**Deloitte.**

**UC Irvine**

# Campus IT Assessment

**Future State Design and Implementation Roadmap:**
Executive Summary

**March 2025**

# Project Objectives

In support of the 2024 Financial Stability Plan, the University of California, Irvine (UC Irvine or UCI) has engaged Deloitte Consulting to conduct a comprehensive IT Assessment across the University.

Understand the **current landscape** of IT at the University of California, Irvine, inclusive of IT governance, IT funding, IT staffing, and IT capabilities across campus through **data analysis, documentation reviews, and stakeholder interviews.**

Analyze UC Irvine's inventory, organization, and resourcing of **IT services across the Office of Information Technology (OIT) and distributed IT units.**

Develop **a future state vision** and **supporting recommendations** that identify opportunities **to increase efficiency and reduce risk** across **UC Irvine's institution-wide IT operating model and services.**
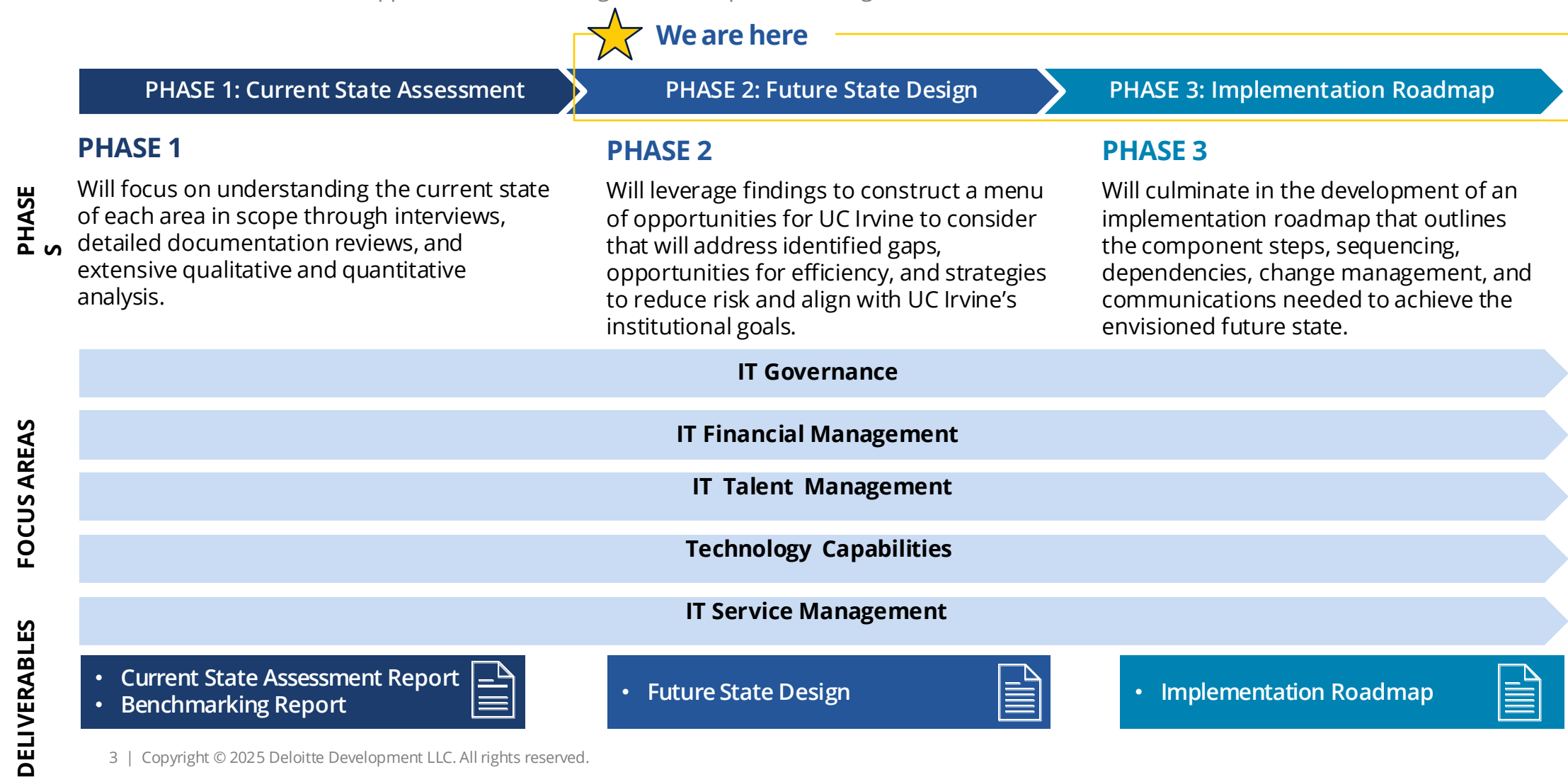
Recommend an **implementation roadmap**, inclusive of component steps, sequencing, dependencies, change management practices, and program management components necessary to **achieve the identified efficiencies.**

**Identify opportunities for increasing efficiency in IT investments and service delivery while also enabling UC Irvine to have the optimal tools and resources to support the evolving and diverse needs of students, faculty, researchers, and staff.**

# Approach and Methodology

This effort is structured across three primary phases and deliverables, each of which accounts for core focus areas and builds incrementally towards providing UC Irvine with a data-driven view of opportunities and a tangible roadmap for achieving them.

