

Executive Board

OneIT Request for Senate Consultation

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November 7, 2025

Darnell Hunt
Executive Vice Chancellor and Provost, UCLA (EVCP)

Re: OneIT Request for Senate Consultation

Dear EVCP Hunt,

At the November 6, 2025, meeting of the Executive Board (EB), members discussed the request for Academic Senate consultation on the OneIT initiative and reviewed the attached feedback from Senate committees. EB voted unanimously in favor of a motion to endorse the seven points raised in the attached memorandum from the Committee on Data, Information Technology and Privacy (CDITP) and to amplify the following points:

- The primary purpose and goal of OneIT should be to better serve the academic mission of research and teaching rather than administrative expediency.
- Recognize and center the heterogeneity of computing needs to maintain and enhance services rather than degrading specialized support services by forcing all computing needs into a one-sized system.
- Distinguish between administrative and academic computing needs.
- Proactive and extensive consultation with the Academic Senate and Senate Faculty must be a feature rather than a bug in the development of OneIT given its potential impacts on the academic mission.
- Transparent and clear communication with stakeholders will ensure a viable and successful initiative.
- Look critically and analytically about whether and where consolidation is actually cost efficient while maintaining or enhancing services for research and teaching, including an examination of the centralized computing within the Health System

We strongly encourage a close review of the extensive advice provided by Senate faculty committees when revising the OneIT plans. Thank you for the opportunity for the Academic Senate to consult on this important campus initiative.

Sincerely,



Megan McEvoy
Chair, UCLA Academic Senate

Encl.

Cc: Lucy Avetisyan, Associate Vice Chancellor and Chief Information Officer, UCLA
Kathy Bawn, Immediate Past Chair, UCLA Academic Senate
April de Stefano, Executive Director, UCLA Academic Senate
Tim Groeling, Vice Chair/Chair Elect, UCLA Academic Senate
Emily Rose, Assistant Provost and Chief of Staff to the EVCP



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School of Education and Information Studies (SE&IS) Response to OneIT Request for Senate Consultation

Submitted by the SE&IS FEC
October 31, 2025

The SE&IS FEC appreciates the opportunity to comment on the OneIT Request for Senate Consultation. This issue was discussed at our October 31, 2025 monthly meeting and written input was invited from SE&IS faculty. Our hope is that the UCLA administration will view faculty and the FEC as allies, as we have a shared interest in supporting the University's mission. While SE&IS faculty concur on the critical importance of monitoring and improving UCLA's IT systems, there are many concerns about the OneIT initiative – both its substance and the process by which it was developed and launched. This memo summarizes those concerns as well as SE&IS faculty recommendations.

1. UCLA's academic mission should be its first priority. Any policy changes should be evaluated in that light. There does not appear to be a compelling academic reason for this change, and faculty have spoken out strongly against it.
2. Departmental technology needs are highly specific to their disciplines. Department-specific IT staff members are valued, known members of departmental communities. Centralization removes or weakens department- and unit-embedded IT staff, knowledge, and expertise. An anonymous ticketing system promises to replace these relationships with a frustrating and opaque customer-service experience. Further, a centralized IT unit threatens to slow down or eliminate responsiveness to specific research or teaching needs. Shared governance supports a distributed, department- and unit-based IT model that keeps decisions close to the work of faculty and academic staff, and more efficiently serves research and instruction.
3. Consolidation isn't necessarily efficient for a research university, and UCLA's track record of costly centralization/consolidation efforts is not promising in terms of cost savings or service improvement. This is particularly true of highly expensive centralized IT projects such as ReImagine IT and Ascend. UCLA administrators have withheld documents, refused comment when questioned, and apparently escaped any accountability. None of this inspires confidence in the ability of a centralized IT body to make actual improvements or to care for the extremely sensitive work of many faculty/researchers. Faculty asked: "What reason do we have to be confident that this administrative team will be capable of accomplishing a fair, satisfactory, and timely transition?"
4. A major concern is with the process of developing and launching the OneIT initiative, and what appears to be a deliberate circumvention of the structures and mechanisms of shared governance. The deliberative bodies of the Academic Senate were neither consulted nor informed about any of these potential changes, in spite of the fact that the changes will deeply affect our ability to research and teach. This constitutes a violation of the basic principles of shared governance.

5. Faculty commented on the lack of information on the OneIT initiative. For example, information on who has access and oversight is missing. This is especially concerning for faculty who work with highly sensitive data which could be subpoenaed. As one faculty member asked, “Is the intention improved efficiency or heightened surveillance?” Greater clarity is needed on who is monitoring research data and how.

Suggestions moving forward:

1. Pause the “Discovery Phase” until full faculty consultation in keeping with the principles of shared governance has been achieved. Affirm Regents Bylaw 40.1, APM-010, and IS-3 as the basis for Senate oversight of academic computing.
2. Provide full transparency. As one faculty member recommended, administration should “account for actions already taken and prevent further unilateral changes.”
3. Technology improvement does not need to be an either-or initiative of consolidation or decentralization. The key is identifying the appropriate locus of control for particular purposes, units, and needs. Departments can and must retain autonomy over their units while also participating in and benefiting from institution-wide improvements that prioritize the University’s academic mission. For example, SE&IS faculty recommend adopting a hybrid cybersecurity risk management system that centralizes campus-wide controls while supporting academic units in tailoring controls, identifying unit-specific risks, and participating through established Academic Senate structures.

The SE&IS FEC, faculty, and staff stand ready to support the Academic Senate and administration in designing an appropriate, consultative process for achieving our mutual IT goals.

For questions or additional information, please contact:

Teresa L. McCarty, 2025-2026 SE&IS Chair

Distinguished Professor and G.F. Kneller Chair in Education and Anthropology

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UCLA MEMORANDUM

FACULTY EXECUTIVE COMMITTEE
College of Letters and Science

A265 Murphy Hall
Box 951571
Los Angeles, California 90095

To: Megan McEvoy, Chair, Academic Senate, UCLA
Fr: Erin Debenport, Chair, College Faculty Executive Committee
Date: October 31, 2025
Re: **Response to the One IT Request for Senate Consultation**

The College Faculty Executive Committee (FEC) at UCLA appreciates the opportunity to comment on the One IT Project Team’s Request for Senate Consultation. To be clear, the committee is not opposed to the concept of enhanced IT efficiency, improved security measures, or consolidated licensing. However, a project of this scale raises concerns, which are significantly complicated by the absence of detailed planning information. This memo, and the feedback and concerns contained within, is not exhaustive. In preparation for the College FEC’s meeting on October 31, 2025, which included a Q&A session with Lucy Avetisyan, Associate Vice Chancellor and Chief Information Officer and Michael Beck, Administrative Vice Chancellor, members submitted more than 50 questions, and while the committee anticipates following up with One IT leadership for responses, this response to the request for Senate consultation will not be able to capture the full scope of discussion, nor the full scope of unanswered questions. In future requests of this scale, the FEC requests more time and comprehensive information and more precise language defining relevant terms. For example, there continues to be basic confusion around terms like “consultation,” “centralization,” “consolidation,” “steering committee,” and “implementation committee,” which have serious implications for our ability to provide useful input. In addition, the dissemination of information about One IT has been spotty, applied unevenly across the University. After a review of the extremely brief document with limited information, we offer the following suggestions and comments.

Defining Success and Addressing Systemic Distrust

The members of the College FEC share a profound concern that the project lacks clear, academic-focused objectives, and risks repeating past, extremely costly failures. There is confusion centered around the project being proposed and announced before a detailed cost-benefit analysis or clear budgetary plan was shared. During the 10/20/25 Town Hall, questions related to costs and projections were asked, yet no concrete answers or numbers were provided. In the October 31st FEC meeting, additional financial and budgetary questions were asked, and AVC Beck indicated that he would make budgets available to members and could attend future

meetings. Regardless, members agreed that much greater transparency regarding the financial and staffing implications would be necessary before proceeding with such an initiative.

