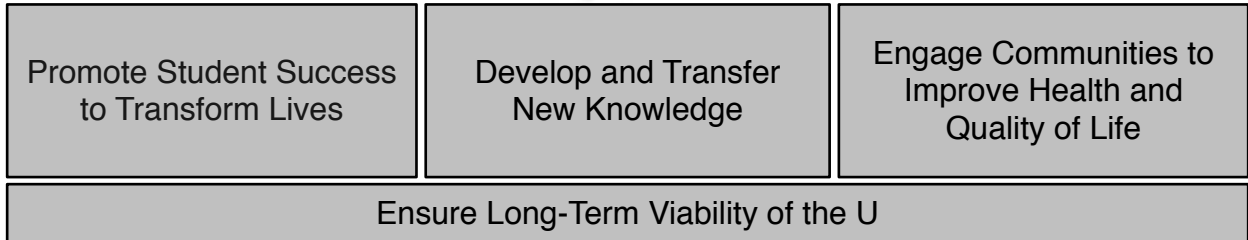# UIT Strategic Goals FY2019

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 Sept. 2018

UIT strategic goals and initiatives 2018-19

1. Support faculty and student success

- Complete IST projects enabling seamless student experience *† (KP)
- Develop Software Anywhere strategy and implementation plan (KP)
- Unify student analytics (SHH)
- Develop enterprise CRM strategy (SHH)
- Support personalized student experience (SHH)
- Facilitate process work for student technology implementations (PM)
- Prepare for changes to the instructional and business models of higher education (SHH)
- 360 decision support (SHH)
- Implement holistic web strategy *† (KP)

2. Advance research computing

- Embrace the rapidly changing cyber-infrastructure landscape and explore and deploy innovative leading practices in research computing and data (TC)
- Automate the deployment, monitoring, and operation of research computing and data resources (TC)
- Work with peers in the state, region, and nation to understand, define, and implement leading practices in research computing and data (TC)
- Align CHPC services to collaborate with researchers and other centers, institutes, IT units, and cores on campus (TC)

3. Support health care

- Consolidate data centers and server rooms † (IL)
- Inventory and risk assessment of medical devices (RA)
- Enterprise printing initiative (IL)
- Implement RTLS LCM asset tracking (IL)
- Deploy SailPoint IIQ for Epic (RA)
- Expand wireless capacity for mobile clinical workforce (IL)
- Improve cell coverage (IL)
- Replace single sign-on and UTap systems (IL)
- Technically prepare ACC, Sugarhouse clinic, and rehab hospital (IL)
- Disaster recovery (IL)

4. Promote campus efficiencies and effectiveness

- Mature funding model that is aligned to ubiquitous services † (SHH)
- Consolidate common IT (IL)
- Develop common framework, community of practice for organizational change management (PM)
- Ensure security, privacy, and access (RA)
- Provide meaningful and transparent metrics (IL)
- Lead donor mgmt. organizational changes (PM)
- Develop enterprise software policy (KP)
- Seek legislative funding for edge network & security (SHH)
- Increase use of delivered functionality in enterprise applications (KP)
- Ensure effective governance to select and implement enterprise applications, standards, security, and infrastructure (SHH)
- Present governance outcomes to ELT for their support (SHH)
- Develop process for integrated IT and University strategic planning (SHH)
- Provide project mgmt. services for campus (KP)
- Compare total IT spend year-to-year (LK)
- Provide IT support to create standards for investments and invest accordingly (LK)
- Investigate mergers, acquisitions, and public/private partnerships (SHH)
- Provide analytics to communicate the value of higher education (IL)
- Build a comprehensive IT risk management and enforcement approach *† (SHH)
- ULink rollout (IL)

5. Strengthen the core

Enterprise applications
- Develop prototyping strategy (KP)
- Rollout of API and buildout of API team (KP)
- Create USS consulting practice for enterprise applications across campus (KP)

Finance/funding
- Implement IT asset management and refresh schedule *† (LK/IL)
- Balance long-term budget (LK)
- Design mechanisms to manage UIT allocations (LK)

Project/process/product management
- Mature product management services (IL/KP)

Teaching and Learning Technologies
- Develop program and project portfolio mgmt. strategy (JB/KP)
- Implement common support structure for TLT helpdesk (JT)
- Establish the classroom AV Community of Practice (JT)
- Facilitate Learning Spaces deliberations (JT)

Infrastructure
- Develop operations runbooks (IL)
- Harden network node (IL)
- Create backups for UIT & campus units (IL)

Security
- Create vulnerability mgmt. program † (RA)
- Implement a new security stack (RA)

Service management
- Mature service management and delivery processes, leveraging a common platform *† (IL/KP)
- Create a customer engagement strategy *† (KP)
- Implement ServiceNow Phase 3 (IL)

Ongoing efforts

Support faculty and student success
- Guide web decisions based on holistic strategy *† (KP)
- Execute mobile strategy to guide decisions (KP)
- Monitor classrooms and provide faculty with standard tech environment (JT)

Advance research computing
- 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)

Support health care
- Standardize network architecture † (IL)
- Reduce campus vulnerabilities (security, financial, HR) † (RA)
- Run effective Identity & Access Management † (RA)
- Mature service mgmt. processes, catalog, SLAs, etc. *† (IL)
- Refresh equipment to reduce risk (IL)

Promote campus efficiencies and effectiveness
- Align IT/University mission and spend management † (SHH)
- Manage risk (security, privacy, financial, personnel, etc.) † (RA)
- Mature service management processes † (IL/KP)
- Consolidate network operations† (IL)
- Offer data center automation (IL)
- Verify cloud compliance (RA)
- Run efficient network operations, data centers, server rooms † (IL)
- Enhance network mgmt. † (IL)
- Effectively support BI Center of Excellence *† (KP)
- Reengineer business processes † (PM)
- Release API integrations to enterprise applications (KP)
- Execute wireless and unified communications strategy (IL)

Strengthen the core
- Address and resolve major political, financial issues *† (SHH)
- Standardize application and data architecture † (KP)
- Standardize infrastructure and network architecture † (IL)
- Manage data quality † (IL/KP)
- Mature hybrid cloud * (IL)
- Mature SDN *† (IL)
- Rationalize application portfolios *† (KP)
- Research/develop ERP Architecture (KP)
- Build business cases/TCO on all projects (LK)
- Manage programs, portfolios, projects (JB)
- Improve IT Culture † (SHH)
- Consolidate/mature service monitoring (IL)
- Mature SLA discipline and monitor metrics (IL)
- Measure governance effectiveness (SHH)

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

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