other functional leadership groups across the system. The first pillar proposes forming a common understanding of technology roadmaps and priorities. The second pillar stipulates the need for interoperable

technology infrastructure across the many and disparate technical environments of the UC system.

As a first step in creating awareness and buy-in for this two-pronged approach, the ITLC leadership met with the conveners of several UC system leadership groups in the spring of 2013. This joint meeting is to be followed by visits to the leadership groups including the EVCs, Vice Chancellors of Planning and Budget, Vice Chancellors of Administration, Vice Chancellors of Student Affairs, the University Librarians. This round of meetings should take place during the 2013-14 year.

COMMON ADMINISTRATIVE SYSTEMS

Since the Regents' resolution on administrative efficiencies (http://regents.universityofcalifornia.edu/governance/policies/5100.html) was issued in July 2010, the UC IT community has been deliberately viewing system development and/or acquisition activities with an eye toward sharing, reuse, and collaboration. To that end, Mark Cianca, Deputy UC CIO, drafted a Common Administrative Systems governance proposal and presented it to UC leadership groups during 2012-13. The reception to this proposed governance framework was both positive and negative. On the positive side, a mechanism for managing workload, decision making and expectations was warmly received. On the other hand, there was considerable sentiment that the successful implementation of the UCPath project was a prerequisite to further common system efforts, and proposing anything that would divert effort from that was seen to be problematic.

UCPATH

UCPath is the University of California's critical project to implement a single payroll, benefits, HR and academic personnel solution for all UC employees. UCPath will replace UC's 35-year old Payroll/Personnel System (PPS) with a single new payroll and HR technology system, standardize and streamline payroll and HR processes system-wide, and centralize certain HR/AP and payroll transactional processes within the UCPath shared service center.

The project is being implemented in 'Waves' with UCLA and its medical center and ASUCLA, UC Merced, UC Office of the President, and UC Santa Cruz as the Wave 1 locations.

The project is a first-of-its-kind undertaking in that (eventually) all ten campuses and five medical centers will share a common system. This approach to the implementation means that common services and support will be required to manage the use of the system. From an ITLC perspective, the necessary infrastructure to 'go-live' with the system includes creating an enterprise architecture that facilitates the coordination of the disparate environments in each of the 15 locations. To accomplish this, an Enterprise Architecture (EA) Group has been established at UCOP and is working in coordination with the Information Technology Architecture Group (ITAG), a committee of the ITLC to coordinate EA activity across the system. (More on the work of ITAG is included in the ITLC Committees section of this report.)

The UCPath project is governed by a number of system-wide multi-functional groups including an Executive Steering Committee that includes the UC CIO as a member, a Management Workgroup with several CIO members, and a number of other workgroups that provide oversight on various aspects of the project.

Each UC location also has a governance structure that includes both technical (ITLC) and functional business unit representatives. These local groups provide input to the Management Work Group and the Executive Steering Committee.

The ITLC was updated by CIOs from all three project waves during the year and has experienced a growing inter-reliance among locations to share information, status reports, impacts of UCOP project management decisions. In addition, the ITLC Executive Committee met with UCPath Executive Sponsors, Executive Vice President Nathan Brostrom and Chief Financial Officer Peter Taylor, via conference calls to provide input on the status of the project and the project management office.

While the project go-live for all waves was adjusted during the year to more accurately reflect the reality of implementation of such a large and complex system, and the UCPath Center location were both announced during the year, the greater impact for ITLC members lies in the work on enterprise architecture and the establishment of a shared services unit within ITS at UCOP.

Enterprise architecture and standard approaches to interoperability will be critical to success of UCPath and future shared systems. This work is ongoing through the EA group in ITS at UCOP and ITAG.

The shared services work in ITS UCOP has had a slow start, but as the need for service offerings from UCOP to other locations becomes more critical there will need to be more engagement and collaboration in these efforts.

STUDENT HEALTH SYSTEM

In November of 2012, the UC Board of Regents passed policy 3401 (http://regents.universityofcalifornia.edu/governance/policies/3401.html) which states:

> "All Centers shall employ one electronic medical records health information system shared across all locations and managed in compliance with University policy. The application shall have a unified administration, common templates, nationally standardized coding systems as specified in the Health Insurance Portability and Accountability Act and implementing regulations (HIPAA), and standard billing practices for patient services, and shall be selected by the Senior Vice President, Health Sciences and Services in consultation with the Chair of the Committee on Health Services."

