

## Campus IT Vision:

Working together to create and provide innovative and efficient technology services and operations.

## Campus IT Mission:

- To support the University Mission and Strategic Goals
- To provide timely, secure, reliable information and technology services
- To extend access to University resources regardless of time, place, device
- To be wise stewards of IT resources and spending

### University Strategic Goals

Promote student success to transform lives

Develop and transfer new knowledge

Engage communities to improve health and quality of life

Ensure Long-Term Viability of the University

## Current State of IT (FY18)

1. IT issues not consistently vetted; vetted IT decisions, standards, security, policies and plans not always followed by campus departments.
2. Limited collaboration in budgeting and funding processes for campus IT. Many different sources of funding for campus IT. No current mechanism to monitor campus IT spend. UIT underspending and non-UIT overspending benchmark.
3. Mature security policies are not followed and mechanisms for enforcement are limited.
4. Common services are duplicated by many groups that manage networks on campus. Equipment and processes don't meet standards and limit availability of enterprise services. No plan exists for aging asset refresh. Many data centers and server rooms exist across campus. Disaster recovery processes are immature and don't include local data.
5. 700 redundant and unsupported applications, web content management, analytics, and software development platforms exist. Colleges and departments have no limits on purchases of duplicative applications or platforms. No single BI/analytics group, common data dictionary, or single source of truth.

## Top IT Goals and Objectives

1. **Governance:** Establish structure and processes to make informed decisions for the common good of the University and to vet and adopt a technical strategy that is affordable, secure, sustainable and aligned with University goals and supported and enforced by senior administration.
2. **Finance:** Transition to an IT funding model that allows for greater coordination of IT activity, management of IT spend and return on the IT investments across the University. Develop a unified approach to managing IT spend that facilitates shared purchasing, IT spend tracking and supports vendor management.
3. **Security:** Develop a holistic, agile approach to information security and privacy that follows approved policies to secure campus IT and reduce institutional exposure to threats.
4. **Infrastructure:** Define centrally-provided services, architecture, standards, and performance expectations. Consolidate network operations with an equipment replacement plan. Consolidate data centers and develop disaster recovery to protect campus data.
5. **Enterprise Applications and Integrations:** Eliminate redundant and unsupported applications, shifting to a focused set of strategic products. Execute strategy for website services to reduce duplication of services and create a more holistic web presence. Execute strategy for virtual BI Center of Excellence for a single source of truth. Establish a policy and transparent process to align and evaluate future investments informed by business cases, data and application standards. Manage the application from purchase to retirement. Improve institutional data and analytics.

## Top Beliefs and Assumptions Underlying Success

1. Technology is strategic to the mission and long-term sustainability of the University.
2. Fully vetted and approved enterprise IT initiatives will be adequately funded for implementation and ongoing maintenance.
3. SITC, ANTC and other technology thought leaders will collaborate to make enterprise IT decisions based on the common good of the University. Administrators, individual colleges, departments, and administrative units will support the process of evaluating and selecting enterprise solutions and follow recommendations for the common good and to reduce risks.
4. Administrators, central IT and local IT units will cooperate to provide efficient, secure and reliable access to quality information resources.

## Future State of IT (FY18-20)

1. A model that allows the right people to make the business, IT and financial decisions to set a clear and effective University IT strategic plan approved (by IT governance).
2. Collaborative, benchmarked, transparent budget and funding processes that support campus IT purchases and services for greater innovation, efficiency and growth.
3. Simplified policies clarified and communicated to faculty, staff, students with administrative mechanisms to enforce them.
4. Network is centrally managed, funded, and adheres to standards and security policies. Assets are refreshed according to formal network replacement plan. Disaster recovery processes are mature and comprehensive. Common services are well defined and delivered efficiently and effectively in a uniform manner, with SLAs and MOUs that clearly identify expectations.
5. Minimal duplication and variation of applications and platforms facilitate a strategic set of products offered across campus, simplifying administrative support and enhancing security. Institutional data management strategy is implemented and approved. Sensitive data is identified and handled in a manner consistent with University policies. Everyone has access to the single source of truth.

