
COSUAA

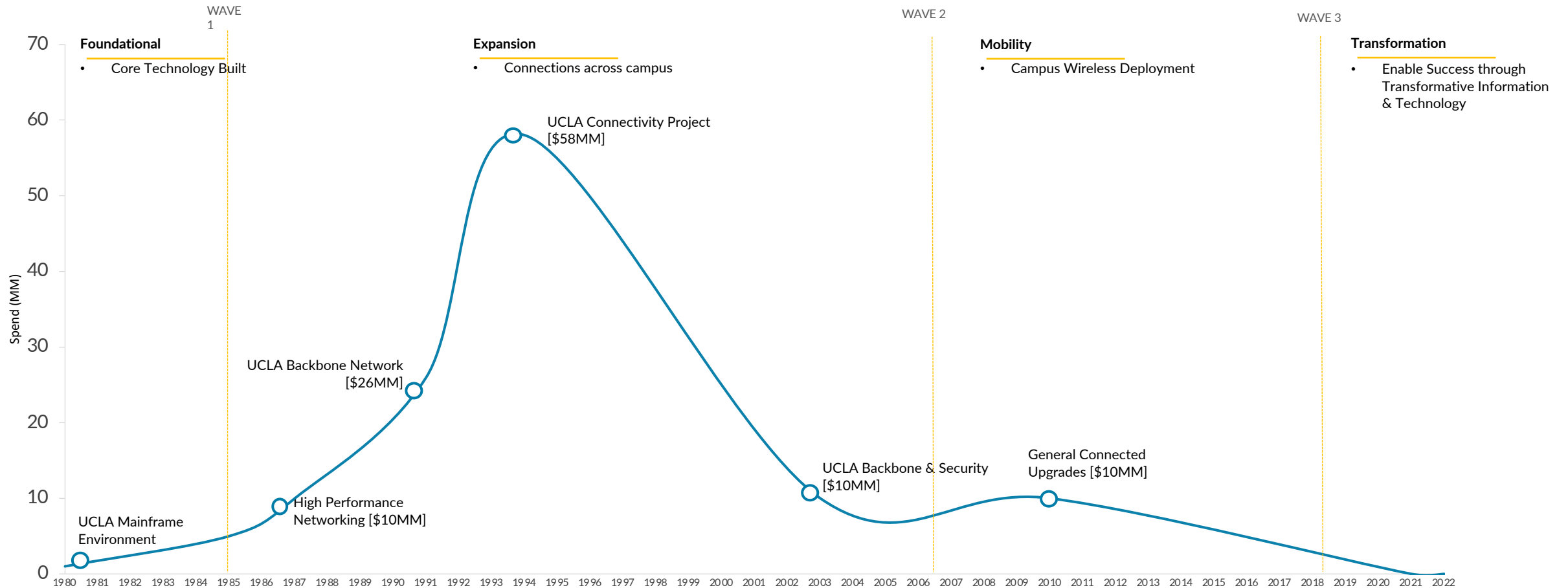
APRIL 2024

UCLA



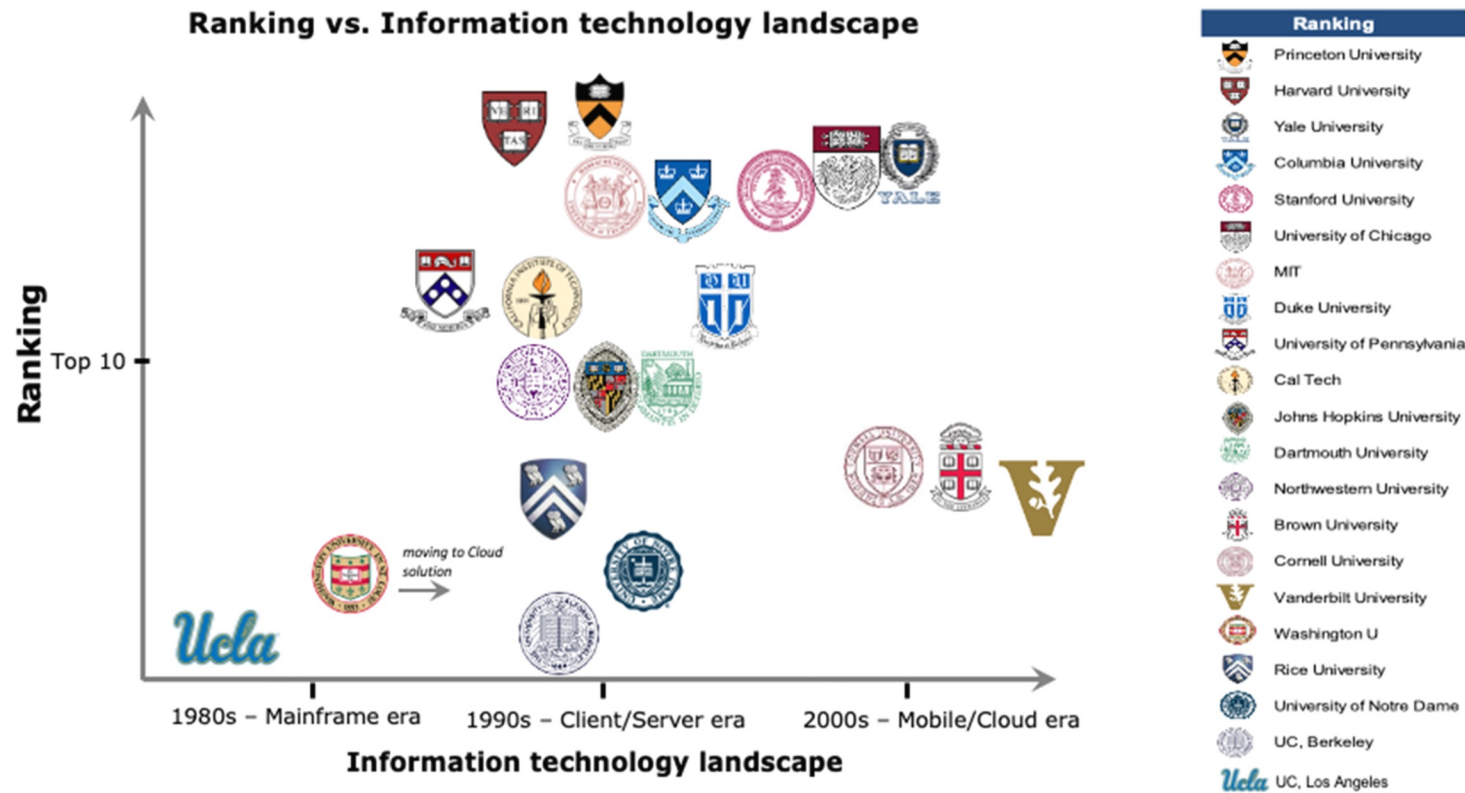
IT SERVICES SPEND TO DATE

Outlined below is the IT Services spend over the past 40 years.