It is imperative that metrics for success be defined by faculty and tied directly to the academic mission, not only quantitative performance metrics, such as server response time and user satisfaction. Past initiatives, such as the widely opposed Trellix rollout, might have been considered administrative “successes” while actively impeding research and teaching. The faculty’s distrust, rooted in precedents like the Trellix rollout and the \$213 million failure of the Ascend Finance Transformation project, captures the operational and fiscal consequences of inadequate planning and implementation. While the committee acknowledges the brief request for Senate consultation on the One IT project, the severely limited information provided and the aggressive timeline suggest that the review is procedural rather than substantive. Meaningful engagement requires sufficient detail and time in order to provide a thoughtful response. The One IT leadership must directly address the history of failed implementations and provide a compelling rationale for why this will succeed where prior efforts failed.

Furthermore, the distrust is exacerbated by contradictions in the current model, where smaller-scale IT challenges remain unresolved, for example reliable WI-FI. Given that One IT leadership is aware of these challenges, the committee strongly recommends that the team prioritize small, measurable wins, such as rolling out a demonstrably strong Wi-Fi solution campus wide, as a foundational step before proceeding with massive organizational restructuring. Members pointed to the need for *meaningful* faculty and staff consultation at every stage, adhering to Senate bylaws regarding the nature of official (versus informal) consultation. This would include more faculty and staff presence in fact-finding and planning committees, including the ability to be involved in budget-planning and decision-making. The October 31st FEC meeting’s discussion yielded these and other concrete suggestions for how to build trust with respect to One IT and related campus issues.

Multiple times, One IT leadership has mentioned that nothing has changed yet members provided specific examples of their ability to utilize IT services effectively. For example, reporting structures have already been changed, resulting in a shift from academic-unit supervision to central supervision. There were questions raised as to why the direct reporting lines were shifted from unit supervisors and moved to DTS supervisors. Another member expressed difficulties with their department being able to purchase an in-house server for use with a government partner, which threatened a substantial amount of grant-funded revenue. An invited guest shared concerns about how the IT support in Murphy Hall for a Senate sub-committee meeting had a no-show at the beginning of the quarter, and a week later an email went out about responsibility being passed to DTS for Murphy Hall Chancellor meeting rooms. In other words, changes are underway and they are not being communicated to all who are affected and the official avenues used to address IT problems have been obscured.

Impact on Specialized Academic Needs

Members raised significant concerns about the potential for a one-size-fits-all approach to IT that may compromise highly specialized academic functions. The nimbleness and specialized knowledge of the current infrastructure of distributed IT staff are critical to each department.

Discussions among members yielded examples of how even these first stages of One IT had already negatively affected specific research activities in their departments.

- **Loss of Critical Specialized Services:** The document mentions cataloging instructional and research-related IT services and identifying which are general versus highly specialized. There are concerns that consolidation or sunseting services might eliminate unique or specific IT support (specialized lab software, computing support) that is absolutely critical for cutting-edge research or specialized instruction in certain departments. Can more information be shared about the cataloging process? How is this being done? Are there standard questions to ask to ensure that all information is gathered?
- **Research Competitiveness:** Any perceived reduction or transformation of IT services that supports research could be seen as a threat to UCLA's ability to compete for grants and maintain its standing as a top research institution. In the 10/20/25 Town Hall, it was mentioned that part of the road map is to implement infrastructure that will support research. Can more information about these plans be provided?
- **Instructional Effectiveness:** There is a concern that changes could disrupt or degrade IT tools and support essential for specific pedagogical needs. Loss of local support could lead to the cancellation of classes if centralized IT staff are unable to quickly troubleshoot issues, sometimes in specialized lab environments or with specific servers, negatively impacting the student experience.
- **Reporting Impacts:** There is a concern that new IT staff or existing IT staff have been reassigned, will not fall under the administration rather than serving the academic unit. In the current context where there are concerns about administrative bloat and lack of faculty consultation, how do you rationalize this potential massive movement of staff positions from academic units to administrative ones?

Workforce and Expertise

Consolidation often involves changes to the IT workforce, which directly supports faculty and research.

- The overview shares an intention to understand unique skills within distributed units. There are concerns that moving IT staff from distributed units to a central entity could lead to the loss of deep, context-specific knowledge that staff have about the unique needs, systems, and informal networks within academic units (department, school, or institute). Some members noted that centralized IT tickets often go without response, forcing reliance on departmental/local expertise.
- Members have also noted that some IT staff have already been leaving their positions in anticipation of the centralization, leading to an immediate negative impact on departmental work, before consolidation has begun/fully rolled out.
- Members noted that some departments use research grants to hire additional, specialized IT staff. Any consolidation plan must clarify how these critically important, department-funded positions will be supported and integrated, or not.
- The plan must clearly illustrate how support will be maintained for students' basic needs, such as printer set up, and for student workers or staff who need it for projects or computing labs.

Effective Faculty Engagement

The Senate committees are tasked with recommending "effective approaches to engage faculty." However, the lack of transparency to this point, as well as the rapid consultation period, make it appear that faculty feedback and engagement is an item to check off a list, rather than to genuinely use to move forward.

- **Limited Consultation Time:** The consultation timeline is aggressive (early October presentation, November 7 written feedback, December completion). This timeline is too short to allow for meaningful, broad, and detailed review and feedback from various committees and individual faculty members across campus.
- **Data Interpretation:** There should be a clear plan for how the raw data collected in the Discovery Phase will be presented and used to address faculty questions in a way that is easily understandable and not biased toward pre-determined outcomes.
- In the 10/20/25 Town Hall, there was mention of working groups. When will they be created/how will members be appointed? How many faculty will be in the working groups and what is the plan for broad and deep academic/departmental representation?
- Also mentioned in the 10/20/25 Town Hall, was smaller, interactive forums that are taking place where faculty, researchers, and staff can engage directly with project leaders. What does that schedule look like? How are individuals identified? This would be helpful information in any type of project management plan or timeline.

Data Collection and Transparency

The entire Discovery Phase is built on data, which raises questions about methodology and transparency. **Unspecified Data Collection Parameters and Metrics:** The document outlines the categories of data to be collected (e.g., Workforce, Costs, Services) but is vague on the specific parameters, metrics, or methods that will be used to collect and analyze this data. Concerns include:

- **What defines success/failure:** What specific metrics will be used to judge if a service is working or where opportunities lie for improvement? In the 10/20/25 Town Hall meeting, questions were asked about how success will be measured. While the response mentioned using clear performance indicators, the focus appears to be on quantitative metrics that have to do with user experience, rather than academic or departmental specific metrics. When will departments be asked to provide more input?
- **Quantifying Value:** What specific methods will be used to evaluate current and anticipated user needs and priorities and to assess which services are critical for research competitiveness and instructional effectiveness.
- **Data Aggregation and Normalization:** What will the methodology be for standardizing and normalizing data collected from diverse, distributed IT units to ensure an apples-to-apples comparison and prevent misleading conclusions about efficiency or duplication.

There is also concern about the absence of a detailed execution plan, which is necessary to properly assess the rigor and feasibility of the Discovery Phase. While the memo provides three high-level dates (early October presentation, November 7 feedback, December completion), it lacks a detailed, step-by-step timeline or Gantt chart showing:

- The specific weeks allocated for data collection across different campus units.
- The deadlines for drafting key analysis reports.
- When and how specific faculty/unit interviews will be scheduled.
- Without this detail, the committee cannot assess if the timeline is realistic, particularly given the comprehensive nature of the data collection (Workforce, Costs, Services, Security).
- In the 10/20/25 Town Hall, a new Gantt chart was shared, but it still lacked specific details and information.

Finally, in addition to the information already provided, the committee provides some specific areas in response to the goals of senate consultation.

- 1) Identify additional metrics, challenges, or contextual factors that should be considered during Discovery.
 - a) Create and share a list of current metrics, challenges, and contextual factors that have already been identified
- 2) Provide input on any concerns with the Discovery plan and suggest potential adjustments.
 - a) Provide a comprehensive financial plan and risk analysis before the planning phase end. The information should include a plan that shows any processes implemented to prevent the execution failures as seen in past projects.
- 3) Share perspectives on current and emerging faculty IT needs and priorities, including key capacities to sustain or grow.
 - a) A schedule and needs analysis should be in place for any information gathering or meetings being held.
- 4) Advise on how faculty questions can be addressed using the data generated in this phase.
 - a) First, more details and data collection plans must be shared about the discovery phase.
- 5) Recommend effective approaches to engage faculty in shaping both current and future IT needs.
 - a) More information about the breadth and depth of faculty involvement should be provided. Faculty should have substantive involvement.