Top goals and objectives	Projects and initiatives for 2018-2020
<p><b>1. Governance:</b> Establish structure and processes to make informed decisions for the common good of the University and to vet and adopt a technical strategy that is affordable, secure, sustainable and aligned with University goals and supported and enforced by senior administration. *[1.5, 5.1]</p>	<ul style="list-style-type: none"> <li>• Refine alignment among central and local IT units with the University mission</li> <li>• Align central and local IT units with campus IT plan, including project management, process improvement, organizational change management and vetting of technology purchases and implementations against goals</li> <li>• Align IT strategic planning with the budget process</li> <li>• Reinforce the roles of campus CIO as catalyst, technologist, strategist and IT operations leader</li> <li>• Build business cases including total cost of ownership on all projects</li> <li>• Make data-driven decisions for the financial and common good of the University</li> <li>• Prepare the University for technology disruptions and enhancements in the instructional and business models of higher education</li> </ul>
<p><b>2. Finance:</b> Transition to an IT funding model that allows for greater coordination of IT activity, management of IT spend and return on the IT investments across the University. Develop a unified approach to managing IT spend that facilitates shared purchasing, IT spend tracking and supports vendor management. *[2.1]</p>	<ul style="list-style-type: none"> <li>• Create and adopt a collaborative funding model and budget process that provides transparency and covers the total costs of IT services and applications (from inception to retirement of the product or service)</li> <li>• Define mechanisms for managing college and department IT allocations and IT spend; reduce duplication; align with higher education benchmarks</li> <li>• Leverage the Office of Software Licensing to ensure best prices and compliance; implement software catalog to support seamless student experience</li> <li>• Set policy and procedures for coordinating IT spend across campus along with timelines for implementations</li> <li>• Create and follow best practices to evaluate, select and integrate technologies</li> </ul>
<p><b>3. Security:</b> Develop a holistic, agile approach to campus-wide information security and privacy that follows approved policies and regulatory compliance to laws to secure campus IT and reduce institutional vulnerabilities and exposure to threats. *[1.6]</p>	<ul style="list-style-type: none"> <li>• Increase University-wide risk management awareness and processes for enforcement</li> <li>• Monitor and manage risk and provide support for regulatory compliance</li> <li>• Reduce campus vulnerabilities</li> <li>• Support effective Identity and Access Management</li> <li>• Verify cloud security architecture before purchase and integration of hardware and software</li> <li>• Refine processes for detection and protection of assets and data</li> <li>• Provide easy and secure access by administrators, faculty, and students; offer awareness training</li> </ul>
<p><b>4. Infrastructure:</b> Define centrally-provided services, architecture, standards, and performance expectations. Consolidate network operations with an equipment replacement plan. Consolidate data centers and develop disaster recovery to protect campus data. Common services are well defined and delivered efficiently and effectively in a uniform manner, with SLAs and MOUs that clearly identify expectations. *[5.2, 5.3, 5.5]</p>	<ul style="list-style-type: none"> <li>• Standardize common infrastructure, network, classroom technology and cloud architectures</li> <li>• Develop a single IT service catalog and transition services recommended by Deloitte to UIT, supported by U leadership and policies</li> <li>• Determine campus-wide printing expectations, current offerings and future solutions</li> <li>• Develop IT asset management strategy and configuration management database</li> <li>• Develop funded five-year roadmap to gradually refresh aging network assets and prioritize replacements to meet appropriate risk profile</li> <li>• Transition college/department-owned network assets to UIT</li> <li>• Create incentive policies to consolidate data centers and server rooms into a single unit within UIT</li> <li>• Review, refine, and execute the disaster recovery plan to include campus data according to risk profile</li> <li>• Ensure University can provide sufficient network bandwidth, storage and computational resources</li> <li>• Engineer and deploy a diverse set of cyberinfrastructure resources, training and tools to enable and support research; explore emerging and innovative technologies to enable research</li> <li>• Mature IT service management and delivery processes; leverage a common platform</li> </ul>
<p><b>5. Enterprise Applications and Integrations:</b> Eliminate redundant and unsupported applications, shifting to a focused set of strategic products. Execute strategy for website services to reduce duplication of services and create a more holistic web presence. Execute strategy for virtual BI Center of Excellence for a single source of truth. Establish a policy and transparent process to align and evaluate future investments informed by business cases, data and application standards. Manage the application from purchase to retirement. Improve institutional data and analytics. *[4.1, 4.3, 4.4, 4.5]</p> <p>*Reference to Deloitte Recommendation number</p>	<ul style="list-style-type: none"> <li>• Standardize application and data architecture (e.g., APIs)</li> <li>• Document and analyze UIT and college/department IT application portfolios for duplication of business use/functionality as well as technical data, total cost of ownership, and business risks; develop action plan to reduce duplications, obtain U leadership support, and execute the plan</li> <li>• Create and follow best practices to evaluate, select, and integrate technologies with the help of product managers</li> <li>• Review and revise U institutional data management policy (Policy 4-001)</li> <li>• Improve data quality management through standards, integration, protection and governance to support analytics for student success, teaching and learning, HR, finance and business services, and research</li> <li>• Define, implement, and fund future state operating model for BI Center of Excellence; implement technical and services strategies (e.g., self-service portals, data definitions, data warehousing solutions, effective dashboards, and single source of truth)</li> <li>• Develop enterprise software policy and refine software RFP template and technical assessment tools</li> <li>• Define, implement, and fund future state operating model for U website services; implement technical and services strategies</li> <li>• Determine remote software needs and identify appropriate solutions</li> <li>• Develop an enterprise constituent relationship management (CRM) strategy for students</li> <li>• Support business process reengineering and organizational change management for projects implementing new technologies</li> </ul>