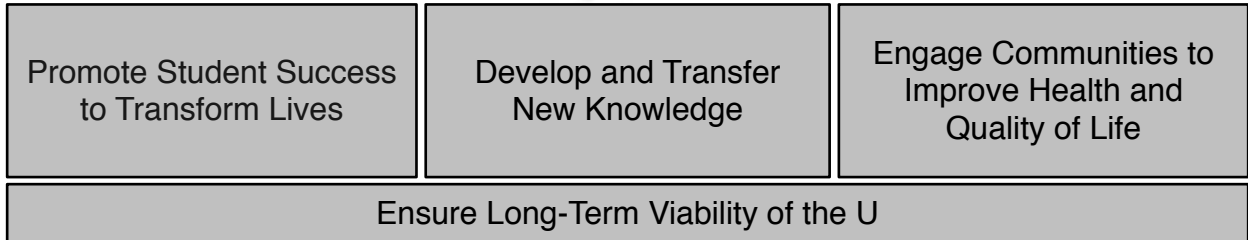# UIT Strategic Goals FY2017

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.
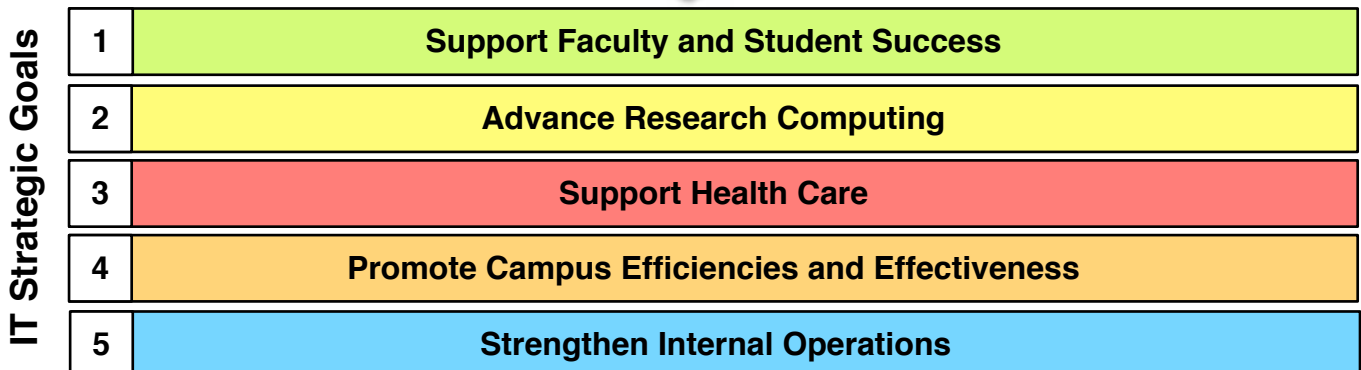
University of Utah

4 Big Goals

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 U

U Service Providers

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

UIT METRICS

- % Availability of critical apps
- % Availability of network
- % Network operations managed
- % Service Agreements met
- % Projects aligned with University 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 our clients and can save time and money, innovate and improve processes.
- We solve problems through a consensual, 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 campus IT community.
- We value open, honest communication and we listen.
- We are fast followers in exploiting leading-edge technologies.

IT Strategic Goals

1	Support Faculty and Student Success
2	Advance Research Computing
3	Support Health Care
4	Promote Campus Efficiencies and Effectiveness
5	Strengthen Internal Operations

DRAFT 19 May 2016

UIT Strategic Goals and Initiatives 2016-17

1 Support Faculty and Student Success

- IT/University mission alignment †(SHH)
- Seamless student experience *† (KP)
- IT projects successfully implemented from integrated student team's project portfolio: (KP) [Curriculum planning; Section, room, class scheduling; Student scheduling assistance app; Students record system; Registration and payment apps; Admissions workflow automation
- Holistic web strategy is adopted and guides decisions * † (KP)
- Mobile strategy is adopted and guides decisions (KP)

2 Advance Research Computing

- Innovative, advanced and secure networking technologies † (TC)
- Innovative, cost effective and capable computation and storage for diverse set of stakeholders † (TC)
- Secure and private access to servers and storage (DB)
- Mature IT Service Management processes † (TC)
- Researchers and stakeholders are informed of services (TC)
- Novel and emerging technology is continually explored, tested and deployed (TC)

3 Support Health Care

- Consolidated data centers and server rooms † (JL)
- Standardized network architecture †(JL)
- Reduced campus vulnerabilities (security, financial, HR) † (DB)
- Effective Identity & Access Management † (DB)
- Equipment refreshed to reduce risk (JL)
- Mature service management processes, catalog, SLAs, etc. *† (JL)

4 Promote Campus Efficiencies and Effectiveness

- Mature funding model that is aligned to ubiquitous services † (SHH)
- IT/University mission alignment and spend management † (SHH)
- Risks are managed (security, privacy, financial, personnel, etc.) † (DB)
- Mature service management processes † (JL)
- Efficient network operations, data centers, server rooms † (JL)
- Enhanced network management (assets refreshed based on risk) † (JL)
- Effective BI Center of Excellence *† (KP)
- Business processes reengineered † (PM)

