

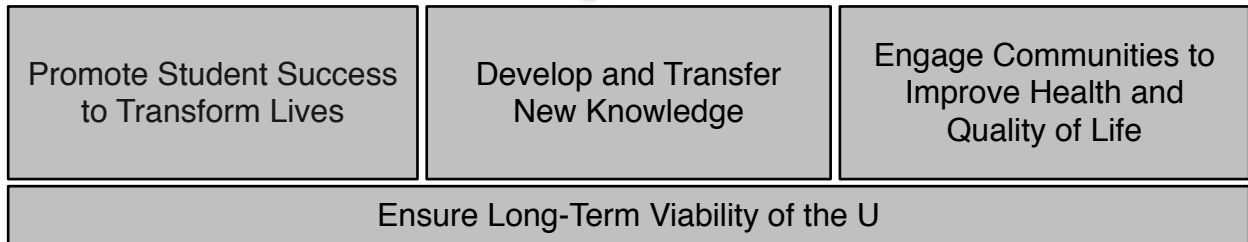
# UIT Strategic Goals FY2018

## 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  
U Service Providers



### 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

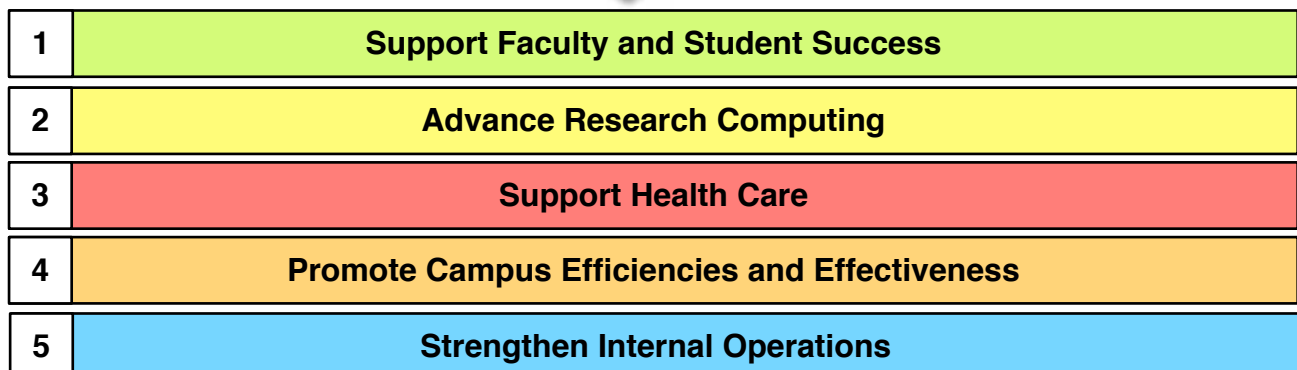
A trusted partner and leader transforming information technology services and solutions.

### 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**



# UIT strategic goals and initiatives 2017-18

## Ongoing efforts

### 1. Support faculty and student success

- ✓ Mature the funding model to cover edge, facilities costs \*† (LK)
- ✓ Complete IST projects enabling seamless student experience \*† (KP)
- ✓ Enable student experience auto-provision and deprovision
- ✓ Improve ability to manage and monitor classrooms and provide faculty with familiar tech environment in every classroom (JT)

- ✓ Align IT/University mission † (SHH)
- ✓ Support seamless student experience \*† (KP)
- ✓ Guide web decisions based on holistic strategy \*† (KP)
- ✓ Adopt mobile strategy to guide decisions (KP)
- ✓ Successfully implement IT projects from integrated student team's project portfolio: (KP) (Current list of projects found on Page 3)

### 2. Advance research computing

- ✓ Fund innovative cyber-infrastructure capabilities for campus (TC)
- ✓ Refresh and harden the protected environment (TC)
- ✓ Automate deployment and monitoring of research computing resources (TC)
- ✓ Align CHPC to and collaborate with other IT units on campus (TC)