UC Vice President Grace Crickett, aware that the policy was about to be enacted, attended the October 2012 ITLC meeting to provide a briefing on this directive to establish common student health record system. The ITLC/UC IT community strongly expressed a need for involvement in the design and implementation of the common system. Subsequently, Mary Doyle as chair of the ITLC and Joseph Castro, then Vice Chancellor for Student Affairs at UCSF and convener of the UC Student Affairs Vice Chancellors wrote a letter to executive sponsors of the health system initiative Peter Taylor, UC CFO and John Stobo, Senior Vice President, Health Sciences and Services to ask them for more broad involvement of the IT and Student Affairs communities in the development of the new student electronic medical records health information system. The result was the establishment of an IT consulting group populated by members of the IT health services support and IT enterprise systems support communities. In addition, Mark Cianca was appointed to the Student Health Steering Panel, a group charged with broader oversight of issues related to UC student health.

UC ONLINE/CROSS-CAMPUS ENROLLMENT/INNOVATIVE LEARNING TECHNOLOGY INITIATIVE (ILTI)

Over the last two years, much attention has been focused on online course development across the UC System. Starting with the UC Online initiative and most recently ILTI, faculty have been developing courses to serve both UC matriculating students and potentially students outside the UC system. These efforts have escalated due to the governor's request to direct $10 million of UC core budget to the development of online courses. Part of this funding will be needed to develop a database of available courses and a mechanism for managing credit for cross-campus enrollments, grades, and fees. To address this need, a project to establish a Cross-Campus Enrollment Data Hub is underway. Keith Williams, Interim Director of UC Online and Mary-Ellen Kreher, Director of Course Design and Development, UC Online attended the February 2013, ITLC meeting to share the current approach to development of that data hub.

In addition, Provost Dorr has appointed a cross-campus enrollment work group to help UC develop streamlined, efficient, technologically implemented processes by which UC students can enroll in for-credit courses offered by other campuses or by system-wide programs such as UCDC or Education Abroad. The courses would be offered throughout the academic year, as well as during the summer. Courses could be online or face-to-face at a UC campus or elsewhere. ITLC membership on this work group includes UC Deputy CIO Mark Cianca and UCLA CIO Jim Davis.

PROCUREMENT

As ITLC chair, Mary Doyle participated on a selection committee interviewing candidates for the newly established position of Chief Procurement Officer. Bill Cooper formerly of Stanford accepted the position and was introduced at the May 2013 ITLC meeting in Oakland.

During the year, UC signed a new contract with Dell that offered deeper discounts on some products provided that some subset of the ITLC meet with Dell's administrative marketing team no later than the end 2013. As of this writing, that meeting has not yet occurred.

The ITLC also considered an offer from VMware to commit to a required-volume, multi-year spend in order to secure guaranteed pricing. It appears that there is not sufficient planned acquisition of these products to meet the volume requirements.

A considerable amount of effort went into establishing a UC Amazon Web Services (AWS) contract. The involvement of Procurement Services, Office of General Counsel, the campuses and ITS served to come to an agreement that allows UC departments to issue purchase orders for AWS.

In a related effort, a system-wide work group that included ITLC members and committee members spent considerable time reviewing and analyzing vendor contract terms and conditions for compliance with UC policy and potential risk. A summary of that work is included in the ITPS committee section below.

More information on ITLC interaction with procurement is included in the TAS and CPG committee sections.

MOBILE WEB FRAMEWORK

The Mobile Web Framework (MWF) is an open source set of server-side code libraries that facilitates a campus's effort to deliver a common user interface for mobilized web-based applications to all mobile devices that have a browser. MWF is used in production at four campuses, and is in test mode at an additional three. The UCLA MWF team has been working with CENIC to form a CENIC MWF proof of concept Platform as a Service (PaaS) offering since late spring. The plan for the proof of concept experiment includes hosting UCLA's MWF, and up to two additional campus's MWF. CENIC has configured an AWS hosted environment that includes a STAGE, TEST and PRODUCTION environment that is robust, redundant and scalable. UCLA has been sending approximately 50% of the mobile based m.ucla.edu traffic to this infrastructure since the middle of the summer and this traffic is currently using only about 1% of the CENIC-MWF capacity. The team is currently in the process of bringing UC Berkeley's MWF instance onto the infrastructure and plans to work closely with the UC-Ready SaaS team from UC Berkeley to further develop a CENIC MWF SaaS offering.

