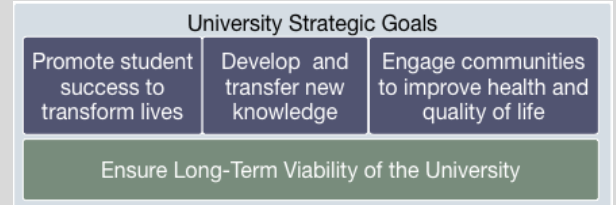# UNIVERSITY OF UTAH IT STRATEGY 2021-2022

University IT Vision: Working together to create and provide innovative and efficient technology services and operations.

University IT Mission:
- To support the U mission and strategic goals
- To provide timely, secure, reliable information and technology services
- To extend access to U 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 (FY21)

1. IT issues not consistently vetted; vetted IT decisions, standards, security, policies and plans not always followed by U organizations.
2. Limited collaboration in budgeting and funding processes for university IT. Many different sources of funding for IT. No current mechanism to monitor IT spend. UIT underspending and non-UIT overspending benchmark.
3. Mature IT security policies are not followed and mechanisms for enforcement are limited.
4. Common services are duplicated by many groups that manage local networks. Equipment and processes don't meet standards and limit availability of institutional IT services. No plan exists for aging asset refresh. Many data centers and server rooms exist across the U. IT 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. U orgs have no limits on purchases of duplicative applications or platforms. No single business intelligence or 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 and adopt a technical strategy that is affordable, secure, sustainable and aligned with U 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 U. 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 university 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 plans to protect 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 and create a more holistic web presence. Execute strategy for the virtual enterprise office of data analytics 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 applications from purchase to retirement. Improve institutional data and analytics.

Top Beliefs and Assumptions Underlying Success

1. Information technology is strategic to the mission and long-term sustainability of the U.
2. Fully vetted and approved enterprise IT initiatives will be adequately funded for implementation and ongoing maintenance.
3. IT governance groups (SITC, ANTC) and other IT thought leaders will collaborate to make enterprise IT decisions based on the common good of the U. Administrators, colleges, departments, and administrative units will support the process of evaluating and selecting institutional IT 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 (FY21-22)

1. A model that allows the right people to make the business, IT, and financial decisions to set a clear and effective U's IT strategic plan (approved by IT governance).
2. Collaborative, benchmarked, transparent budget and funding processes that support the U's IT purchases and services for greater innovation, efficiency and growth.
3. Simplified IT policies communicated to faculty, staff, and students, with administrative mechanisms to enforce them.
4. Network is centrally managed and 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 IT products offered across the U, 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 U policies. Everyone has access to the single source of truth.

UNIVERSITY OF UTAH IT STRATEGY 2021-2022

Top goals and objectives	Projects and initiatives for 2021-2022
1. **Governance**: Establish structure and processes to make informed decisions for the common good of the U and to vet and and adopt an IT strategy that is affordable, secure, sustainable and aligned with U goals and supported and enforced by senior administration. *[1.5, 5.1]	• Refine alignment among central and local IT units with the U mission • Align central and local IT units with university IT plan, including project management, process improvement, organizational change management and vetting of IT purchases and implementations aligned with goals • Align IT strategic planning with the budget process • Reinforce the roles of campus CIO as catalyst, technologist, strategist and IT operations leader • Build business cases including total cost of ownership on all IT projects • Make data-driven decisions for the financial and common good of the U • Prepare the U for IT disruptions and enhancements in the instructional and business models of higher education
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 U. Develop a unified approach to managing IT spend that facilitates shared purchasing, IT spend tracking and supports vendor management. *[2.1]	• 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) • Define mechanisms for managing local orgs' IT allocations and IT spend; reduce duplication; align with higher education benchmarks • Leverage the Office of Software Licensing to ensure best prices and compliance; implement software catalog to support seamless student experience • Set policy and procedures for coordinating IT spend across the U, along with timelines for implementations • Create and follow best practices to evaluate, select, and integrate technologies
3. **Security:** Develop a holistic, agile approach to U- wide information security and privacy that follows approved policies and regulatory compliance to laws to secure IT and reduce institutional vulnerabilities and exposure to threats. *[1.6]	• Increase U-wide IT risk management awareness and processes for enforcement • Monitor and manage IT risk and provide support for regulatory compliance • Reduce university IT vulnerabilities • Support effective Identity and Access Management • Verify cloud security architecture before purchase and integration of hardware and software • Refine processes for detection and protection of assets and data • Provide easy and secure access by administrators, staff, faculty, and students; offer awareness training
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 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]	• Standardize common infrastructure, network, classroom technology and cloud architectures • Develop a single IT service catalog and transition services recommended by Deloitte to UIT, supported by U leadership and policies • Determine campus-wide printing expectations, current offerings and future solutions • Develop IT asset management strategy and configuration management database • Develop funded five-year roadmap to gradually refresh aging network assets and prioritize replacements to meet appropriate risk profile • Transition college/department/org-owned network assets to UIT • Create incentive policies to consolidate data centers and server rooms into a single unit within UIT • Review, refine, and execute the IT disaster recovery plan to include U data according to risk profile • Ensure the U can provide sufficient network bandwidth, storage, and computational resources • Engineer and deploy a diverse set of cyberinfrastructure resources, training and tools to enable and support research; explore emerging and innovative information technologies to enable research • Mature IT service management and delivery processes; leverage a common platform
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 the virtual enterprise office of data analytics 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 applications from purchase to retirement. Improve institutional data and analytics. *[4.1, 4.3, 4.4, 4.5] *Indicates Deloitte recommendation number	• Standardize application and data architecture (e.g., APIs) • Document and analyze UIT and college/department/org 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 • Create and follow best practices to evaluate, select, and integrate technologies with the help of IT product managers • 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 • Define, implement, and fund future state operating model for the enterprise office of data analytics; implement technical and services strategies (e.g., self- service portals, data definitions, data warehousing solutions, effective dashboards, and single source of truth) • Define, implement, and fund future state operating model for U website services; implement technical and services strategies • Determine remote software needs and identify appropriate solutions • Develop an enterprise constituent relationship management (CRM) strategy for students • Support business process reengineering and organizational change management for projects implementing new technologies