- ✓ Deploy innovative, advanced and secure networking technologies † (TC)
- ✓ Offer secure and private access to servers and storage (RA)
- ✓ Explore, test and deploy novel and emerging technology (TC)
- ✓ Offer innovative, cost effective and capable computation and storage for diverse stakeholders † (TC)
- ✓ Inform researchers and stakeholders of services (TC)
- ✓ Open-source commodity (TC)
- ✓ Increase grant funding (TC)

### 3. Support health care

- ✓ Consolidate data centers and server rooms † (JL)
- ✓ Test medical devices for security risk (RA)
- ✓ Implement RFID asset tracking (JL)
- ✓ Replace single sign-on and UTap systems (JL)

- ✓ Standardize network architecture † (JL)
- ✓ Reduce campus vulnerabilities (security, financial, HR) † (RA)
- ✓ Run effective Identity & Access Management † (RA)
- ✓ Mature service management processes, catalog, SLAs, etc. \*† (JL)
- ✓ Refresh equipment to reduce risk (JL)

### 4. Promote campus efficiencies and effectiveness

- ✓ Mature funding model that is aligned to ubiquitous services † (SHH)
- ✓ Consolidate data centers and server rooms † (JL)
- ✓ Develop common framework, community of practice for change management (PM)
- ✓ Replace legacy phone system (JL)
- ✓ Offer data center automation (JL)
- ✓ Increase use of delivered functionality in enterprise applications (KP)
- ✓ Consolidate network operations† (JL)
- ✓ Identify total IT spend (LK)
- ✓ Release API integrations to enterprise applications (KP)

- ✓ Align IT/University mission and spend management † (SHH)
- ✓ Manage risk (security, privacy, financial, personnel, etc.) † (RA)
- ✓ Mature service management processes † (JL)
- ✓ Run efficient network operations, data centers, server rooms † (JL)
- ✓ Enhance network management † (JL)
- ✓ Effectively support BI Center of Excellence \*† (KP)
- ✓ Reengineer business processes † (PM)

### 5. Strengthen the core

#### Governance/partnerships

- ✓ Seek legislative funding for edge network (SHH)
- ✓ Increase governance attendance

#### Enterprise applications

- ✓ Roll out responsive framework in PeopleSoft (KP)
- ✓ Begin to align org with future of industry (KP)

#### Finance/funding

- ✓ Implement IT asset management \*† (LK)
- ✓ Balance long-term budget (LK)

#### Project/process/product management

- ✓ Strengthen product managers' position (KP)
- ✓ Mature product management (JL)
- ✓ Complete donor mgmt. process work (PM)

#### Teaching and Learning Technologies

- ✓ Enhance response to work and project requests (JT)
- ✓ Establish metrics to make data-driven decisions (JT)

#### Service management

- ✓ Design UIT Core service SLAs\*† (JL)
- ✓ Create a customer engagement strategy \*† (KP)
- ✓ Implement ServiceNow Phase 3 (JL)
- ✓ Consolidate/mature service monitoring (JL)
- ✓ Mature SLA discipline and metrics monitoring (JL)

#### Infrastructure

- ✓ Integrate hosting & cloud (ex. Google/O365) (JL)
- ✓ Implement hybrid cloud (JL)
- ✓ Develop operations runbooks (JL)
- ✓ Harden network node (JL)
- ✓ Implement ACI in data center
- ✓ Create backups for UIT and campus units (JL)

#### Security

- ✓ Deploy Sailpoint IIQ Phase 1 and 2 (RA)
- ✓ Create vulnerability mgmt. program † (RA)

- ✓ Address and resolve major political, financial issues \*† (SHH)
- ✓ Create written SLAs and MOUs \*† (JL)
- ✓ Standardize application and data architecture † (KP)
- ✓ Standardize infrastructure and network architecture † (JL)
- ✓ Manage data quality † (JL)
- ✓ Rationalize application portfolios \*† (KP) (fit gap in progress)
- ✓ Research/develop ERP Architecture (KP)
- ✓ Build business cases/total cost of ownership on all projects (LK)
- ✓ Refresh network based on risk \*† (JL)
- ✓ Manage programs, portfolios, projects (JB)
- ✓ Redesign processes (JL/PM)
- ✓ Strengthen risk management (RA)
- ✓ Improve IT Culture † (SHH)

