

UNIVERSITY OF UTAH IT STRATEGY FY24-27

University IT Vision:

Working together to create and provide innovative and efficient technology services and operations.

University IT Mission:

- To support the U mission and strategic goals
- To provide timely, secure, reliable information and technology services
- To extend access to U resources regardless of time, place, device
- To be wise stewards of IT resources and spending

University Strategic Goals

Student Success

New Discovery

Statewide Services

Ensure the Long-Term Viability of the University Through IT Services

Current State of IT (FY24)

1. IT issues are consistently vetted; however, decisions, standards, security, policies, and plans are not always followed by campus departments.
2. Home-grown registration system outdated and difficult to maintain. Reliant on nonintegrated cloud platforms for student and faculty project management support.
3. No centralized budget or funding for college and department IT issues. Limited collaboration in budgeting and funding processes for university IT. Many different sources of funding for IT. No current mechanism to monitor college and department IT spend.
4. The university has extremely high cybersecurity risks that must be addressed in colleges and departments immediately, including:
 - Rising costs and ineligibility to qualify for cyber insurance at reasonable rates
 - CMMC/FISMA/CMS compliance and loss of contracts
 - Extremely high risk for ransomware and other incidents
 - Misplaced local assessment and acceptance of security risks that affect the enterprise
5. Duplication of common commodity services has been reduced, but some colleges and departments still need to be consolidated. Consolidated IT services now have plans for refreshing aging assets. Some data centers and server rooms still exist across the U that need to be consolidated or moved to the cloud. IT disaster recovery processes are improving but still immature and don't include local data.
6. Plans are in place to reduce redundant and unsupported applications; web content management, analytics, and software development platforms exist. Most U orgs must now have applications or platform purchases reviewed by UIT. Business intelligence/analytics are being coordinated through governance to develop a common data dictionary, or single source of truth for development, student, and finance.

Top IT Goals and Objectives

- 1. Governance:** Maintain and enhance structure and processes to make informed decisions for the common good of the university and to vet and adopt a technical strategy that is affordable, secure, sustainable, aligned with U goals, and supported and enforced by senior administration.
- 2. Digital learning technologies:** Provide the technology instrumental in facilitating community both in and outside of class. Provide learning experiences accessible to students whenever and wherever they need them. Strive to provide the best service possible to support faculty in their teaching efforts.
- 3. Finance:** Transition to an IT funding model that allows for greater coordination of IT activity, management of IT spend, and return on the IT investments across the U. Develop a unified approach to managing IT spend that facilitates shared purchasing and IT spend tracking, and supports vendor management. Fund and implement CIS safeguards in colleges and departments.
- 4. IT security:** Implement our holistic, agile approach to information security and privacy that follows approved policies to secure university IT and reduce institutional exposure to threats. Reduce risks across campus to meet industry standards. Return authority for determining acceptable levels of risk to the University Cabinet.
- 5. Infrastructure:** Maintain and enhance centrally provided services, IT architecture, standards, and performance expectations. Continue to consolidate network operations with an equipment replacement plan. Consolidate data centers and develop disaster recovery plans to protect data.
- 6. Enterprise applications and integrations:** Eliminate redundant and unsupported applications, shifting to a focused set of strategic products. Execute strategy for website services to reduce duplication and create a more holistic web presence. Execute strategy for the virtual enterprise office of data analytics for a single source of truth. Establish a policy and transparent process to align and evaluate future investments informed by business cases, data, and application standards. Manage applications from purchase to retirement. Improve institutional data and analytics.

Top Beliefs and Assumptions Underlying Success

1. Information technology is strategic to the mission and long-term sustainability of the U.
2. Fully vetted and approved enterprise IT initiatives will be adequately funded for implementation and ongoing maintenance.
3. IT governance groups (SITC, ANTC) and other IT thought leaders will collaborate to make enterprise IT decisions based on the common good of the U. Administrators, colleges, departments, and administrative units will support the process of evaluating and selecting institutional IT solutions and follow recommendations for the common good and to reduce risks.
4. Administrators, central IT, and local IT units will cooperate to provide efficient, secure and reliable access to quality information resources.

Future State of IT (FY24-27)

1. A model that allows the right people to make business, IT, cybersecurity risk, and financial decisions to set a clear and effective university IT strategic plan (approved by IT governance).
2. Modern Campus Destiny One, a nationally recognized noncredit registration system, deployed and supported for the U. Support and project management infrastructure moved to the centralized offering (ServiceNow).
3. Collaborative, benchmarked, transparent budget and funding processes that support the U's IT purchases and services for greater innovation, efficiency and growth.
4. Cybersecurity risks reduced across campus to meet industry standards; colleges and departments have implemented CIS safeguards. Cabinet determines acceptable level of risk. Simplified cybersecurity policies are communicated to faculty, staff, and students, with administrative mechanisms to enforce them.
5. Network is centrally managed, funded, and adheres to standards and IT security policies. Assets are refreshed according to formal network replacement plan. Disaster recovery processes are mature and comprehensive. Common services are well-defined and delivered efficiently and effectively in a uniform manner, with SLAs and MOUs that clearly identify expectations.
6. Minimal duplication and variation of applications and platforms facilitate a strategic set of IT products offered across the U, simplifying administrative support and enhancing IT security. Institutional data management strategy is implemented and approved. Sensitive data is identified and handled in a manner consistent with U policies. Everyone has access to the single source of truth.