As always, our membership appreciates the consultative process and welcomes the opportunity to participate in the discussion of important matters like this. We look forward to follow-up conversations with AVC Beck and CIO Avetisyan, as well as other administrative leaders, and hope to play an active consultative role in future One IT decision making. You are welcome to contact us with questions.

The College Faculty Executive Committee

Faculty Executive Committee

October 30, 2025

MEGAN MARIE MCEVOY, CHAIR
ACADEMIC SENATE — LOS ANGELES DIVISION

Re: OneIT Request for Senate Consultation

The Henry Samueli School of Engineering and Applied Science Faculty Executive Committee appreciates the opportunity to respond to the memo regarding the upcoming work of the OneIT initiative during Fall 2025 (Discovery Phase), as circulated through the Academic Senate. According to the memo, the Discovery Phase aims to develop a comprehensive, data-driven understanding of the technology, services, personnel, and costs that define UCLA's current IT landscape.

The FEC recognizes that examining and potentially transforming UCLA's IT systems is an important effort. However, we wish to strongly emphasize the critical importance of maintaining robust local IT support. Within the Samueli School of Engineering, IT systems are deeply integrated with specialized research, instructional, and operational needs that require dedicated technical expertise, responsive service, and tailored infrastructure. These local IT teams are essential for ensuring research competitiveness, instructional effectiveness, and compliance with complex technical and security requirements. FEC members raised serious concerns about centralization, including the likelihood of increased response times, inadequate communication, and reduced access and support for specialized research and teaching resources.

The FEC respectfully requests that the Discovery Phase explicitly include direct consultation with the School of Engineering to fully capture the school's distinctive IT structure, expertise, and needs. Incorporating these perspectives will be crucial to developing an accurate, campus-wide understanding and ensuring that any future recommendations preserve and strengthen existing local capabilities while pursuing coordination where it demonstrably enhances overall outcomes.

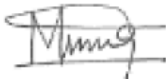
Finally, the FEC notes that the current composition of the OneIT working group does not include a representative from the School of Engineering. Given the school's substantial and

M E M O R A N D U M

Faculty Executive Committee

technically complex IT environment, the Committee strongly recommends the inclusion of an Engineering representative in the working group.

Sincerely,



Mekonnen Gebremichael, Chair
Henry Samueli School of Engineering and Applied Science Faculty Executive Committee

c: April De Stefano, Chief Administrative Officer
Academic Senate



To: Megan McEvoy,
Chair, Academic Senate

From: Olav Sorenson,
Chair, 2025-26 Faculty Executive Committee

Date: October 28, 2025

Re: OneIT Request for Senate Consultation

Dear Chair McEvoy,

At its meeting on October 3, 2025, the UCLA Anderson School of Management Faculty Executive Committee (FEC) reviewed and discussed the OneIT Request for Senate Consultation. We appreciate the opportunity to provide input as outlined in the consultation plan.

We wish to express concern regarding four aspects of the plan: (i) the imposition of a common approach to IT, (ii) the accelerated study timeline and limited engagement with the Senate on a project of this scale, (iii) its cost, and (iv) the absence of any specific details about how the faculty will share governance of the project.

Decades of research in management and economics have made clear that standardization comes at a cost of the value of the service to the user. IT plays a central role in both teaching and research, the core of UCLA's mission. In both cases, the needs vary dramatically from department to department in an institution as complex and diverse as UCLA. Anderson, for example, has programs with evening and weekend classes, meaning that we need onsite IT support 8 am-10 pm almost every day of the week. Artificial Intelligence has also been rapidly transforming the business world, so our IT staff have had to help support our faculty in integrating these tools into the classroom (as well as into their research). No single IT solution can meet these distinct needs without compromising the quality of the educational experience being delivered to students and the integrity of the research being conducted by our faculty and students. The FEC therefore feels that any IT solution should accommodate multiple models of organization and execution, recognizing the breadth and diversity of UCLA, rather than attempting to impose a single solution on all units.

The FEC further believes that any potential initiative should begin with a careful study of the IT needs for both teaching and research. That study should include and be jointly led by faculty who represent the diverse teaching modalities and research methods across the university, who best understand the needs of users.

Management research has also been consistent in showing that organizational change has large implementation costs and frequently fails. At a time when UCLA faces unusual financial pressure, increased spending on change initiatives and external consultants seems imprudent. The FEC feels that these costs – including the cost of faculty and staff across the university potentially needing to learn new systems – should be evaluated and balanced against any possible savings *before* committing to any course of action.

Finally, the plan seems notably silent on any details of how the faculty and administration will share governance of the project. Meaningful shared governance requires a sustained partnership between faculty and administration in the shaping of policy, especially when initiatives will significantly impact academic operations and the student experience.

The FEC further believes it essential that departments retain autonomy over their workforces and operations, particularly in functions such as IT that connect to their distinct academic missions and institutional obligations. We therefore strongly recommend that any IT initiative incorporates and accommodates unique departmental needs, obligations, and financial models (e.g., SSGPDP), as understood and articulated by the department's leadership.

As a school of management, we welcome the opportunity to contribute our faculty's expertise in areas relevant to the OneIT initiative, such as organizational design, operations, change management, and strategy. We, as a committee, stand ready to support both the Senate and the administration in shaping a thoughtful and effective path forward for all.

We thank you for the opportunity to opine on this matter.

cc: Margaret Shih, Interim Dean, Management
Noah Goldstein, Department Chair, Management
Cassie Mogilner Holmes, FEC Vice Chair; Immediate Past FEC Chair
Aimee Drolet, FEC Member; Immediate Past FEC Vice Chair
Eugene Caruso, FEC Member
Rakesh Sarin, FEC Member
Ivo Welch, FEC Member
Hillary Reichman, Senior Manager, Data & Insights

October 27, 2025

To: Megan McEvoy, Chair, Academic Senate

From: Elizabeth Rose Mayeda, Chair, Faculty Welfare Committee

Re: One IT Request for Senate Consultation

At its meeting on October 7, 2025, the Faculty Welfare Committee (FWC) reviewed and discussed the One IT Request for Senate Consultation. As outlined below, FWC members shared opposing views regarding the One IT proposal. In addition to the specific comments below, it was noted that the accelerated timeline of the One IT Discovery Phase (Fall 2025) leaves little time to obtain thoughtful input from faculty, individual departments, and UCLA community stakeholders.

One IT initiative: purpose, costs, and service implications:

Members raised questions regarding the purpose and costs of the move to One IT. Specifically, they asked whether the purpose is to cut costs or to achieve cost savings through centralization and improved efficiency. Understanding the purpose and costs of One IT could help faculty provide better feedback.

Some FWC members expressed serious concern that IT consolidation would threaten faculty members' and departments' ability to carry out the University's mission of teaching, research, and service. However, it was also noted that One IT could serve as an opportunity to improve some IT services if there is thoughtful attention to areas where centralization could create efficiencies or even enhance service quality. The FWC advises consulting each department to identify its current unmet IT needs.

FWC members emphasized distinguishing between IT services that can be reasonably centralized (e.g., distribution and installation of standard software licenses such as Microsoft Office) and IT services that require specialized or immediate support, such as research computing or classroom IT support. These critical, specialized IT services vary widely across departments and are unlikely to fit a one-size-fits-all model. To prevent service degradation during consolidation, FWC members recommend that the University identify services requiring rapid response and specialized expertise and ensure that these functions remain readily accessible to faculty and departments throughout the transition.

Request for Transparency:

The FWC requests transparency from the administration regarding faculty and departmental feedback from the One IT Discovery Phase, including feedback received and how it will be used in the planning One IT. For example, if One IT Discovery Phase survey data are collected, the FWC requests that the survey results be published before any decisions are implemented, to ensure that faculty and University stakeholders are consulted and remain engaged in the process. The FWC also requests transparency regarding current IT costs and whether the consolidation of IT is expected result in cost savings.

In short, the FWC strongly recommends that the administration transparently report information collected during the One IT Discovery Phase, seriously examine the collected feedback and

recommendations, and consider the individual needs of departments and faculty before moving forward with One IT and consolidating IT services.

