UCLA Administration

Fall 2020 Virtual Town Hall
Thursday, October 29, 2020

Michael J. Beck, UCLA Administrative Vice Chancellor
AGENDA

• Administration Major Initiatives
• COVID-19 Update
• Administration Strategic Plan
  • Reimagining Services
  • Digital Transformation
• Election Update
• Q&A
THANK YOU
for keeping UCLA running!
Administration Mission Statement

Deliver quality, customer-oriented services and programs that provide the strong foundation for UCLA to excel in education, research, and public service.
# Administration Major Initiatives

<table>
<thead>
<tr>
<th>BALANCED SCORECARD</th>
<th>GOALS</th>
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<tbody>
<tr>
<td><strong>CUSTOMER</strong></td>
<td>· Improve customer experience</td>
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<tr>
<td><strong>BUSINESS PROCESSES</strong></td>
<td>· Reduce Administrative burden</td>
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<td></td>
<td>· Utilize sustainable practices</td>
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<td></td>
<td>· Elevate safety/Prevent and reduce accidents</td>
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<tr>
<td><strong>WORKFORCE CAPABILITIES</strong></td>
<td>· Build and engage a high performing workforce</td>
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<td>· Provide technology solutions to heighten capacity</td>
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<td><strong>FINANCIAL</strong></td>
<td>· Reduce institutional costs</td>
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<td>· Offset losses from pandemic</td>
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We must prepare for up to two years of direct effects of the pandemic and longer for indirect effects.

A key challenge is to learn to “live” with the Coronavirus without downplaying questions of safety and health for the campus community.

Executive Vice President for UC Health Carrie Byington
## Guidance for safer return to on-site work

<table>
<thead>
<tr>
<th>Operational level</th>
<th>Permitted Activity</th>
<th>Approximate % of employees able to return to on-site work</th>
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<tbody>
<tr>
<td>Phase 1: Curtailed Operations</td>
<td>Remote work for all UCLA Employees with only essential functions on-site and limited student housing.</td>
<td>≤25%</td>
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<td>Phase 2: Initial Recovery</td>
<td>Research ramp-up and limited return to on-site work</td>
<td>≤50%</td>
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<td>Phase 3: Mid-recovery</td>
<td>Further expansion of on-site work, limited in-person classes, and increased student housing.</td>
<td>≤75%</td>
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<tr>
<td>Phase 4 Full Recovery</td>
<td>Return to normal operations</td>
<td>100%</td>
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UCLA COVID-19 Protocols and Procedures

- Guidance for Safer Return to On-site Work During COVID-19
- Back to School Guidance During COVID-19
- COVID-19 Resumption of On-Site Activities Plan Review Process
- Summary of COVID-19 Public Health Mitigation Requirements
- Procedures for Compliance and Enforcement of COVID-19 Public Health Mitigations
UCLA COVID-19 Protocols and Procedures (Cont.)

- Standard Operating Procedure (SOP) for Responding to COVID-19
- Cloth Face Covering Instruction Sheet and Cloth Face Coverings
- Campus Temperature Screening Guidelines for COVID-19
- Requirements for COVID-19 Symptom Monitoring
- COVID-19 Symptomatic Close Contact Testing Protocol
- Community Screening/Surveillance Testing Protocol
New UCLA mitigation tools

- **Surveillance testing**
  - All students, faculty, and staff who live, learn, or work on campus or UCLA facilities will be tested for COVID at regular intervals.