| Top goals and objectives | Initiatives for FY24-27 |
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| <p>1. Governance: Maintain and enhance structure and processes to make informed decisions for the common good of the university and to vet and adopt a technical strategy that is affordable, secure, sustainable, aligned with U goals, and supported and enforced by the senior administration.</p> | <ul style="list-style-type: none"> • Refine alignment among central and local IT units with the U mission • Align central and local IT units with university IT plan, including improving cybersecurity, project management, process improvement, and organizational change management, and vetting of IT purchases and implementations aligned with goals • Align IT strategic planning with the budget process • Reinforce the roles of the campus CIO and UIT as catalyst, technologist, strategist, and IT operations leader • Create strategy to consistently build business cases, including total cost of ownership, on all IT key projects • Make data-driven decisions for the financial and common good of the U • Prepare the U for IT disruptions and enhancements in the instructional and business models of higher education • Define and implement equity, diversity, and inclusion plans |
| <p>2. Digital learning technologies: Provide the technology instrumental in facilitating community both in and outside of class. Provide learning experiences accessible to students whenever and wherever they need them. Strive to provide the best service possible to support student success and faculty in their teaching efforts.</p> | <ul style="list-style-type: none"> • Standardize common classroom and instructional technology services • Modernize student support systems and services • Promote effective teaching practices by providing professional development opportunities, pedagogical training, and resources for faculty members • Leverage digital technologies to ensure students have flexible and equitable pathways to student success • Investigate and explore innovative technology solutions to promote student and faculty success |
| <p>3. Finance: Transition to an IT funding model that allows for greater coordination of IT activity, management of IT spend, and return on the IT investments across the U. Develop a unified funding approach and reports to manage IT spend that facilitates shared purchasing and IT spend tracking, supports vendor management, and aligns with ongoing projects. Fund and implement CIS safeguards in colleges and departments.</p> | <ul style="list-style-type: none"> • Create and adopt a collaborative funding model and budget process that provides transparency and covers the total costs of IT services and applications (from inception to retirement of the product or service) • Set policy and procedures for coordinating IT spend across the U, along with timelines for implementations • Maintain and enhance mechanisms for managing local orgs' IT allocations and IT spend; reduce duplication; align with higher education benchmarks • Leverage Office of Software Licensing to ensure best prices and compliance; maintain and enhance software catalog to support seamless student experience • Follow best practices to evaluate, select, and integrate technologies • Develop a report to show plans for ongoing and carry-forward funding |
| <p>4. IT security: Implement our holistic, agile approach to information security and privacy process that follows approved policies to secure university IT and reduce institutional exposure to threats. Reduce risks across campus to meet industry standards. Return authority for determining acceptable levels of risk to the University Cabinet.</p> | <ul style="list-style-type: none"> • Increase U-wide IT risk management awareness and processes for enforcement • Measure progress toward industry standards (CIS) and desired security state, allowing for Cabinet to determine an acceptable level of risk • Continue to verify cloud security architecture before purchase and integration of hardware and software and cloud services • Continue to refine processes for detection and protection of assets and data • Require cybersecurity awareness training for administrators, staff, faculty, and students • Apply third-party IT security assessments of our enterprise security program; develop a three-year plan/budget • Continue progress toward compliance with the CIS-18 security controls and implementation of cybersecurity tools: NAC, default deny, PAM, DLP and Tanium • Implement CMMC Level 2 standards for federal funding (CHPC will follow guidelines for CMMC V 2.0, intermediate level) • Establish college and department IT security reporting responsibility and authority to the university senior administration through UIT to implement and maintain CIS-18 standards campus-wide |
| <p>5. Infrastructure: Maintain and enhance centrally provided services, architecture, standards, and performance expectations. Continue to consolidate network operations with an equipment replacement plan. Consolidate data centers and develop disaster recovery plans to protect data.</p> | <ul style="list-style-type: none"> • Standardize common infrastructure, network, classroom technology, and cloud architecture • Maintain and enhance a single IT service catalog and continue to transition services, supported by U leadership and policies • Implement IT asset management strategy and configuration management database • Follow the funded, multiyear roadmap to gradually refresh aging network assets and prioritize replacements to meet appropriate risk profile • Continue to transition college/department/org-owned network assets and email to UIT • Deploy policies to provide incentives to departments for consolidating data centers and server rooms into UIT and the cloud • Continue to review, refine, and execute the IT disaster recovery plan to include U data according to risk profile • Ensure the U can provide sufficient network bandwidth, storage, and computational resources • Continue to mature IT service management and delivery processes; leverage a common platform • Mature our cloud strategy for pricing, capacity, backups, flexibility, and cybersecurity |
| <p>6. Enterprise applications and integrations: Eliminate redundant and unsupported applications, shifting to a focused set of strategic products. Execute strategy for website services to reduce duplication and create a more holistic web presence. Execute strategy for the virtual enterprise office of data analytics for a single source of truth. Establish a policy and transparent process to align and evaluate future investments informed by business cases, data and application standards. Manage applications from purchase to retirement. Improve institutional data and analytics.</p> | <ul style="list-style-type: none"> • Continue to standardize application and data architecture (e.g., APIs) • Document and analyze UIT and college/department/org IT application portfolios for duplication of business use/functionality, as well as technical data, total cost of ownership, and business risks; develop action plan to reduce duplications, obtain U leadership support, and execute the plan • Create and follow best practices to evaluate, select, and integrate technologies with the help of IT product managers • Improve data quality management through standards, integration, protection, and governance to support analytics for student success, teaching and learning, HR, finance and business services, development office, and research • Implement and fund future state operating model for the enterprise office of data analytics; implement technical and services strategies (e.g., self-service portals, data definitions, data warehousing solutions, effective dashboards, and single source of truth) • Implement and fund future state operating model for U website services; implement technical and services strategies • Determine remote software needs and identify appropriate solutions to eliminate duplication • Implement an enterprise constituent relationship management (CRM) strategy for students • Support business process reengineering and organizational change management for projects implementing new technologies |