



# UCLA IT Principles

IT Planning Task Force

February 5, 2009

Extract of IT Principles for Discussion with ITPB

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## UCLA IT Principles

<b>3</b>	<b>Name</b>	<b>Federated and Layered IT Services Model</b>
	<b>Statement</b>	<p>The university will operate in a “federated IT” deployment model that is based on a structure of local, regional and institutional IT services to meet needs. IT services will be delivered through a shared accountability model of institutional and local providers. Shared services will be collaboratively deployed using a layered IT services model that enables core services to be provisioned and supported by local service providers in a timely manner.</p> <p>Baseline common IT Services should be standardized and managed centrally however they must be reliable and responsive to local needs.</p> <p>Local autonomy especially at the research and education ‘front lines’ is highly valuable and is explicitly embraced at UCLA. Our IT Service model will respect and enable this key institutional operating principle with a perspective of also enabling local units to lever institutional capabilities</p>
	<b>Rationale</b>	<p>Unplanned, redundant provision of common IT services by multiple service providers increases overall institutional IT support costs and also inhibits our ability to gain economies of scale.</p> <p>Today there is a false dichotomy between IT services provided centrally versus being provided by units or divisions. The Layered IT Services model is a hybrid model that balances a strict centralized versus decentralized approach for delivering IT services. IT services will be created as components on top of shared institutional service components, allowing specialization at the local level.</p> <p>A Federated and Layered IT Services model will better enable us to balance IT costs and the need for IT agility. Shared, common IT services should render better economies of scale and allow local IT services to be built more rapidly and cost effectively upon a common institutional IT infrastructure.</p>
	<b>Implications</b>	<ul style="list-style-type: none"> <li>• Close collaboration will be required across units to identify opportunities to realize this IT principle. Key commodity services will need to be viewed from an institutional perspective in terms of provisioning and service delivery so that all institutional constituents should receive a similar level of service based on a determination of the baseline level of service needed for the campus to meet its responsibilities and established refresh models.</li> <li>• We should consider the possibility of providing support and incentives (grants etc) to enable local and central units to collaborate and exchange expertise on IT innovation and IT service development</li> <li>• We need to be proactive in considering when purely local IT solutions or purely shared solutions or a layered mixture would provide more appropriate value to a unit.</li> <li>• An ongoing review of duplicative efforts and alternative provisioning models for broadly prevalent technologies and services should be evaluated by established IT oversight committees and reported on annually.</li> <li>• The cost structure for the provisioning and support of institutional IT services, whether provided centrally or locally, should be incorporated into the institution’s IT funding strategy.</li> </ul>

## UCLA IT Principles

	<ul style="list-style-type: none"> <li>• Campus will operate with a single data center structure (multiple integrated data centers) for its campus wide systems that is secure, compliant, energy efficient and Disaster Recovery (DR) ready.</li> <li>• Consolidations should not be undertaken at the expense of service quality or without an understanding and assessment of the risk/reward tradeoffs</li> <li>• The beneficiaries of institutional IT services should pay their fair share of the costs of those systems. Cost allocation methodologies should create desirable incentives and avoid undesirable incentives.</li> <li>• IT Services will need to meet agreed institutional production standards.</li> </ul>
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<b>4</b>	<b>Name</b>	<b>Shared Core Communications Connectivity</b>
	<b>Statement</b>	UCLA communications infrastructure will be planned and developed to create a shared institutional connectivity capability and will be built on common IT architectural principles.
	<b>Rationale</b>	<p>Connectivity is an essential contribution to the UCLA Mission. The provision of connectivity is an enterprise-wide exercise. We should strive to facilitate innovation through IT connectivity. We should prevent barriers to institutional effectiveness in the form of restrictive connectivity – except where unique local security requirements pertain.</p> <p>The communications infrastructure should act as a UCLA “central nervous system” and enable individual units to take advantage of a robust shared capability when building more specialized local IT solutions. This principle also supports the principle of a Federated and Layered IT Service model.</p>
	<b>Implications</b>	<ul style="list-style-type: none"> <li>• UCLA communications architecture and supporting standards will need to be developed.</li> <li>• The shared communications infrastructure needs to be designed to support a wide variety of common “use cases” yet allow specialization by local units.</li> <li>• While network security must be adequate to protect critical assets it cannot trump all other considerations. Security and the avoidance of risk must be balanced against the need for appropriate access and capability.</li> </ul>

## UCLA IT Principles

<b>6</b>	<b>Name</b>	<b>Data is an Institutional Asset</b>
	<b>Statement</b>	UCLA is in the knowledge business. Data is the currency that has to be managed, available and accessible as an institutional and strategic resource that underpins our business and academic mission. As an institutional resource, data accessibility and availability should be determined based on the value to the university.
	<b>Rationale</b>	UCLA is a knowledge and data dependent organization. Lack of appropriate data integrity, quality, and security can compromise the university's reputation and impede operational efficiency.
	<b>Implications</b>	<ul style="list-style-type: none"> <li>• There must be a consistent campus-wide policy and behavior for access to institutional information regardless of where it is collected or stored.</li> <li>• The campus must strive to achieve an appropriate balance among privacy, openness, transparency and safeguarding confidential information.</li> <li>• Accessibility and availability must take place in a trusted environment with the protection of data integrity.</li> </ul>

## UCLA IT Principles

<b>11</b>	<b>Name</b>	<b>Institutional IT Oversight and Governance<sup>1</sup></b>
	<b>Statement</b>	<p>Institutional oversight of IT will be in place to guide the realization of the IT strategic vision and ensure close alignment of IT efforts in support of the campus strategic direction.</p> <p>This will be achieved through an institutional IT governance structure (institutional entities/processes and units/process) in which decision rights are allocated and understood. The institutional IT governance structure will provide a nimble and effective decision-making framework.</p> <p>Final accountability for the IT Governance structure and allocated decision rights rests with the Chancellor/Executive Vice Chancellor and Academic Senate Chair.</p> <p>The CIO and the Office of Information Technology (OIT) will be responsible for management oversight of the execution of the UCLA IT Strategy and the IT Governance framework to actively engage campus leaders to achieve the strategic IT vision.</p>
	<b>Rationale</b>	<p>IT governance is the framework of decision rights and accountability that drives desirable behaviors around the use of IT (IT strategic direction, policy, collaboration, architecture, standards, needs, initiatives and investments).</p> <p>Successful achievement of the strategic IT vision requires the orchestration and integration of the governance process, and many different UCLA stakeholders, needs and initiatives to create appropriate synergy and forward momentum towards the vision. At times this will also require difficult trade-offs to be made between local needs and the overall needs of the campus. The CIO will provide a single point of accountability and the leadership to accomplish this task in a neutral manner that maximizes the benefits of IT for the whole institution.</p>
	<b>Implications</b>	<ul style="list-style-type: none"> <li>• The current IT Governance framework should be reviewed for its effectiveness and efficiency in meeting this IT principle in terms of structure, process and alignment with the new vision, principles and strategies</li> <li>• All key IT stakeholders and sponsors need to understand and know how to use the UCLA IT Governance structure when required</li> </ul>

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<sup>1</sup> ‘Institutional IT Oversight and Governance’ should not be confused with Management Oversight or Operational Management