5A Governance and Partnerships

- Create new model for campus IT governance † (SHH)
- Improve structure, processes, agendas, stakeholder involvement † (SS)
- Address and resolve major political, financial issues *† (SHH)
- Strengthen risk management † (SHH)
- Increase IT/Mission Alignment (SHH)
- Standardize application architecture† (KP)
- Standardize infrastructure architecture *† (JL)
- Reduce campus vulnerabilities † (DB)

5B Enterprise Applications

- Standardize tools, processes and implement SDLC (KP)
- Rationalize application portfolios *† (KP)
- Develop holistic strategy for web * † (KP)
- Enable seamless student experience *† (KP)
- Develop ERP architecture (KP)
- Create BI Center of Excellence, Community of Practice (KP)
- Research, Develop ERP Architecture (KP)

5C Funding Finance

- Mature the funding model to align to ubiquitous services *† (LK)
- Implement IT asset management *† (LK)
- Enhance IT spend management † (LK)
- Build business cases/total cost of ownership on all projects (LK)
- Refresh network based on risk *† (JL)

5D Teach/Learn Technology

- Enable seamless student experience *† (KP)
- Develop teaching and learning analytics (KP)
- Enhance our response to work and project requests (JT)
- Improve classroom technology installation processes (JT)
- Roll out Fusion server to compatible classrooms (JT)
- Establish metrics to make data-driven decisions. (JT)

5E Research Computing

- Develop and roll out service catalogue * † (TC)
- Innovate compute, network and storage technologies (TC)
- Refresh and harden the protected environment (TC)
- Align and collaborate with other IT units on campus (TC)

5F Service Management

- Implement ITSM Phase 1 (Incident, Problem, Change management * † (JL)
- Implement ITSM Phase 2 (Service Catalog) *† (KP)
- Create written SLAs and MOUs * † (JL)
- Design UIT Core service SLAs*† * † (JL)
- Develop ubiquitous service strategy *† (JL)
- Create a customer engagement strategy *† (PM)

5G Enterprise Architecture

- Organize architecture governance group † (JL)
- Standardize application and data architecture † (KP)
- Standardize infrastructure, data, network architecture † (JL)
- Manage data quality † (JL)

5H Infrastructure

- Consolidate network operations† (JL)
- Consolidate data centers and server rooms † (JL)
- Develop Unified Communications strategy* (JL)
- Develop campus wireless strategy* (JL)
- Hire network architect (JL)
- Integrate hosting & cloud (ex. Google/O365) (JL)
- Upgrade backbone (JL)
- Implement 7x24 monitoring/metrics (JL)
- Replace legacy phone system with VOIP solution (JL)

5I Project, Process, Product Mgt

- Develop, implement processes and capacities for product management (KP)
- Manage programs, portfolios, projects (JB)
- Identify process improvements (PM)
- Create IT Transformation Program † (JB)

5J Security, Privacy

- Enhance Identity and Access Management (DB)
- Strengthen risk management † (DB)
- Reduce campus vulnerabilities † (DB)
- Assure compliance with regulatory and contractual obligations

5K Develop Talent

- Develop new IT organizational model and career paths † (KP)
- Build unified IT training program † (KP)
- Improve physical space and geographic presence (SHH)
- Implement UUPM for employee evaluations (KP)
- Create professional development plans for each employee (ALL)
- Improve IT Culture † (SHH)

*Recommended by Deloitte to "Strengthen-the-Core"; † Recommended by Deloitte to "Align" UIT and Local IT to University Strategic Goals and Priorities

Functional Units IT Project Portfolios 2016-17*

A Integrated Student IT Projects	**B** Faculty IT Projects	**C** Business & Financial Services	**D** Auxiliary Services	**E** Human Resources	**F** Hospital and Clinics
• Curriculum administration • Section, room, class scheduling • Student records system • Student scheduling assistance app • Registration and payment apps • Admissions workflow automation and document management • Develop campus mobile solutions	• FAR • MBM • Self-serve portal	• Procure-to-Pay campus rollout • Campus-wide paperless purchasing • Help desk	• Tickets • CRM	• Self-serve portal • Benefits administration • Timekeeping/KRONOS • Help Desk	• New Hospitals and Clinics • Timekeeping/KRONOS

G Colleges and Departments	**H** Facilities	**I** Advancement, Alumni, Athletics	**J** Marketing & Communication	**K** University IT (UIT)	**L** Continuing Education & Community Engagement
• CRM • HR • Admissions • Marketing • IT • Classroom technology initiatives	• GIS • Disaster Recovery • Capital Project and Planning System (Oracle Unifier)	• Ticketing • CRM • Donor management	• Branding and campaigns • Student recruitment	• Governance • Software Development Life Cycle • BI Center of Excellence • Funding Model • Integrated student project portfolio • Advance research computing • Ubiquitous service strategy • Standardize application and data architecture • Standardize network architecture • Risk-based hardware refresh cycle • Product Management • Project Management Office • Identity and access management • Reduce campus vulnerabilities • Develop Talent	• Process and workflow improvements for continuing education programs

*This list is a draft rollup of functional IT projects managed by their corresponding local governance groups. Please forward project lists to stephen.hess@utah.edu to improve accuracy.