Agenda

• University Science Priorities
  – Peter Schiffer, VP for Research
  – Kiran Keshav, Executive Director, YCRC

• Operational Priorities
  – Jack Callahan, EVP for Operations

• IT Updates
  – John Barden, University CIO
Science Priorities

Peter Schiffer, Vice Provost for Research
From the President and Provost

The sciences, broadly speaking, are vital to our mission to improve the world today and for future generations.

Peter Salovey and Ben Polak
(Release of the USSC Report)
A Research Powerhouse in Science and Engineering

- 5 Nobel Prizes
- 5 Mac Arthur Genius Grants
- 1 Breakthrough Prize
- 21 HHMI faculty
- 4 Lasker Awards
- 8 National Academy of Engineering
- 59 National Academy of Science
- 46 National Academy of Medicine
- 3 Wolf Prizes
- 2 Fields Medals
Momentum in the Sciences

Renovations and New Buildings

New Faculty Hires
University-wide Science Strategy Committee

Chaired by Scott Strobel

Charged in January 2017

Report issued in June 2018

- Deep engagement with multiple stakeholders
- Recommendations based on feasibility and impact

Basis for Yale’s science strategy
Overview of Committee Recommendations

4 Cross-Cutting Investments

5 Top Priority Ideas

5 Additional Priority Ideas

10 Structural and Organizational Changes
Report: Cross-Cutting Investments

• University Funding for Graduate Students
• Diversity across STEM at Yale
• Instrumentation Development
• Core Facilities of Shared Equipment
Implementation of Cross-Cutting Investments

- **University Funding for Graduate Students**
  - Costing out options (i.e., internal support for at least one year, reduced grant payments for tuition)
  - Planning more students in priority areas

- **Core Facilities/Shared Equipment**
  - Inventorying existing resources
  - Planning investments into existing facilities
  - Comparing models at other institutions
  - Forming task forces
Top Priority Ideas

- Integrative Data Science and its Mathematical Foundations
- Quantum Science, Engineering, and Materials
- Neuroscience, from Molecules to Mind
- Inflammation Science
- Environmental and Evolutionary Sciences
Examples of early action

• Computing and data management support
  • New data management support, led by Library
  • New initiatives in YCRC

• Increase connections with Brookhaven National Laboratory

• Commercialization and entrepreneurship

• …
University-wide Science Priorities ...

... A Unique Moment

- Addressing critical needs for Yale’s science and engineering researchers

- Setting Yale apart as a leader in scientific innovation

- Addressing the world’s most pressing challenges
Research Meets Technology
Technology Support for Research at Yale

YCRC

Research Computing
Research Data
Research Environments
Research Consulting & Certification
Research Systems & Programming
Marriage of data science and neuroscience at Yale gets support from NSF
Yale Center for Biomedical Data Science is about ‘positive impact’

“...The center will enhance research ... through the development and integration of rapidly emerging methods in data science...”
—MARK GERSTEIN
New academic center to advance economic policy research

FAS announces inaugural faculty director of the Tobin Center

"[E]stablishing this new economic center at Yale will position the university to have an impact on domestic policy issues, an important role for Yale.

— Josh Bekenstein ’80"
Contact

Website: http://research.computing.yale.edu
Twitter: @YaleCRC
Email: research.computing@yale.edu
Address: 160 St. Ronan Street (Edwards Street entrance)

Resource Links
https://research.yale.edu/ussc-report
https://research.yale.edu
https://your.yale.edu/research-support
Operating Priorities

Excellence
- Faculty Education

Excellence
- Staff Service

Science
Arts
Social Science
Humanities
Innovate
Deliver
Plan
Know
2019
A New Year

• Progress in advancing the distinctiveness of Yale:
  – Year 2 of Yale College Expansion
  – Report of the University Science Strategy released
  – Committee on the future of Jackson at work

• Another year of sound financial health and investment; but cautious looking forward due to:
  – Dependence of endowment returns
  – Government policy

• Operations Senior Leadership structure in place; now the opportunity is building a culture based on service, excellence, teamwork and mutual respect
Operations Leadership Team

Jack Callahan, Jr.
Sr. Vice President for Operations

John Bollier
Vice President for Facilities & Campus Development

Lauren Zucker
Associate Vice President for New Haven Affairs & University Properties

