IT Assessment Future State Recommendations

GO IT

NOVEMBER 19, 2020

UCLA

AGENDA

Current State Summary

Future State Recommendations

Next Steps

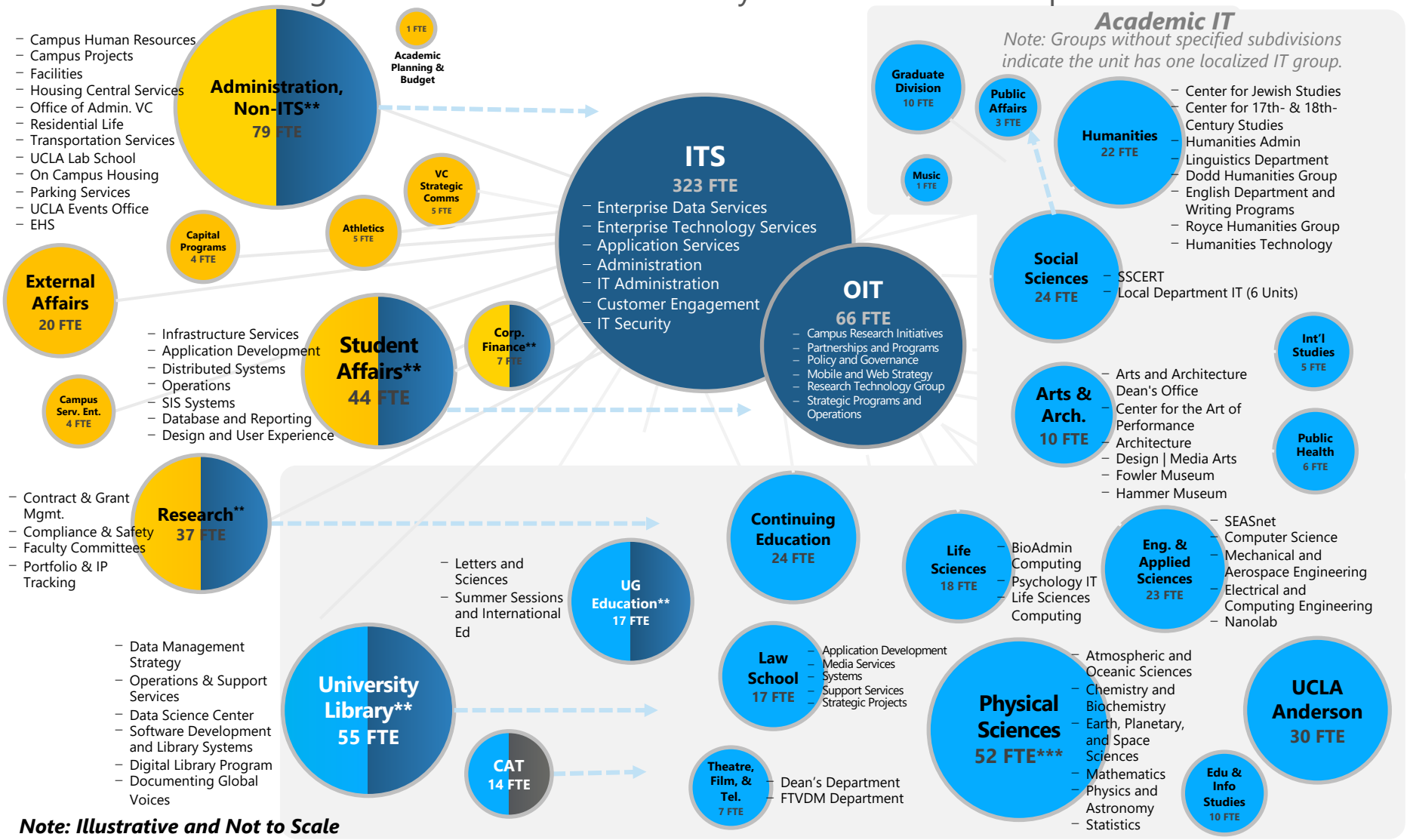
IT Governance Deep Dive

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

***Note: Includes 27 direct-report IT staff and 25 IT staff in distributed research groups

† **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

IT at a Glance

UCLA spends **$210M** on IT, **$135M** of which is toward staff salaries and benefits. **33%** of total IT spend is attributable to ITS, **9%** of total IT spend is attributable to OIT, and **58%** is incurred by 47 local IT units and departments*

UCLA has **15+ different groups** that have at least some IT decision making or advisory capacity, yet lacks **a well understood model for coordinating and executing IT decisions**

Of **952** IT staff FTEs across UCLA, **34%** are employed by ITS and **7%** are employed by OIT

UCLA's IT workforce has **105+** Job Titles and **385+** unique working titles

IT staff at UCLA are **distributed** among **47+** different IT, academic, and administrative units across campus, many of which have their own help desks and systems

UCLA maintains at least **10 data centers** and **~205 server rooms** among unit IT groups, ITS, and OIT, **requiring adequate funding and staffing** to meet management, maintenance, and support needs

UCLA has a **distributed computing environment,** inclusive of a distributed **network design, more than a third (37%) of servers** being managed outside of central IT, and **57% of storage space** at UCLA being managed by individual IT units comprising of **more than 21 different storage device vendors**

**Note:* Totals may not add due to rounding

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The Imperative for Change

1 Strengthen the Core

- Recognize risks and impacts of current operations
- Improve the delivery of reliable, cost-effective core infrastructure and services
- Define a shared vision of IT

2 Increase Collaboration

- Increase alignment between central IT and the units
- Establish clear IT governance and clear mandates of roles and responsibility for IT across campus

3 Enhance the Mission

- Enhance the end-user experience through deploying leading-edge technologies and practices

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What Will Change with IT Transformation?

