UIT Strategic Goals FY24-27

UNIVERSITY OF UTAH MISSION

The University of Utah pursues excellence in education, research, service and patient care. We've become a top 10 public university with unsurpassed societal impact by inspiring student success, innovating to create new discoveries, and serving every Utahn. This matrix summarizes the foundational pillars, strategic objectives, targets, initiatives, and metrics that maximize our impact.

UNIVERSITY OF UTAH

4 Big Goals

Student Success	New Discovery	Statewide Services
Ensure the Long-Term Viability of the University Through IT Services		

U Service Providers

Finance	Human Resources	Information Technology	Physical Infrastructures and 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 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 VISION

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

UIT VALUES

- We seek effective solutions that meet the needs of the university community, 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

IT STRATEGIC GOALS

1	Student Success
2	New Discovery
3	Statewide Services
4	Ensure the Long-Term Viability of the University Through IT Services

January 2024

UIT STRATEGIC GOALS AND INITIATIVES FY24-27

1. Student Success

- Unify student analytics (SHH)
- IT support for student housing (JL)
- Implement and support the EAB Navigate and Edify project (KP)
- Implement integration to the FAR (KP)
- Enhance the MobileU application
- Manage Salesforce CRM implementation (KP)
- Update FAFSA for student finance (KP)
- Deploy Modern Campus D1 rollout (JT)
- Renewal of general assignment classrooms as part of the classroom refresh (JT)
- Rollout Adobe Badges for skill accreditation (JT)
- Implement DARS Transfer Bridge (KP)

2. New Discovery

- Embrace the rapidly changing cyber-infrastructure landscape and explore and deploy innovative compute and data capabilities for campus (TC)
- Work with peers in the state, region, and nation to understand, define, and implement leading practices in research computing and data (TC)
- Align Center for High Performance Computing (CHPC) services to collaborate with researchers and other centers, institutes, IT units, and cores on campus (TC)
- Strengthen and sustain infrastructure supporting growing CHPC services
- Implement CMMC 2.0, FISMA Moderate, and NIST 800-171 Rev.2 compliance
- Develop and sustain leading practices for research data management and compliance (TC)
- Implement Cayuse (KP)

3. Statewide Services

- Support the Digital Transformation strategy (JL)
- Provide IT for new U of U Health construction projects (JL)

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

Governance

- Set and approve the strategic plan (SHH/AE)
- Develop a U-wide data management and analytics strategy (SHH)
- Implement equity, diversity, and inclusion plans (SHH)
- Complete employee performance evaluations* (SHH/ALL)
- Develop hybrid work plans for greater efficiency (SHH)
- Provide IT services for USHE (SHH)
- Evaluate existing space for efficient utilization (SHH)
- Continue to grow the EDI working group (SHH)

Digital learning technologies

- Facilitate Learning Spaces deliberations (JT)
- Establish the Herriman Campus Digital Learning Center (JT)
- Implement revitalization support efforts for the Faculty Center (JT)
- Complete adoption and expansion of the Digital Learning Technologies Service Catalog via the ServiceNow platform (JT)

Finance

- Centrally fund ubiquitous IT services (SHH)
- Implement IT asset management and budget to fund network, storage, and server upgrade and replacement following the technology roadmap (LK)
- Prepare upcoming budget* (LK/ALL)
- Follow up on financial audits (LK)
- Oversee proposals and manage ARPA and federal infrastructure funding (SHH/LK)

IT Security

- Enact a U-wide cybersecurity improvement plan (CR)
- Deploy a unified cybersecurity toolset across the U (CR)
- Measure progress toward the CIS cybersecurity standard (CR)
- Implement procedures to quantify third-party technical risk (CR)
- Improve university cybersecurity policies to clarify requirements (CR)
- Unify and standardize IAM processes to improve security and stability (CR)