Thank you for the opportunity to opine on this proposal. If you have questions, please do not hesitate to contact me at mayeda@g.ucla.edu or the Committee analyst, Renee Rouzan-Kay, at rrouzankay@senate.ucla.edu.

CC: Tim Groeling, Vice Chair/Chair-Elect, Academic Senate
Kathleen Bawn, Immediate Past Chair, Academic Senate
April de Stefano, Executive Director, Academic Senate
Renee Rouzan-Kay Committee Analyst, Academic Senate
Members of the Faculty Welfare Committee

October 23, 2025

Megan McEvoy, Chair
Academic Senate

Re: OneIT Request for Senate Consultation

Dear Chair McEvoy,

The Council on Research (COR) reviewed and discussed the OneIT Request via email. COR was able to complete the review despite the highly compressed timeline. Members shared the following comments.

Given the central role of Information Technology infrastructure and services in supporting research, instruction, and administrative functions, COR recognizes the profound importance of this IT transformation effort.

While administration would value constructive and positive input, COR must raise legitimate faculty concerns. For example, a recent change in graduate student payment disbursement, which transitioned from a graduate division-run system to the Bruin Financial Aid (BFA) system managed by DTS, resulted in a marked degradation of service. Specific issues include: i) the Division of Graduate Education's (DGE) inability to assist departments with payment-related matters; ii) departmental personnel's inability to track students' acceptance of funding; iii) complaints from students about the quality of information they receive about their financial awards.

These issues highlight a broader concern regarding the potential adverse effects of centralization on essential campus functions. Experiences from the UCLA Health/DGSOM IT centralization effort were noted as particularly instructive; anecdotal reports show service disruption, protracted implementation, service degradation (e.g., replacement of responsive, personalized local IT with centralized, delayed, ticket-based support), loss of quality and timely IT support for specialized software packages, all with significant adverse impacts on research. Concerns also arose about the "work centrally-pay locally" model that reportedly emerged, resulting in Principal Investigators (PIs) losing oversight of research IT staff whose salaries they continue to fund.

Overall, members agree that the process appears rushed and vague, especially in the current environment where many researchers are struggling with finding new footing in the changing research environment. Many faculty shared with COR their perception that the administration provides insufficient and inconsistent faculty engagement in the planning and implementation process.

COR offered the following perspectives on the specific questions raised in the EVCP's letter.

Metrics and Challenges to be Considered During Discovery

- Administration should assess the substantial cost associated with centralizing IT services and migrating existing, tightly integrated unit-level systems. Failure to address this cost may explain the historical lack of consolidation and warrants a thorough financial analysis.
- The Discovery phase should determine if campus resistance to OneIT is merely a conservative aversion to change, or if it stems from significant and costly integration challenges inherent in migrating existing, functionally essential systems.
- The Discovery phase offers a timely moment to solicit a comprehensive, unit-specific evaluation of current DTS/central IT services as faculty and units view them. Recent Academic Senate surveys indicate a broadly negative perception of DTS services, and the administration ought to thoroughly investigate and address the underlying reasons.
- The Administration should clarify the Discovery phase's focus: Is it intended to document current IT department provisioning, or to ascertain future visions and needs? Since future plans link intrinsically to resource availability, the framing of questions (e.g., minimum necessary versus a full "wishlist") must be defined precisely to elicit actionable data.

Concerns with the Discovery Plan and Potential Adjustments

- The request for detailed data and compliance places a non-trivial cost and time burden on existing unit IT teams, estimated in the range of \$5K-\$10K or more per department. This diversion of resources represents a campus-wide cost and stops other, non-Discovery-related IT work. There is also a non-trivial cost involved in “evaluating current and anticipated user needs and priorities”.
- Unit managers and faculty leadership currently operate under intense fiscal and research funding pressures. A tangible risk exists that the required evaluations of current and anticipated user needs cannot be completed adequately given present uncertainties and resource constraints.
- The administration seeks input on the Discovery process at an accelerated pace—by the end of October—even while the process is already underway, and its completion is not expected until December 2025. This timing suggests faculty input is requested after critical operational decisions have been made.

COR strongly recommends extending the length of the Discovery phase through the end of the Winter or even Spring quarter to provide adequate time for thorough assessments and meaningful faculty engagement.

Current and Emerging Faculty IT Needs and Priorities

The University's core mission, research and teaching, must be the primary focus of the IT transformation. The administration should view administrative systems as essential tools rather than the central priority.

- The University needs urgent investment to enhance research computing infrastructure, including high-speed networking, data storage, and High-Performance Computing (HPC). UCLA should leverage its market size to negotiate substantial discounts for cloud-based storage and HPC access and should seriously consider the construction of a datacenter to provide space for PI-controlled and shared computing resources. It should also address concerns about the long-term viability of services like unlimited Box storage.
- A crucial and foundational need is for better-functioning campus WiFi, particularly in classrooms and older buildings. A swift, efficient improvement in this highly visible service would powerfully demonstrate DTS's capacity to succeed.
- DTS must establish an efficient and well-functioning support system. Its ability to deliver responsive and effective support is essential for generating faculty buy-in for the OneIT initiative.

- The administration should develop administrative systems with a focus on robust APIs to facilitate flexible data entry and export. Campus standards should be established for such systems, and a systemic approach to development is needed to ensure effective inter-system integration.
- Cybersecurity is vital, but the messaging should promote a culture of cybersecurity rather than suggesting that cybersecurity policy will enforce compliance with DTS requests, which creates unnecessary tension.
- The administration should pursue greater integration across the UC system, such as sharing facilities like the UCSD supercomputing center and establishing appropriate network connections.
- The administration must explicitly keep in mind and manage the costs—both financial and in faculty time—associated with migrating to new systems.

Addressing Faculty Questions Using Data Generated

- The specific nature of the data being collected by Administration and OneIT project leaders remains unclear.
- To elicit effective feedback, the administration should move away from abstract questions ("What are your needs?") toward concrete proposals and plans ("If we were to centralize a specific system (e.g., website hosting), what functionality needs to be retained?"). Requesting feedback on concrete ideas and plans, well in advance of final decisions, is the most productive approach.

Finally, faculty must be meaningfully involved in decision-making processes. COR recommends the formation of advisory or alignment committees with significant (50% or more) faculty representation drawing membership broadly from across the campus, particularly involving faculty with substantial IT needs. Such a committee should be formed by following the usual procedures involving the Academic Senate and its Committee on Committees.

Thank you for the opportunity to review and comment. If you have any questions for us, please do not hesitate to contact me at shlyakht@ipam.ucla.edu or via the Council's analyst, Elizabeth Feller, at efeller@senate.ucla.edu.

Sincerely,

Dimitri Shlyakhtenko, Chair
Council on Research

cc: Tim Groeling, Vice Chair/Chair-Elect, Academic Senate
Kathleen Bawn, Immediate Past Chair, Academic Senate
April de Stefano, Executive Director, Academic Senate
Elizabeth Feller, Associate Director, Academic Senate
Members of the Council on Research

October 23, 2025

To: Megan McEvoy, Chair, Academic Senate

From: Jeff Maloy, Undergraduate Council Chair

Re: OneIT Request for Senate Consultation

At its meeting on October 17, 2025, the Undergraduate Council discussed the One IT project. Members noted that the initiative appears motivated primarily by cost-savings and expressed concerns about the adverse effects of centralization. For example, departments in the sciences require specialized IT support for lab software, and consolidating such resources may cause troubleshooting delays that will negatively impact undergraduate instruction and research. More broadly, members note that IT resources already vary widely across campus, with some general assignment classrooms lacking even basic wi-fi access and A/V connectivity. Centralizing IT services could further exacerbate such disparities.

Members seek more specificity as to how the OneIT project team will assess services, as stated in the Discovery Phase summary: Who will “evaluate current and anticipated user needs and priorities” and “identify which [services] are general versus highly specialized”? How is data being collected? We underscore the need for robust data to demonstrate that IT consolidation will save money, increase security, and improve research competitiveness and instructional effectiveness. Members recommend involving the Center for Accessible Education in the decision-making process to consider issues related to equity and accessibility. We also urge faculty oversight of this project, in order to ensure a nuanced assessment of departments’ distinct needs and evaluate the impact of OneIT on UCLA’s academic mission.

