IT Responds to the Five-Year Administrative Unit Review Report Recommendations

BY JEFF VAN DE POL

The Division of Information Technology recently released a detailed action plan and timetable in response to the recommendations published in the Five-Year Administrative Unit Review (AUR) Report on April 29, 1999.

The 80-page report, which concluded a 10-month review of the Office of the Associate Vice Chancellor of Information Technology, focuses on five over-arching themes: Academic Priorities, Delineation of Responsibilities, Institutional Ownership, IT as a Campus Policy Advisor, and Organization and Access. To shape its 43 recommendations, the AUR committee used the feedback obtained from clients, campus constituents, and IT staff through a series of meetings and town halls held during the fall.

Following the report's release, Provost and Executive Vice Chancellor Robert Grey directed Jerry Hallee, Acting Associate Vice Chancellor for Information Technology, to develop a plan of action, including a timetable, stating how Information Technology and campus management should proceed to address the report's recommendations.

Acting AVC-IT Hallee then met with IT Unit Directors at a retreat on June 15, 1999 to examine each of the recommendations and work out details of the action plan. The official Information Technology response, which addresses all 43 recommendations, was presented to Provost Grey on July 7, 1999.
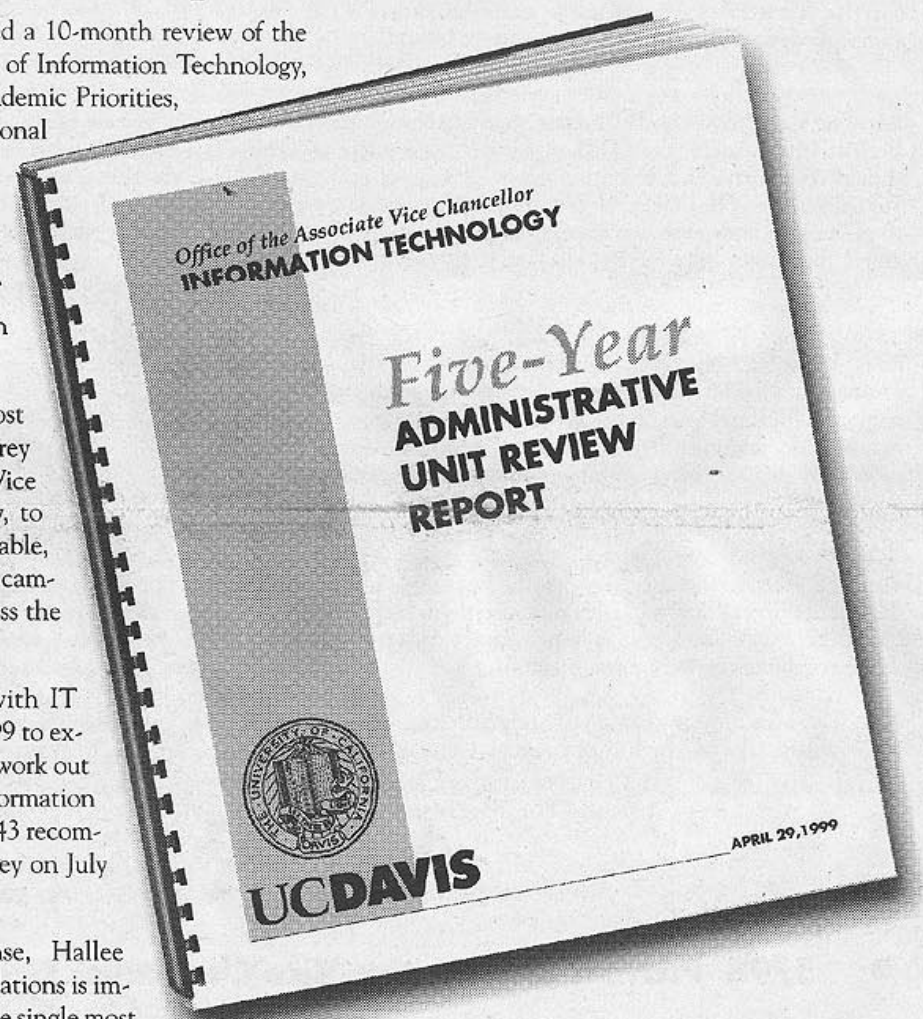
In a letter accompanying the response, Hallee states that, "while each of the recommendations is important and deserves careful attention, the single most important observation within the AUR report is summarized as follows within the Executive Summary: *There is a critical need to develop a common understanding about which levels of the campus are responsible for different types of information technology support."*

According to Hallee, IT management is already working with the Deans' Offices of both the School of Veterinary Medicine and the Division of Biological Sciences to address the delineation of roles and responsibilities.

