

2024 -  
2025

# Technology Impact Report



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# Executive Summary

## A Message from the CIO



It is with immense pride and enthusiasm that I reflect on what has been a year of reinvention for our digital landscape. This year, we pushed beyond the status quo to successfully deploy critical systems and launch pioneering initiatives that will help to transform UC Santa Barbara.

None of these achievements would have been possible without extraordinary dedication and cross-functional collaboration across our campus. Technology is a team sport, and this year our teams delivered championship-level efforts across the board.

In July, we officially launched UCSB's new financial system. This was not merely a technology upgrade; it was a wholesale modernization of the system and processes by which we manage the university's financial resources. An immense undertaking that required tens of thousands of hours of planning, testing, and training across finance, research, operations, and IT, the new platform gives us greater transparency and efficiency. It is the secure, intelligent backbone our next decade of growth requires.

We also made substantial, proactive investments in cybersecurity and infrastructure this year, a necessity in an environment where digital threats are constantly evolving. As part of the Secure UCSB project, we upgraded hardware in over 400 campus buildings, deployed software to detect and help remediate active threats, and significantly enhanced our security profile. Security is a shared responsibility, and I want to thank all of our partners for their vigilance and commitment to adhering to best practices in this area. In the upcoming year, we will continue this key initiative and begin to reshape our network to better enable future research and instruction.

Looking to what's next, we are entering the next era of digital capability through the launch of numerous AI tools and pilot programs. These initiatives are allowing us to explore how generative AI can create tangible value for UCSB, helping us to identify the guardrails required by these technologies, and providing the platforms and training our employees need to succeed in an AI-driven future.

The successes of the past year are all a testament to the power of UCSB's people. Thank you to everyone who contributed to these exceptional efforts. I am energized by the momentum we've built, and I look forward to continuing this journey of innovation and growth together.



**Josh Bright, Ph.D.**

Associate Vice Chancellor for Information Technology & Chief Information Officer



**42,433**

Service calls  
addressed



## Teaching and Learning Experience

We improve educational outcomes and student, faculty, and staff experiences by providing simplified access to integrated information and services and innovative teaching and learning spaces.

### REGISTRAR SYSTEM ENHANCEMENTS

The ITS Registrar Systems team delivered several major upgrades to make academic processes faster, more accurate, and easier for students and staff:

- The Official Document Unification project, built with Parchment, combined enrollment and degree verifications into one automated process, cutting turnaround time from days to just 30 minutes.
- Phase two of the Statement of Legal Residence centralization expanded the automated residency system, giving applicants earlier and more accurate residency details.
- The Auto-Certification for UC Transfer Work initiative means 1,600 UC transfer transcripts are processed automatically each year, so transfer credits appear overnight.
- The Diploma Processing re-architecture modernized fulfillment with rolling submissions and eDiplomas, speeding up credential delivery for graduates.
- New Major Change interface saved approximately 356 staff hours in the first nine months since it was implemented by automatically processing more than 6,200 petitions.
- Gender Recognition & Lived Name policy enhancements improved name data accuracy, system integration, and inclusivity across registrar platforms.



"The ITS team brought **invaluable expertise and a strong sense of partnership**. Despite a tight timeline, they developed a seamless solution that allowed our team to maintain our usual business operations. With everything efficiently tracked in the online portal, we were able to focus our efforts on executing the pilot meal plan effectively."

-**Danielle Sinclair**, Assistant Director of Nutrition, Purchasing & Systems

## MEAL PLAN PILOT PROGRAM

UCSB Campus Dining has introduced a Meal Plan Pilot Program aimed at enhancing access and flexibility for meal plans. This initiative enables a selected group of students to carry over unused meal swipes and donate swipes to fellow peers. To support this program, ITS developed several key features, including a selection process for the pilot group, a rollover tracking system, a donation feature, and an online wallet platform for students to track their swipes. These innovations are crucial to the pilot, which will evolve into a permanent solution for a long-standing challenge. Through this collaborative initiative, ITS has contributed to improving equitable access to vital campus resources and enhancing the overall experience and well-being of students.