The Online Polling Tool (OPT) for class or group responses and Ohmage distributed data source research and education studies are proposed SaaS offerings that are ready for live demonstration.

MAINFRAME CONSOLIDATION

The June 2012 report of Sirius Consulting assessed the UC mainframe environment. Sirius found that considerable ($4-6 million year after transition costs) in potential savings could be realized through increased mainframe consolidation. Subsequently, a small ITLC workgroup conducted an analysis of the remaining location-specific z/OS mainframe computers to determine the feasibility of further consolidation at the UCOP data center.

Currently, mainframe applications of Berkeley, Irvine campus and medical center, San Francisco campus, Santa Barbara and Santa Cruz are hosted at UCOP. San Francisco medical center, Davis medical center, Los Angeles campus and medical center, Riverside, and San Diego campus and medical center still manage physical mainframe environments. However, only UCOP, Los Angeles and San Diego have longer term (> 2015) plans requiring significant mainframe service. Overall load on mainframes is dropping due to implementation of new systems on non-mainframe platforms.

The ITLC work group has concluded that it is essential to continue consolidating the UC mainframe environment to take advantage of cost savings and UCOP expertise. As future plans allow, some locations will phase out existing mainframes and others will consolidate.

UC CIO SEARCH

In December of 2012, David Ernst retired from his position as UC CIO. Kristine Hafner, former UC CIO and Mark Cianca, UCOP ITS Chief Strategy Officer were appointed as Co-Interim UC CIOs. Shortly after the beginning of 2013, national search was launched. Dana Roode, ITLC vice-chair and UC Irvine CIO and Chuck Rowley, UC Riverside CIO served on the search committee at the request of Senior Executive Vice President Nathan Brostrom. VP Brostrom also solicited input on the search from ITLC via a conference call with the ITLC chair and vice-chair. The search concluded with the appointment of Tom Andriola as new UC CIO.

ANNUAL ITLC ACTIVITIES

Sauter Awards
Each year a number of projects that exhibit innovation, collaboration, sharing, efficiency/usability, and/or interoperability are recognized and rewarded in honor of former UC Riverside Associate Vice Chancellor of Computing and Communications, Larry Sautter.

The 2013 winners:
Golden Awards
- **UCSF Profiles** (UCSF) is a Web application that allows people to search for UCSF researchers by expertise and experience. This vital tool, managed by the Clinical and Translational Science Institute (CTSI), enables research networking, collaboration and faculty-student mentoring.
- **UCPATH Data Dissemination Operational Data Store** (UC Office of the President) culls human resources and payroll data from a complex software package containing 20,000 tables, analyzes that data and securely relays consistent information to campuses and medical centers.
- **Tethered Meta Registry** (UC Davis Health System) consolidates more than 2.1 million patient records and provides a central data source for research and projects aimed at improving services. Faculty, researchers, administrators and other staff no longer have to manage their own separate spreadsheets and databases.

Silver Awards
- **Privacy and Protected Health Information Surveillance Technologies** (UC Davis Health System) improved the medical center's ability to manage the privacy and security of more than 2 million patient records and thousands of people who access health records.
- **Risk Assessment Determinations in Clinical Academic Laboratories (RADiCAL)** (UC Davis) promotes laboratory safety by identifying the risks involved with a project and the oversight required based on specific information the researcher provides, such as what chemical components they plan to use.