IT Today

Lack of an **enterprise IT Strategy** aligned to the UCLA mission

Multiple **CIO's and CTO's** across campus

$200M+ spent annually on IT services in a fragmented manner

900+ IT staff operating in a decentralized manner limiting career growth and learning opportunity

Major **information security risks and compliance gaps across campus**

Modernizing UCLA's IT Ecosystem

Potential for Tomorrow

An **enterprise IT strategy** based on collaboration and innovation to serve the UCLA mission

A **UCLA CIO** responsible for leading academic, research and administrative IT services

Opportunity to reduce **$20-30M** through reduction of duplicate services and **reinvest** those savings in **IT innovation**

Streamlined **hub-and-spoke** organization of IT staff to maximize potential and improve workforce satisfaction

Improved **information security posture** and **risk reduction** related to cyber threats

FUTURE STATE RECOMMENDATIONS

IT Governance

IT Finance

IT Talent

Technology

IT Service Management

IT Governance

1.1 Refine IT Operating Model to Enable Improved Coordination

- Provides for a cohesive and coordinated operating model that clarifies authority over various services, creates efficiency and consistency in the customer experience, and allows for local IT groups to focus on value-added services for end users

1.2 Enhance IT Governance Model to Promote Greater Effectiveness and Transparency

- Promotes transparency and effectiveness through a clear and comprehensive interaction model between groups comprised of the right people to make decisions around shared IT investments, standards, and priorities

1.3 Standardize IT Enterprise Project Management Office and Enterprise Architecture Functions Across UCLA

- Provides clarity over foundational IT disciplines that are either immature or not well understood across UCLA, enabling structure over operational and technical IT decision making and direction while promoting use of leading practices across campus

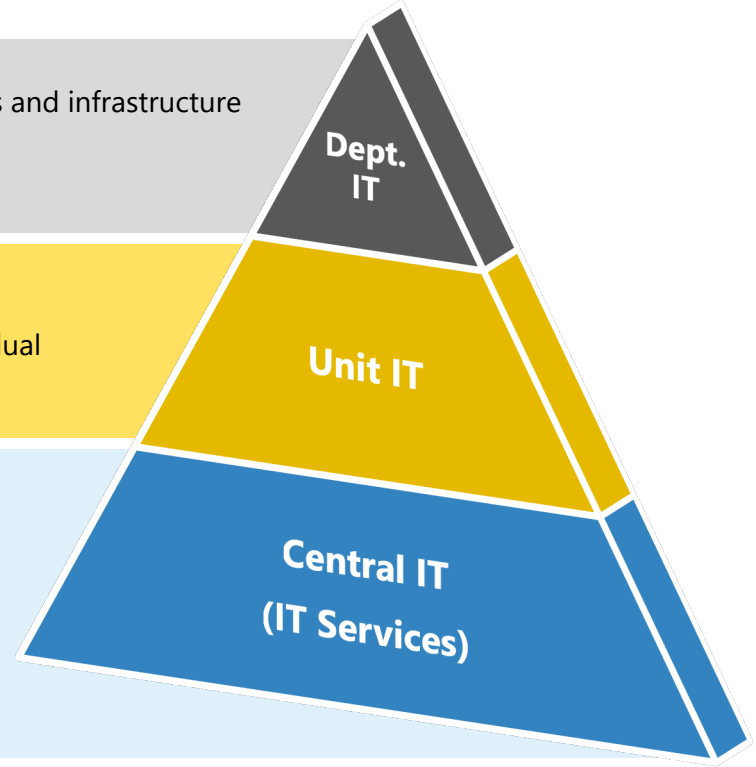
1.1 Refine IT Operating Model to Enable Improved Coordination

Guiding Criteria:

DEPARTMENT IT*
- Enables support for department-specific research and pedagogical applications and infrastructure
- Embedded with faculty and department staff to seamlessly support their work

UNIT IT*
- Responsible for all IT operations within the Unit including the departments
- Support the Unit Leader (e.g., Dean) in their role as the IS-3 accountable individual
- Enables support for IT needs that are not common across units

CENTRAL IT
- Supports governance and facilitation of a campus-wide IT strategy
- Reduces fragmentation in delivering common IT services
- Provides a shared infrastructure for unit and department-specific needs
- Enables economies of scale and standardization across campus
- Drives information security and compliance with policies, procedures, and standards



**Note:* As used here and elsewhere in this report:
- "Unit" refers to UCLA administrative offices overseen by a Vice-Chancellor or Director that reports directly into the Chancellor and schools and divisions with Deans or equivalents that report directly into the Executive Vice-Chancellor and Provost as illustrated on this organizational chart: https://dnn.uclanet.ucla.edu/Portals/90/Documents/chancellor.pdf
- "Department" refers to the sub-units that report into these units