- **California COVID Notify**
  - Exposure notification technology pilot coming to UCLA in November 2020.
Where to get information

- Bruins Safe Online website
- COVID-19 Resources website
- Bruin Resources & Tools website
- BruinPosts
- Forums
- LA County Department of Public Health
- California Department of Public Health
- Centers for Disease Control (CDC)
UCLA Community COVID-19 Cases

- 212 students
- 2 PreK-12 students
- 111 staff/faculty (not including Health System employees)
- 1 staff fatality

14-day rolling percentage of positive cases among tests by date reported

Total tests administered in Los Angeles County excludes tests administered in Long Beach and Pasadena.
Keeping Safer

- Wear face covering
- Maintain physical distancing
- Wash hands regularly and thoroughly
- Participate in asymptomatic testing
- Get a flu shot
- Cough and sneezing into one’s sleeves
- Stay up-to-date on immunizations
- Stay home if you are sick
- Be flexible to changing conditions
- Anticipate transitions will not be smooth
- Stay informed — BruinPosts and other reliable sources
- Limit international and domestic air travel
- Avoid large assemblies
- Develop departmental business continuity plan
- Develop personal continuity plan
- Support each other
Investment in Housing

- 5,039 New undergraduate beds (Opening 2019, 2021 & 2022)
  - 321 New graduate beds (Opening 2022)
  - 436 New graduate apartments & 53,273 sf retail space (Phase 1&2 open, Phase III opening 2020)
  - ~80 New faculty apartments (TBD)
UCLA Administration

Strategic Plan
Reimagining Services

Charles Turner, Executive Director
Financial & Organizational Services
Strategic Plan for FY2021 – FY2023

- Strategic Themes
  - Service Excellence
  - Operational effectiveness
  - Results-focused

- Strategic Goals
  - 91 initiatives across 11 units
  - Performance Metrics
  - Efficiency and effectiveness targets
  - Quarterly updates with opportunity to add new initiatives
Strategic Work Plan for FY2021 - FY2023

- EVCP Carter requested a strategic work plan that will improve performance and reduce costs.
- EVCP Carter and VC/CFO Goldman established a 10% operating expense reduction target between FY21 and FY23 (3-year targeted reduction).
- Budget Guiding Principles include:
  - Pursuing revenue strategies;
  - Measured and steady budget reductions; and
  - Planned attrition and retirements over multiple years.
- Administration prepared the Strategic Work Plan to overcome the current challenge, achieve the budget targets, and make the organization stronger and more resilient.
STRIVE APPROACH

- **Strategic**: Careful and mindful strides towards our mission.
- **Thrive**: People are our greatest asset. We will invest in processes, programs, tools, technology, and training to ensure our workforce is prepared and capable to lead into the future.

- **Reimagine**: Fresh look at service offerings, the way business is conducted, where we work, and ways to transform our services.

- **Innovate**: Through collaboration, open, and collective efforts, our teams will use ingenuity and data-supported analysis to create and innovate.

- **Value**: Create new revenue opportunities, partnerships to gain economies of scale, and make prudent investments in people and technologies.

- **Efficient**: Promote a continuous process improvement philosophy across the organization.
Reimagine our service offerings

Mobilize talent and technologies with modern processes

Design and organize work to optimize service quality
Opportunity to reimagine and unify several groups or functions to garner further value and savings for customers.
REIMAGINE: IT, HR, and Administration Finance

“Hub and Spoke” for IT, HR, and Administration Finance
Estimated Full-Time Equivalent (FTE) Staffing

1,247 staff campus wide
577 staff in Administration

- IT assessment and unification
- Human resources assessment
- Administration Finance assessment
Strategic Plan
Digital Transformation

Lucy Avetisyan
Associate Vice Chancellor | Chief Information Officer
Information Technology Services
REIMAGINE IT: IT Assessment

To reimagine IT, we embarked on an initiative to understand current state and create a roadmap for improving and aligning IT capabilities to meet UCLA’s strategic needs.

These are the areas of focus:

- IT governance
- IT finance
- IT talent
- Technology
- Information Security
- IT Service Management
REIMAGINE IT: UCLA IT At A Glance

- UCLA spends $211M on IT, $136M of which is toward staff salaries and benefits. 32% of total IT spend is attributable to ITS, 9% of total IT spend is attributable to OIT, and 59% is incurred by 45 local IT units and departments.

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

- Of 962 IT staff FTEs across UCLA, 34% are employed by ITS and 7% are employed by OIT.