"Our goal is to develop a template that will facilitate future discussions with the other deans' and vice chancellors' offices."

While a number of the AUR recommendations await implementation until the new Vice Provost is appointed, Hallee states that IT is well-prepared to move forward in the interim: "...the Division of Information Technology (IT) has already initiated a number of actions that directly respond to the Review Committee recommendations. IT management and staff have carefully and seriously considered the AUR findings and...have committed to a very ambitious set of actions to improve campus technology support services."

Information Technology plans to make the response, including all subsequent progress reports, readily available to the campus community. The complete response, as well as the original AUR report, can be accessed on the Web at *http://it.ucdavis.edu.*

WHO'S WHO IN THE AUR REPORT

AUR: Administrative Unit Review

AC4: Academic Computing Coordinating Council

One of the two campus-wide coordinating computing councils, AC4 reviews proposals and plans that seek to promote the use of technology in instruction, research, and public service. AC4 also makes recommendations to the Provost and Executive Vice Chancellor.

AdC3: Administrative Computing Coordinating Council

One of the two campus-wide coordinating computing councils, AdC3 operates in a similar manner to the AC4. AdC3 primarily focuses on the administrative uses of information technology, and also makes recommendations to the Provost and Executive Vice Chancellor.

ITPB: Information Technologies Policy Board

A new coordinating framework which focuses on the planning and functioning of information technology on campus. AC4 and AdC3 are two components of this framework.

AUR RECOMMENDATION	IT RESPONSE/ACTION	ACTION DATE
#1: The Provost and Executive Vice Chancellor should support the strengthening of the Office of the Vice Provost so that the new Vice Provost will be able to function effectively as a policy advisor. The strengthening would be achieved by adding analytical and policy staff to the Office of the Vice Provost capable of supporting campus-wide IT leadership initiatives and strategic planning. These policy staff would provide the direct support the Vice Provost and the AdC3, AC4, and ITPB need to make decisions related to information and educational technology.	IT management strongly agrees that there is a need for such staff and believes it has the support of Provost Grey to move forward. Three positions have been identified during discussions with the chairs of the Academic and Administrative Computing Councils (AC4 and AdC3) and Information Technologies Policy Board (ITPB). This summer, the Director of the Office of Information Technology will recruit two information technology policy analysts and one information security officer to provide high-level support to campus leadership, advisory committees and councils. These positions will be funded from present resources during Fiscal Year 1999-2000.	Discussions: Spring, 1999. Advertise positions: July, 1999. Interviews: Aug., 1999.
#2: The new Vice Provost should create a new Chief Operating Officer position to manage the Division on a day-to-day basis.	IT managers are divided in their reactions to this recommendation. Much depends on the management style of the new IT Vice Provost. A Chief Operations Officer could be a valuable addition to the management team. It also has the potential to become an unnecessary, additional layer of management. The IT Unit Directors welcome the opportunity to discuss this further with Provost Grey and ultimately with the new Vice Provost.	Next IT Directors meeting with Provost Grey: Aug. 23, 1999.
#3: The Provost and Executive Vice Chancellor should consider locating the Office of the Vice Provost in Mrak Hall as soon as suitable space can be made available. A Mrak Hall location for the Vice Provost's office is commensurate with the campuswide responsibilities of this position.	IT management agrees that this is critically important and suggests that Provost Grey consider commissioning a space feasibility review. The IT Unit Directors welcome the opportunity to discuss the importance of this recommendation with Provost Grey.	Next IT Directors meeting with Provost Grey: Aug. 23, 1999.
#4: The Vice Provost and IT management, in consultation with the AC4, the AdC3, the ITPB, and other appropriate groups, should update the IT Division's mission statement and associated objectives. The new mission statement should acknowledge the Division's partnership with the campus to implement programs that foster an effective blend of centralized technology support and local autonomy.	The new IT Vice Provost will naturally want to update the organization's mission statement. Meanwhile, IT will continue to work in partnership with the campus to implement programs that foster an effective blend of centralized technology support and local autonomy. Discussions are underway with deans' offices and other campus units that will inform the update of the mission statement (see Recommendation #13). The Vice Provost must actively participate in academic planning discussions and activities if the Division is to effectively carry out its mission in partnership with the campus community.	A fully revised mission statement should wait for the new Vice Provost.
#5: IT management should perform a prompt and detailed assessment of IT unit titles and consider new names that promote name recognition based on the general category of service (such as academic, administrative, or infrastructure), the specific services provided, or the target client audience (i.e., faculty, students, staff).	IT leadership strongly agrees that clearer names are needed for IT units. This recommendation needs to be closely coordinated with recommendations to review and consider change to organizational structure.	See Action Date for Recommendations #6, 10, and 29.
#6: The Vice Provost should revisit the functional rationale for the distribution of staff and resources into the current units and consider changes that would enhance service delivery and/or internal coordination and communication. **#10:** The Vice Provost should promptly initiate a special review of the organizational structure of Creative Communication	The new Vice Provost will need some time to study the historical rationale for the distribution of staff and resources in the Division. However, Provost Grey has asked Acting Associate Vice Chancellor Jerry Hallee to develop a proposal that would create a new unit to provide technology and media services to faculty. The initial proposal will be developed during July 1999. The design of the new unit will address duplication of services for those areas that provide support to faculty. A comprehensive proposal for improved delivery of services to faculty will be	Initial draft plan for new faculty support unit: Aug. 30, 1999. Instructional Media Financial Plan completed: June 14, 1999.