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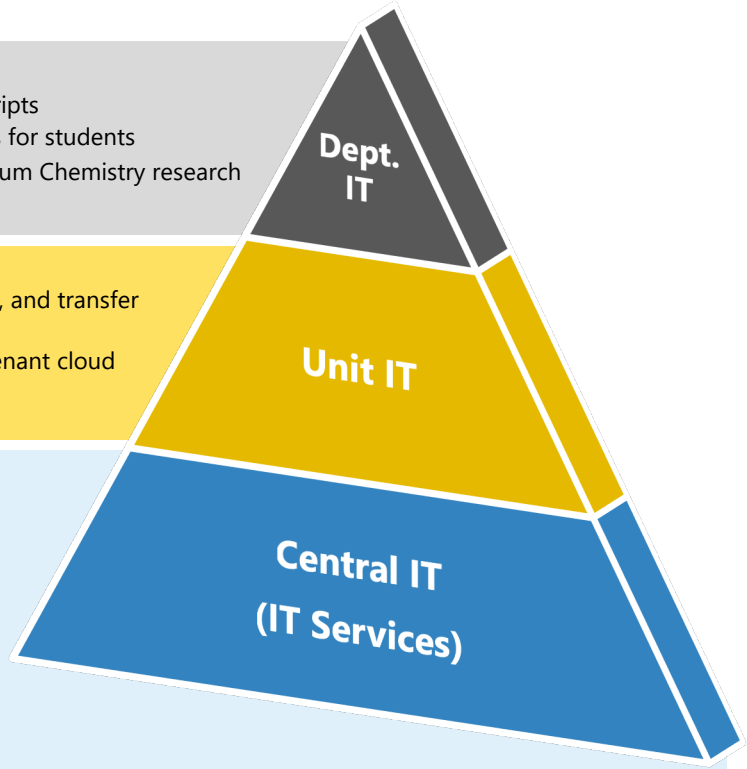
1.1 Refine IT Operating Model to Enable Improved Coordination

The model presented outlines a potential scope of responsibilities across various IT tiers at UCLA. Given the volume and diversity of unique applications and services at the unit and department level, only illustrative examples are provided for these tiers.

Potential Scope:



Dept.-Specific Apps: E.g.,
- ASHE Electronic Medical Records
- VR applications to support course-specific learning

Dept.-Specific Services: E.g.,
- Digital preservation of historical manuscripts
- Dept.-specific dev and test environments for students
- Research infrastructure to support quantum Chemistry research

Dept.-Wide Info Security Policy Compliance

Unit-Wide Apps: E.g.,
- Industry-specific career services COTS solutions
- Non-IT inventory management solutions for facilities, capital projects, or lab equipment

Unit-Wide Services: E.g.,
- Shared electronic media storage, hosting, and transfer solutions for unit departments
- Single tenant administration of a multi-tenant cloud solution

Unit-Wide Info Security Policy Compliance

Unit-Wide IT Service Desk

Strategy, Planning, & Operations
- IT Governance
- Strategic Planning
- Enterprise Architecture
- Policies and Standards
- Enterprise PMO
- Enterprise IT Finance and Procurement
- Enterprise IT Talent

Customer Experience
- Campus Service Desk
- Software Central (including research products)

Data & Analytics
- Enterprise Reporting and Analytics

Information Security
- Identity and Access Management
- Security Operations

Teaching & Learning
- Classroom Technologies
- Learning Management System Tool

Enterprise Products
- HCM, Finance, SIS
- Student Apps
- Research Admin
- Mobile and Web
- Accessibility

Infrastructure Support
- Network
- Data Center / Storage

Research Computing
- Shared high-performance computing infrastructure
- Cloud services

Campus Collaboration
- E-mail
- Collaboration tools

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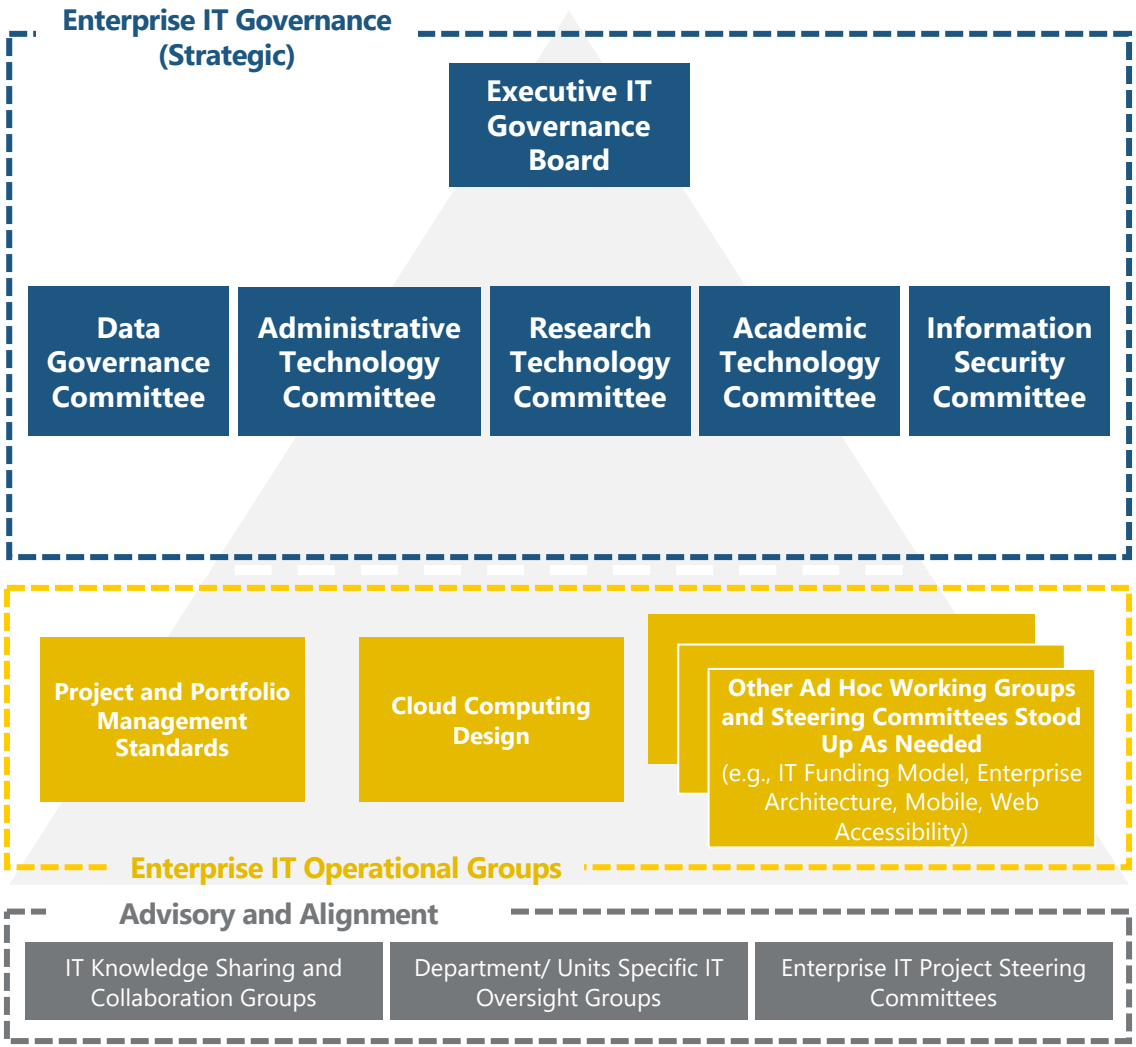
1.2 Enhance IT Governance Model