## STUDENT SUCCESS HUB

The Student Success Hub (SSH) delivers integrated services that streamline academic advising, student support processes, and data-driven decision-making, with several enhancements completed to strengthen student success and operational efficiency:

- Implemented a fully digital change-of-major process that eliminates manual data entry and accelerates updates to official student records.
- Launched phase one of a modernized student portal with expanded self-service options, SSO integration, and real-time petition status tracking.
- Migrated academic petition workflows to Salesforce automation, reducing errors and improving reliability.
- Expanded departmental advising capabilities through enhanced tools and unified access to student course data.
- Established granular, security-focused user roles and permissions to streamline onboarding and support cross-departmental data sharing.
- Migrated core functionality from three legacy advising applications, consolidating tools and modernizing critical processes.





## Research Experience

We provide expanded, discoverable, and readily available IT capabilities and services to meet the shared and discipline-specific needs of the researcher community.

## UCSB CYBERINFRASTRUCTURE PLAN

UCSB's Cyberinfrastructure (CI) Plan details the university's strategy for managing the hardware, software, and services essential for the movement and storage of research data throughout the campus. ITS revised the previous version of this plan to align with new National Science Foundation (NSF) requirements, while also integrating advancements in technology and security from ongoing IT initiatives.

This updated plan played a crucial role in securing funding for DataSHORE, a program jointly led by the Office of Research, ITS, and the Library, through a successful NSF Campus Cyberinfrastructure (CC\*) grant proposal to enhance data storage and computing capabilities for campus researchers. Overall, the CI Plan strengthens UCSB's ability to engage in data-driven research and innovation by establishing a solid foundation for data management, security, and collaboration.

**48**

Departments  
hosted at North  
Hall Data Center





## Modernize Work

We modernize the tools and data needed by all faculty, students, and staff to streamline work in support of the University mission.

## AI DEVELOPMENTS

During the last fiscal year, ITS made remarkable strides in advancing artificial intelligence (AI) initiatives by implementing coordinated pilot programs, establishing governance structures, and fostering community engagement. The AI Community of Practice hosted its second annual Spring Symposium in collaboration with the Arthur N. Rupe Conference, attracting over 320 participants. The event focused on responsible and inclusive applications of AI in teaching, research, and operations. Leadership keynotes emphasized AI's role in fostering innovation and collaboration, while individual sessions addressed topics such as ethics, accessibility, and creativity. Additionally, UCSB launched several generative AI pilot programs aimed at testing secure, scalable tools and gathering insights for future adoption:

- Google AI Pro for Education
- GitHub Copilot
- A UCSB-managed AI platform on AWS Bedrock
- The AI Teaching Grant Program
- A Financial “Fund Manager Coach”
- A GPU-based AI Research Sandbox

The IT Council's AI Subcommittee continues to refine campus guidance, investment priorities, and implementation recommendations. These AI advancements enhance the campus community's familiarity with newly developed tools while promoting responsible, data-informed strategies for integrating AI across UCSB.