US NEWS – NATIONAL UNIVERSITY RANKINGS

Administrative Systems Landscape



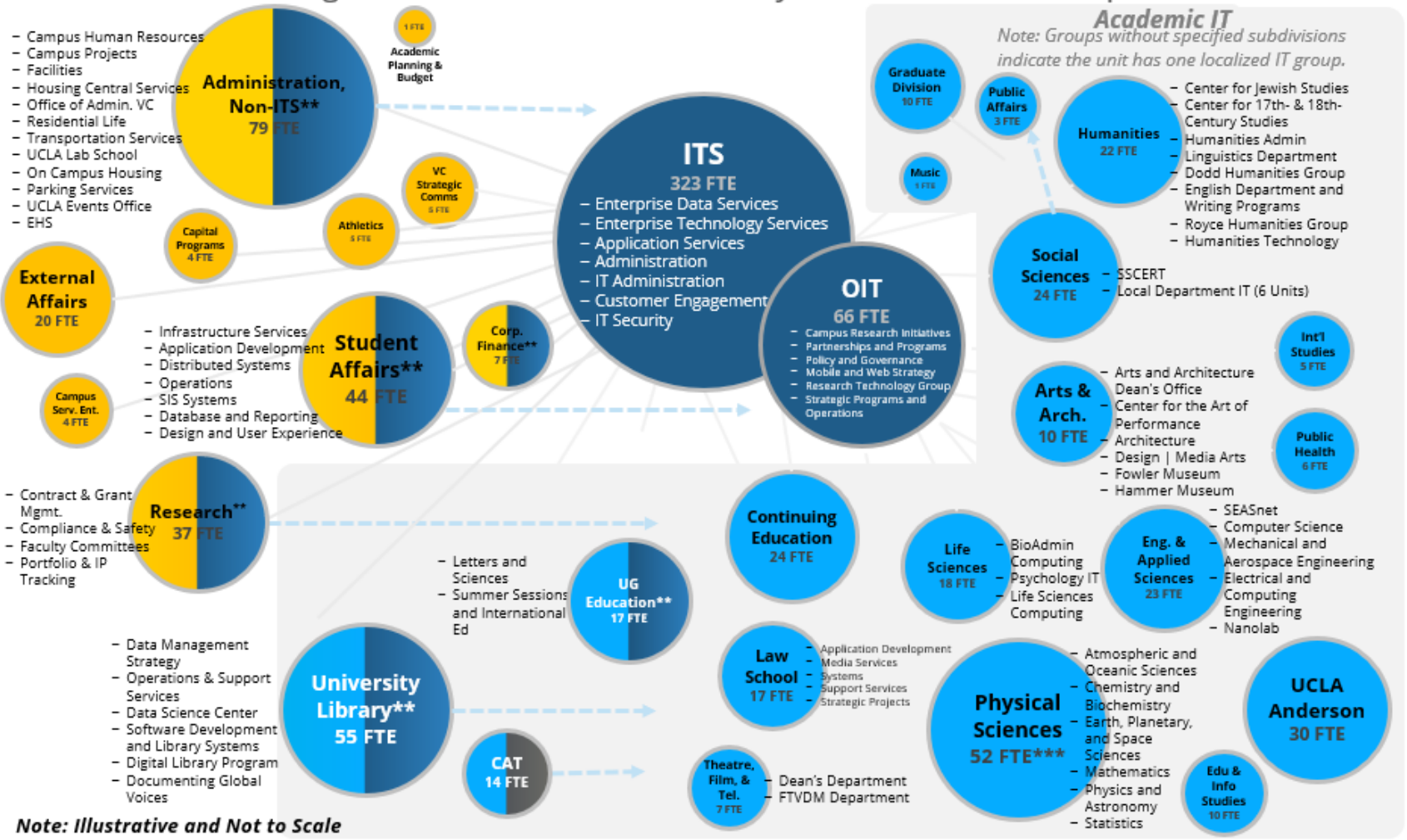
Current State IT Landscape at UCLA

UCLA maintains a complex IT operating model* that reflects the degree of federation and diversity of needs across campus.

Key

- Enterprise Support[†]
- Admin / Shared IT[‡]
- Enterprise IT[‡]
- Academic IT[‡]
- Intra-department IT support
- Enterprise IT services provided

*Note: FTE spokes / unit data is based on self-reported data from each department or HR data for departments that did not report



Note: Illustrative and Not to Scale

**Partially shaded as org. manages enterprise systems for the campus

[‡] **Enterprise Support:** Support campus-wide operations, not necessarily only for IT [‡] **Enterprise IT:** Centrally provided common computing services to campus units and departments

[‡] **Admin/Shared IT:** Administrative IT functions [‡] **Academic IT:** IT provided within a specific academic unit or department