Thank you for the opportunity to opine. With any questions, please contact us via the Undergraduate Council’s Analyst.

Cc: Kathy Bawn, Immediate Past Chair, Academic Senate
April de Stefano, Executive Director, Academic Senate
Tim Groeling, Vice Chair/Chair Elect, Academic Senate
Julia Nelsen, Principal Policy Analyst, Undergraduate Council

October 21, 2025

To: Megan McEvoy, Chair, Academic Senate

From: Gregory Leazer, Chair, Committee on Data, Information Technology, and Privacy (CDITP)

Re: **One IT Request for Senate Consultation**

At its meeting on October 9, 2025, the Committee on Data, Information Technology, and Privacy (CDITP) reviewed the October 2, 2025, memo titled “Request for Senate Consultation: One IT Discovery Phase.” We appreciate engaging with the faculty and administration on this initiative. The CDITP believes the reorganization and consolidation effort touches directly on the core academic functions of research and teaching and requires a consultative process to yield its desired results. We also believe meaningful consultation is required by the principles of shared governance.

We understand that this request is part of the planning for a more thorough initiative to streamline the administration of UCLA’s digital services. However, we are unclear how the new Discover phase relates to the previously announced three-phase structure of Consolidate-Rationalize-Transform. Our confusion is driven in part by the expedited pace of the proposal and a lack of consultation with appropriate Senate bodies.

We would like to note some principles and concerns at the outset for our mutual understanding and so that all parties may feel they have provided meaningful consultation in the project and are equally invested in its successful outcomes.

First, we recognize that academic computing is inherently diverse, shaped by specific disciplines, and directed by faculty with the expertise and responsibility to meet their scholarly needs. Over time, departments and centers have developed specific tools and processes that enable their teaching, research, data stewardship, and scholarly communication. In many cases, this evolved diversity is a strength, not a defect, and is a feature shared with other large non-university institutions that conduct research. Our joint planning should recognize this diversity as a design principle, preserving locally directed capabilities and involving faculty governance in any changes.

We also seek to preserve the authority of the Senate over academic matters and the principles of shared governance. Recent administrative communications on One IT propose actions that materially affect instruction and research. As such, these actions constitute academic policy and therefore require prior Senate consultation under UC Board of Regents Bylaw 40.1, with reference to APM-010: Academic Freedom and IS-3: Electronic Information Security. That last standard, issued Oct. 25, 2019, establishes the preservation of academic freedom and research collaboration as its first policy goals and builds Senate consultation into the governance of security standards.

We believe these documents provide the formal basis to confirm the Senate’s authority over academic computing. By academic computing we mean the integrated set of digital infrastructure, platforms, and services that enable research, teaching, and scholarly communication (e.g., learning management and assessment tools, research computing and storage, data platforms and repositories, lab and field

technologies); the people who design, operate, and use them, and the data and scholarly records they produce; and the existing governance structures, policies, and procedures in academic units and joint Senate–administration bodies that authorize and steward this work. We contrast academic computing with the administrative computing that runs the university’s business operations, such as finance, payroll, and facilities. Administrative computing is distinct from academic computing and is typically governed by administrative units, with faculty consultation when changes would affect academic work. Actions that alter tools, data practices, communications, or governance of academic work require meaningful prior Senate consultation.

These expectations are not new. CDITP and other Senate bodies have raised similar concerns, for example, in a May 2016 report of the Data Governance Task Force submitted to EVCP Waugh and the Senate, and a May 5, 2022, memo from CDITP to the Senate chair. The latter in particular documents decisions taken without Senate involvement (e.g., security software rollouts), a top-down IT governance structure without sufficient Senate representation, unclear approval pathways, and centralization projects that bypass faculty review and expertise. CDITP has already recommended seating Senate-appointed faculty on executive IT bodies, publishing transparent decision processes, reaffirming campus policies on data access/security/privacy, and played a role in educating faculty on IT rights and responsibilities. The One IT “Discovery Phase” should build on and implement those standing recommendations—rather than reset the consultation baseline—so that academic computing is governed in line with meaningful consultation.

We also note that significant actions related to One IT have already proceeded prior to significant Senate engagement, including reporting-line changes for IT staff, and possibly early service or policy shifts. These are difficult to assess because CDITP has not received any documents related to the One IT initiative except the brief communiques from Bruin Post over the summer and the recent “Request for Senate Consultation” memo. Despite assertions to the contrary, CDITP has not been notified of specific actions related to One IT, nor have we been involved in any consultation. **To enable substantive review and to provide informed responses to the request for consultation, we would like to know what actions have been taken, and we request a temporary freeze on changes to academic computing until a joint consultation framework is in place.**

More specifically, we recommend that the Executive Board adopt the following positions:

1. Assert Faculty Authority and Oversight of Academic Computing

The Request for Senate Consultation memo treats IT services as a single administrative domain. It does not yet acknowledge that academic computing—e.g., research infrastructure, instructional platforms, scholarly communication tools, and lab technologies—is subject to faculty oversight under shared governance. Under UC governance principles, faculty bear primary responsibility for educational policy, including the infrastructure that supports it.

Recommendation: Distinguish administrative from academic computing. Embed faculty oversight in any process that touches research or instructional technology.

2. Help Resolve Conflicting Assertions on Rationale and Expected Outcomes

We have received conflicting rationales for consolidation. In some venues, the initiative is framed as a cost-savings exercise; in others, as modernization to address risks in cybersecurity, in which cost is not a driving factor.

Recommendation: Ask the administration to clarify the primary purposes (cost savings, service improvement, risk reduction, or other) and the constraints for decision-making. CDITP finds it difficult to give input on outcomes and metrics when we are uncertain of the stated goals and motivations. The administration should indicate the actions they are contemplating, e.g., staff reporting-line changes, service centralizations, LMS governance, and network/security policy changes, and explain how they align with the stated goals. We expect that the Discovery process will also result in a revision of expected outcomes.

3. Address the Absence of Specific Consultation Mechanisms

The memo commits only to presenting to Senate committees and receiving feedback. It does not outline mechanisms for deliberative consultation or indicate whether faculty concerns will shape the structure or outcome of the Discovery Phase. Appropriate consultation will require access to data, workforce models, and financial assumptions. Without access to these materials, Senate committees cannot conduct substantive reviews.

Recommendation: Establish or affirm a joint Senate–administration working group or establish the authority of Senate committees to review and comment on the various components of the One IT proposal and advance distribution of drafts and data inputs prior to making decisions.

4. Address Actions Taken Prior to Consultation

The request for consultation outlines a review that trails substantive administrative changes already underway—including the reassignment of unit IT leads to Digital & Technology Solutions—initiated without meaningful Senate consultation. We note that more than 70 department chairs and center directors wrote to the Chancellor and EVCP on September 7, 2025, expressing concern that early implementation steps bypassed shared governance and encroached on academic prerogatives. This sequencing risks making consultation post hoc and effectively moot.

Recommendation: Request that the administration provide a dated account of actions already taken under One IT, roll back any recent transfers of academic IT decision responsibilities from academic units to DTS, and defer further changes affecting academic computing until the Senate has reviewed and advised through the appropriate committees.

5. Future Planning Must Assess Implications for our Academic Mission

Current materials frame “risk” primarily in administrative terms and do not assess consequences for core academic functions, contrary to the priorities established in IS-3: Electronic Information Security. An academic-mission assessment should identify specific services used by academic communities and evaluate the impacts on instructors, graduate programs, human subjects, and

researchers. It should evaluate not only security/privacy/compliance, but also teaching and research continuity, privacy, student computing, grant deliverables, data portability/interoperability, and staff capacity to understand which actions would disrupt academic work, to what degree, and what mitigations are required. Assessments should also understand the nature of IT governance within the overall system of academic administration distributed across the units and departments of the university.

Recommendation: The Senate should request that any proposal materially altering academic computing include an academic mission impact statement that identifies affected communities and services with scenarios and timelines, changes to governance, and specifies mitigations, required resources, and exception processes before implementation.