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IT Finance

2.1 Rationalize IT Funding Model for Core Services in Support of New Operating Model

- Develops a funding model that allows for greater stewardship of IT funds and encourages more effective financial planning

2.2 Source IT More Collaboratively and Strategically to Reduce Costs and Improve Compliance

- Creates a unified approach to IT procurement and vendor management and aligns policies and processes to support the strategic sourcing of IT goods and services

IT Talent

3.1 Develop and Deploy a New IT Organizational Model to Increase Efficiency of Current IT Workforce

- Improves understanding of the IT org and operating model across UCLA, creating a central IT hub by consolidating resources and rationalizing services
- Supports more effective resource management to address demands by centralizing IT staff performing enterprise IT activities in distributed units

3.2 Create a Cross-Campus IT Learning and Development Program to Standardize and Enhance Workforce Skillsets

- Grows a workforce that keeps pace with innovation and emerging technologies, gaining economies of scale through consolidation and standardization of training

3.3 Enforce and Enhance the Current Performance Management Process

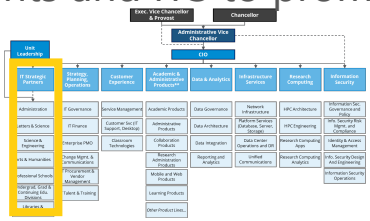
- Standardizes rewards and mobility related to performance, encouraging top performers while addressing underperformance through enhanced accountability

3.4 Launch a UCLA Gig Network to Foster IT Communities of Practice

- Drives technical excellence and provides a sense of stability in a dynamic environment by connecting individuals in similar functional groupings
- Provides IT staff with opportunities to gain and develop new skills through problem solving, mentorship, and innovation via the Gig Network

3.1 Develop and Deploy a New IT Organizational Model

IT Strategic Partners will liaise between functionally-aligned departments and ITS to promote unified decision making across UCLA.



Level 0
Level 1
Level 2
Level 3
Level 4

Unit Leadership

CIO

IT Strategic Partners*

The IT Strategic Partner function is comprised of CSG representatives who have a matrixed reporting structure to inform and advise ITS on the IT needs of their units and departments while still being accountable to their Unit Leadership

Administrative Units IT Strategic Partner

Representing,
- Administration IT
- Academic Personnel
- Equity, Diversity & Inclusion
- External Affairs
- Finance
- Legal Affairs
- Research
- Student Affairs
- Athletics
- Communications
- Enrollment Management

Science & Engineering IT Strategic Partner

Representing,
- Division of Life Sciences
- Division of Physical Sciences
- Division of Social Sciences
- Henry Samueli School of Engineering & Applied Science

Arts & Humanities IT Strategic Partner

Representing,
- Division of Humanities
- School of Music
- School of Arts & Architecture
- School of Theater, Film and Television

Professional Schools IT Strategic Partner

Representing,
- Anderson School of Management
- School of Law
- School of Education & Information Studies
- Luskin School of Public Affairs

Undergrad, Grad & Continuing Edu. IT Strategic Partner

Representing,
- Undergraduate Division
- Graduate Division
- Summer Session
- Continuing Education
- International Studies & Global Engagement

Libraries & Institutes IT Strategic Partner

Representing,
- Libraries
- Institute of American Cultures
- All Other UCLA Institutes and public facing entities

Direct Oversight
Alignment to UCLA IT

A **strong partnership** between ITS and IT Strategic partners will be **paramount to success**; business agreements and governance around ownership of various activities and functions will allow groups to work together more seamlessly

IT Strategic Partners is a rotational position held by one CSG member for each vertical at a time.

*Note: The Level 2 Strategic Partners Role would be directly reporting to the CIO and the Level 3 Strategic Partners would indirectly report to the Level 2 role. Level 3 Strategic Partners would still maintain their direct report relationships with Unit Leadership.