Background on the IT Landscape

Assessed the technology landscape in 2020 which demonstrated a high-degree of federation and distribution

Working since 2020 to streamline and consolidate the technology landscape across campus

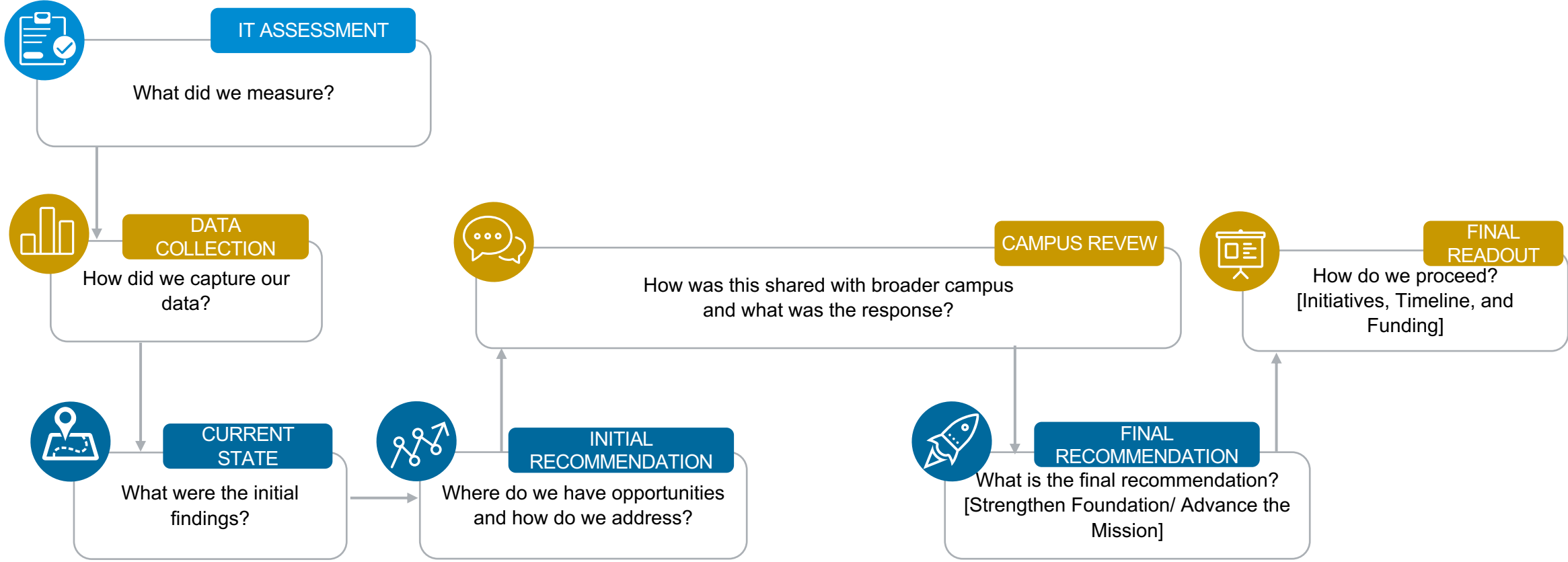
Digital Campus Roadmap

A photograph of three students walking on a brick path at UCLA. In the foreground, a student in a grey hoodie and dark pants is looking at a smartphone while wearing headphones. Behind him, a student in a grey UCLA hoodie and white shorts is walking. In the background, a student in a dark blue jacket is walking away. The scene is set against a brick building and greenery.

UCLA

OUR JOURNEY

2020					2021										
AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEP	OCT	NOV



DIGITAL CAMPUS

The Digital Campus Roadmap enables an IT support model of excellence and enhances the teaching, learning, and research experience at UCLA through a set of strategic priorities.