AUR Timeline

- **5/98** Provost & Executive Vice Chancellor Grey appoints the AUR Committee
- **10/30** The AUR Committee meets with student representatives
- **11/6/98** The AUR Committee meets with the AC4 and faculty representatives
- **11/13 /98** The AUR Committee meets with the Technology Support Coordinators (TSCs)

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AUR RECOMMENDATION	IT RESPONSE/ACTION	ACTION DATE
Services (CCS). This review should revisit the potential benefits of organizing Illustration Services, Instructional Media, and Repro Graphics together as CCS. The review should also recommend that IT devote the resources and leadership needed to create a better functioning unit or consider other ways of organizing. **#15:** IT management should strengthen support of instructional technology so that faculty is encouraged to incorporate a reliable blend of traditional and emerging technologies in their teaching. **#16:** IT management, in consultation with the Academic Computing Coordinating Council (AC4), should strengthen and clarify the connections between IT units, the Teaching Resources Center, and the Library, and establish a clear process for resource allocation to faculty projects based on academic priorities. **#29:** The new Vice Provost should consider organizational changes that would reduce confusion associated with service delivery and eliminate inefficient duplication of services. **#37:** Academic units should seek information technology support from other IT units for faculty needs falling outside the purview of the Technology Support Program (TSP).	ready for review and consultation by end of Summer, 1999. The creation of such a unit will result in some change in the present distribution of staff and resources, and will likely directly affect the existing IT-Creative Communication Services (CCS) organizational structure. IT management believes that organizational changes should generally await the new Vice Provost's assessment of the Division's organization. IT will incorporate Recommendation #15 into its top five divisional 1999-2000 programmatic priorities. IT management has recently completed a financial and workflow analysis for Instructional Media. A similar financial analysis for Illustration Services will be completed by July 16, and work will begin in mid-July on a similar analysis for Repro Graphics. These analyses will inform the development of the proposal to create a faculty services unit. Meanwhile, IT management will employ temporary measures to achieve improved resource allocation for faculty projects. Academic priorities will be stressed and faculty will help IT managers with that assessment.	Illustration Services Financial Plan: July 16, 1999. Repro Graphics Financial Plan: Aug. 15, 1999. Develop interim processes to support Fall 1999 projects: Summer, 1999.
#7: The Vice Provost should continue the recent consolidation of publication, fiscal, human resource, and space management within the Office of the Vice Provost to provide effective coordination of these services.	IT management continues these recent consolidation efforts. The effective central coordination of these critical administrative functions is an organizational priority. Careful consideration has been given to determining how to best allocate administrative personnel within each IT unit and in the Office of the Vice Provost. These needs must be reviewed periodically (as part of the annual budget review).	Complete: Spring, 1999. Next review: budget process FY 2000-2001.
#8: The new Vice Provost, in consultation with the Office of Planning and Budget, should initiate a comprehensive space study that quantifies current space and facility needs and projects these needs over the next 5 to 10 years. This study should identify program co-locations critical to service delivery and integrate short- and long-term solutions into the campus capital program.	IT management agrees that a comprehensive space study for IT is needed. Acting Associate Vice Chancellor Hallee will request that Provost Grey authorize a study that would determine the feasibility of constructing an IT building on campus. The proposed building would be constructed by a private contractor in the area on campus adjacent to the new IT-Communications Resources buildings. This building initiative seems viable considering the significant savings in lease costs associated with off-campus buildings, telecommunications, and additional transportation. An IT building on campus would improve client services.	Initial space study: begin as soon as authorized by Provost Grey.
#9: IT management should continue to monitor carefully the impact of leaving key management positions vacant, considering the need to maintain functionality and support a smooth transition to the new Vice Provost.	IT management agrees that several key management positions must soon be filled to maintain functionality and to support a smooth transition to the new Vice Provost. Acting Associate Vice Chancellor Hallee is reviewing all vacant management positions and will approve recruitment for the most needed positions.	Review complete: Aug. 15, 1999.
#10: See Recommendation #6.	See Response/Action for Recommendation #6.	
#11: The Provost and Executive Vice Chancellor and the Vice Provost for Information and Educational Technology, in collaboration with the Academic Computing Coordinating Council (AC4), should review the allocation process and distribution of Instructional Use of Computing (IUC) and New Instructional Technology funds to ensure that programs most critical to the academic mission benefit from them.	Provost Grey has asked the Academic Computing Coordinating Council (AC4) to propose an allocation strategy and process for the new Instructional Technology funds.	Decision by Provost Grey: Dec. 15, 1999.
#12: The new Vice Provost should complete a comprehensive budget analysis coordinated with the FY 2000 budget process. IT management should complete the budget analyses described above specific to IUC funds, funding for administrative computing systems, and funding for Instructional Media Services.	IT management understands that the Review Committee intends that the new Vice Provost conduct a "Zero-Based" budget review. The new Vice Provost will not be on campus soon enough to complete such an exhaustive review for FY 2000-2001. However, IT management will complete a comprehensive budget review as part of the FY 2000-2001 "program enhancement" budget process. This review will include careful analyses of the use of Instructional Use of Computing (IUC) funds, funding for administrative computing systems, and funding for Instructional Media services.	Budget Review complete: June 15, 2000.
#13: IT management should take the lead and work with the deans and vice chancellors and their designees to clarify the roles and responsibilities for technology support and services. **#14:** Each dean and vice chancellor should identify an individual information technology liaison to coordinate campus issues and to inform IT about strategic directions and initiatives within the respective academic and administrative organizations.	IT management is taking the lead and has begun working with the deans and vice chancellors to clarify roles and responsibilities for providing campus technology support and services. IT managers initiated discussions with representatives of the deans' offices for the School of Veterinary Medicine and the Division of Biological Sciences. Discussions with each dean and vice chancellor will follow over the next 6 to 8 months. The expected results are Memorandums of Understanding (MOUs) between IT and each dean and vice chancellor clearly delineating respective roles and responsibilities. Full implementation of these MOUs will take some time given the expected resource implications.	MOUs complete: June 15, 2000. Review of MOUs: annually. Provost Grey's letter to deans and vice chancellors: Aug. 31, 1999.

