

UIT Strategic Goals FY2021

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 U 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 VALUES

- We seek effective solutions that meet the needs of the university community and can save time and money, innovate, and improve processes.
- We solve problems through a consensus-driven, 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 U's IT community.
- We value open, honest communication, and we listen.
- We are fast followers in exploiting leading-edge technologies.

UIT VISION

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

IT STRATEGIC GOALS

1	Student Success - Support Student and Faculty Success
2	Generate Knowledge - Advance Research Computing
3	Engage Communities - Support Health Care
4	Ensure Vitality - Promote Campus Efficiencies and Effectiveness
5	Strengthen the Core

UIT STRATEGIC GOALS AND INITIATIVES 2020-21

ONGOING EFFORTS

1. Student success - support student and faculty success

- Incorporate a unified online student roadmap for admissions, registration, and timely degree completion in mobile apps, chat bots, and CRM*
- Unify student analytics
- Implement the U single registration system for Online and Continuing Education*
- Facilitate process work for student IT implementations for financial aid*
- Enable credentialing and certificate options as per U plans
- Implement optional standardized testing data options

2. Generate knowledge - advance research computing

- Embrace the rapidly changing cyber-infrastructure landscape, and explore and deploy innovative compute and data capabilities for campus
- Utilize open-source commodities where appropriate
- Work with peers in the state, region, and nation to understand, define, and implement leading practices in research computing and data
- Align Center for High Performance Computing (CHPC) services to collaborate with researchers and other centers, institutes, IT units, and cores on campus
- Strengthen and increase infrastructure supporting growing CHPC services

3. Engage communities - support health care

- Complete enterprise printing initiative
- Improve cell coverage and investigate 5G
- Develop experience management solutions (CRM) to coordinate, track, and measure community engagement, planned giving, and experience for the university*

4. Ensure vitality - promote IT efficiencies and effectiveness

- Consolidate data centers and server rooms
- Consolidate network operations
- Standardize infrastructure and network architecture
- Enhance network management
- Refresh network, storage, and server equipment to reduce risk according to the lifecycle refresh plan
- Implement the recommendations of the Campus IT and Risk Mitigation Committee
- Design and implement IT professionals reporting structure*
- Move private data to the Downtown Data Center*
- Consolidate U active directories
- Increase use of delivered functionality in enterprise applications
- Start work on the GL, Chart of Accounts Project*
- Continue eliminating PeopleSoft customizations
- Centrally fund ubiquitous IT services
- Develop a U-wide data management and analytics strategy
- Define and execute the Oracle Java retirement strategy
- Complete annual strategic plan*
- Implement equity, diversity, and inclusion plans*
- Complete employee performance evaluations*
- Address and resolve major political and financial issues in relationship to IT risk mitigation committee proposal
- Develop post COVID-19 plans for returning to the work site*

5. Strengthen the core

Enterprise applications

- Research and refine ERP architecture

Finance/funding

- Implement IT asset management and budget to fund network, storage, and server upgrade and replacement following the technology roadmap
- Prepare upcoming budget*
- Finish CARES Act funding process*
- Financial audit follow-up*

Service management

- Implement ServiceNow Phase 3
- Consolidate/mature service monitoring
- Develop ubiquitous service strategy
- Reboot of ServiceNow*

Process management

- Redesign processes
- Develop a charter, roadmap, and priorities for the process group*

Infrastructure

- Execute the plan for the Williams Building Network Node*
- Implement ACL protocol in the data center
- Implement a default deny network access
- Address and resolve major political and financial issues for mobile solutions (5G)
- Integrate hosting and cloud (e.g., Google and O365)

IT Security

- Deploy and utilize DLP*

- Institute and execute CIS controls across the U*
- Disable IPv6 where no longer needed
- Create vulnerability management program
- Update point of contact database
- Deploy network NAC solution*
- Implement procedures for hardware and software security review
- Write policy to identify data stewards and requirement to approve data storage location
- Implement authentication for guest network sign-on (CR)

- ✓ Guide web decisions based on the holistic strategy developed by the Enterprise Web Advisory Council
- ✓ Support personalized student experience

- ✓ Enable student experience auto-provision and deprovision

- ✓ Deploy innovative, advanced and secure networking technologies
- ✓ Offer secure and private access to servers and storage
- ✓ Offer innovative, cost-effective, and capable computation and storage for diverse stakeholders
- ✓ Inform researchers and stakeholders of services

- ✓ Explore, test, and deploy novel and emerging technology
- ✓ Increase grant funding
- ✓ Automate the deployment, monitoring, and operation of research computing and data resources

- ✓ Test medical devices for security risk
- ✓ Make meaningful and timely statistics available to the

Legislature that demonstrate the value proposition of the U of U to the students and the state

- ✓ Strategically align IT/university mission and spend management
- ✓ Improve IT culture as outlined in the strategic plan
- ✓ Manage risk (security, privacy, financial, personnel, etc.)
- ✓ Mature service management processes
- ✓ Reduce university IT vulnerabilities (security, financial, HR)
- ✓ Provisioning, deprovisioning access

- management
- ✓ Support central data analytics office
- ✓ Reengineer UIT and key U org business processes
- ✓ Ensure security, privacy, and access
- ✓ Provide IT project management services to the U

- ✓ Mature hybrid cloud
- ✓ Develop operation runbooks
- ✓ Analyze the cost structures and income of all IT services
- ✓ Rationalize application portfolios
- ✓ Balance long-term budget
- ✓ Document and analyze business cases/TCO on all key IT projects
- ✓ Manage programs, portfolios, projects

- ✓ Strengthen risk management
- ✓ Mature SLA discipline and monitor metrics
- ✓ Mature product management services