Honorable Mentions
- **Google Apps @UCSC** (UC Santa Cruz) allowed migration of all campus email and calendar data to Google. The project not only resulted in better, more reliable email and calendar services, but also allowed faculty, staff and students to communicate, connect and contribute in ways that were not available to them before.
- **The Cancer Genomics Hub** (UC Santa Cruz) is a large data repository and user portal for the National Cancer Institute's cancer genome research programs. It provides cancer researchers with efficient access to a rapidly growing store of valuable biomedical data.
- **UCLA Events Online 2.0** (UCLA) is the official application for producing and communicating extracurricular campus activities. It consolidates all event reservations into a central database and features a user-friendly interface that coaches event organizers with key event planning instructions, "to do" lists and required administrative approvals. It also facilitates communication between various departments.

UCCSC

The annual UC Computing Support Conference was hosted by UC Berkeley on August 5-7 2012. This annual event is offered by and for IT staff across the system. The theme for the event was Campus Collaboration and featured concurrent sessions, campus posters, birds of a feather sessions and plenty of opportunities for networking among the UC IT staff.

SECURITY AND PRIVACY

Privacy and Information Security Initiative
In June 2010, President Mark Yudof convened the UC Privacy and Information Security Steering Committee. He charged the committee with reviewing existing privacy and information security policies; developing a new overarching policy framework to address privacy and information security in the modern legal, technology, and social context; and providing updated guidance to assist the University community in meeting legal obligations to safeguard "protected" data while at the same time abiding by deeply held principles of privacy.

The steering committee was chaired by UCSB EVC Gene Lucas and received systemwide representation and support from Sheryl Vacca, Office of the President Senior Vice President,

Chief Compliance and Audit Officer and **David Ernst**, Office of the President Associate Vice President, (then) Information Resources and Communications and CIO.

In addition to the steering committee, a UC Privacy and Information Security Working Group was appointed and was chaired by Kent Wada of UCLA with representation from across the UC IT security community as well as legal counsel, health sciences, and records management.

The report of the committee was released in January 2013 with a call for constituent input.

Request for review of security standards
In September 2012, Steven Lau, ITS Policy Director, made the following request of ITLC.

> The new UC system-wide policy governance process, the work of the system-wide Privacy and Information Security Steering Committee and the move toward common administrative systems, highlights a pressing need for UC to review and align current UC information security and privacy policies, requirements and guidelines with current UC expectations, best practices and regulatory requirements.

It was recommended that the ITLC charge the UC Information Technology Policy and Security (ITPS) committee and the UC IT Policy Officers group with a project to review, revise and align UC system-wide privacy and information security policies, requirements, standards, guidelines, and supporting documents in coordination with the System-wide Information Management and Technology Policy Director and the System-wide Chief Information Security and Privacy Officer. Outputs from this effort will include:
- A revised set of documents that addresses UC system-wide privacy and information security.
- A structure tied into the new UC system-wide policy governance process to develop and review policies, requirements, standards and guidelines on an ongoing basis.

In the spring, the Privacy and Security initiative report was being circulated for feedback and input prior to delivery to the President (then Yudof) and presentation to the Regents. It was presented to the Regents in July. Next steps are pending, given the transition of President Yudof to President Nepolitano.

Vendor terms and conditions
As electronic terms and conditions for use of vendor products proliferate, there is a growing concern about a lack of alignment/compliance with University policy. A subgroup of members of ITPS, TAS, CTG, procurement, and general counsel from across the system formed a work group to examine the potential level of risk associated with agreeing to terms and conditions that do not comply with University policy. The areas of concern include free/low-cost software and the ease of "click-through" agreement with terms and conditions without real knowledge or considerations of potential risks to the university.

The work group identified the following themes:
- Need to distinguish high-risk situations from low-risk ones – not proportional to cost
- Massive need for end-user tools and awareness to guide appropriate choice

- Opportunity exists in adopting already negotiated agreements, i.e. through consortiums
- Policies and practices must be (re)considered in the context where click-through and non-negotiated contracts are a reality

The group presented a number of recommendations to the ITLC. The category of recommendation and the current status of each follows:
- Indemnification - will be part of upcoming ITLC discussion
- User awareness of risks and impacts - Bill Cooper or his designee will work with the Procurement Leadership Council (PLC) and ITLC to appoint a small workgroup to lead UC efforts in adopting each priority cloud service that has been identified.
- Favorability - action on removing barriers to easy adoption of public sector negotiated agreements through partnership with Bill Cooper and PLC.
- Acceptance of Terms - no current action.
- Electronic Communication Policy (ECP) conflicts/ambiguities - no immediate action action, but aligned with Privacy and Security Initiative activity.