AUR RECOMMENDATION	IT RESPONSE/ACTION	ACTION DATE
#34: The Provost and Executive Vice Chancellor should charge the deans' and vice chancellors' offices with ensuring departmental participation in the Technology Support Program and adequate training for staff serving as Technology Support Coordinators.	IT management concurs with this important recommendation and urges Provost Grey to clearly communicate this expectation to the deans and vice chancellors. At a minimum, the communication should include:	MOUs complete: June 15, 2000.
#36: IT management should increase coordination between the Division and the deans' and vice chancellors' offices. This coordination should not interfere with the prerogative of individual deans and vice chancellors to organize their computing resources and local support services as they believe is most effective.	(1) The need to identify an individual information technology liaison to IT for each college/school; and (2) Support for full commitment to, and consistent departmental participation in, the Technology Support Program (TSP).	Review of MOUs: annually. Provost Grey's letter to deans and vice chancellors: Aug. 31, 1999.
#38: IT management should take highly visible steps to strengthen the TSP, including leveraging this program to develop agreement about the roles and responsibilities of individual staff, departments, deans' and vice chancellors' offices, IT, and the central campus.		
#15: See Recommendation #6.	See Response/Action for Recommendation #6.	
#16: See Recommendation #6.	See Response/Action for Recommendation #6.	
#17: IT management should ensure that the cost of printing computer-based instructional materials receives serious attention and that ways are identified to ensure that responsibility for these expenses remains with the departments and students generating them.	IT-Information Resources will lead an effort to consult with the campus community to develop an acceptable solution for the printing of computer-based instructional materials because a campuswide consensus must be developed to resolve it. This review will include looking at models at other universities.	Solution available: Dec. 15, 1999.
#18: IT management, in conjunction with the Academic Computing Coordinating Council and the Planning and Budget Office, should complete a comprehensive analysis of the costs, efficiencies, and utilization of both IT and departmentally managed computer labs. This analysis should result in a strategy for increasing the total number of student computer lab stations, optimally distributed between the central IT Division and the academic programs.	Provost Grey should assign the Planning and Budget Office to take the lead on this review. However, IT management will work closely with the Planning and Budget Office and the Academic Computing Coordinating Council to complete this study. See *http://lm.ucdavis.edu/* for current and historical information about IT computer lab usage.	Study completed: June 15, 2000.
#19: IT management, in consultation with the Teaching Resources Center and the Academic Computing Coordinating Council, should lead a campuswide effort to improve the performance, reliability, uniformity, and security of the campus Intranet and its infrastructure, particularly for Web-based instruction. This effort should identify IT and academic unit responsibilities and promote the principle of institutional responsibility and ownership.	IT, in consultation with the Teaching Resources Center and the Academic Computing Coordinating Council, will prepare a white paper that describes the current status and issues related to the performance, reliability, uniformity, and security of the campus intranet and its infrastructure, along with recommendations for improvement. The white paper will be made available to the campus community for review. Following that broad consultation, IT will develop an implementation plan.	Review draft: Nov. 30, 1999. Implement plan: Mar. 31, 2000. Action by Provost Grey: to be determined.