# FINANCIAL MANAGEMENT MODERNIZATION PROGRAM

104

Projects completed

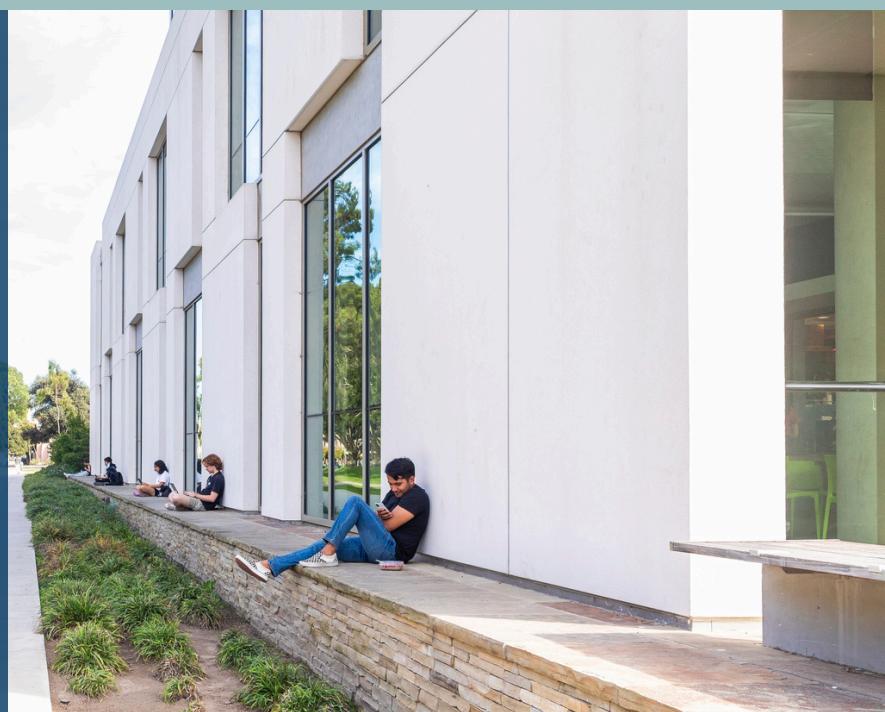


The Financial Management Modernization (FMM) initiative, which officially went live on July 1, 2025, transforms UCSB's financial operations through a new Chart of Accounts, remediation of existing tools, and migration to the Oracle Financials Cloud (OFC) platform. During the 2024-25 FY, ITS partnered with Finance & Resource Management on several major activities ahead of implementation. The project team completed two additional rounds of Systems Integration Testing in Fall 2024, ensuring that data flows properly between existing campus applications and the new financial system. User Acceptance Testing followed in the spring, which involved approximately 339 users from departments and central offices running more than 1,800 use scenarios to validate end-to-end processes across the new OFC environment and 40+ impacted systems. ITS also spent several months configuring and testing the new FinHub Reporting Portal—a centralized environment now housing nearly 60 reports and ten dashboards—to ensure users have a comprehensive, reliable view of campus and department-level financial data. ITS supported change management, communications, and training for this major transition, hosting several town halls and governance meetings and helping to deliver training for over 600 campus users across eight subject areas.

By implementing a modernized financial system and retiring outdated tools, FMM enables UCSB to streamline budgeting, accounting, and financial reporting processes across campus. Additionally, these new and updated systems reduce redundancies, enhance fund tracking, and deliver a consistent user experience for financial staff. Through this initiative, ITS helps to strengthen financial transparency and data accuracy, enabling more effective decision-making and efficient resource management across all departments.

"ITS brings a strong project management discipline, dedicated and talented technical professionals, and a spirit of collaboration. **They helped to translate our financial vision into a modern, data-driven system** that will serve the campus for many years to come. I consider them true partners in the transformation of our financial management processes at UCSB"

**-Kerry Bierman**, Interim Vice Chancellor & CFO



## UCPATH UPGRADES

During FY 2024–25, ITS supported several UCPath enhancements that made HR and personnel management more efficient, accurate, and user-friendly:

- The GL Systemwide Enhancement consolidated multiple pay-cycle calculations into one monthly process, reducing duplication and improving financial transparency.
- The Fluid in TAM (FIT) upgrade introduced a modern recruiting interface with streamlined application steps and stronger data security, making hiring faster, consistent, and more secure.
- UCPath now supports the use of lived names across most transactions and reports, promoting inclusivity and privacy while improving data accuracy.
- The Former Employee Portal expansion gives separated employees secure self-service access to payroll and tax records, reducing administrative workload.
- Upgrades to Ask UCPath simplify case submission and improves visibility into request status, resulting in faster resolutions and greater user satisfaction.

