

# IMPROVING UC IT STRATEGIC SOURCING THROUGH “CLIC” (COLLABORATE, LEAD, IMPROVE, COMMUNICATE)

FOCUS ON EFFICIENCY

*To address myriad challenges for IT strategic sourcing within the University of California system, the UC information technology and strategic sourcing communities created a partnership that re-evaluated respective processes, which resulted in a UC-wide financial benefit of nearly \$41 million.*

To improve the effectiveness, efficiency and outcomes of UC-wide IT strategic sourcing (ITSS), a new partnership was formed between the University of California’s strategic sourcing and information technology communities to overcome these challenges within the large and highly complex University of California system:

1. Annually, more than \$500 million is spent on IT products from more than 3,400 suppliers.
2. Budget and purchasing decisions reside at the local department level.
3. When locations have common needs, they’re often on differing timelines.
4. Individual locations have varying tolerances for risk.
5. Stakeholders are broad and diverse, including IT leaders, subject-matter experts and stakeholders, procurement leaders and stakeholders, and individual business process owners using IT products.
6. None of the location stakeholders have a direct reporting relationship to the UC-wide chief purchasing officer or chief information officer.

To address these challenges, the UC IT and strategic sourcing communities’ partnership implemented “CLIC” (Collaborate, Lead, Improve, Communicate). Since CLIC’s inception, 14 new UC-wide ITSS projects have been identified and prioritized. The financial benefit resulting from the efforts of this collaboration totaled \$40,907,132, an increase of more than 66 percent from the prior year.

## MILESTONES

- December 2016**
  - UC IT Leadership Council endorses formation of UC IT Sourcing Committee (ITSC)

---

- January 2017**
  - First monthly ITSC meeting is held, resulting in establishment of initial project prioritization process and identification of initial priority project

---

- March 2018**
  - Electronic Accessibility Committee engagement on Web Accessibility project

---

- April 2017**
  - First monthly IT Sourcing Roundtable meeting is held connecting IT and Procurement

---

- June 2017**
  - UC Health engagement on IT Infrastructure project

---

- November 2017**
  - Security Committee engagement on Multi-Factor Authentication project

---

- March 2018**
  - IT infrastructure project is completed

---

- June 2018**
  - Educational Technology Committee engagement on Online Grading Solutions project

---

- July 2018**
  - UC IT Strategic Sourcing Strategic Plan is endorsed

The CLIC foundations:

**COLLABORATE:** Coordinate among appropriate stakeholders to identify, prioritize and execute ITSS initiatives leveraging the power of the UC's collective volume. Work with suppliers to explain the UC's environment and needs so that they effectively structure their responses and offers.

**LEAD:** Develop, negotiate, implement and disseminate UC-wide IT sourcing initiatives resulting in agreements that align with the UC's needs, mitigate risk, reduce cost and provide benefit UC-wide. Establish guidance regarding the appropriate role (e.g., facilitator, advisor, broker, strategist) for the UC IT strategic sourcing team.

**IMPROVE:** Continuously seek, develop and execute opportunities to improve existing agreements and further reduce total cost of ownership, as well as improve existing practices and procedures.

**COMMUNICATE:** Active engagement and clear communication between UC IT and procurement leaders, partners and stakeholders, as well as individual IT subject-matter experts and business process owners who use IT products and services, allows all participants to understand and address needs.

## QUANTIFICATION AND RESULTS

Since the project's inception:

14 ITSS projects and agreements have been successfully completed.

The project resulted in \$40,907,132 in annual financial benefit in the first year, which is a 66 percent increase over the prior year.

The project resulted in significantly reduced data security and privacy risk.

## IMPACT AND BENEFITS

In addition to the quantified results above, the implementation of a more intentional identification and prioritization process has led to significantly more effective use of limited ITSS resources.

Establishment of a clear, transparent and commonly understood prioritization process has fostered substantially higher trust-based relationships between and among IT and procurement professionals. This leads to better project engagement and outcomes.

## PROJECT TEAM

### EXECUTIVE SPONSORS:

**Tom Andriola**  
UC system chief information officer

**Bill Cooper**  
UC system chief operating officer

**Joe Bengfort**  
UC San Francisco chief information officer

**Justin Sullivan**  
UC Strategic Sourcing director

### IT SOURCING COMMITTEE MEMBERS:

**Chair:**  
**David Willson**  
UC Berkeley

**Mark Amey**  
UC San Diego Health

**John Arbolino**  
UC San Francisco

**Sriram Bharadwaj**  
UC Irvine Health

**Shirley Bittlingmeier**  
University of California Office of the President

**Kian Colesotck**  
UC Irvine

**Lily Dimitrova**  
UC Santa Cruz

**Derek Dutt**  
UC San Diego Health

**Richard Gregory**  
Lawrence Berkeley National Laboratory

**Cesar Higueros**  
UC Riverside

**Carol Jordan**  
UC Santa Cruz

**Mike Kennedy**  
UC Riverside

## LESSONS LEARNED

1

Many business process owners with an idea for the next systemwide IT strategic sourcing project believe their needs are special and exempt from the process. However, once the prioritization procedure has been established, it's important to funnel all project ideas through the same evaluation so that they are equally reviewed and prioritized based upon their merits from a systemwide perspective.

2

IT strategic sourcing projects generated when prior agreements expire usually take the same amount of resources as new/green-field projects. For this reason, it's important to vet both via the same prioritization process.

## PROJECT TEAM

**Morna Mellor**  
UC Davis

**Elise Meyer**  
UC Santa Barbara

**Brett Pollak**  
UC San Diego

**Barbara Stanton**  
UC Davis Health

**LeAnn Story**  
UC Los Angeles

**Meagan Torres**  
UC Merced

**Ryan Wolff**  
UC San Diego Health

**Gabe Youtsey**  
UC Agriculture and Natural Resources

### UNIVERSITY OF CALIFORNIA OFFICE OF THE PRESIDENT IT STRATEGIC SOURCING TEAM:

**Bala Balakumar**  
**Roshni Pratap**  
**Thomas Trappier**  
**Michael Wegmann**

## FURTHER REFERENCES

**UC Office of the President  
Procurement Services**  
website:  
<https://www.ucop.edu/procurement-services/for-ucstaff/it-strategic-sourcing/index.html>

**UC Office of the President  
UC IT Sourcing Committee**  
website:  
<https://www.ucop.edu/strategic-sourcing/>