Steve Murphy
Vice President for Finance & Chief Financial Officer

John Barden
Associate Vice President & Chief Information Officer

Cynthia Walker
Deputy Dean & YSM Finance & Administration

Rafi Taherian
Associate Vice President for Yale Hospitality

Janet Lindner
Vice President for Human Resources & Administration

Tim Pavlis
Associate Vice President for Strategy & Analytics

Doug Bebbington
Director of Internal Audit & Quality Assurance
• Business Operations leadership and alignment

• Workday year two
  – Reporting
  – Grant and gift accounting
  – Deeper understanding of interdependencies
  – Communication

• Resource Plan in support of the Academic priorities
  – Fund at least $100 million incremental operating expense
  – Longer term space plan
  – Inform campaign strategy
Interim Organization and Next Steps

• Assuming role on an interim basis:
  – Attend BOLT meetings
  – Have regular one-on-ones with BOLT leadership
  – Ask CFO and CHRO to also attend BOLT meetings

• Maintaining focus on Operational Excellence and Change Management:
  – Transition leadership to CIO
  – Personally committed to success

• Working to use this opportunity to evaluate Business Operations over the fall semester
SVP for Operations FY19 Objectives

• Continue to build out the Operations team, culture and capability

• Champion *Operational Excellence* to stabilize and increasingly optimize the Workday investment, and deliver on new process intensive initiatives

• Commit to advance *Excellence across* the centralized functions: ITS, HR, Finance, Facilities, Hospitality, University Properties, and Audit

• Enhance the effectiveness of Business Operations including new leadership

• Plan for a stronger, more distinctive Yale supporting the execution of the academic priorities
SVP for Operations
FY19 Objectives

- Contribute to strategic positioning and operating alignment across the University, School of Medicine and YNHHS
- Strengthen core people related processes
- Maintain a constructive and collaborative working relationship across all staff
- Identify analytical capabilities to enable fact based decision making
- Actively support the Senior Leadership team on the major initiatives
FY19 and Beyond - Goals

**OUR STRATEGIC PRIORITIES**
*Things to achieve*
- One IT@Yale
- Strategic Projects
- Workplace of Choice
- Operational Excellence
- Mission-Centric Innovation

**OUR VALUES**
*Things to believe in*
- Collaboration | Openness
- Community | Stewardship | Opportunity

**OUR COMPETENCIES**
*Things to practice*
- Personal Accountability
- Resourcefulness & Results
- Expertise & Continuous Learning
- Communication & Interaction
- Manage Diversity
- Staff Development
- Community & Client Focus

**ALIGNED WITH INDIVIDUAL GOALS AND ROLE**
One IT@Yale

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Things to achieve

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Operational Excellence
Mission-Centric Innovation

OUR VALUES
Things to believe in

COLLABORATION | OPENNESS
COMMUNITY | STEWARDSHIP | OPPORTUNITY

OUR COMPETENCIES
Things to practice

PERSONAL ACCOUNTABILITY
RESOURCEFULNESS & RESULTS ■ EXPERTISE & CONTINUOUS LEARNING
COMMUNICATION & INTERACTION ■ MANAGE DIVERSITY
STAFF DEVELOPMENT ■ COMMUNITY & CLIENT FOCUS

ALIGNED WITH INDIVIDUAL GOALS AND ROLE
What is “One IT@Yale”?  
A commitment to work collaboratively with our colleagues in the best interests of Yale, regardless of organizational boundaries  
Recent Examples:  
• Alarm Systems  
• Patient Access Center  
• Network Design
Workday Reporting – gaps remain in Departmental and Faculty Grant reporting

Reporting results from many complex interactions working in concert:
- Timeliness of data entry
- Consistency of system integrations
- Communications and training
- Security roles and access
- Responsive reporting tools

A comprehensive effort is underway to both “shore up” short term needs while building a new data model and reporting environment to support long term needs.
Strategic Projects

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Strategic Projects

Next Generation Network

Much more than a Network Replacement Project….

**Clinician**

Clinicians able to span seamlessly across Yale and YNHH networks with a single login and password.

When accessing EMR and other regulated systems, insecure application access is restricted.

