Information Technology Leadership Council
Internal Memorandum of Understanding
October 2008

Introduction: While discussions relating to the creation and vetting of an ITLC Charter (an outward-looking document that will specifically address the mission and goals of the ITLC) continue, the membership of the University of California Information Technology Leadership Council (ITLC) proposes hereby to adopt a modest set of internal processes building on evolutionary changes in the ITLC itself and the relationship between its members, the campuses, and the Office of the President of the University. Where this document uses the present tense, this refers to the process in place once this MOU is in final form and endorsed; it makes no implications about prior practices, though it derives from and is informed by them.

Purpose: The purpose of this MOU is to define an effective internal governance model for the ITLC—one that is flexible enough to adjust to the changing needs of the ITLC member institutions and simple and clear enough that it creates maximal value to our communities with as little bureaucracy as possible.

Membership: The ITLC is an affiliation of equal "institutions"— currently, the ten UC campuses, five medical centers[1], LBNL, the UC Office of the President, and UC Division of Agriculture and Natural Resources (ANR). Each institution via its chancellor or designee determines its representative IT leadership, whether one CIO or equivalent or several leaders in complementary areas. Where this document says "campus CIO or equivalent," it merely means one or more of those individuals designated by the campus as its primary ITLC representatives. Where the document says "campus" or "member," it means one of these institutions through its ITLC representative[2].

Officers of the ITLC: The ITLC membership finds it useful to have a **chair** and a **chair-elect**. The **chair** is a convener / facilitator from among the equal institutions, who will work with all the members to identify key agenda items, ensure significant issues are documented and discussed between ITLC meetings, and work with others (including significant peer groups such as the VCs for Administration and Research) to ensure that critical ITLC programs make progress through effective oversight from the ITLC. The chair convenes regular calls and meetings on behalf of the members, as well as identifying with the members other forums and groups that fall under the purview of the ITLC and ensuring their effectiveness through appropriate oversight, such as through regular reporting and formal assessment.

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[1] The medical centers are included here because they are formally members of the ITLC list and while they have not been broadly active with ITLC, the active ITLC members would value their participation. However, each actual UC institution (campus + med center) and the medical centers as a group will want to explore their intersection.

[2] The UC Division of Agriculture and Natural Resources (ANR), while an active ITLC participant in all respects, shall be regarded for the purposes of this MOU and for formal votes on matters of substance to UC campuses as an affiliate of UC Davis.

The **chair-elect** is primarily the designated chair for the following year and, pursuant to that, will act as vice-chair, assisting the chair and acting in her stead (e.g. convening meetings), as appropriate.

Term: The previous year's chair-elect will assume the position of chair for the following year and the in-coming chair-elect will be selected by the members of the ITLC; each will serve a term of one year.

Executive Committee: The ITLC will have an executive committee composed of rotating chair and vice chair positions, in addition to an ex officio position held by the Associate Vice President for Information Resources and Communications. The purpose of the executive committee is to provide project and issue continuity between meetings of the full membership, as well as to represent the recommendations and request of the ITLC to UCOP and campus leadership. The executive committee is a coordinating group and does not have voting authority as a body.

Nominations: In April of each year, the outgoing and incoming chairs will act as a nominating committee, seeking nominations for the (incoming) chair-elect selected from the rotating membership. It is desirable to rotate the chair position through the ITLC member institutions, however the election process will allow a candidate to defer their nomination. The slate of candidates will be drawn from the "CIO or equivalent" representatives from each member institution. Election of the chair-elect shall take place *before* the May meeting. If there is more than one candidate, the candidate with the most votes from the membership (see **Voting** below) is elected chair-elect[3]. The new chair and chair-elect will assume office *after* the May meeting each year.

Special Initial Nomination Process: Upon ratification of this MOU, the three-member MOU work group will serve as the nominating committee for chair and chair-elect for the first term, which will begin immediately and end after the very next May meeting with the normal nomination process. The nominating committee will seek at least two formal nominations for chair (at most one from each member including the nominating committee institutions) and the member institutions shall cast one vote per institution. The candidates with the highest and 2nd-highest number of votes shall be chair and chair-elect, respectively, and serve a partial year.

Consensus and Voting: In general and at the discretion of the chair, most ITLC actions will be based on the consensus of the ITLC members, emphasizing collegiality and university leadership over formality. For all matters requiring a formal vote, each member institution shall receive exactly one, indivisible vote. Each member chooses its own mechanism for determining its single vote. While, for most matters, a majority vote will be sufficient to carry a motion, each member institution will have sole discretion regarding the commitment of its own funds to the ITLC. Under some circumstances, such as a change to the ITLC charter, and with concurrence of the membership, a two-thirds vote may be required for adoption of a motion. UCOP will not participate as a voting member.

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[3] A run-off vote would take place in case of a tie for most votes.