In-Flight

- ASCEND 2.0
- FACET (Financial Aid) Unified Network
- Bruin Secure Program
- Unified Network Infrastructure

On-Deck

- Student Experience
- Web Services & Accessibility
- Data Center Consolidation
- Email Unification
- Student Information Systems Discovery
- Enterprise Data & Analytics
- Classroom Technology Modernization
- Faculty and Staff Experience

Accomplished

- LMS Transformation & Bruin Learn CoE
- Bruin Voice
- HR IT Systems Optimization

15
Initiatives



ITS Operating Model

IT GOVERNANCE

Clear and comprehensive IT governance model to make decisions around shared IT investments, standards, and priorities.

PROGRAM & CHANGE MGMT

Clear oversight and accountability over enterprise IT-enabled projects based on leading practices and partnerships with academic and administrative sponsors and stakeholders.

IT WORKFORCE

Comprehensive, function-oriented training program to provide IT staff with the skills necessary for their position and changing tech environment. Rethink workforce hiring, performance management and retention practices.



IT FINANCE

Funding Model for core services which allows for greater stewardship of IT funds and encourages more effective financial planning. Streamlined approach to IT procurement and vendor management.

DIGITAL FOUNDRY & INNOVATION

Provide the fundamental technology and process structure for an IT. Focus on the relationship with emerging holistic practices such as UX Design and Design Thinking.

IT SERVICE MANAGEMENT

Enhanced IT Service Management (ITSM) Platform with new service catalog and metrics to enable better customer experience.

Innovation



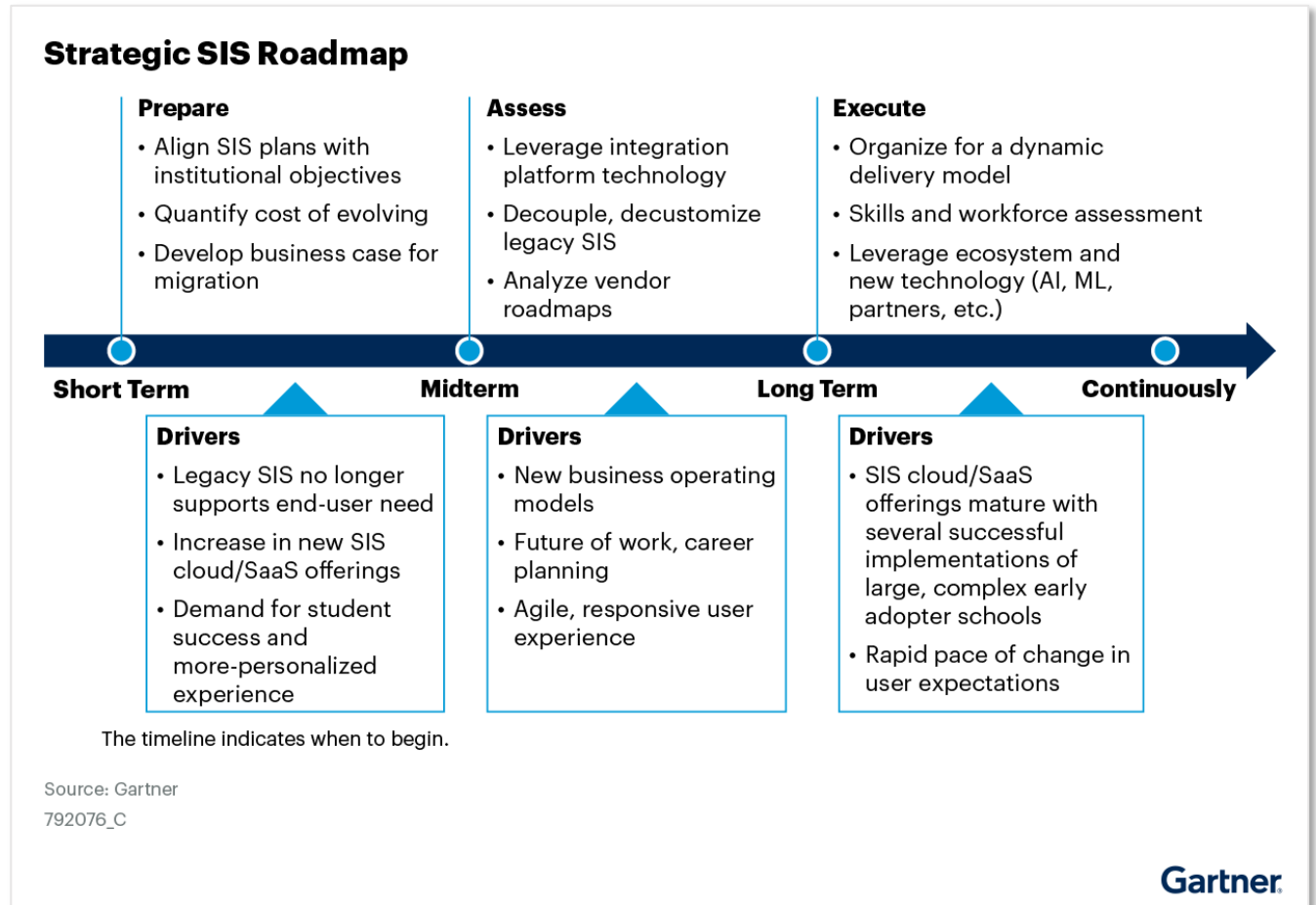
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STUDENT INFORMATION SYSTEMS

