

# UIT Strategic Goals FY2023

## UNIVERSITY OF UTAH MISSION

We foster student success by preparing students from diverse backgrounds for lives of impact as leaders and citizens. We generate and share new knowledge, discoveries, and innovations, and we engage local and global communities to promote education, health, and quality of life. These contributions, in addition to responsible stewardship of our intellectual, physical, and financial resources, ensure the long-term success and viability of the institution.

**UNIVERSITY OF UTAH**

**4 Big Goals**

<b>Promote Student Success to Transform Lives</b>	<b>Ensure Long-Term Viability of the U</b>	<b>Develop and Transfer New Knowledge</b>
<b>Engage Communities to Improve Health and Quality of Life</b>		

**U Service Providers**

Finance	Human Resources	Information Technology	Physical Infrastructures and Facilities	Student and Faculty Services	Centers and Institutes	Colleges and Academic Departments	Marketing/PR	Hospitals and Clinics
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## UIT METRICS

- % Availability of critical apps
- % Availability of network
- % Network operations managed
- % Service agreements met
- % Projects aligned with U mission
- % Managed IT spend

## UIT MISSION

- (1) To support the university mission encompassing teaching, research, public life, and health care while ensuring long-term viability of the university
- (2) To provide timely, secure, reliable information, communication, and technology services
- (3) To extend access to university resources to a diverse constituency regardless of time, place, or device

## UIT VISION

A trusted partner and leader transforming information technology services and solutions.

## UIT VALUES

- We seek effective solutions that meet the needs of the university community, save time and money, innovate, and improve processes
- We solve problems through a consensus-driven, collaborative, best practices approach
- We provide secure, reliable access to information and services
- We protect university data and systems while respecting our community's reasonable expectation of privacy
- We keep our commitments
- We value teamwork and the contributions of our employees and the U's IT community
- We value open, honest communication, and we listen
- We are fast followers in exploiting leading-edge technologies

**IT STRATEGIC GOALS**

<b>1</b>	<b>Student Success - Support Student and Faculty Success</b>
<b>2</b>	<b>Generate Knowledge - Advance Research Computing</b>
<b>3</b>	<b>Engage Communities - Support Health Care</b>
<b>4</b>	<b>Ensure Vitality - Promote Campus Efficiencies and Effectiveness</b>
<b>5</b>	<b>Strengthen the Core</b>

# UIT STRATEGIC GOALS AND INITIATIVES 2022-23

# ONGOING EFFORTS

## 1. Student success - support student and faculty success

- Incorporate a unified online student roadmap for admissions, registration, and timely degree completion in mobile apps, chatbots, and CRM\*
- Unify student analytics
- Facilitate process work for student IT implementations for financial aid\*
- Implement optional standardized testing data options
- IT support for student housing expansion

## 2. Generate knowledge - advance research computing

- Embrace the rapidly changing cyber-infrastructure landscape, and explore and deploy innovative compute and data capabilities for campus
- Work with peers in the state, region, and nation to understand, define, and implement leading practices in research computing and data
- Align Center for High Performance Computing (CHPC) services to collaborate with researchers and other centers, institutes, IT units, and cores on campus
- Strengthen and sustain infrastructure supporting growing CHPC services
- Implement CMMC 2.0, FISMA Moderate, and NIST 800-171 Rev.2 compliance
- Develop and sustain leading practices for research data management and compliance

## 3. Engage communities - support health care

- Support the Digital Transformation strategy
- Provide IT for the new Katherine Kirk & Helix Buildings, Huntsman Mental Health Center, and the West Valley Hospital

## 4. Ensure vitality - promote IT efficiencies and effectiveness

- Consolidate data centers and server rooms
- Consolidate network operations and implement replacement funding model
- Standardize infrastructure and network architecture
- Enhance network management
- Refresh network, storage, and server equipment to reduce risk according to the life cycle refresh plan
- Move private data to the Downtown Data Center\*
- Increase use of delivered functionality in enterprise applications
- Manage work on the GL, Chart of Accounts Project\*
- Continue eliminating PeopleSoft customizations
- Centrally fund ubiquitous IT services
- Develop a U-wide data management and analytics strategy
- Implement equity, diversity, and inclusion plans
- Complete employee performance evaluations\*
- Develop post COVID-19 plans for the hybrid return to the worksite\*
- Refine help desk procedures and improve responses
- Develop and implement a U-wide cybersecurity plan
- Mature Salesforce implementation to coordinate, track, and measure community engagement, planned giving, and experience for the university
- Implement E911 compliance
- Implement the student employee certification initiative
- Provide leadership for the USHE Shared Services Committee

## 5. Strengthen the core

### Enterprise applications

- Research and refine ERP architecture

### Finance/funding

- Implement IT asset management and budget to fund network, storage, and server upgrade and replacement following the technology roadmap
- Prepare upcoming budget\*
- Follow up on financial audits
- Oversee proposals and manage ARPA and federal infrastructure funding
- Establish a sustainable budget and funding model for CHPC

### Service management

- Implement ServiceNow Phase 3
- Consolidate/mature service monitoring
- Develop ubiquitous service strategy

### Process management

- Redesign processes
- Implement process team goals to ensure 50% dedication to UIT initiatives

### Infrastructure

- Complete the Williams Building network node project\*
- Implement a default deny network access
- Address and resolve major political and

- financial issues for mobile solutions (5G)
- Improve cell coverage and implement the 5G strategy
- Implement the Hybrid Cloud Strategy and establish the Cloud Center of Excellence

### IT Security

- Deploy and utilize DLP\*
- Deploy PAM solution
- Institute and execute CIS controls across the U
- Update the point of contact database.JL
- Deploy NAC solution\*
- Implement procedures for hardware and software security review

- ✓ Guide web decisions based on the holistic strategy developed by the Enterprise Web Advisory Council
- ✓ Support personalized student experience
- ✓ Enable student experience auto-provision and deprovision

- ✓ Deploy innovative, advanced, and secure networking technologies
- ✓ Offer secure and private access to servers and storage
- ✓ Offer innovative, cost-effective, and capable computation and storage for diverse stakeholders
- ✓ Inform researchers and stakeholders of services
- ✓ Explore, test, and deploy novel and emerging technology
- ✓ Increase grant funding
- ✓ Automate the deployment, monitoring, and operation of research computing and data resources
- ✓ Utilize open-source commodities where appropriate

- ✓ Provide IT support for hospitals and clinics

- ✓ Strategically align IT/university mission and spend management
- ✓ Improve IT culture as outlined in the strategic plan
- ✓ Manage information security risk
- ✓ Mature service management processes
- ✓ Reduce university information security vulnerabilities; minimize HR and financial vulnerabilities
- ✓ Provisioning, deprovisioning access management
- ✓ Support central data analytics office
- ✓ Reengineer UIT and key U org business processes
- ✓ Ensure security, privacy, and access services to the U
- ✓ Complete annual strategic plan

- ✓ Develop operations runbooks
- ✓ Analyze the cost structures and income of all IT services
- ✓ Rationalize application portfolios
- ✓ Balance long-term budget
- ✓ Document and analyze business cases/TCO on all key IT projects
- ✓ Manage programs, portfolios, and projects
- ✓ Strengthen risk management
- ✓ Mature SLA discipline and monitor metrics
- ✓ Mature product management services