Meetings: Full ITLC meetings will be held no less than three times per year. Short teleconferences (or video conferences) will be held monthly or as deemed necessary by consensus of the membership.

Ratification of this MOU: This MOU shall be in force only with the unanimous and signed agreement of each of the members as defined herein.

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Chancellor or Designated Authority   Campus   Date

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Chief Information Officer or Equivalent   Campus   Date

Proposed Next Steps: We recommend that the ITLC members consider this working document for discussion, improvement, and ratification.

Once this MOU has been ratified, and as part of the evolving governance of the ITLC, we make the recommendation that the initial work of the ITLC under this governance model make it a priority to adopt the following initiatives in support of ITLC governance, the first as soon as feasible:

Chief of Staff / Project Management Office:
- Create an ITLC Technical Liaison ("chief of staff") position[4] to support the common activities across the ITLC, from strategic planning to assessment of UC-wide proposals or initiatives to coordination with peer groups such as the VCRs and VCs for Administration to developing and maintaining web pages defining and tracking ITLC programs. The position, if approved, will be reviewed and continued yearly by a majority vote of the ITLC. The technical liaison would be identified as an "associate director-level" position. The technical liaison, as a shared resource, will receive their overall charge from the ITLC and will be managed by and report to the AVP at UCOP.
- Create a modest ITLC budget in support of ongoing common activities to be reviewed yearly and based on the mutual agreement of the membership, while recognizing that *major* project funding would be determined by other campus and UC-wide budgetary mechanisms.
- Establish a small project management office to manage ITLC projects and initiatives. The PMO, reporting to the ITLC Technical liaison, is focused on specific, well-defined technical projects on behalf of the ITLC.

Such initiatives, when approved, will be funded through equal, yearly assessments of all voting members. The maximum amount of this yearly assessment will be $20,000 with the exception of UC Merced who will contribute ½ the assessed amount for five years when the subsidy will be reviewed for continuation. IR&C at UCOP will seek matching funding.

Once this MOU is in effect in final form, we recommend other key topics be considered at due speed by the ITLC: ratifying the ITLC charter, more fully addressing the issues and interests of the medical centers, and engaging campus and Office of the President leadership as appropriate.

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[4] See model job description *below*, based on a comparable CIC position.

Model Job Description – ITLC Technical Liaison
Based on: Associate Director for Technology Collaboration, CIC[5]

Reporting to the chair of the ITLC[6], the ITLC Technical Liaison (TL) will act as "chief of staff" for the ITLC group; specifically the TL will lead, coordinate, and direct a diverse group of collaborative academic and administrative programs and projects related to information and learning technologies including the sharing of inter-institutional courses across the "campuses" of the ITLC (including the UC Office of the President). The scope of work includes management of financial and human resources; grants management; communications; program planning and deployment; and strategic planning and implementation. The TL also acts as a liaison with other UC leadership groups, including the UC-wide Vice Chancellors for Research, Administration, and Executive Vice Chancellors.

Current areas of program focus include …

Primary constituents for this position are the members of the UC-wide Information Technologies Leadership Council (ITLC) and the Council's various sub-committees.

The position requires an understanding of the nature and workings of research universities, the ability to conceptualize steps necessary to advancing the goals of the collective and individual member campuses and the Office of the President, and the ability to work with disparate groups and committees in moving projects forward. The position requires excellent leadership communication, facilitation, planning, and organizational skills. Other significant programs, such as a Project Management Office, may report day-to-day to the TL on behalf of the ITLC.

Responsibilities:

♦ Plan, initiate, execute, and evaluate collaborative or consortial projects of several members to enable the cooperative development, deployment, and employment of information and learning technologies including the inter-institutional sharing of courses
♦ Manage and oversee web sites and statistics related to programs
♦ Coordinate communications about the initiatives
♦ Recommend, implement, and monitor inter-institutional policies related to the operation of the academic programs
♦ Prepare grant proposals and manage grants in the designated areas of focus
♦ Promote and facilitate the dissemination of programmatic information
♦ Collaborate with other UC campus or system staff on program areas as appropriate to meet the objectives of the office
♦ Other duties as assigned by the ITLC chair

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[5] With thanks to Karen Partlow, CIC position incumbent, for sharing this 2005 description (current as of July 2008).
[6] The TL will administratively report to a CIO on one of the campuses, but will work full time on behalf of the ITLC as a whole.

Required Qualifications:

◆ An advanced academic degree
◆ Excellent written and oral communication, organizational, and interpersonal skills
◆ Initiative, the ability to assume responsibility, and the ability to work without direct supervision
◆ Successful faculty or administrative experience in a research university or consortium of universities
◆ Demonstrated ability to plan and execute complex projects involving multiple organizations and priorities
◆ Proven ability to work effectively with diverse groups in a dynamic academic environment