UCLA Project Review Process

Governance Item entered in governance process

Governance Item sponsored by Vice Chancellor, Vice Provost, or Dean

Governance Item to ITPB and/or CITI for approval on charge

Project Lead creates proposal

Governance Item to CSG for review and recommendation

Governance Item to ITPB and/or CITI for initial overview

Updates to Governance Committees as needed

Implementation

CSG Recommendation to ITPB and/or CITI for final endorsement
UCLA Funding Structures Framework

Guiding Principles:

- Expectation for campus usage (opt-out)
- Transitions are with inflections in investment
- Market-driven, fee-for-service structure
- Use should not be mandated
- Procedure for flagging investment inflections needs to be determined
- Full array of services in place upfront
- CITI will be designated to resolve recommendation requests
- POSSSE will set pricing
## UCLA Funding Structures Framework

### Discretionary & Mandatory
Common Good Software/Services

<table>
<thead>
<tr>
<th>Guiding Principles</th>
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<tr>
<td><strong>Default:</strong> user software &amp; licensed services are decided and funded locally</td>
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<tr>
<td>The market should decide on discretionary software and services</td>
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<td>Institutional funding can be considered for the following reasons:</td>
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<tr>
<td>• Efficiencies of scale</td>
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<td>• Leveraging network effects</td>
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<td>• Regulatory and policy mandates</td>
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<tr>
<td>• Avoid negative externalities</td>
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<tr>
<td>• Critical to business or operational need</td>
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<td>CITI/ITPB endorsement required for institutional funding</td>
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Figure 1 - The Four Quadrant Operating Model

The new model can be visualized by imagining all IT services stacked vertically: services that directly support the end-user at the top (such as desktop support) and services deeply embedded in the infrastructure at the bottom (such as network connectivity). Generally, the transition between infrastructure and process-specific services will be at the applications and database level as shown by the horizontal line. Services in any category range from those that are purely institutional (i.e., those that can be shared by everyone) to those that are highly differentiated from department to department. For example:

- The Payroll application serves everyone on campus; it falls in the upper left quadrant.
- The campus backbone network is also used by everyone, but is a “nearly invisible” piece of commodity infrastructure; it falls in the lower left quadrant.
- An experimental network in Computer Science would fall in the lower right: it is fundamentally an infrastructure component, but it is unique to their research work.
- A specialized research application would fall in the upper right quadrant.

How each component service is delivered will depend on where it places in the resulting four technology classes. The model’s first paradigm is that non-differentiating services will be delivered institutionally. The second, that future development will take advantage of institutional infrastructure resources to the maximum extent instead of duplicating an existing capability.