EXTERNAL RELATIONSHIPS

Corporation for Educational Network Initiatives in California - CENIC
CENIC designs, implements and operates [CalREN, the California Research and Education Network](), a high-bandwidth, high-capacity Internet network specially designed to meet the unique requirements of these communities, and to which the vast majority of the state's educational institutions are connected.

CENIC is governed by a board of directors with member representation from all educational sectors in California – K-12, Community Colleges, CSU, UC, and private research institutions. The University of California is represented on the Board by two to three members, currently a campus CIO, the UC CIO and a campus Vice Chancellor for Research. The board meets quarterly in person and at an annual summer retreat. The UC CIO is a member of the Executive Committee of the CENIC board.

During the past year the ITLC focused on a CENIC fee restructuring that sought to rationalize fees paid directly to CENIC by the Office of the President and those payable by campuses. ITLC asked the Communications Planning Workgroup (CPG) to propose a set of standard, basic services to be included in the UCOP payment, and those that are location-specific and not part of the basic service. The CPG proposed, and ITLC adopted a schedule of basic services to be periodically reviewed and updated.

The UC CIOs have expressed concern about the potential impact on network services and offerings due to a CENIC move to offer services beyond the core competencies of providing robust and reasonably priced network connectivity. An example of such a move was an unsuccessful VoIP offering that was not able to meet the needs it set out to satisfy. The ITLC had directed its CENIC board members to represent this view to the board.

IMS global
IMS Global Learning Consortium is an organization that advances technology that
can affordably scale and improve educational participation and attainment. To ensure that the
"Learning Impact" of technology-enabled innovation is achieved around the world, a community
of educational institutions, suppliers, and government organizations develops open
interoperability standards, supports adoption with technical services, and encourages adoption
through programs that highlight effective practices. [from the IMS mission statement]

UC has been a member of IMS global for several years. Due to budgetary challenges and
perceived lack of campus interest, UC ITS decided to drop the membership late last year.
Currently, after reconsideration, membership is being reactivated in part due to the
recommendation of the Educational Technology Leadership Group (ETLG committee of ITLC)
and a subsequent poll of the CIOs.

Although UC has not been a very active participant in the organization its mission aligns with
our increasing efforts in online education. ITLC ETLG will coordinate UC participation in IMS
global going forward.

Internet2
Internet2 is a not-for-profit organization governed by an executive Board of Trustees
representing its diverse membership. Program advisory groups, also made up of community
leaders, offer critical feedback and help guide the organization's direction.

During 2012-13 Michael Drake, Chancellor at UC Irvine joined the Board of Trustees and Pete
Siegel (former) CIO at UC Davis served on the Net+ Advisory Committee.

During the year, Internet2 proposed changing member rate structures, in particular for research
extensive universities – all UC campuses with the exception of Merced. CENIC worked with
Internet2 on behalf of California research institutions to leverage the size of the California
research university community to minimize the impact on our institutions.

ITLC COMMITTEES

The ITLC is served by a number of topical committees. Each committee has a subject matter
expert chair and an ITLC primary and secondary liaison. A number of committees work jointly
and collaboratively on projects and initiatives.

BI –Business Intelligence Advisory Group
The BI group, newly chartered in 2013, covers a number of key initiatives. These include
establishing BI strategies for system-wide projects, providing guidance to UCPath DDODS
work, supporting the development of common meta data strategies (including system-wide data
dictionaries), establishing infrastructure guidelines to support joint development and a more
common user experience, and defining integration strategy between UCPath HR Analytics and
campus BI solutions.

CPG – Communications Planning Group
With guidance from the ITLC, the Communications Planning Group plans and coordinates University-wide electronic communications services. Composed of network and telecommunication services leaders and experts from the UC campuses, Office of the President, and UC managed national laboratories, CPG identifies strategic telecommunications directions and solutions, oversees UC-wide communications services and infrastructure, and shares best practices and expertise among UC institutions.