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3.1 Develop and Deploy a New IT Organizational Model

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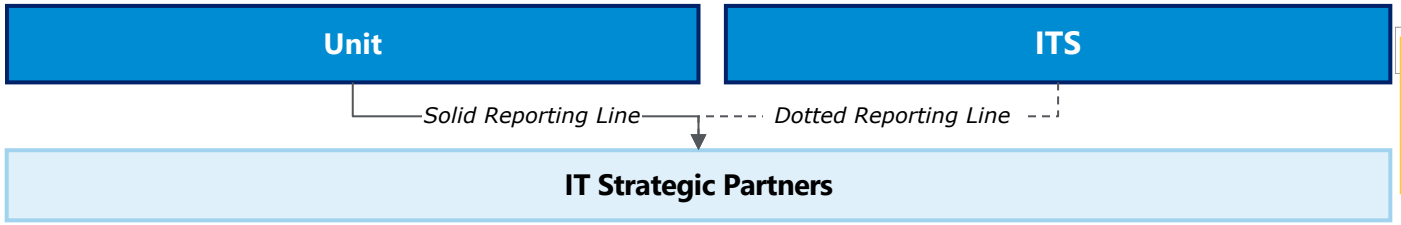

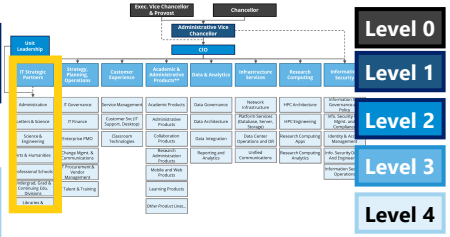

What remains the same through the solid line:

- Reporting relationship to the unit leader
- Responsibilities aligned with the mission of the unit
- Responsible for IT funding, staffing and services within the unit
- Performance reviews conducted by the unit leader

What changes through the dotted line:

- Generates awareness of enterprise needs, challenges, gaps, and strengths across campus
- Aligns unit IT strategy and priorities to enterprise IT priorities
- Promotes a culture of One IT across UCLA as brand ambassadors
- Advises and consults ITS on strategic planning as well as portfolio and project management
- Assists with projects impacting home departments and units

Benefits of Matrix Reporting Structure

The matrixed reporting structure proposed for the IT Strategic Partner function can formalize the role of CSG members in influencing the IT strategy & investments made by ITS in a coordinated fashion for the university.

Example: Department Wants to Implement a New Student Success Platform

- IT Strategic Partner raises awareness to ITS and other IT Strategic Partners that the department is searching for a new student success platform. The process identifies if something similar already exists and allows for collaboration accordingly, leveraging governance groups where appropriate
- If it does not exist, the IT Strategic Partner works with the department to determine business and technical requirements, then partners with other IT Partners and ITS to evaluate the possible options, begins procurement, and implements the tool following enterprise security, data and architectural standards

Direct Oversight
Alignment to UCLA IT

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Technology

4.1 Redesign Network Infrastructure Architecture and Support Across Campus

– Develops an approach to re-design the UCLA network and consolidate network operations across campus into a single unit within ITS

4.2 Consolidate Data Centers and Server Rooms; Establish a Cloud Fit-For-Purpose Model to Improve Efficiency, IT Security, and Cost Savings

– Consolidates data centers and establishes a campus-wide cloud strategy to enable greater agility and reliability

4.3 Establish an Enterprise Data Strategy and Data Governance Model to Support Advanced Analytics Initiatives and Advancing Research Capabilities

– Defines data governance and modernizes data warehousing capabilities to assist in data quality and availability and research data management campus-wide.

4.4 Establish a Common Enterprise Integration Layer to Enable Access to Data Across Campus Platforms

– Adopt a single middleware application to improve application functionality through data consistency across distinct application environments

Technology (Continued)

4.5 Consolidate Email Applications Across Campus Into a Single Email and Collaboration Platform
–Adopts a common email and directory service to reduce risk and drive cost savings for campus units

4.6 Develop an Application Modernization Program to Rationalize Duplicate and Remediate Legacy Applications
–Eliminates redundant and unsupported software applications and deploy modern applications to meet unmet user needs

4.7 Develop and Implement a UCLA-Wide Customer Relationship Management (CRM) Strategy for Common Use Cases
–Leverages current capabilities and a common approach to expanding CRM functionality across campus

Service Management

6.1 Enhance IT Service Management (ITSM) Platform to Accommodate Central and Unit IT Needs; Redesign the Service Catalog to Include Service Level Agreements (SLAs) and Service Rates to Enable a Better Customer Experience and Business Decision Making

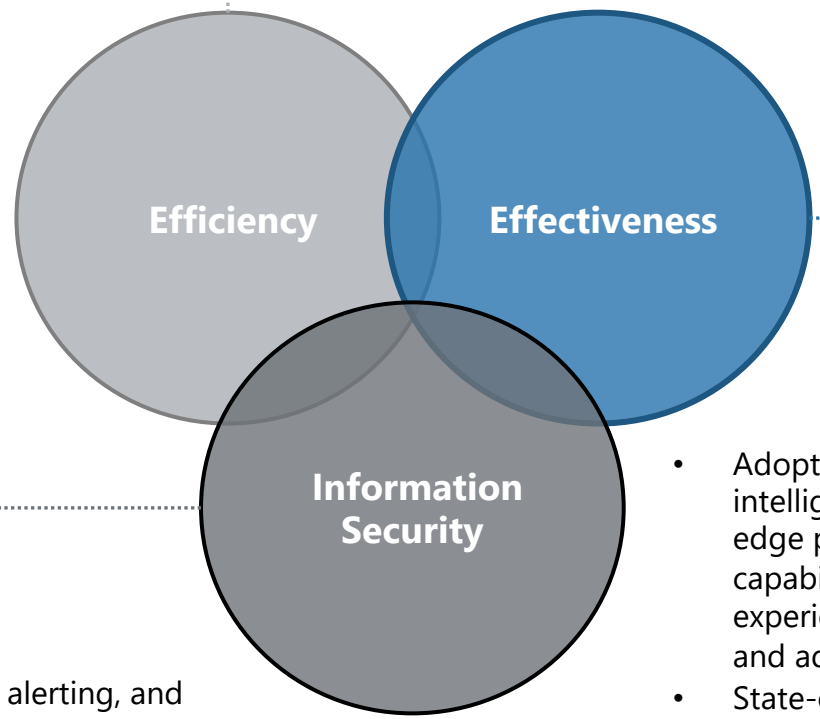
- Improves effectiveness through improved usability of the tool and sets the foundation for adding key features within the ITSM platform