AUR Timeline

11/17/98 AUR Committee meets with Deans, Assoc. Deans and Assist. Deans for Student Programs and Academic Affairs

11/16-20/98 AUR Chair Dave Shelby visits IT Directors, Management Council & Staff

11/18-19/98 Town Hall meetings held with general campus

12/2/98 General meeting held with IT Staff

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AUR RECOMMENDATION	IT RESPONSE/ACTION	ACTION DATE
#20: The Provost and Executive Vice Chancellor should support efforts to strengthen the campus Intranet by promoting this system as an institutional responsibility.	IT management will prepare materials to adequately inform Provost Grey about the campus intranet (see Recommendation #19).	Action by Provost Grey: to be determined.
#21: The Vice Provost and the University Librarian should review the adequacy of the coordinating framework between IT and the Library, and make changes as necessary to strengthen and regularize communication and planning.	Acting Associate Vice Chancellor Hallee, University Librarian Marilyn Sharrow, and other key IT and Library managers have recently met to address this matter. Coordination approaches were reviewed and changes have been made to strengthen communication and planning efforts. The coordinating framework will be re-examined by the University Librarian and the new Vice Provost.	Spring, 1999.
#22: IT management should continue to plan for infrastructure upgrades that the Library will need.	IT management will continue to meet with Library management regularly to discuss the Library's infrastructure needs and upgrades.	Quarterly meetings.
#23: IT management and the deans, in consultation with the Academic Senate's Committee on Research and the Academic Computing Coordinating Council, should develop principles that will lead to a common understanding about the technology support services needed for faculty research. These principles must clearly differentiate between institutional and individual roles and responsibilities, particularly as they relate to the provision and funding of the identified services.	IT will work with the recently appointed Academic Computing Coordinating Council (AC4) Subcommittee on Research, the Academic Senate's Committee on Research, and the Office of Research to develop appropriate principles. The AC4 Subcommittee on Research should take the lead in developing the principles.	Development of principles complete: March 31, 2000.
#24: The Provost and Executive Vice Chancellor should ensure full implementation of the new Administrative Computing Plan and Policy. The Vice Provost, in consultation with the Administrative Computing Coordinating Council, should oversee implementation of this Plan using the Degree Navigator and Advancement Information systems now under development as test cases.	Acting Associate Vice Chancellor Hallee is overseeing implementation of the Administrative Computing Plan in consultation with the Administrative Computing Coordinating Council (AdC3). Provost Grey will monitor this implementation in his role as Chair of the Information Technologies Policy Board. AdC3 is reviewing the Degree Navigator and the Advancement Information System projects as test cases for the new Administrative Computing Policy, UCD Policy & Procedure #200-45. See http://adc3.ucdavis.edu/adminplan for more information on the Administrative Computing Plan.	Report to Information Technologies Policy Board: Dec. 15, 1999.
#25: IT management should increase collaboration with the Planning and Budget Office and with a cross-section of the campus community to fully consider user needs during all stages of data warehouse development.	IT will continue to collaborate with the Planning and Budget Office. Most recently, IT project managers and developers met with the Planning and Budget Office and members of the campus community to plan the Pilot Student Data Warehouse and define the data requirements of the system. IT has also collaborated with Planning and Budget to develop an Employee Demographic Database as a proof-of-concept project to evaluate and select an Online Analytical Process (OLAP) tool.	Discussions with Planning and Budget: Office ongoing.
#26: IT management should continue to facilitate first-time connectivity for incoming students, consider cost-recovery mechanisms to finance these programs, and complement these efforts to increase student awareness of IT services and support.	IT will consult with students and other key campus staff to develop a clear understanding of student connectivity needs. IT will then develop a detailed support model for access to campus systems for both off-campus and ResNet clients. (See response to Recommendation #41 for additional projects to improve communications with incoming students.) These efforts will include discussions with student government leaders to identify needs and to consider funding sources. The possibility of a student referendum to fund remote access for students has been discussed and endorsed by the Academic Computing Coordinating Council (AC4).	Consultation with campus community: Fall, 1999. Plan implemented: Dec. 15, 2000.
#27: IT management should continue planning for expansion of NAM installations, in collaboration with the Instructional Space Advisory Group (ISAG), ASUCD, and the Library.	Projects to expand the number of Network Access Module (NAM) installations have been funded from 1999-2000 Instructional Technology funds. These projects were recommended by the Academic Computing Coordinating Council (AC4) and approved by Provost Grey. IT-Communications Resources' planning for expansion of the network will also address NAM expansion. A communication plan will be developed, in consultation with student representatives, to ensure that students are well informed about the location of these NAMs, their function, and how to use them.	200 new NAMs available in public areas: Sept. 1, 2000.
#28: IT management should make a more visible commitment to develop and support operating systems such as Windows NT and Linux, and other systems designed for small to medium-sized applications.	IT provides various forms of support for operating systems (Windows NT/Linux) that are utilized for small to medium-sized departmental applications. The perception that IT does not provide enough support suggests that more effort needs to be made to effectively communicate the availability of existing services to campus clients. IT will seek additional information about client needs through the discussions with representatives of deans and vice chancellors and within the context of the Technology Support Program. Subsequently, a communication plan will be developed to make IT services for small to medium-sized applications more visible to the campus community.	Draft plan available: Aug. 31, 1999. Initial plan implemented: Fall, 1999. Consultations completed: Winter, 2000.