## PROCESS PARADISE

ITS partnered with campus colleagues to host UCSB's inaugural Process Paradise, an all-day event dedicated to continuous improvement and operational excellence. The event brought together 94 participants from 50 departments, featuring six workshops, a Lean Six Sigma panel, a keynote session, and a live process improvement competition. ITS and the event committee awarded 40 Lean Six Sigma White Belt certificates, showcased seven Green Belt projects during a poster exposition, and guided teams through a real-time challenge to enhance the campus onboarding process. Supported by a cross-campus planning committee, Process Paradise fostered collaboration, innovation, and skill-building, laying the foundation for an annual tradition celebrating efficiency and continuous improvement at UCSB.



**565,824**  
Zoom meetings  
hosted



## SERVICENOW EMPLOYEE CENTER

The launch of the ServiceNow Employee Center, coinciding with the July 2025 FMM go-live, created a user-friendly, one-stop portal for employees to access services and request support across ITS, Human Resources, and Business & Financial Services. ITS teams established a unified taxonomy structure, migrated more than 15 service catalogs without disrupting functionality, developed custom widgets, and created dashboards to provide support teams with a consolidated view of requests. The new universal request interface is streamlined and intuitive, with AI-driven search capabilities that allow employees to quickly retrieve the information they need. By consolidating services, this effort reduced the confusion and system fatigue caused by siloed request portals and addressed significant service delivery pain points to improve the overall employee experience.

**12,753**

Timekeeping system users



## TIMEKEEPING REFRESH PROJECT

The Timekeeping Refresh Project, completed in May 2025, modernizes employee time and attendance tracking through the implementation of UKG Pro Workforce Management timekeeping software. The new platform improves usability, streamlines workflows, and integrates seamlessly with existing HR and payroll systems. This initiative required web-based training and self-service resources for timekeepers and employees as well as updating physical timeclocks across campus. By introducing centralized timekeeping tools and reducing manual processes, this project enhances reliability and efficiency in administrative operations.

## HR POWER BI DASHBOARD

The Human Resources (HR) Power BI Dashboard provides a modern, interactive platform to access HR and payroll data, synthesizing information from UCPath and other systems to deliver reports through web-based dashboards. Over the past year, ITS transitioned multiple HR and financial reports from legacy data management platforms to Microsoft Power BI, providing users with enhanced filtering, visualization, and export capabilities, as well as secure access controls and data governance to ensure privacy. This project aligns with broader campus data and business intelligence initiatives, ultimately improving efficiency, transparency, and responsiveness in HR operations so that departments can better manage their resources.

# 5,225

Wireless access points maintained



## Infrastructure

We support academic and operational excellence by providing ubiquitous and secure access to infrastructure.

### SECURE UCSB

Launched in 2024, Secure UCSB is a campuswide initiative to strengthen the university's digital defenses and meet a UC system-wide cybersecurity mandate by May 2025. ITS modernized equipment across more than 400 buildings to improve network traffic detection and ensure that only authorized devices can connect, along with deploying a Mobile Device Management platform that manages 99% of UCSB-owned devices to keep them secure, updated, and recoverable if lost or stolen. Endpoint Detection and Response software was also installed to nearly all devices to identify and stop cyberattacks in real time, preventing potential data breaches and system compromises. Cybersecurity awareness training compliance rose from 88% to 98%, supported by new enforcement measures that restrict access to applications for non-compliant users. The initiative also achieved 100% deployment of multi-factor authentication for all email systems, enhanced tools to protect sensitive health data, and better incident escalation requirements. Together, these critical improvements strengthen campus' foundational cybersecurity protections and help safeguard UCSB's research, academic work, and operations against today's rapidly evolving cyber threats.

# 137

New wireless access points installed



## DUO VERIFIED PUSH IMPLEMENTATION

ITS implemented Duo Verified Push on May 7, strengthening login security for around 500 critical UCSB applications. This enhanced multi-factor authentication (MFA) method requires users to enter a unique 4-digit verification code from the login screen into the Duo Mobile app, ensuring that only authorized individuals can approve access. This added step mitigates the risk of "MFA fatigue" or push-bombing attacks, which attempt to exploit user frustration to gain entry. As the digital landscape evolves, ITS continues to protect sensitive employee and student data by adopting more secure practices.