- UCLA’s IT workforce has 105+ Job Titles and 402+ unique working titles.

- IT staff at UCLA are distributed among 50+ different IT, academic, and administrative units across campus, many of which have their own help desks and systems.

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

- UCLA has a distributed network design, with more than a third (37%) of servers being managed outside of central IT, and 57% of storage space at UCLA being managed by individual IT units comprising of more than 21 different storage device vendors.
REIMAGINE IT: Imperative for Change

1. Strengthen the Core
   UCLA’s initial focus must be to recognize risks and impacts of current operations, and improve the delivery of reliable and cost-effective core services through ITS while also defining a shared vision for IT.

2. Increase Collaboration
   Building upon this core, alignment can be increased between central IT and the units to operate collaboratively and consistently through establishment of clear IT governance and defined roles and responsibilities for IT across campus.

3. Advance the Mission
   Ultimately, UCLA can build upon its positioning as a premier R1 institution by enhancing the end-user experience through the deployment of leading-edge technologies and practices that are efficient, timely, and enable the academic and research mission.

Based on the current challenges, there is an imperative to focus on three key areas that can transition UCLA to a more effective future state IT operating model.
REIMAGINE IT: Transformation Benefits

By taking the steps necessary to transform its IT Operating Model, we will achieve the following benefits relative to our current strategic priorities.
REIMAGINE IT: IT Assessment Next Steps

- Regroup on areas requiring further discussion
- Review opportunities and prioritize
- Finalize IT roadmap
- Seek executive approval
- Develop the implementation plan for each priority initiative
- Continued engagement and collaboration with stakeholders

Lack of an enterprise IT Strategy aligned to the UCLA mission

Multiple CIO’s and CTO’s across campus

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

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

Major information security risks, compliance, and privacy gaps across campus

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

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

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

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

Improved information security posture and risk reduction related to cyber threats
Election Update
Election Update

- Consider voting early to avoid wait times. Coordinate time off with your supervisors.
- May be undecided on November 3rd causing anxiety and frustration.
- Recommend suspending all non-essential meetings on November 4th.
- Stay Informed: UCLA will continue to provide resources to keep our community updated.
- Review Chancellor Blocks’ recent message about making a voting plan, voting early, and finding polling locations and official ballot drop-boxes.
UCLA Administration

Q&A
Q&A: Will telecommuting continue once the campus reopens?

- Telecommuting is an integral part of how UCLA works to complete its mission.
- Telecommuting, whether in the form of work-from-home (WFH) or other venues, is crucial during a crisis and will continue to serve as an important work option.
- Telecommuting Guidelines and Policies will continue to be reviewed and updated.
- Telecommuting resources:
  - Telecommuting Guide
  - Telecommuting Guidelines & Policies
  - Connect at Home
Q&A: What is UCLA’s Winter Closure Plan? Will there be a “curtailment”?

UCLA Winter Holiday Closure Plan for 2020-21

- This period includes four (4) University paid holidays and six (6) days are non-paid holidays.

UCOP Proposed Winter Curtailment for 2020-21

- The UC Office of the President (UCOP) has developed a proposal for an expanded winter period of leave, or curtailment.
- The **Proposed Winter Curtailment** would be expected to designate a minimum 5 curtailment days.
- The UCOP’s Proposed Winter Curtailment is under review at this time and, if implement, may impact UCLA’s Winter Closure Plan.
Q&A: Is the campus prepared for the upcoming election?

- Yes, the campus is prepared for the election.

- 3 Voting Centers:
  - Ackerman Union
  - Hammer Museum
  - Bradley International Hall

- Administration is prepared for any events or incidents on or near campus.

Resource:

Bruins Guide to Voting
Q&A  Where can I find the materials from this Virtual Town Hall?

- The contents of this presentation will be uploaded to Administration’s Staff Resources website along with links to a YouTube channel to replay a recording of the Virtual Town Hall.

- Q&A replies will also be saved to Administration’s Staff Resources website.
Thank you