AUR RECOMMENDATION	IT RESPONSE/ACTION	ACTION DATE
#28: Continued from Page 5.	The existing services include: • The Technology Systems Program (TSP) offers UNIX (including Linux) and Windows NT courses to campus Technology Support Coordinators (TSCs). • Desktop Support provides recharge support for Windows NT to campus departments. • Database and Systems Administration provides recharge support to campus departments for both UNIX and Windows NT-based Oracle databases and UNIX/NT systems administration. • The TSP's Information Technology Representatives (ITRs) have been developing their UNIX and NT skills, and a more comprehensive curriculum program for those topics. • The Campus Data Center and Site Licensing staff will be pursuing a way to offer basic UNIX server security audits to the campus this year. • IT sponsors Special Interest Groups (SIGs) on NT, Macintosh, UNIX, Web administration, and Cold Fusion.	Draft plan available: Aug. 31, 1999. Initial plan implemented: Fall, 1999. Consultations completed: Winter, 2000.
#29: See Recommendation #6.	See Response/Action for Recommendation #6.	
#30: IT management should take steps to improve communication with clients at the intake phase to ensure that the most appropriate technologies are applied to IT projects, and that project priorities are based on academic priorities.	Underway. See Response/Action for Recommendations #6, 31, and 39.	
#31: IT management should explore the philosophy and methods used in library service delivery for their potential applicability to IT programs. #39: Use the 5-step proposal suggested by IT management as a foundation for a structured effort to improve customer service.	IT client service units will study Library services models to determine those elements that would apply to delivery of IT services. The Division of Information Technology is fully committed to the improvement of customer service. The latest IT customer service initiative has all IT staff and managers attending a special two-day training seminar that is specifically focused on service delivery within the technology environment. The training program extends beyond the two-day seminar by requiring the IT units to take what they learned and develop programs that will ensure the client service values are incorporated within their daily work. IT management continues to collect and assess customer service information through a variety of activities, including: (1) A careful re-assessment of the multiple IT service entry points with the goal of simplifying and clarifying the points of access for clients; (2) An ongoing, significant dialogue between the IT Representatives and the college/school Technology Support Coordinators to identify areas for improvement; (3) A complete redesign of IT's Web sites to better serve the campus community and IT staff; (4) Conversations among IT management and college and school deans' office administrative and technical personnel to clarify the roles and responsibilities of IT, the deans' offices, and academic departments with respect to delivery of technology services, etc. These initiatives will give IT management necessary information to develop a divisional plan to implement the recommended "Five-Step Structured Approach to Customer Service." The plan will be reviewed in Spring, 2000 with implementation planned for 2000-2001.	Review Library service models: March 31, 2000. Divisional plan ready for review and discussion: April 30, 2000.

AUR Timeline

4/9/99 A draft report is released by the committee to IT unit directors and outside consultants

4/29/99 The AUR final report is submitted, including 43 recommendations.