460  
Radio service  
customers



## CAMPUS RADIO SOFTWARE UPDATES

The Campus Radio Software Update was a multi-month project that replaced all servers, switches, and routers controlling the system to ensure long-term reliability and performance. ITS aligned the system with current security patches and software updates, reducing the risk of failures from outdated equipment. The upgrade also enabled access to new features, including a gateway that allows high-end radios to operate on cellular networks, expanding coverage and future functionality. Strengthening our campus radio infrastructure ensures effective emergency response and supports campus broadcasting needs.





## IT Workforce

We support academic and operational excellence by enhancing the effectiveness of the university's IT workforce.

### ITS ONSITE EVENT (FORWARD TOGETHER)

ITS hosted its first-ever "Forward Together" department onsite event in October 2024, bringing together more than 220 staff members and campus partners to strengthen collaboration and connection across the organization. This week-long event fostered stronger relationships and a greater sense of unity—particularly among remote employees. Feedback from participants helped identify strategic priorities as we continue to expand and centralize campus IT, such as user-centered service design, transparent communication, and data-driven decision-making. This event enhanced ITS's capacity to deliver effective, innovative, and cohesive technology services across campus by building community and aligning staff around shared goals.



### IMPLEMENTATION OF SIFT FOR INTERNAL STAFF DIRECTORY

ITS implemented Sift—a dynamic, searchable online directory platform—to address communication gaps and limited visibility in a growing, distributed workforce. Sift enables staff to locate colleagues, explore expertise across teams, and view interactive organizational charts, helping ITS to connect, collaborate, and better understand the structure of the organization. By making roles and skills more discoverable, this tool has strengthened internal communication, collaboration, and overall connection within ITS.

# 681

Total  
Campus LSS  
Yellow Belt  
Graduates  
at UCSB



## LSS YELLOW BELT TRAINING FOR ALL ITS EMPLOYEES

During FY 2024-25, ITS added Lean Six Sigma (LSS) Yellow Belt training as a professional development requirement for all staff, designed to strengthen process improvement and operational efficiency across the organization. By June 2025, 66% of ITS employees had earned a Yellow Belt or higher certification—55% with Yellow Belts and 10% with Green Belts—demonstrating steady progress toward full participation. Through this training, staff are equipped with the skills to identify inefficiencies, standardize procedures, and streamline systems, fostering a culture of continuous improvement. This requirement enhances the effectiveness of ITS operations and contributes to a more efficient, well-supported campus environment for teaching, learning, and research.

## IT INTERNSHIP PROGRAM ENHANCEMENTS



The UCSB IT Internship Program offers undergraduates hands-on experience on campus IT projects while building technical and professional skills to support career readiness and student success. Now in its fifth cohort, the academic-year internship expanded to additional IT units and adopted a multi-intern hosting model to promote collaboration and peer learning. Interns presented their work at the program's first-ever Poster Session, an interactive event showcasing the breadth of their contributions and encouraging dialogue with campus leaders. This program strengthens campus IT operations and cultivates future technology leaders, underscoring the value of continued investment in hands-on learning opportunities that advance systems, data, and services.

### 2025 IT Internship Cohort



# 95

Total LSS  
Green Belt  
Graduates at  
UCSB



# By the Numbers

ITS grew in almost every key metric this year. Compared to 2023-24, we maintained 23% more workstations, blocked 47% more cybersecurity threats, and supported our users as they spent over 200% more minutes in Zoom meetings.