**Researcher**

Login to Yale network provisions high throughput (40GB+) connection, edge DTN access for external collaboration, and individual lab access regardless of campus location.

**Student**

Residential housing network requirements loosened to allow unfettered use of IOT devices.

Students able to create room-based network groups to allow individual security setup and sharing.
Next Generation Network (NGN) will support multiple types of traffic such as voice, data and multimedia to establish redundant pathways to improve reliability. NGN will allow for different access levels to resources while providing increases in network capacity to support expected increases in data usage. NGN will also provide visibility to increased security and decrease network vulnerability.
# Strategic Projects

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<thead>
<tr>
<th>Next Generation Network</th>
<th>FY19</th>
<th>FY19 - 20</th>
<th>FY21 - 24+</th>
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<tbody>
<tr>
<td>Planning &amp; Foundational</td>
<td></td>
<td>Pilot Execution</td>
<td>Rollout &amp; Stabilization</td>
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## Deliverables

- **FY19**
  - ✔ Initiation & Planning
  - ✔ Analysis
  - ✔ Design
  - ✔ Rollout Planning
  - ✔ IAM & Security Supporting
    - Pilot Buildings
      - 25 Science Park
      - Additional Buildings TBD

- **FY19 - 20**
  - ✔ Rollout next 2 buildings
  - ✔ Rollout to Science Hill
  - ✔ Rollout to Med School Campus
  - ✔ Rollout to Central/West Campus
  - ✔ Stabilization

- **FY21 - 24+**

Workplace of Choice

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Workplace of Choice

2018 was our first year of introducing the IT Competency Model

Our goal is to establish clearer expectations for each other in the workplace, and create a foundation to fortify the best attributes of our team culture.
Workplace of Choice

CLIMATE, CULTURE AND INCLUSION TASK FORCE

- Planning a new IT Orientation/Breakfast model
- Developing Support Materials
- IT Newsletter Spotlight
- Developing a Strategy that will balance Recruitment
- Focusing on Retention and the On-boarding process
- Researching Exit Interview Processes
- Attended a Mutual Respect Course as a team
- Updating the Climate, Culture and Inclusion ITS website
Operational Excellence

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**Operational Excellence**
Mission-Centric Innovation

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Operational Excellence

Highlights:

- **CAB and Gating** – Recast roles and expectations, expanded coordination

- **Security Guidelines** – a step toward clearer community understanding and security by default

- **Tools Deployment** - Business Case, Service Offering Operating Manual, Runbook templates, and PM Workbook available now

- **Disaster Recovery** - Progress on documentation and testing

- **PMO Survey** – 181 respondents, results and action plan to be shared in the next few weeks
Operational Excellence

Introducing Tag IT –

Our integrated repository and collaboration space
Operational Excellence

Our Goal:
Achieve and Sustain CMM Level 3 by 2021

Capability Maturity Model (CMM)  https://cmmiinstitute.com/
Mission-Centric Innovation

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Mission-Centric Innovation

Now approved for moderate and high risk data

Security enhancements such as:

- Built in security calculator
- Multi-Factor Authentication
- Disk encryption
- Hardened operating systems
- Centralized logging
- Data type tagging
- Regular compliance/attestation agreements

https://spinup.internal.yale.edu
#spinup
WWW
https://spinup.internal.yale.edu
It is Budget Season...

IT Executive Committee

Academic IT
- Suttle (Chair)
- Primary Beneficiaries: Faculty and Students
- Support Staff: Livingston

Research IT
- Schiffer (Chair)
- Primary Beneficiaries: Research Faculty
- Support Staff: Keshav

Clinical IT
- Borrelli (Chair)
- Primary Beneficiaries: Clinicians and Patients
- Support Staff: Hanss

Cultural Heritage
- Gibbons (Chair)
- Primary Beneficiaries: Museum and Library Patrons and Scholars
- Support Staff: Livingston

Administrative IT
- Murphy (Chair)
- Primary Beneficiaries: Employees, Research Faculty, Alumni
- Support Staff: Ulan

Foundational IT
- Barden (Chair)
- Primary Beneficiaries: Entire Yale Community
- Support Staff: Tiseo, Rivers, Pagliuca, Schlagheck
THANK YOU!!