This committee meets monthly via conference call and once annually in person. Major work of the group during the 2012-13 year included drafting a set of CENIC baseline network services for all UC locations. These baseline services would be included in the standard campus fees paid to CENIC through UCOP. Baseline services include up to 10Gb/s L3 DC access, up to 10GB/s HPR access, additional L3 links as required to avoid congestion, and a backup facility to carry DC and HPR traffic in the event of a primary link failure.

CPG also identified services and costs for equipment and infrastructure beyond the baseline that would be funded by the locations. Other activities during the year included a review and recommendations related to UCPath security architecture, work with UCOP Strategic Sourcing on a telecommunications/network supplies marketbasket, a review of cellular/DAS booster implementations and related FCC rules changes, consideration of the value of engaging a consultant for a system-wide strategic review of network and telecommunications environments for potential consolidations or collaborations, and a review of e-911 rulings and their potential effect on UC locations.

The UCPath recommendations were delivered in the form of a detailed report that focused on application security and network trust relationships.

In the case of the marketbasket, DAS boosters, and the strategic consulting engagement, it was determined that either additional work needed to be done, or the recommendations were not practicable.

CTG – Collaborative Tools Group

The CTG is an operational working group of the ITLC. Its mission is to review, assess and share best practices relating to collaboration technology and to identify and suggest opportunities for joint development and deployment of collaboration tools, systems and technologies across the system and/or between UC campuses.

The CTG focused in three major areas during the year: UC Mobile Collaboration, UC ServiceNow, and Collaborative Application Suites.

The UC Mobile Collaborative Group (MCG) meets monthly to discuss mobile frameworks, strategies and how we can continue to share and collaborate in the Mobile space. The work of the CTG MCG subcommittee in this area has several areas of focus: Frameworks and Optimization for the Mobile Web, The CENIC-MWF pilot, a new responsive design framework called WebBlocks, and CASA the Community App Sharing Architecture initiative.

Additionally, the group acts as an advisory board for the "Mobility and The Modern Web Conference" located at http://mmwcon.org. The group typically tries to meet once or twice a year in-person.

The Service Now group facilitated dialog among UC campuses related to ServiceNow implementations. The CTG moved to change the name and charge of this group to the Service Management group which would focus on system-wide ITSM process design and strategy instead of a specific technology used for ITSM. CTG seeks ITLC advice on the creation of a standing service management committee.

The collaborative applications group worked with ITPS on the review of issues related to use and adoption of cloud services (see Vendor Terms and Conditions above.) They conducted an inventory of on-premise collaboration tools, shared at UCCSC.

JDCMG – Joint Data Center Managers Group
The UC Joint Data Center Management Group was formed for the purpose of exchanging ideas related to data center activities throughout UC and to provide additional resources in support of the ITLC Charter.

The ITLC felt that it would be beneficial for the campuses to periodically discuss Data Center related topics together, share best practices and work together on solutions to common problems. Participants include representatives throughout the UC campuses responsible for campus data centers. This group spearheaded the evaluation of mainframe consolidation discussed above.

The JDCMG is in the process of reviewing its charge and will be presenting a new charter for ITLC review during 2013/14.

EALT – Electronic Accessibility Leadership Team
The ITLC formed the UC Electronic Accessibility Leadership Team (EALT) in April 2010 to provide system-wide strategic direction for initiatives to enhance the accessibility to University electronic resources for all individuals and particularly those with disabilities. The EALT seeks to promote the sharing of best-practices and tools among the campuses, and build collaborative relationships with the California State University system and other institutions to advance common goals.

The EALT was instrumental in the drafting of the UC IT Accessibility Policy that was adopted by UC in summer 2013. This policy sets requirements for IT accessibility governance and actions at all UC locations.

The EALT held web accessibility training sessions that were well-attended and served to provide much-needed guidance for developers.

The EALT worked with TAS to develop and distribute preliminary guidelines for accessibility in procurement processes. The EALT has also undertaken several rounds of web site accessibility

testing. Scans of a set of common web sites at each UC location have been conducted to chart progress in improving accessibility.

ETLG – Educational Technology Leadership Group
The ETLG's mission is to review, discuss, and comment on issues relating to the effective use of technology in teaching and learning. The ETLG reports to ITLC in three ways:
- Monthly conference calls via the ITLC Liaison.
- Bi-annual group presentations.
- An annual report of recommendations and summary of activities.