# Functional Units IT Project Portfolios\*

Integrated Student IT projects			Faculty IT projects	Business & Financial Services	Human Resources	Hospital and Clinics
<input type="checkbox"/> Admission Application annual updates <input type="checkbox"/> Admissions workflow automation and document management <input type="checkbox"/> API Framework <input type="checkbox"/> Campus Solutions 9.2 Upgrade <input type="checkbox"/> Change of Major Implementation <input type="checkbox"/> CIS Portal Upgrade <input type="checkbox"/> Civitas Illume, Aspire, and ConexEd Implementation <input type="checkbox"/> Curriculum administration <input type="checkbox"/> Develop campus mobile solutions	<input type="checkbox"/> Financial Aid Annual Updates <input type="checkbox"/> Graduate School Blanket Petition <input type="checkbox"/> Implement Automated Testing <input type="checkbox"/> Leapfrog Class implementation <input type="checkbox"/> OnBase Implementation for Financial Aid <input type="checkbox"/> Registration and payment apps <input type="checkbox"/> Responsive Design – Fluid <input type="checkbox"/> Section, room, class scheduling <input type="checkbox"/> Shorelight Implementation <input type="checkbox"/> Short Term Loan Re-Write	<input type="checkbox"/> Student records system <input type="checkbox"/> Student scheduling assistance app <input type="checkbox"/> Trio Student Access Implementation <input type="checkbox"/> Tuition Bill Re-write <input type="checkbox"/> u.Achieve 4.4.1 Upgrade <input type="checkbox"/> USHE Concurrent Enrollment Integration <input type="checkbox"/> USHE uTrex Integration <input type="checkbox"/> Verba Connect Integration <input type="checkbox"/> Web Application Security Review <input type="checkbox"/> Yardi Integration	<input type="checkbox"/> FAR <input type="checkbox"/> MBM <input type="checkbox"/> Self-serve portal	<input type="checkbox"/> 8.55 Tools upgrade <input type="checkbox"/> 9.2 PeopleSoft upgrade <input type="checkbox"/> Campus-wide paperless purchasing <input type="checkbox"/> EAwards <input type="checkbox"/> EPR-Payment Types <input type="checkbox"/> EProposal <input type="checkbox"/> Help desk <input type="checkbox"/> One-fee bill <input type="checkbox"/> Procure-to-Pay campus rollout	<input type="checkbox"/> Self-serve portal <input type="checkbox"/> Benefits administration <input type="checkbox"/> Timekeeping/KRONOS <input type="checkbox"/> Help Desk <input type="checkbox"/> EPAF <input type="checkbox"/> Gideon Taylor <input type="checkbox"/> Update UUPM	<input type="checkbox"/> DW <input type="checkbox"/> EPIC <input type="checkbox"/> New Hospitals and Clinics <input type="checkbox"/> Shared infrastructure <input type="checkbox"/> Timekeeping/KRONOS

Departments	Facilities	Advancement, Alumni, Athletics	Auxiliary Services	Marketing & Communication	University IT (UIT)	Continuing Education & Community Engagement
<input type="checkbox"/> Admissions <input type="checkbox"/> Classroom technology initiatives <input type="checkbox"/> CRM <input type="checkbox"/> HR <input type="checkbox"/> IT <input type="checkbox"/> Marketing	<input type="checkbox"/> Capital Project and Planning System (Oracle Unifier) <input type="checkbox"/> Disaster Recovery <input type="checkbox"/> GIS <input type="checkbox"/> Security cameras	<input type="checkbox"/> CRM <input type="checkbox"/> Donor management <input type="checkbox"/> Ticketing	<input type="checkbox"/> CRM <input type="checkbox"/> Tickets	<input type="checkbox"/> Branding and campaigns <input type="checkbox"/> Student recruitment <input type="checkbox"/> Unified Web	<input type="checkbox"/> BI Center of Excellence <input type="checkbox"/> Centrally managed network <input type="checkbox"/> Develop Talent <input type="checkbox"/> Governance <input type="checkbox"/> Hybrid cloud <input type="checkbox"/> Identity and access management <input type="checkbox"/> Product Management <input type="checkbox"/> Project Management Office <input type="checkbox"/> Reduce campus vulnerabilities <input type="checkbox"/> Software Development Life Cycle <input type="checkbox"/> Standardize application and data architecture <input type="checkbox"/> Standardize network architecture <input type="checkbox"/> Student program <input type="checkbox"/> Ubiquitous service management strategy <input type="checkbox"/> Unified communications	<input type="checkbox"/> Open enrollment <input type="checkbox"/> 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](mailto:stephen.hess@utah.edu) to improve accuracy.