6.2 Implement Formal Asset Management Process and Tool

- Increases accuracy in data to plan renewal and replacement investments and increases efficiency by streamlining Asset Lifecycle Management strategy and tracking all UCLA IT assets from deployment to retirement

Transformation Benefits

- Streamlined service delivery that reduces duplicative services and creates a common IT experience for all customers
- Improved collaboration and transparency in decision making
- Investments and processes that save UCLA time and money



- Adoption of cloud, artificial intelligence (AI), and other leading-edge practices and technology capabilities to transform the student experience, catalyze a digital campus, and advance the future of work
- State-of-the-art services for faculty to advance research and teaching

- Stronger data protection
- Improved monitoring, detection, alerting, and response capabilities

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High Level Implementation Plan

KEY IMPLEMENTATION PRIORITIES	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
STRENGTHEN THE CORE												
1. Refine IT Operating Model to Enable Improved Coordination and Quality and Reduce Duplication Across UCLA (1.1)												
2. Enhance IT Governance Model to Promote Greater Effectiveness and Transparency in Strategic Decision Making (1.2)												
3. Reorganize and Enhance IT Workforce, Learning and Performance Management (3.x)												
4. Standardize IT Enterprise Project Management Office and Enterprise Architecture Functions Across UCLA (1.3)												
5. Rationalize IT Funding Model for Core Services in Support of New Operating Model (2.1)												
6. Strengthen Enterprise IT Solutions (e.g., Email, Network, Data Center, Compute, Applications) (4.x)												
7. Enhance Enterprise Information Security Services and Solutions (5.x)												
8. Enhance Current IT Service Management Platform to Meet Central and Unit IT Needs (6.1)												
INCREASE COLLABORATION												
9. Source IT More Collaboratively and Strategically to Reduce Costs and Improve Compliance (2.2)												
10. Rationalize Relevant Administrative IT Services into The "Strengthened Hub" ***(multiple)***												
11. Rationalize Relevant Academic IT Services Into the "Strengthened Hub" ***(multiple)***												
ADVANCE THE MISSION												
12. Establish an Enterprise Data Strategy and Data Governance Model to Support Advanced Analytics Initiatives (4.3)												
13. Establish a Common Enterprise Integration Layer to Enable Access to Data Across Campus Platforms (4.4)												
14. Develop an Application Modernization Program to Rationalize Duplicate and Remediate Legacy Applications (4.6)												
15. Develop and Implement a UCLA-Wide Customer Relationship Management (CRM) Strategy for Common Use Cases (4.7)												

Key

Indicates opportunity to begin earlier based on progress with higher prioritized activities

Implementation Timeline

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Where to begin?

There is an opportunity now to move forward by leveraging the large degree of engagement and interest across campus generated by the IT assessment.

01 **Executive Alignment** | *What is the shared vision of IT across UCLA?*

- Gain alignment and approval from UCLA IT Assessment Leadership (i.e., EVCP and Admin. VC)
- Socialize the case for change with key stakeholders (e.g., Academic Senate, Deans Council, Administrative Leadership, UCLA Health) to inform future state planning
- Finalize timing for gaining alignment on future state vision

02 **Program Funding** | *How will we finance the transformation?*

- Identify high-level budget and funding required for program initiation and various scenarios for implementation

03 **Organizational Considerations** | *What steps can we take to mobilize any staff reorganization?*

- Assess and communicate org. academic, research, and administrative unit impacts (i.e., OIT, BTO, SAIT, ORA-ORIS etc.)
- Finalize dotted line reporting relationship to Unit Leadership for IT Strategic Partners role
- Assess organizational transition approach to determine HR constraints and considerations for future planning

04 **Program Initiation** | *What structures will be in place to support implementation?*

- Define program structure and change management approach, inclusive of governance, risk/ issue management, communications, and project management standards

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IT GOVERNANCE

Recommendations to Enhance UCLA's IT Governance Model

IT Governance: Summary of Recommendations

Recommendations are aligned to current state assessment finding areas, taking into consideration the guiding principles and ongoing UCLA initiatives impacting IT.