⭐ **We are here**

| PHASE 1: Current State Assessment | PHASE 2: Future State Design | PHASE 3: Implementation Roadmap |
|---|---|---|

**PHASES**

### PHASE 1

Will focus on understanding the current state of each area in scope through interviews, detailed documentation reviews, and extensive qualitative and quantitative analysis.

### PHASE 2

Will leverage findings to construct a menu of opportunities for UC Irvine to consider that will address identified gaps, opportunities for efficiency, and strategies to reduce risk and align with UC Irvine's institutional goals.

### PHASE 3

Will culminate in the development of an implementation roadmap that outlines the component steps, sequencing, dependencies, change management, and communications needed to achieve the envisioned future state.

**FOCUS AREAS**

- IT Governance
- IT Financial Management
- IT Talent Management
- Technology Capabilities
- IT Service Management

**DELIVERABLES**

- Current State Assessment Report
- Benchmarking Report

- Future State Design

- Implementation Roadmap

# Future State Guiding Principles

The proposed guiding principles illustrate the decision criteria that can be used to inform the future state recommendations and the steps for implementing them.

Apply a **UCI-wide lens** to institutional value instead of a school/unit-only lens.

Identify opportunities to **realize cost savings** in IT in support of the Financial Stability Plan.

Maintain a hyperfocus on **improving the UCI end-user experience.**

Maintain **strong partnerships** with academic, administrative, and research units and the entire campus community throughout the transformation journey.

**Limit disruption** to core "keep the lights on" activities from an IT and institutional perspective.

Approach transformation as **a comprehensive program**, leveraging the power of **effective governance, change management, and communications as foundational components** to bring everyone along for the journey from Day 1.

# Future State Opportunities Summary

The proposed recommendations address UCI's current state gaps and pain points, align with leading practices, and are supportive of UCI's mission and needs.

## IT Governance

1. Establish a Cohesive Institution-Wide IT Governance Model

2. Redefine the Campus-wide IT Operating Model

3. Rationalize the Roles of the Vice Chancellor, Information Technology and Data and the Campus Chief Information Office (CIO) at OIT

4. Merge, Rightsize, and Enhance BTO and OIT PMO Teams

## IT Financial Management

1. Establish Standards and Processes to Support More Effective and Strategic Procurement

2. Redesign IT Funding Model

## IT Talent Management

1. Revise the OIT Organizational Model

2. Standardize Job Architecture and Classification for IT Employees across UCI

## Technology Capabilities

1. Rationalize UCI's Data Center and Computing Footprint

2. Enhance UCI's Network Design and Experience

3. Improve Information Security Capabilities and Centralize Key Responsibilities

4. Consolidate Campus Email Systems

5. Develop an Application Modernization Program

6. Improve Collaboration between UCI Health and OIT

## IT Service Management

1. Consolidate IT Help Desks and Streamline ITSM Processes

2. Revamp UCI's Service Catalog to Align With the New IT Operating Model

**Impact Key:** 🖩 **Efficiency** 🛡 **Risk** ☸ **Effectiveness**

# 1.2 Spotlight: Redefine the Campus-wide IT Operating Model

UCI should define and leverage a set of guiding criteria for delineating the scope of roles and responsibilities over what will be delivered by various tiers of IT.

## Proposed Guiding Criteria

**Department/ Center/ Lab-Specific Apps and Services IT : E.g.,**
- Enables support for department-specific research and pedagogical applications and infrastructure
- Embedded with faculty, department, center, and lab staff to seamlessly support their work

**Distributed IT**
- Responsible for all IT operations within their reporting departments including sub-units and centers/ labs
- Supports adherence and implementation of campus IT risk and security policies
- Escalates needs and concerns with OIT through partnership and governance processes
- Enables support for IT needs that are not common across UCI
  - E.g., support for department-specific research and pedagogical applications and infrastructure
  - E.g., work with individual faculty and department staff to seamlessly support their work

**OIT**
- Supports governance and facilitation of a campus-wide IT strategy
- Delivers core, commodity, and shared IT services to campus, reducing fragmentation and duplication in service delivery
- Provides a shared infrastructure for unit and department-specific needs
- Enables economies of scale and standardization across campus
- Drives information security and compliance with policies, procedures, and standards
- Leads coordination with UCI Health IT to support shared infrastructure, systems, and security where appropriate and resolve issues for stakeholders working across campus and the medical center

Dept./ Centers/ Lab IT

School/ Unit IT

OIT