Infrastructure

- Consolidate data centers and server rooms (JL)
- Consolidate network operations and implement replacement funding model (JL)
- Standardize infrastructure and network architecture (JL)
- Refine help desk procedures and improve responses (JL)
- Enhance network management (JL)
- Move private data to the Downtown Data Center (JL)
- Implement a default deny network access (JL)
- Improve cell coverage and develop a 5G strategy (JL)
- Establish and mature a Cloud Center of Excellence (JL)
- Establish and mature an Automation Center of Excellence, including support for Artificial Intelligence (JL)
- Consolidate/mature service monitoring (JL)
- Develop ubiquitous service strategy (JL)
- Update the point of contact database (JL)
- Deploy Network Access Control solution (JL)
- Expand and upgrade DDC cooling capacity (JL)
- Expand PeopleSoft backups at the Tonaquint Data Center (JL/KP)

Enterprise applications and integrations

- Implement Process Team goals to ensure 50% dedication to UIT initiatives (KP)
- Mature Salesforce implementation to coordinate, track, and measure community engagement, planned giving, and experience for the university (KP)
- Manage work on the PeopleSoft Optimization Project and financial reporting (KP)
- Northstar Modernization Project (KP)
- RPA rollout (KP)
- Rewrite OSL system and website (KP)
- Hospital benefits administration implementation (KP)

ONGOING EFFORTS

- ✓ Guide web decisions based on the holistic strategy developed by the Enterprise Web Advisory Council (KP)
- ✓ Support personalized student experience (SHH)
- ✓ Efficient provisioning of student accounts to enable access to resources (CR)
- ✓ Provide a unified online student roadmap for admissions, registration, and timely degree completion in mobile apps, chatbots, and CRM (KP)

- ✓ Deploy innovative, advanced, and secure networking technologies (JL)
- ✓ Protect confidentiality, integrity, and availability of computing resources (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)
- ✓ Increase grant funding (TC)
- ✓ Automate the deployment, monitoring, and operation of research computing and data resources (TC)

- ✓ Provide IT support for hospitals and clinics (JL)

- ✓ Strategically align IT/university mission and budget (SHH)
- ✓ Improve IT culture as outlined in the strategic plan (SHH)
- ✓ Complete annual strategic plan (SHH)
- ✓ Report on cybersecurity risk to U leadership (CR)
- ✓ Identify and mitigate cybersecurity vulnerabilities (CR)
- ✓ Coordinate the provisioning and deprovisioning of U resources (CR)
- ✓ Monitor and respond to cybersecurity incidents (CR)
- ✓ Enable cybersecurity risk management (CR)
- ✓ Continue to review and add new enterprise software agreements (LK)
- ✓ Analyze the cost structures and income of all IT services (LK)
- ✓ Balance long-term budget (LK)
- ✓ Document and analyze business cases/TCO on all key IT projects (LK)
- ✓ Refresh network, storage, and server equipment to reduce risk according to the life-cycle refresh plan (JL)
- ✓ Mature SLA discipline and monitor metrics (JL)
- ✓ Develop operations run books (JL)
- ✓ Mature product management services (JL)
- ✓ Redesign and improve processes (JL/KP)
- ✓ Mature service management processes (JL/KP)
- ✓ Support central data analytics office (KP)
- ✓ Reengineer UIT and key U org business processes (KP)
- ✓ Ensure security, privacy, and access (CR)
- ✓ Manage programs, portfolios, and projects (KP)
- ✓ Rationalize application portfolios (KP)
- ✓ Research and refine ERP architecture (KP)
- ✓ Increase use of delivered functionality in enterprise applications (KP)
- ✓ Continue to enhance and improve GIS with new projects and initiatives (KP)
- ✓ User acceptance testing automation (KP)
- ✓ Achieve operational excellence through process analysis and design (KP)
- ✓ Continue to refine the new building IT processes with facilities project management (KP)
- ✓ Improve UIT project transparency (KP)

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