Recommendation	Summary	Benefits
1. Governance		
1.1 Refine IT Operating Model to Enable Improved Coordination, Improved Quality, and Reduced Duplication Across UCLA	Articulate clear roles and scope of services provided by central, unit, and department IT service providers across UCLA	Provides for a cohesive and coordinated operating model that clarifies authority over various services, creates efficiency and consistency in the customer experience, and allows for local IT groups to focus on value-added services for end users
1.2 Enhance IT Governance Model to Promote Greater Effectiveness and Transparency in Strategic Decision Making	Augment the current governance model by establishing clearer decision escalation and communication paths between groups, establishing discrete domain-focused oversight over common technology needs, and aligning to funding process	Promotes transparency and effectiveness through a clear and comprehensive interaction model between groups comprised of the right people to make decisions around shared IT investments, standards, and priorities
1.3 Standardize IT Enterprise Project Management Office and Enterprise Architecture Functions Across UCLA	Create an Enterprise Project Management Office and Enterprise Architecture group within ITS to provide clear oversight of UCLA-wide IT initiatives and facilitate development of enterprise architecture-based standards, frameworks, and principles	Provides clarity over foundational IT disciplines that are either immature or not well understood across UCLA, enabling structure over operational and technical IT decision making and direction while promoting use of leading practices across campus

1.2 Enhance IT Governance Model

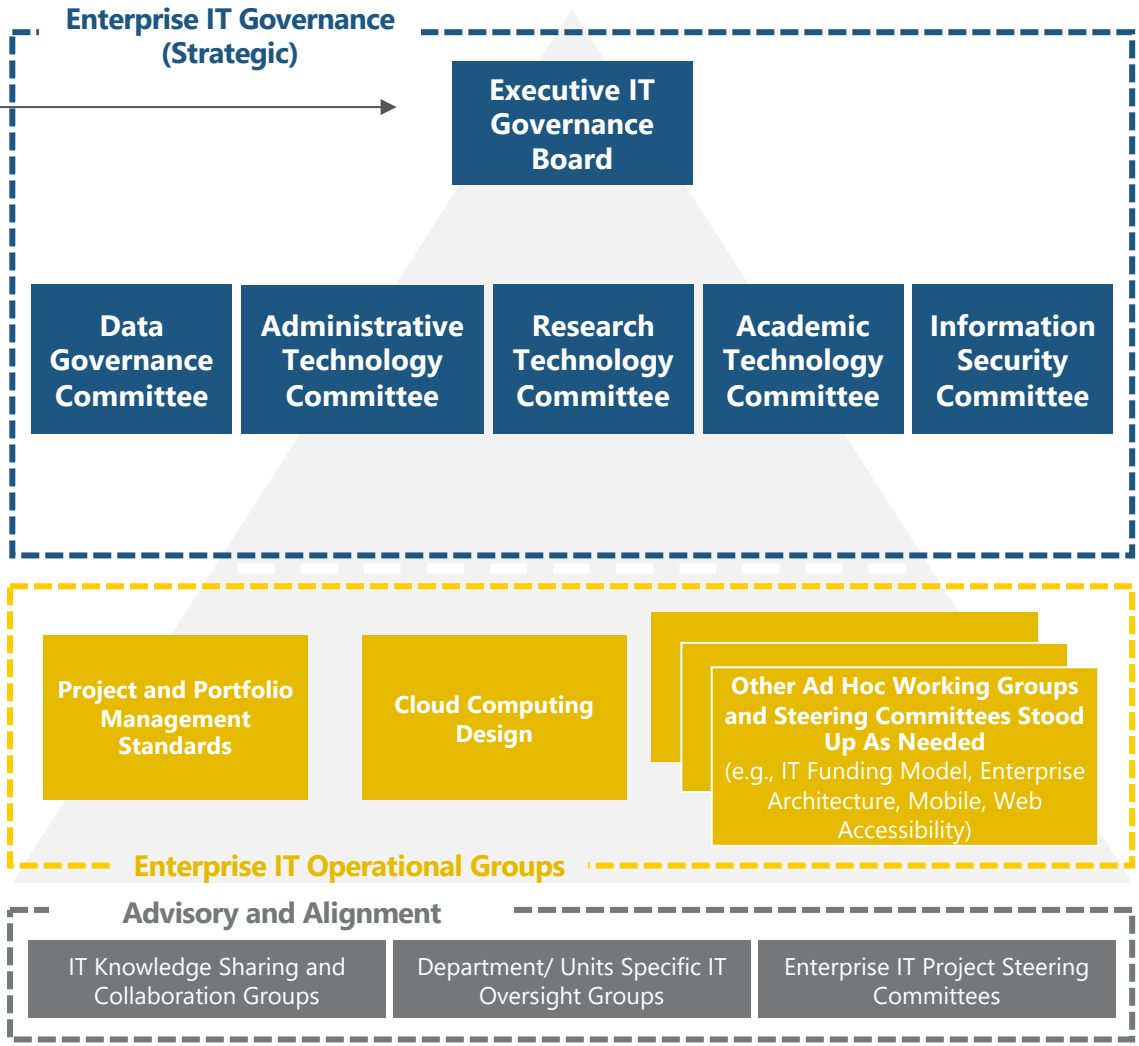
The model below represents a potential design based on the identified needs and focus areas for UCLA with regards to enterprise IT needs.*

The **Executive IT Governance Board** oversees and makes decisions on enterprise-wide IT strategy, enabling executive-level sponsorship of IT initiatives, deciding on projects above certain thresholds, determining exceptions from approved standards, and providing oversight of IT investments and their impact

Subcommittees are cross-functional recommendation groups comprised of IT, administrative, and academic representatives that provide oversight, coordination, and collaboration on specific domain and mission-focused areas. These allow for broad stakeholder representation in IT decision making and direction setting

Working Groups and Steering Committees are operational and provide recommendations to support the development of a common approach to specific domains and functions of IT across UCLA. Working groups may be standing or ad-hoc and convened to drive standards for processes around specific initiatives and projects (e.g., IT Funding Model – See recommendation 2.1 or IT Learning and Development – See recommendation 3.2)

Advisory and Alignment Groups may function to identify opportunities or issues to be escalated to IT governance groups, advise on certain decisions, or align on enterprise standards



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1.2 Enhance IT Governance Model

A key element of any governance structure is promoting diverse membership with both IT and non-IT staff to facilitate IT/university mission alignment.