6. Assessments Must Reflect the Heterogeneity of Academic Computing

The request for consultation leans on simple metrics that do not capture how academic computing actually works within disciplines. Counting units, networks, or email systems records inventory risks mischaracterizing the complexity of academic computing as “fragmentation,” and fails to ask whether teaching and research are well supported. Overreliance on coarse metrics—and limited familiarity with academic workflows—can obscure the relative efficiency and innovation of faculty-led, discipline-specific IT.

Recommendation: Focus on an assessment that evaluates how to best empower IT staff to enable teaching and research. In practice, this means a joint administrative–academic dialogue that ties assessment to our academic mission and supplants metrics with an understanding of the range of services illustrated by representative case studies. Without evidence to the contrary, we question the presumption that distributed services are inherently inefficient or risky compared to the consolidation of diverse services within campus administration.

7. Federated IT Governance, Including Cybersecurity Risk Management

It appears that One IT is guided by a cybersecurity framework with the assumption that highly centralized administrative structures are an ideal outcome; however, IS-3 emphasizes mission fit and local flexibility, and UCLA already operates a hybrid reality (e.g., the medical enterprise is out of scope). We believe the One IT initiative has already concluded that centralization is the expected outcome. We hope that any assessment will remain open to alternative governance and risk-assessment models. One such possibility is a hybrid cybersecurity risk management that centralizes common administrative solutions while federating academic computing, where departments and labs implement cybersecurity solutions and tailor controls, document risks and mitigations, and govern themselves. This narrows the focus to demonstrable cyber-risk reduction without degrading academic computing or collapsing diverse academic uses into a single centralized IT service.

Recommendation: Re-scope One IT to a limited, auditable set of cyber-risk outcomes and other clearly stated IT-governance priorities; negotiate which standards and services will be uniform centrally; and pair implementation with the academic mission impact statement as described in section 5. Treat structural consolidation as a means only where it demonstrably reduces risk

without harming academic computing; otherwise, rely on federated governance with documented responsibilities for academic units and formal Senate review.

Finally, we ask the Senate to incorporate related faculty concerns already on record. In particular, the letter from department chairs and directors' documents difficulties with prior consolidation efforts in IT and elsewhere. Likewise, the Assembly of the Academic Senate's June 2025 "Resolution on the Use of Trellix" calls for a transparent, inclusive evaluation process with faculty representation, indicating challenges in achieving shared consensus on issues of computing. CDITP remains committed to nimble, collaborative, bidirectional engagement to develop policies that support the University's mission. We believe the Senate's response to the current proposal needs to reiterate the basic precepts of appropriate consultation and recognition of Senate authority over academic matters.

Thank you for the opportunity to share our comments and recommendations. If you have questions, please do not hesitate to contact me at leazer@g.ucla.edu or the Committee analyst, Renee Rouzan-Kay, at rrouzankay@senate.ucla.edu.

October 21, 2025

Megan McEvoy, Chair
Academic Senate

Re: OneIT Proposal

Dear Chair McEvoy,

At its meeting on October 13, 2025, the Council on Planning and Budget (CPB) reviewed and discussed the OneIT Proposal. Members offered the following comments.

Members noted that the project is now entering a discovery phase, which represents a process and attempt to repair prior problems associated with the initiative. Members also formally requested that IT (DTS) present to the CPB with significant budgetary detail regarding the OneIT proposal. To ensure meaningful participation in shared governance, the Council requires a comprehensive and detailed budget presentation.

One member raised additional issues concerning privacy and centralization. Specifically, a concern about the consolidation of campus-specific data. There is a fear that if all data is centralized under "OneIT," AI agents could more easily find and synthesize private information.

Members commented on the planned quantitative and qualitative study, noting that in past similar efforts, the qualitative piece was not done exhaustively. Members underscored that this lack of depth results in not fully understanding the end-user and the reality of their needs from a teaching, service, and research perspective. Members stressed the need for a deeper understanding of the differences in how various constituents use IT and questioned whether it is truly feasible to have only one overarching IT system.

Members suggested that it would be helpful to raise the academic mission and ensure the IT presentation is centered around it. Having a framing and context of the academic mission would ensure that the technological decisions align with the core purpose of the institution.

If you have any questions for us, please do not hesitate to contact me at desjardins@ucla.edu or via the Council's analyst, Elizabeth Feller, at efeller@senate.ucla.edu.

Best regards,

Richard Desjardins, Chair
Council on Planning and Budget

cc: Tim Groeling, Vice Chair/Chair-Elect, Academic Senate
Kathleen Bawn, Immediate Past Chair, Academic Senate
April de Stefano, Executive Director, Academic Senate
Elizabeth Feller, Associate Director, Academic Senate
Members of the Council on Planning and Budget

3125 Murphy Hall
410 Charles E. Young Drive East
Los Angeles, California 90095

October 13, 2025

To: Megan McEvoy, Chair, Academic Senate

From: Dorota Dabrowska, Chair, Graduate Council

Re: OneIT Request for Senate Consultation

At its meeting on October 10, 2025, the Graduate Council discussed the OneIT Request for Senate consultation. Members noted that the discovery phase covers the relevant key areas of focus. The Council would appreciate the opportunity to review the report on outcomes at the end of the Discovery phase.

We appreciate the opportunity to express our views on this matter. If you have any questions, please contact us via Graduate Council Analyst, Emily Le, at ele@senate.ucla.edu.

To: Chancellor Julio Frenk
Executive Vice Chancellor and Provost Darnell Hunt

CC: Megan McEvoy, Chair of the Academic Senate
Tim Groeling, Vice Chair/Chair Elect of the Academic Senate
Kathleen Bawn, Immediate Past Chair of the Academic Senate
Greg Leazer, Chair of the Committee on Data, Information Technology, and Privacy
Richard Desjardins, Chair of the Council on Planning and Budget
Dimitri Shlyakhtenko, Chair of the Committee on Research
Dorota Dabrowska, Chair of the Graduate Council
Jeff Maloy, Chair of the Undergraduate Council
Erin Debenport, Chair of College FEC

Alexandra Minna Stern, Dean of Humanities
Tracy Johnson, Dean of Life Sciences
Miguel García-Garibay, Dean of Physical Sciences
Abel Valenzuela, Dean of Social Sciences
Ah-Hyung Park, Dean of the Samueli School of Engineering
Margaret Shih, Dean of the Anderson School of Management

Lucy Avetisyan, Associate Vice Chancellor and Chief Information Officer
Michael Beck, Administrative Vice Chancellor
Roger Wakimoto, Vice Chancellor for Research and Creative Activities

Re: One IT initiative

September 7, 2025

Dear Chancellor Frenk and EVCP Hunt,

We, the undersigned chairs and directors at UCLA, write in the hope that the outcome of this letter will be a genuine partnership between the faculty and the administration in reforming IT at UCLA.

We also write to express our strong opposition both to the One IT initiative and to the precipitous manner in which it was announced during summer break, in clear contravention of the requirements of the UC system of shared governance. We feel it is incumbent upon us to share the specific, potentially catastrophic harms that we expect this initiative will cause our individual units and UCLA's academic enterprise as a whole. We request that you pause the implementation of One IT so that UCLA faculty, through the appropriate Senate governance structures, may assess the proposal's potential benefits and risks, then partner with the administration to identify reasonable, well-informed ways to heighten the effectiveness of the IT systems the university maintains to support our research and teaching.

We all agree that centralization would benefit some technical aspects of IT. Network administration, equipment purchasing and upkeep, and general software management perhaps should all fall under the purview of the Administrative Vice Chancellor. These areas are, however, far from the whole of IT, which pervades the entirety of our academic mission as UCLA faculty. We are free to engage in research and teaching, in our respective fields, only to

the extent that our specific IT needs are met. This includes not just networks and equipment, but also highly specialized support, consistent monitoring, and readiness to take urgent action. IT staff who work in a given research or teaching unit develop, over time, highly specialized skills that do not apply to other units. Moreover, many research units have specific security needs that cannot be centralized without compromising the integrity of the research and teaching. The notion that all this diversity of field-specific knowledge and experience can be relegated to a small pool of centralized staff, isolated from the faculty and units they serve, is ill-informed and misguided, and will put faculty research and teaching programs at risk.