The ETLG agenda during the year continued discussions of how faculty use educational technology. The copyright subgroup completed its work which led to system-wide efforts in addressing copyright issues.

At the February ITLC meeting in San Diego ETLG had an engaged conversation about online education within UC.

Other topics tackled by the ETLG included:
- eTextbooks – highly evolving market that is fragmented due to proprietary efforts to gain market share. False starts at pilots at UCB and elsewhere.
- Virtual computing – ability to access software from a virtual environments.
- Turnitin (plagiarism software) deliberations and analysis
- Learning Management Systems discussions
- IMS Global – effort to continue support for IMS Global
- Responded to the Stop Online Privacy Act (Stephen Lau)

ITLC has observed and advised that the number of issues and topics in the educational technology space far out-paces the time that ETLG members can allot to committee work. In response, the outgoing committee chair notes that "Forming this group is not quite the same as sustaining it: New ETLG charge is needed to sustain the ETLG going forward." ITLC will need to articulate priorities for the committee's future work.

ITAG – IT Architecture Group
The Information Technology Architecture Group (ITAG) facilitates knowledge sharing and collaboration across the UC campuses. The committee works in concert with the UC Information Technology Services (ITS) Enterprise Architecture (EA) Team, to inform and enable reuse of the UC EA Body of Knowledge (EABoK), and support campus implementations of UC-wide initiatives. The ITLC sets ITAG priorities and directions, and resolves questions regarding scope, strategy, and/or policy.

This committee of the ITLC is active and vital to the implementation of not only UCPath, but also any other common or shared systems across UC. During the year, the committee re-defined itself (ITAG 2.0) to be more engaged in forming a set of common architectural standards and artifacts to support campus interoperability and future common system initiatives.

ITPS – IT Policy and Security

The UC Information Technology Policy and Security (ITPS) group is a system-wide standing committee reporting to the IT Leadership Council. Its members are the institutional IT Policy Officers and Information Security Officers representing the ten UC campuses, five medical centers, Lawrence Berkeley National Laboratory and UC Office of the President.

The ITPS focuses on major challenges involving IT that relate to campus policy issues, campus security programs and legal, legislative and regulatory developments relevant to the University.

The ITPS was a very active group during 2012-13. Major topics included working on UCPath security architecture, providing security architecture advice on the Student Health Services project, initiating a project to review and revise system security policies, coordinating information security training (CISSP), creating a multi-year roadmap for SANS training.

STSOC – Shared Technology Services Oversight Committee
This relatively new ITLC committee met regularly during the first part of the year, and then tapered off as the year progressed, pending more explicitly defined need from the UCPath project. The charge of this group is to provide oversight of the initial set of shared IT services created to support UCPath. As the UCPath project schedule moves closer toward initial implementation, the work of STSOC will resume.

TAS – Technology Acquisition Support Group
Established in 1993 under the executive sponsorship of the UC Information Technology Leadership Council (ITLC), the UC Technology Acquisition Support Group (TAS) serves the UC community by identifying and implementing system-wide agreements for IT products and services commonly used in support of UC's teaching, research and public service missions.

Comprised of representatives designated by each UC institution's ITLC representative, TAS Group efforts and initiatives are inclusive and collaborative, and are coordinated with its constituents and peer groups throughout the UC system.

During the 2012-13 year,TAS partnered with ITPS to review risk associated with cloud computing options. The result was the Vendor Terms and Conditions work reported above.

TAS worked on a number of vendor agreements during the year. As the UC agreement with SHI was about to expire, TAS initiated discussions with UCOP and CSU to look at options for an RFP process for software resellers. The result of those efforts was the conclusion that it made most sense to extend the SHI agreement. In addition, TAS was involved in efforts to negotiate a new five year Microsoft Consolidated Campus Agreement (MCCA) with terms very similar to the previous nine-year agreement. The group also worked on the recrafting of the Adobe Term Site License to satisfy new Adobe requirements.

Another major area of vendor negotiation was with VMWare as noted in the Procurement section above. Finally, TAS is looking at the potential for partnering with the CTG on ServiceNow.