UNIVERSITY OF UTAH IT STRATEGY 2017-2020

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 Big 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 Big 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 (FY16)

- Lack of an integrated campus IT strategic plan that aligns with the University mission and goals.
- Lack of a campus technical strategy and standards for network, security, storage, data and applications.
- Common IT services are not well-defined and the delivery to faculty, staff and students varies depending on campus locations.
- Funding for common IT services is inadequate. Multiple sources and one-year planning horizon make it difficult to plan and finance future growth. IT spending is not managed well enough for the community to understand campus-wide IT costs.
- Organizational reporting lines and operating models create confusion over responsibilities and execution. Career paths for IT staff are not well-established.
- Lack of campus-wide standards for enterprise data and analytics management.
- Many enterprise technologies are researched, selected and purchased without vetting through an enterprise perspective.

Top IT Goals

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 University goals.
2. **Finance:** Develop IT funding models that sustain common services, support innovation and facilitate growth. Capture IT spend to better understand and manage costs.
3. **Infrastructure:** Define common services and performance expectations. Identify and implement best practices for delivering services. Create and implement defined standards for network, storage, data and applications.
4. **Security:** Develop a holistic, agile approach to information security that follows approved policies to secure campus IT and reduce institutional exposure to threats.
5. **Enterprise Applications and Integrations:** Establish a transparent process to align and evaluate future investments informed by business cases, data and application standards. Manage the application from implementation to retirement. Develop a holistic Web strategy to attract and support students with a seamless online experience. Improve institutional data and analytics.
6. **People:** Foster greater collaboration, communication and professional growth for each member of campus IT staff.
7. **Processes:** Develop a common IT service delivery strategy and improve services and delivery leveraging business cases, processes, and product and project management.

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 (FY17-20)

- Campus-wide IT strategic plan approved (by IT governance).
- Campus-wide technical strategy approved (by IT governance); standards and secure practices for network, storage , data and applications are accepted and implemented.
- Common services are well defined and delivered efficiently and effectively in a uniform manner, with SLAs and MOUs that clearly identify expectations.
- A funding model is established to support defined common services, with transparent costs captured and available to the community.
- Institutional data management strategy is implemented and approved. Sensitive data is identified and handled in a manner consistent with University policies.
- IT career paths are better aligned across the organization; training opportunities are available for all IT professionals.
- Business cases for enterprise IT implementations are reviewed by IT governance; approved projects are funded and managed from implementation to retirement.

THE UNIVERSITY OF UTAH

UNIVERSITY OF UTAH IT STRATEGY 2017-2020

Top goals	Objectives for 2017-2018
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 University goals.	• Increase alignment between central and local IT units with the University mission • Implement IT projects from functional portfolios • Adopt a technical strategy that guides decisions • Adopt a mobile strategy that guides decisions • Build business cases including total cost of ownership on all projects • Make data-driven decisions for the common good of the University
2. **Finance**: Develop IT funding models that sustain common services, support innovation and facilitate growth. Capture IT spend to better understand and manage costs.	• Adopt a mature funding model that provides transparency and covers costs of common services (from inception to retirement of the product or service) • Improve IT spend management; increase purchases from contracted vendors • Leverage the Office of Software Licensing to ensure best prices and compliance
3. **Infrastructure:** Define common services and performance expectations. Identify and implement best practices for delivering services. Create and implement defined standards for network, storage, data and applications.	• Standardize infrastructure and network architecture • Determine campus VDI needs, current offerings, and future solutions • Determine campus-wide printing expectations, current offerings and future solutions • Develop asset management strategy and configuration management database • Consolidate data centers and server rooms • Develop campus wireless strategy • Provide sufficient network bandwidth • Provide innovative, cost effective and reliable research computing support • Refresh assets based on risk
4. **Security:** Develop a holistic, agile approach to information security that follows approved policies to secure campus IT and reduce institutional exposure to threats.	• Reduce campus vulnerabilities and manage risks • Enable effective Identity and Access Management • Centralized certificate management • Offer secure and private access to servers and storage • Verify cloud compliance before purchase, integration • Refine processes for detection and protection of assets and data • Provide easy and secure access by administrators, faculty, and students; offer awareness training
5. **Applications:** Establish a transparent process to align and evaluate future investments informed by business cases, data and application standards. Manage the application from implementation to retirement. Develop a holistic Web strategy to attract and support students with a seamless online experience. Improve institutional data and analytics.	• Standardize application and data architecture • Improve data quality management through standards, integration, protection and governance to support analytics for student success, teaching and learning • Develop effective methods for business intelligence, reporting and analytics • Provide support to integrate enterprise applications and services to deliver systems, services, processes and analytics that are scalable and constituent centered
6. **People:** Foster greater collaboration, communication and professional growth for each member of the campus IT staff.	• Identify and offer a unified IT training program to IT professionals • Identify career paths that span University organizational units
7. **Processes:** Develop a common IT service delivery strategy and improve services and delivery leveraging business cases, processes, and product and project management.	• Support business process reengineering for projects implementing new technologies • Create and follow best practices to evaluate, select and integrate technologies • Mature service management and delivery processes; leverage a common platform