We are deeply concerned that the administration has formulated, announced, and implemented a plan as far-reaching and consequential as One IT in the absence of any consultation with the relevant FECs, Academic Senate leadership, or the appropriate Academic Senate committees, including the Council on Planning and Budget (CPB); the Committee on Data, Information Technology, and Privacy (CDITP); the Council on Research (COR); the Undergraduate Council (UgC); or the Graduate Council (GC). We are also troubled to learn of the lack of consultation with faculty from leading centers on campus and other key academic stakeholders. Indeed, the administration failed to inform even faculty who are included in [its own prescribed governance structure for IT](#) (e.g., the Director of IDRE). Most (if not all) of the undersigned heard news of this plan only once IT staff had been informed of changes in their reporting lines, which were implemented before One IT was even introduced to the campus. This happened during the summer, when faculty are least able to respond, and at a time when many faculty are deeply preoccupied with the loss of federal research support.

In his listening tour of the University this Spring, Chancellor Frenk extolled the virtues of shared governance and pledged to uphold and strengthen it. Yet the One IT plan was not developed in consultation with academic stakeholders. To proceed with this plan that will so profoundly affect faculty's ability to engage freely in our research and teaching, and to do so without stopping to engage in appropriate consultation, would betray our principles of shared governance.

When EVCP Hunt was Dean of Social Sciences, he argued forcefully against an ill-conceived and ultimately ill-fated IT reorganization that was strikingly similar to the current plan. If the concerns he had then are no longer relevant, we would very much appreciate knowing why not. With regard to EVCP Hunt's email sent on August 26, in which it is noted that One IT is "Central to Goal 5 of UCLA's Strategic Plan," we observe that One IT was never part of the original Strategic Plan and seems to have been silently added to the website only very recently. A cached version from as late as [May 29, 2025](#) says "Launch ITS-led Data Governance Committee" where the text now reads "Implement One IT." Prior to this summer, the Strategic Plan made no mention of One IT.

We are also concerned that the One IT initiative places all decisions under the pre-existing leadership structure of the newly created Digital & Technology Solutions (DTS). This raises serious concerns about equity. Why, to give just one example, should the Office of Advanced Research Computing (OARC), whose director presently reports to the Vice Chancellor for Research, be placed in a subordinate position to DTS, which reports to the Administrative Vice Chancellor? For DTS to place everyone else under its leadership in the new centralized IT structure is an egregious conflict of interest. If UCLA is to design a centralized IT office, faculty should have some say in those parts of it that touch on our research and teaching missions as well as who has leadership positions in it. Moreover, we feel that an IT staff member's future at UCLA should not be dependent on whether they spent their career as part of DTS (previously ITS) or a different unit.

Though we enthusiastically support the goal of making UCLA more effective, we cannot help noting how many of UCLA's centralized services remain broken. We see no reason to believe that One IT will fare any better than the recent ill-fated attempt to transform our financial system, which has led to the loss of hundreds of millions of dollars. On the matter of cost efficiency, no data has been provided on the One IT initiative to the faculty, to the Senate, or to the FECs detailing expected savings or how those savings will be generated.

Over the next weeks, the undersigned Chairs and Directors, together with faculty in our units, will draw on our expert knowledge of the particular fields and contexts within which we work to document concerns regarding how One IT will negatively affect our own specific research and teaching programs. We will send these materials to you as addenda to this letter. We sincerely hope that these examples will communicate the scope of the problem and provide a starting point for a collaborative effort to develop solutions to the problems UCLA faces.

For the time being, we have two simple requests:

1. We ask that you pause implementation of One IT, and roll back changes to the reporting lines of IT staff.
2. We ask that you develop and share a plan to include IDRE, the Academic Senate, the Deans and unit Chairs/Directors, and the FECs in planning and decision-making regarding the future of academic IT at UCLA.

As Chancellor Frenk is fond of saying, we are indeed "One UCLA." But we are also many UCLAs—encompassing the wide variety of areas of academic study that together make up a university. We must strive to be one UCLA in which many UCLAs can fit.

Our faculty have a wealth of expertise on all matters related to IT. We look forward to sharing that expertise with you as we partner to envision and create the future of IT at UCLA.

Signed,

Stephen Acabado, Chair, Archaeology IDP
Jonathan Aurnou, Chair, Earth, Planetary & Space Sciences
Martha Bailey, Department of Economics, Director of the California Center for Population Research
George Baker, Chair, Art History
Carol Bakhos, Chair, Study of Religion IDP
David Blank, Chair, Department of Classics
Mario Bonk, Acting Chair, Department of Mathematics
Jacob Bortnik, Chair, Department of Atmospheric and Oceanic Sciences
Thomas Bradbury, Chair, Department of Psychology
Stuart Brown, Chair, Physics and Astronomy
Greg Bryant, Chair, Communication
Jessica Cattelino, Director, Center for the Study of Women | Barbra Streisand Center
Panagiotis D. Christofides, Chair, Chemical and Biomolecular Engineering
Michael Cooperson, Chair, Near Eastern Languages and Cultures
Jason De Leon, Director, Cotsen Institute of Archaeology
Dino Di Carlo, Chair, Bioengineering

Torquil Duthie, Chair, Asian Languages and Cultures
Jeff Eldredge, Chair, Mechanical and Aerospace Engineering
Michael Emmerich, Asian Languages & Cultures, Director of the Yanai Initiative for Globalizing Japanese Humanities
Rong Fu, Director, Joint Institute for Regional Earth System Science and Engineering
Noah Goldstein, Faculty Chair, Anderson School of Management
Dieter Gunkel, Chair, Program in Indo-European Studies
Alex Hall, Director, Institute of the Environment and Sustainability
Laurie Kain Hart, Chair, Anthropology, Co-Director, CERStor
Hal Hershfield, Anderson School, Chair of Marketing Area
Tobias Higbie, Director, Institute for Research on Labor and Employment
Alexander Hoffmann, Director of the Institute of Quantitative and Computational Biosciences
Christine Holten, Director, Writing Programs
Cassie Mogilner Holmes, Chair, UCLA Anderson FEC
Lilya Kaganovsky, Chair, Slavic, East European & Eurasian Languages & Cultures
Paul V. Kroskrity, Chair, Department of American Indian Studies
Tamara Levitz, Chair, Comparative Literature
Jeff Long, Chair, Molecular, Cell, and Developmental Biology
David MacFadyen, Chair, Music Industry IDP
Saree Makdisi, Chair, Department of English
Jorge Marturano, Chair, Dept of Spanish and Portuguese
Steve Margulis, Chair, Civil and Environmental Engineering
Elizabeth Marchant, Chair, Gender Studies
Kathleen McGarry, Chair, Economics
Deanna Needell, Executive Director, Institute for Digital Research and Education (IDRE)
Greg Okin, Chair, Geography
Davide Panagia, Chair, Political Science
Matteo Pellegrini, Molecular Cell and Developmental Biology, Director of the Institute for Genomics and Proteomics
Todd Presner, Chair, European Languages and Transcultural Studies
Michael Rescorla, Chair, Philosophy
Aimee Drolet Rossi, Anderson School, Marion Anderson Chair of Management
Hayden Schaeffer, Department of Mathematics, Director of Applied Mathematics,
M. Rahim Shayegan, Director, Pourdavoud Institute, Yarshater Center, and Global Antiquity
Dimitri Shlyakhtenko, Mathematics, Director of the Institute for Pure and Applied Mathematics
Alex Spokoyny, Chair, Chemistry and Biochemistry
Zrinka Stahuljak, Director, CMRS Center for Early Global Studies
Megha Sundara, Chair, Linguistics
Kevin Terraciano, Chair, History
Dominic Thomas, Chair, Digital Humanities
Miguel Unzueta, Anderson School, Chair of Management & Organizations
Nico Voigtlaender, Chair, Global Economics and Management at the Anderson School
Edward Walker, Chair, Sociology
Wei Wang, Chair, Computer Science
Stephanie A White, Integrative Biology & Physiology, Chair Undergraduate Neuroscience Interdepartmental Program
Bronwen Wilson, Director of the Clark Library and Center for 17th- and 18th-Century Studies
Benjamin Williams, Chair, Electrical and Computer Engineering
Qing Zhou, Chair, Statistics and Data Science



