

UIT Strategic Goals FY2020

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	Ensure Long-Term Viability of the U	Develop and Transfer New Knowledge
Engage Communities to Improve Health and Quality of Life		

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

UIT STRATEGIC GOALS AND INITIATIVES 2019-20

ONGOING EFFORTS

1. Support student and faculty 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)

- ✓ 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)

2. Advance research computing

- ✓ Embrace the rapidly changing cyber-infrastructure landscape and explore and deploy innovative compute and data capabilities for campus (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)

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

3. Support health care

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

- ✓ Standardize network architecture † (JL)
- ✓ Reduce campus vulnerabilities (security, financial, HR) † (CR)
- ✓ Run effective Identity & Access Management † (CR)
- ✓ Mature service mgmt. 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 common IT (JL)
- ✓ Ensure security, privacy, and access (CR)
- ✓ Provide meaningful and transparent metrics (JL)
- ☑ Develop common framework, community of practice for organizational change management (PM)
- ☑ Lead donor management organizational changes (PM)
- ☑ Develop enterprise software policy (KP)
- ☑ Seek legislative funding for edge network and security (SHH)
- ✓ Increase use of delivered functionality in enterprise applications (KP)
- ✓ Develop process for integrated IT and University strategic planning (SHH)
- ✓ Provide project management services for campus
- ☑ Ensure effective governance to select and implement enterprise applications, standards, security, and infrastructure (SHH)
- ✓ Compare total IT spend year-to-year (LK)
- ☑ Present governance outcomes to ELT for their support (SHH)
- ✓ 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 (SHH)
- ✓ Build a comprehensive IT risk management and enforcement approach *† (SHH)
- ☑ ULink rollout (JL)

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

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/JL)
- ✓ Balance long-term budget (LK)
- ✓ Design mechanisms to manage UIT allocations (LK)

Project/process/product management

- ✓ Mature product management services (JL/KP)
- ✓ Develop program and project portfolio management strategy (JB/KP)

Teaching and Learning Technologies

- ✓ Establish the classroom AV Community of Practice (JT)
- ✓ Facilitate Learning Spaces deliberations (JT)
- ☑ Implement common support structure for TLT help desk (JT)

Service Management

- ✓ Implement ServiceNow Phase 3 (JL)
- ☑ Mature service management and delivery processes, leveraging a common platform *† (JT)
- ☑ Create a customer engagement strategy *† (KP)

Infrastructure

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

Security

- ✓ Create vulnerability mgmt. program † (CR)
- ✓ Implement a new security stack (CR)

- ✓ Address and resolve major political, financial issues *†
- ✓ Standardize application and data architecture † (KP)
- ✓ Standardize infrastructure and network architecture † (JL)
- ✓ Manage data quality † (JL/KP)
- ✓ Mature hybrid cloud * (JL)
- ✓ Mature SDN *† (JL)
- ✓ Measure governance effectiveness (SHH)
- ✓ 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 (JL)
- ✓ Mature SLA discipline and monitor metrics (JL)