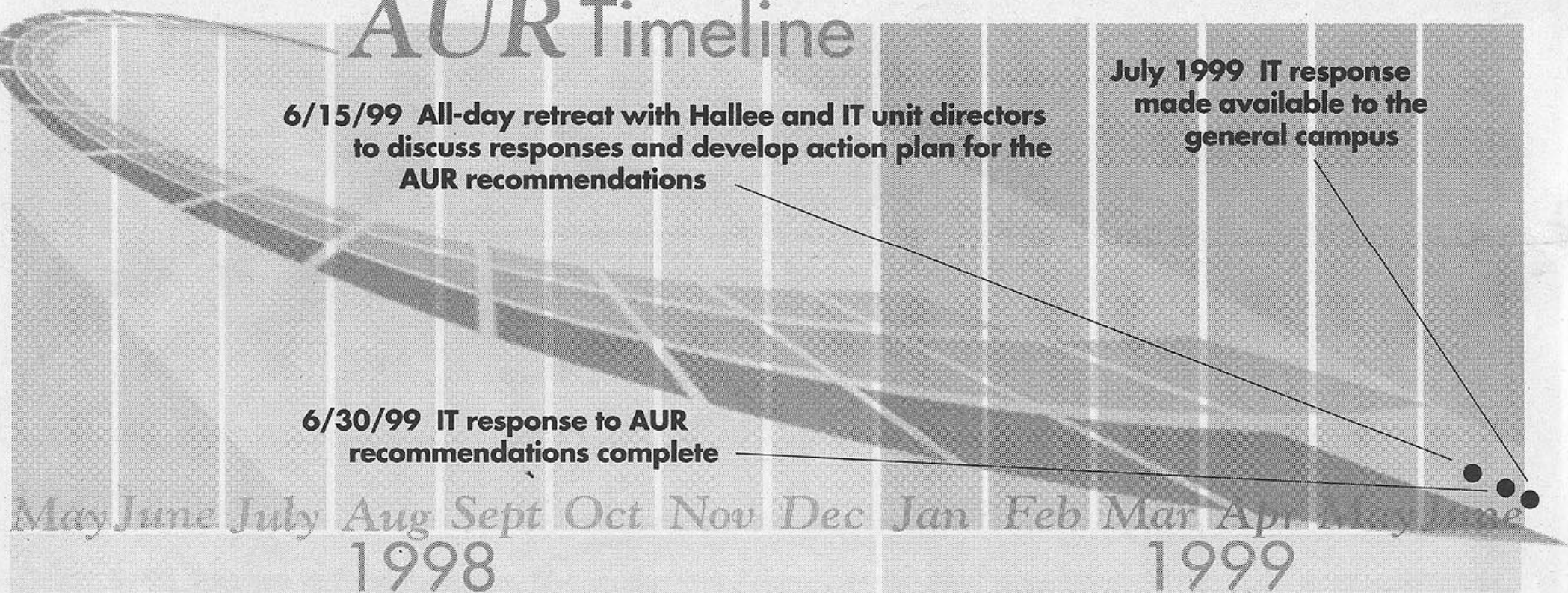**May 1999** Provost Grey approves recommendations and asks Acting AVC-IT Hallee to compose a response

4/23/99 A draft report is provided to Provost Grey

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AUR RECOMMENDATION	IT RESPONSE/ACTION	ACTION DATE
#32: IT management should improve service delivery from the Network Operations Center and collaborate more closely with technical managers in deans' and vice chancellors' offices.	IT management will hold discussions with the deans' and vice chancellors' offices to gain an understanding of the issues involved. Following these discussions, IT-Communications Resources' technical managers will develop detailed plans for improving service delivery.	Reports to AVC-IT and Network Operations Committee: quarterly. Service delivery plans: June 15, 2000.
#33: IT management should consider focusing IT Express on student services and explore the delegation of activities such as Kerberos authentication to deans' and vice chancellors' offices that are capable of, and interested in, administering these functions.	IT has offered to delegate Kerberos authentication to technical support staff in deans' and vice chancellors' offices. However, managing direct password changes for faculty and staff entails a level of responsibility that does not appear to be widely desired by the technical staffs within some of the deans' and vice chancellors' offices. IT has delegated the capability to verify the identity of faculty and staff to issue requests to IT for password changes to some deans' and vice chancellors' technical staff. This delegation avoids requiring a faculty or staff member to physically go to the IT Express in the Shields Library for this service.

IT management will take the lead and work with the deans' and vice chancellors' offices and technical staff to clarify the roles for providing campus technology support and services. Delegation of the Kerberos authentication functions will continue to be considered during these discussions. However, security considerations will require careful implementation, including restrictions associated with any proposed re-delegation of this authority. | First round of delegations complete: Aug. 31, 1999. |
| **#34:** See Recommendation #13. | See Response/Action for Recommendation #13. | |
| **#35:** IT management should take steps to reduce the turnover of the Technology Support Program's Information Technology Representatives (ITRs). | Losing Information Technology Representatives (ITRs) and other technical employees to other opportunities is a problem that is endemic to the information technology field.