October 8, 2025

Stephen Acabado, Chair, Archaeology IDP
Jonathan Aurnou, Chair, Earth, Planetary & Space Sciences
Martha Bailey, Department of Economics, Director of the California Center for Population Research
George Baker, Chair, Art History
Carol Bakhos, Chair, Study of Religion IDP
David Blank, Chair, Department of Classics
Mario Bonk, Acting Chair, Department of Mathematics
Jacob Bortnik, Chair, Department of Atmospheric and Oceanic Sciences
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M. Rahim Shayegan, Director, Pourdavoud Institute, Yarshater Center, and Global Antiquity
Dimitri Shlyakhtenko, Mathematics, Director of the Institute for Pure and Applied Mathematics
Alex Spokoyny, Chair, Chemistry and Biochemistry
Zrinka Stahuljak, Director, CMRS Center for Early Global Studies
Megha Sundara, Chair, Linguistics
Kevin Terraciano, Chair, History
Dominic Thomas, Chair, Digital Humanities
Miguel Unzueta, Anderson School, Chair of Management & Organizations
Nico Voigtlaender, Chair, Global Economics and Management at the Anderson School
Edward Walker, Chair, Sociology
Wei Wang, Chair, Computer Science
Stephanie A White, Integrative Biology & Physiology, Chair Undergraduate Neuroscience Interdepartmental Program
Bronwen Wilson, Director of the Clark Library and Center for 17th- and 18th-Century Studies
Benjamin Williams, Chair, Electrical and Computer Engineering
Qing Zhou, Chair, Statistics and Data Science

Dear Colleagues,

Thank you for your letter of September 7 expressing your concerns and perspectives regarding the One IT initiative. We appreciate the time, thought, and care that you have devoted to this important matter. Your engagement underscores our shared commitment to strengthening UCLA's mission of education, research, and service.

Please accept my apologies for the delayed response to your letter. After hearing references to the letter at the recent Legislative Assembly Meeting, I learned from others copied on the letter that it was sent to an email address to which I do not have access. In any event, I want to begin by reaffirming my deep respect for UCLA's tradition of shared governance. Meaningful faculty consultation is essential to the success of any campuswide initiative, especially one that supports the research and teaching enterprise. Your feedback will play an integral role in shaping the path forward for One IT.

The One IT initiative was launched as a key action under Goal 5 of UCLA’s 2023–28 Strategic Plan, which aims to make UCLA a more effective institution by modernizing IT services and capabilities, improving coordination, and enabling sustainable investments in support of our academic mission. Today, UCLA operates more than 40 separate IT units, 70 distinct networks, and 39 email systems. This fragmentation creates inefficiencies, cybersecurity vulnerabilities, and barriers to collaboration. One IT seeks to address these challenges while preserving the specialized expertise that supports our diverse academic disciplines.

I understand and acknowledge the concerns raised regarding communication and timing. Going forward, we are committed to broadening consultation with the Academic Senate, deans, department chairs, and other campus stakeholders to ensure that this process is collaborative and transparent. Indeed, I plan to send a message to Senate faculty later this week reaffirming our commitment to shared governance in these challenging times at UCLA, and in higher education more broadly.

In direct response to your request for stronger Academic Senate engagement with Goal 5 initiatives like One IT, we have established a clear process for formal consultation. Moving forward, we will submit brief proposals outlining major milestones for review by the appropriate Senate committees to ensure shared governance is embedded in our approach.

We also want to emphasize that the current phase of One IT, the Rationalization phase, does not involve immediate operational or staffing changes. This phase focuses on establishing governance and communication structures and collaboratively assessing the current IT environment. Local IT staff will continue to support their units as they do today. This measured approach allows us to design a future model together.

Our goal is to build a secure, integrated, and sustainable IT foundation that enhances UCLA’s ability to deliver world-class research, teaching, and service. Specialized academic and research computing needs will remain supported, and decisions about future changes will be informed by data, consultation, and shared governance.

We are grateful for your partnership and the spirit of collaboration reflected in your letter. Through open dialogue and shared commitment, we can modernize UCLA’s technology systems in ways that both protect and elevate our academic excellence.

We look forward to meeting with representatives from your group and Senate leadership in the coming weeks to discuss next steps and to co-develop mechanisms for ongoing engagement.

To further support campuswide communication and discussion, we invite you to join the first One IT Town Hall on Tuesday, October 21, from 2–3 p.m. The invitation will be coming shortly.

Sincerely,



Darnell M. Hunt
Executive Vice Chancellor and Provost

cc: Lucy Avetisyan, Associate Vice Chancellor Digital & Technology Solutions & CIO
Kathleen Bawn, Immediate Past Chair of the Academic Senate
Michael Beck, Administrative Vice Chancellor
Dorota Dabrowska, Chair of the Graduate Council
Erin Debenport, Chair of College FEC
Richard Desjardins, Chair of the Council on Planning and Budget
Julio Frenk, Chancellor
Miguel García-Garibay, Dean of Physical Sciences
Tim Groeling, Vice Chair/Chair Elect of the Academic Senate
Tracy Johnson, Dean of Life Sciences
Greg Leazer, Chair of the Committee on Data, Information Technology, and Privacy
Jeff Maloy, Chair of the Undergraduate Council
Megan McEvoy, Chair of the Academic Senate
Alexandra Minna Stern, Dean of Humanities
Ah-Hyung Park, Dean of the Samueli School of Engineering
Emily Rose, Assistant Provost and Chief of Staff to the EVCP
Margaret Shih, Dean of the Anderson School of Management
Dimitri Shlyakhtenko, Chair of the Committee on Research
Abel Valenzuela, Dean of Social Sciences
Roger Wakimoto, Vice Chancellor for Research and Creative Activities

Request for Senate Consultation

One IT Project Team

October 2, 2025

This memo provides the Academic Senate with an overview of the upcoming work of the One IT initiative during Fall 2025 and outlines a plan for consultation with the Senate related to this effort.

One IT Discovery Phase, Fall 2025

The purpose of the Discovery Phase is to develop a comprehensive understanding of the technology, services, people, and costs that define UCLA's current IT landscape. At the conclusion of this phase, we will have a clear, data-driven picture of what exists today, how it is working, and where opportunities lie for improvement.

The qualitative and quantitative data collected, together with broad community consultation, will inform decisions in future phases about which services to sustain, consolidate, transform, or sunset.

During this phase, data will be compiled on the IT workforce, financial commitments, services, and security and compliance requirements across campus IT units. Key areas of focus include:

- **Workforce:** Assess the overall composition of the IT workforce, including the distribution of full-time, contract, and other roles. Understand unique skills within distributed units and the level of effort required to deliver current services and infrastructure. Identify essential partnerships, informal networks, and cross-unit dependencies that support IT operations.
- **Costs:** Inventory vendor contracts and identify those that are mission critical. Determine the costs of delivering existing products and services, including funding types and sources. Document capital investments needed to sustain operations, as well as future IT commitments tied to grants, partnerships, and institutes.
- **Services:** Evaluate current and anticipated user needs and priorities. Catalog instructional and research-related IT services and identify which are general versus highly specialized. Assess the volume and complexity of services provided and determine which are critical for research competitiveness and instructional effectiveness. Identify opportunities for efficiencies, investment, or enhancement.
- **Security and Compliance:** Catalog ongoing and planned audit and remediation efforts. Assess products and services that pose high security or continuity risks. Identify research projects with specialized security or compliance needs. Document data use and research agreements that carry IT or security obligations.

Expected Outcomes of Senate Consultation

- Identify additional metrics, challenges, or contextual factors that should be considered during Discovery.

- Provide input on any concerns with the Discovery plan and suggest potential adjustments.
- Share perspectives on current and emerging faculty IT needs and priorities, including key capacities to sustain or grow.
- Advise on how faculty questions can be addressed using the data generated in this phase.
- Recommend effective approaches to engage faculty in shaping both current and future IT needs.

Consultation Plan

1. The One IT project lead will present the Discovery Phase plan to the Senate in early October 2025.
2. The Senate will compile and provide written feedback on the plan by November 7, 2025.
3. The project lead will return to report on Discovery outcomes at the conclusion of the phase, expected by December 2025.