**10,382**

Peak web users at  
Freshman Decision  
Release

**80,399,194**

Total Zoom meeting minutes

**7,189**

VPN accounts supported

**3,769**

Total workstations  
supported

**120+**

Campus websites  
maintained by ITS

**1.63**

Petabytes of  
Google Drive &  
Gmail storage  
used

**5,905**

Zoom phone lines maintained

**7**

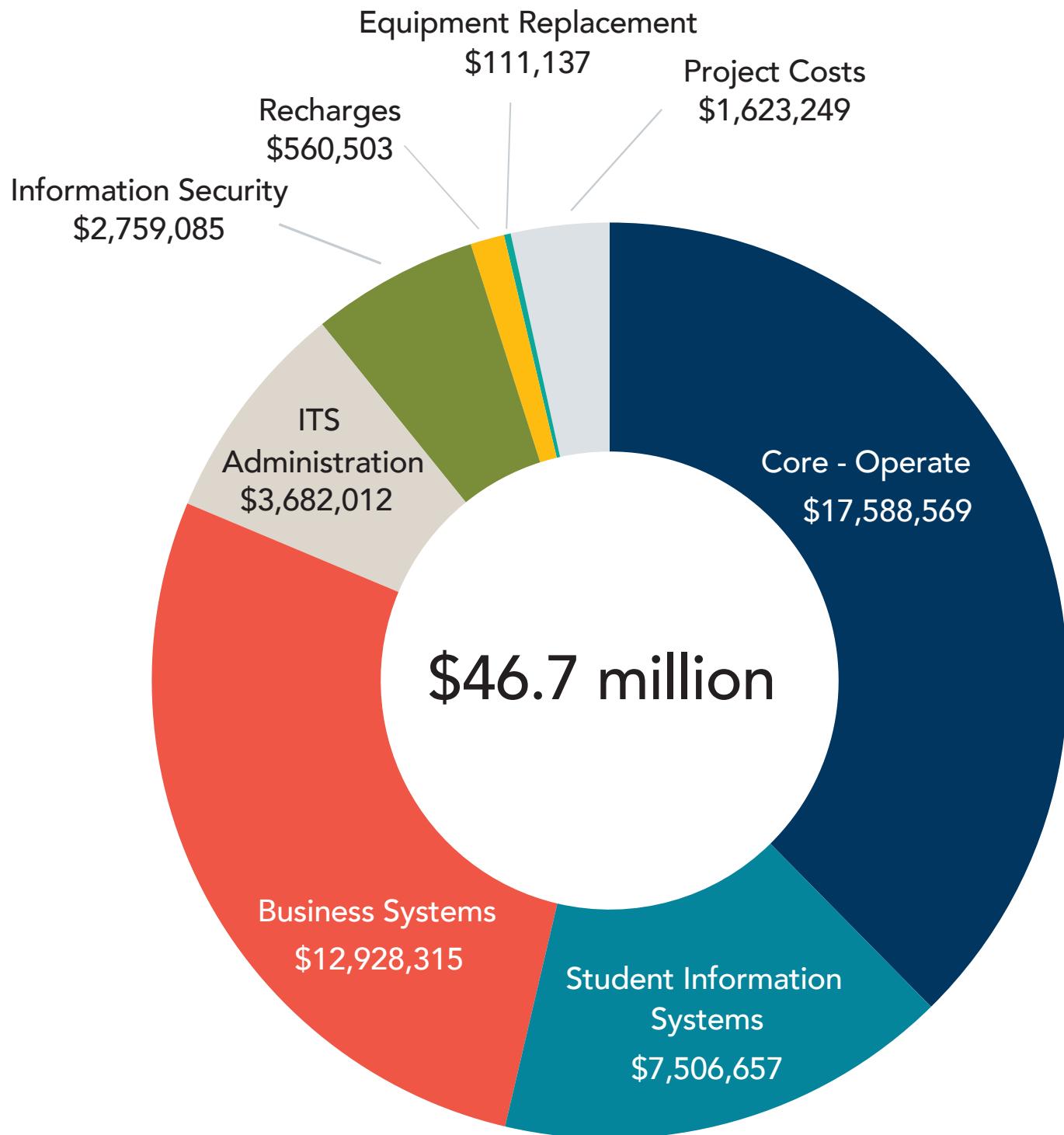
Town halls hosted  
for campus users

**1,894,236,992**

Total cybersecurity threats  
blocked

# Expenditures

FY 2024-2025



UC SANTA BARBARA  
Information Technology Services

To all of our campus partners:

**Thank you.**