Enterprise IT Group	Scope	Proposed Membership*
Executive IT Governance Board	• Facilitates alignment of IT strategy with university priorities and mission • Decides on projects above certain thresholds • Adopts IT standards and policies across campus • Oversees the return on UCLA's IT investments • Promotes transparency of university IT decision making • Implements a priority-setting process and accountability mechanisms • Encourages knowledge and information sharing across campus • Makes decisions on issues that cannot be resolved by the other IT governance groups	• Provost • Vice Chancellor, Research • Administrative Vice Chancellor • Chief Financial Officer (CFO) • CIO • Faculty Representatives • **Total: 4-6** *Meeting participation may increase to include representative IT, Research, Academic, and Administrative leadership from subcommittees depending on the topics discussed*
Data Governance Committee	• Reviews and approves data management strategy, standards, and policy • Promotes/facilitates intra and inter-unit cluster and campus data sets and sharing opportunities, inclusive of opportunities to research data management capabilities and standards • Advocates for stakeholder data needs and concerns, inclusive of data access and protection	• Representatives from data-intensive functions (e.g. HR, Student, Finance. Research) • Chief Information Security Officer (CISO) • Unit IT Service Leaders/Providers • Faculty representatives • **Total: 5-7**
Administrative Technology Committee	• Provides oversight of enterprise applications at UCLA inclusive of projects, policies, or standards related to finance, human capital management, customer relationship management, student, or other business systems and applications supporting the shared administrative functions across UCLA • Streamlines application sourcing and supports ongoing portfolio management (e.g., identifying applications in the portfolio that can be shared across campus) • Supports life cycle management for critical system-wide business applications	• Executive Representative, Administration • Executive Representative, External Affairs • Executive Representative, Research • Executive Representative, CFO • Executive Representative, Student Affairs • Executive Representative, Campus Human Resources • ITS and Unit IT Service Leaders/Providers • **Total: 6-8** *Meeting participation may increase to include representative IT leadership depending on the topics discussed*

**Note:* Representative model only; actual participants should be finalized and appointed by UCLA leadership

1.2 Enhance IT Governance Model

A key element of any governance structure is promoting diverse membership with both IT and non-IT staff to facilitate IT/university mission alignment.

Enterprise IT Group	Scope	Proposed Membership*
Research Technology Committee	• Focuses on advanced information technology to support research across campus, inclusive of research data • Establishes priorities, identifies initiatives, and recommends funding of innovative technology projects that support the advanced information technology needs of research at the university	• Vice Chancellor, Research • CIO or designee • Executive Director, IDRE • Unit IT Service Leaders/Providers from computationally research-intensive disciplines • Faculty representatives from computationally research-intensive disciplines • **Total: 6-9**
Academic Technology Committee	• Provides oversight of teaching and learning technologies at UCLA, inclusive of projects, policies, or standards related to UCLA-wide classroom and lab technologies, the learning management system, and collaboration tools available to students and faculty • Develops policies and standards related to the adoption and use of campus technologies across the campus that facilitate interoperability and standardization	• Representative, Center for Education Innovation and Learning in the Sciences • Representative, Center for Advancement of Teaching • Representative, Library Teaching & Learning Services • Representative, Center for Excellence in Pedagogy and Innovative Classrooms • Unit IT Service Leaders/Providers • Faculty representatives • **Total: 6-8** *Meeting participation may increase to include representative IT leadership depending on the topics discussed*
Information Security Committee	• Align IT security practices with UCLA's tolerance for risk • Establish accountability, authority, and responsibility for information protection • Identify, prioritize, and develop IT security standards and enforcement mechanisms to be implemented across UCLA • Communicate new IT security processes, practices, and standards across UCLA	• CISO • Chief Privacy Officer • Provost or designee • Faculty representatives • Unit IT Service Leaders/ Providers • Representative, Audit and Advisory Services • **Total: 7-9**

**Note:* Representative model only; actual participants should be finalized and appointed by UCLA leadership

1.2 Enhance IT Governance Model

Effective IT governance is determined as much by the supporting tools and processes as it is the membership and designated groups.

Charters

A charter template defines the key elements of each group including: responsibilities, membership, decision rights, inputs and outputs, and reporting requirements. This helps clarify each group's purpose

Thresholds

To help bring the right decisions to the right group/level, a set of thresholds should be defined to differentiate between decision types on projects, policies, standards, and initiatives. Thresholds can be based on estimated hours to complete, risk, estimated cost, strategic impacts, etc. Once defined, the interaction model can use this information to determine who should have visibility into which types of decisions

Committee Training

As part of the initial launch of a committee and as membership changes, members are trained on committee charter elements, supporting processes, and the overall governance model. This helps members understand committee operations within their specific group and how they fit into the larger governance model

Defined Interaction Model

As part of the governance design, UCLA needs a model for governance interactions: how the individual groups interact with the business units represented, how the committees interact with one another, how and to whom decisions are escalated between IT governance groups, and how decision outcomes are communicated across campus

Templates

A set of templates should support all activities. Templates should include: a project request form, a business case template, a project health check form, a technical standard template, a post mortem, or lessons learned template. UCLA should leverage existing templates where available

Process Ownership

To be effective, committees need a person or group of people to support the actual operations. This includes activities such as developing materials for meetings, taking meeting minutes, tracking metrics, and moving decisions from one committee to another

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THANK YOU