Legacy SISs do not meet student and institutional needs and expectations related to nontraditional and continuing education, student personalization, digital credentials, and cybersecurity risks.

Challenges related to replacing legacy SISs:

- Org. readiness and culture resistance
- Challenging prior experiences with SIS or ERP implementations
- Cost, time, scale and complexity of implementing a new SIS
- Heavily customized on-premises SIS



SIS - RECOMMENDATIONS

- Define the value to executive leaders, key stakeholders and broader campus community identifying business outcomes focused on:
 - Improving the student experience
 - Optimizing front-office operational efficiency
 - Leveraging industry ecosystems, such as CRM
 - Supporting new business and revenue models
- Achieve institutional objectives for SIS while creating a seamless and modern user experience.
- Implement solutions that rely on configurable applications and modern integration services.
- Review vendor roadmaps and new vendor offerings. Comparing both critical and emerging capabilities will ensure continued alignment with the university's strategy.

Strategic Roadmap Overview for SIS

Future State	Current State	
<ul style="list-style-type: none"> • Driven by business/institutional outcome strategy • Supports personalized experience and ongoing relationships • Configurable, not customizable; dynamic, routinely adapts • Dependent on robust hybrid integration services and options • Adapts to nontraditional student requirements • Selection of loosely coupled solutions • Student-centric, collaborative, end-user-focused • Embedded analytics • Cloud- and SaaS-based • Leverages artificial intelligence (AI) and machine learning (ML) • Continuous delivery upgrade model • Embedded workflow 	<ul style="list-style-type: none"> • Monolithic, integrated stack • Driven by back-office automation • Institution-centric; process automation, not optimization-friendly • Traditional student focus (four-year, full-time) • Customized, product- and vendor-controlled • Routine reporting and analytics challenges • Slow and unresponsive to change • Primarily on-premises • Integration maintenance challenges • Expensive to maintain • Upgrades are costly, sporadically delivered and disruptive 	<p>Gap</p> <ul style="list-style-type: none"> • IT credibility and business readiness • Executive commitment • Funding (state, federal) • Vendor trust • Change management, project management and capabilities • New skills, roles and culture of change <p>Migration Plan</p> <ul style="list-style-type: none"> • Improve strategic engagement between IT and the business • Evaluate the suitability of your SIS and build business case • Examine vendor roadmaps • Quantify the cost of evolving legacy systems or switching to new solutions • Leverage the integration platform technology

Source: Gartner
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SUPPORTING ETHICAL AI INNOVATION AT UCLA

We are committed to collaborating with campus partners to advance the adoption and development of AI capabilities to support the university's strategic goals.

