

Building Influence / Creating EA collaboration within a University Setting.

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Welcome!

Welcome to **Building Influence / Creating EA collaboration within a University Setting.**

This presentation will discuss the unique challenges of EA within a university setting with suggested strategies to encourage a collaborative approach to rapidly achieve significant organizational and technology improvement.

First, My Background.

- 30+ years in Information Technology and in solving business problems from a technology perspective, esp. in digital transformation.
- Faculty at UC-Santa Cruz and the University of Utah.
- Live and work out of Park City, UT, USA.
- Dissertation was in *American Baseball Fantasy Leagues and their influence on game day attendance / brand awareness.*

University of California, Santa Cruz Background

- The University of California, Santa Cruz is one of the 10 campuses of the UC system.
- There are ~ 19,000 students plus an additional ~ 9,000 faculty, and staff.
- University of California, Santa Cruz is a Top 50 research university.
- ~ 230 staff in the Information Technology Services Unit.
- ITS supports three 'families' of applications:
 - ☐ Administrative.
 - ☐ Academic.
 - ☐ Research.
- We maintain our Technology stack in the Cloud, in a remote colocation facility, and within several on-campus locations.

We are a collaborative Higher Ed organization in philosophy, context, and tone!

The Collaborative Organization

So, what does ...

We are a Higher Education organization in philosophy, context, and tone with an emphasis on consensus.

really mean?

- Collaboration can be defined as the uncontrolled allowance and encouragement of faculty, staff, and students to both contribute to and consume topical knowledge, insight, and ideas.
- A Collaboration Organizing Model focuses on finding and developing areas of mutual self-interest between community stakeholders, as opposed to traditional conflict-based organizing strategies.
- In summary it means we are not a top-down driven organization (e.g., the Military, Oracle).

EA and the Collaborative Organization

What does this all mean for the Enterprise Architecture function within UC-Santa Cruz?

A collaborative approach to Enterprise Architecture seeks to align technology with the needs and goals of the entire organization through engagement, dialogue, and joint decision-making between the technology and operating units-teams.

But how to execute EA in an organization with many constraints, differing opinions-ideas, and unique challenges:

- Knowing better.
- Input vs. consensus.
- Budgets & funding.
 - ❑ Slows technology adoption rates.
 - ❑ Skews away from capital purchases towards marginal costing.
 - ❑ Hides the Long-Cost of Ownership.
- Research/grant-driven technology configurations.
 - ❑ Empowers multiple solutions to the same problem.
 - ❑ Generates a run the technology asset into the ground mentality.
- Centralized vs Federated vs ‘Shadow’ Technology teams (aka Grad Students).
- The resulting mélange of technologies and constraints prevent a ‘traditional’ approach to EA:
 - ❑ BDAT modeling.
 - ❑ Technology Standards.
 - ❑ IT Technology Portfolio Management (e.g., Maintain / Grow / Retire-Deprecate).

Moving Forward @ UC-Santa Cruz

- First, one needs to ameliorate the ‘cultural’ issues and biases:
 - I. IT is not core to the University mission (e.g., students & faculty).
 - II. Resolve the Input vs Consensus debate.
 - III. Research is a world unto itself.

Moving Forward @ UC-Santa Cruz

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- Solving I.
 - Implement outreach programs.
 - Establish Division Liaisons (think account managers as in the commercial world).
 - Provide solutions, not excuses.
 - Celebrate and publicize successes.
 - Acknowledge shortfalls.
 - Engage, and communicate, communicate, communicate...

Moving Forward (continued)

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- Solving II.
 - Everyone has a chance to voice an opinion, but there needs to be a defined decision-maker(s).
 - Establish IT EA principles:
 - ❑ SaaS first.
 - ❑ Then Cloud.
 - ❑ Then On Prem COTS applications and tools.
 - ❑ Then On Prem custom development (last).
 - Establish an Architectural Review Board to understand (all) the current technology stacks and document them, establish standards, and technology change/update/futuring processes.
 - Implement at the tactical level a Change Advisory Board to manage & control the day-to-day tactical impacts to the existing technology stacks.
 - Utilize existing (or create new) Campus-wide Governance Committees to further engagement with the campus. provide ITS strategy review & guidance and move things forward.

Moving Forward (continued)

- First, one needs to ameliorate the ‘cultural’ issues and biases:
 - I. ITS is not core to the University mission (e.g., students & faculty).
 - II. Resolve the Input vs Consensus debate; everyone has a chance to voice an opinion, but there needs to be a defined decision-maker(s).
- **III. Research is a world unto itself.**
- Solving III.
 - Accept that Research sincerely believes itself to be unique and different from the rest of campus.
 - Develop-suggest technology ‘guidelines’ rather than standards.
 - Getting ahead of the curve; engage with researchers prior to grant submission and award. Leverage existing platforms to preclude any unjustified one-off investments
 - Create a support model for any research-related, ITS non-standard technology purchases.
 - Work with Campus Procurement to prevent ‘crack slipping’.

Wrap Up

We (UC-Santa Cruz) are still in the crawling stage.

But with perseverance and consistent leadership, a better world is achievable.

But it takes time and need to achieve many more small victories to overcome the nay sayers.

Questions / Open Discussion

I hope this presentation provided some insights into establishing, nurturing, and sustaining an EA discipline within a major public university setting.

Thank you for your engagement!