## UIT major accomplishments in the past fiscal year

Here is a look at a fraction of UIT's major accomplishments for the past fiscal year:

Promote student success to transform lives					Promote student success to transform lives				
Develop and transfer new knowledge					Develop and transfer new knowledge				
Improve health and quality of life					Improve health and quality of life				
Ensure long-term viability of the University					Ensure long-term viability of the University				
UNIVERSITY INFORMATION TECHNOLOGY									
✓	✓	✓	✓	Moved every building on campus to the new campus network backbone	✓			✓	Implemented campus Network Connection Agreement to ensure common standards
✓			✓	Implemented common service management platform for UIT/ITS, with service catalog	✓		✓	✓	Provided infrastructure support for construction projects across campus
				Integrated UIT and ITS infrastructure teams to improve service and gain efficiencies				✓	Integrated various campus department IT staff into UIT via embedded model
✓				Installed 2,000 Wi-Fi access points across campus, including 760 in student housing	✓			✓	Employed more than 100 student workers, making up ~25% of total UIT headcount
			✓	Completed more than 4,000 telephone moves for the hospital ACC project				✓	Retired legacy Coral phone system, reducing maintained phone platforms by 20 percent
✓				Renewed campuswide Adobe Enterprise Agreement for a three-year term				✓	Completed or made significant progress on 18 of 28 Deloitte study recommendations
✓				Significantly grew student program, which provides career and education opportunities				✓	Moved nearly 900 IT staff to 102 Tower with no impact on campus IT services
✓				Working with others on ubiquitous services funding model for mission critical IT				✓	Identified network funding shortfall that led to increase in the CCCC over next 3 years
✓				Reviewed and revised costing of services for data center, VoIP phones, and storage	✓	✓		✓	Established standardized data warehouse for 10+ functional areas’ analytics needs
✓				Implemented software solutions to ensure U’s compliance with federal and state laws	✓			✓	Retired Noli document management system and implemented scalable enterprise system
				Partnered with vendor on enterprise Procure to Pay solution to cut purchasing costs	✓			✓	Helped Enrollment Mgmt. and Advising to overhaul enrollment and retention programs
✓				Enhanced monitoring of applications and infrastructure to reduce downtime and risk		✓		✓	Increased research computing usage, with 50% more core hours provided
✓	✓			Increased CHPC visibility in national campus research computing networks		✓			Broadened research computing training to allow researchers to accomplish more
✓				Facilitated campus task force to assess Web properties; spun up Web governance group	✓			✓	Worked on business processes for IST’s top priorities (advising, curriculum mgmt., etc.)
	✓			Completed process and business analysis for campus-wide utility metering effort	✓				Consulted CECE on strategic planning and processes for marketing, programs, IT
				Added two-factor authentication on high-risk systems to improve data security				✓	Expanded Security Operations Center to 24/7 to improve response time and service
				Deployed Tanium security agent to better protect university data against malware				✓	Upgraded QRadar software to improve automated responses to security threats
✓				Refreshed 32 general-use classroom audiovisual technology deployments	✓				Loaned students 4,500 pieces of audio- or video-related equipment for classwork
				Added change management and service catalog to service management capabilities				✓	Hired a Chief Information Security Officer to oversee campus risk and compliance
				Developed hybrid cloud web hosting and software-defined network for data center				✓	Moved Facilities and Athletics data center operations to Downtown Data Center
✓				Redesigned Campus Information System (CIS) portal for upcoming release				✓	Reduced PeopleSoft customizations, cutting resources spent on maintenance
				Continued to lead out on usage of UShop Procure 2 Pay for procurement	✓			✓	Supported IST direction and BI Center of Excellence with programming and analytics