This problem is, in part, directly related to UC salary and benefits package constraints. The turnover rate in IT, compared to similar organizations, is not unusually high, but is clearly a cause for concern.

The May 1999 University-wide Information Technology Joint Operations Group (JOG) meeting at UC Berkeley was focused on the industry-wide issue of recruiting and retaining technical staff. The UC Davis central Human Resources and IT organizations were consistently recognized as having the most innovative and best practices within the UC System for recruiting and retaining technical staff.

Nevertheless, ITRs are not immune to the environment (only 50% of the present ITRs have been in their positions for two years or more). Even with these challenges, IT management has been able to increase the number of ITRs over the four-year life of the Technology Support Program from the original one FTE in Spring, 1995 (the pilot phase of the program) to the present seven FTE. However, since turnover is unavoidable, IT management must be creative in achieving the seamless transition of new ITRs into the distributed technical support model.

Recent campus and UCOP surveys indicate that three factors can help reduce ITR turnover:

(1) Improving UC-wide compensation packages;
(2) Providing additional incentives (i.e., educational fee waivers for family members); and
(3) Focusing on seamlessly integrating new ITR staff into the distributed technical support model.

These and other strategies for recruiting and retaining technical staff must be considered and implemented to stabilize technical staff turnover. | Status report to AVC-IT: Sept. 15, 1999. |
#36: See Recommendation #13.	See Response/Action for Recommendation #13.	
#37: See Recommendation #6.	See Response/Action for Recommendation #6.	
#38: See Recommendation #13.	See Response/Action for Recommendation #13.	
#39: See Recommendation #31.	See Response/Action for Recommendation #31.	
#40: IT management should continue to implement recommendations in the IT Communications Plan, and should develop an IT Facts Pamphlet that identifies access points for questions and services.	IT management has continued to implement the plan, and at the same time recognizes that the 1995 IT Communications Plan is four years old and so does not adequately address the changing communication needs of the Division.
In May 1999, IT management initiated Project Mercury. This is a ten-month project to develop an IT-wide strategic plan to improve both internal and external communications. The project involves a complete inventory and evaluation of the effectiveness of the Division's current communications, an analysis of information and communication expectations and perceptions of IT clients, and strategies and tactics for implementing the plan. The plan will draw on extensive consultation with campus clients.

Project Web site: *http://it.ucdavis.edu/mercury.* | Needs assessment complete: Nov. 15, 1999.

Final plan: May 1, 2000.

Plan implementation and evaluation: ongoing. |

AUR RECOMMENDATION	IT RESPONSE/ACTION	ACTION DATE
#41: IT management should continue to develop communication strategies to specifically target the student population.	In Winter 1999, IT management hired a team of student writers to help develop communication strategies that specifically target the student population. Their first project was a complete revision of the Student Computing Guide (print and Web editions) for summer session students. Student focus groups will evaluate this pilot version, and revisions will be made by Fall quarter. The student team has an ongoing role with IT-Information and Events. Web edition of the Student Computing Guide: *http://scg.ucdavis.edu.*	Pilot edition: June, 1999. Feedback: Summer, 1999. Fall edition: Sept., 1999. Refinements: ongoing.
#42: IT management should continue reorganization of its Web-based communication resources, and ensure early and continued involvement of a cross-section of campus end users in this effort.	IT management initiated Project Swordfish in February, 1999. This IT-wide Web workgroup is developing standards for design, navigation, and organization of all IT Web pages. Prototypes will be developed and reviewed by clients during Summer, 1999. Updating of all IT Web pages to the new standards will begin in Fall quarter. Project Web site: *http://itweb.ucdavis.edu.*	New IT-wide Web templates: Fall, 1999.
#43: IT Unit Directors should re-emphasize internal communications as a management priority by supporting the IT Communicators Group and by setting an expectation that all IT managers will support internal communication efforts by providing the necessary time and resources.	IT management recognizes that effective internal communications are essential for a unit with the size and complexity of the Division. Timely communication among IT units and with the campus community as a whole will be improved. IT management commits to the required improvement. The IT directors and managers will refocus by developing and implementing appropriate communication metrics.	Review inventory of internal communications through Project Mercury: August, 1999.

AUR Timeline

6/15/99 All-day retreat with Hallee and IT unit directors to discuss responses and develop action plan for the AUR recommendations

July 1999 IT response made available to the general campus

6/30/99 IT response to AUR recommendations complete

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