**UCR Campus IT Shared Governance**
**Fiscal Year 2021 Campus IT Strategic Goals**

October 19, 2020

# Introduction

As part of the ongoing development of UCR's IT shared governance structure and processes, the Information Technology Executive Governance Committee (ITEG), the Technology Advisory Boards (TABs) and ITS Leadership have articulated a shared set of strategic campus IT goals. These goals provide strategic direction for the utilization of ITS' resources and a framework for decision-making on requests for IT projects and resources received by ITS from campus units.

The list below is divided into three categories: essential, critical, and high. The essential IT goals are those to which scarce technology resources will be primarily directed by campus IT shared governance based on current campus priorities. Areas/initiatives designated as critical are those to which IT resources will be directed on a secondary basis following resourcing of the essential goals. High priority goals, while important to the campus, will only be resourced as strategic projects under specific circumstances and as resources allow. Initiatives or projects that are not meaningfully linked to any of these strategic goals will generally not be approved by shared governance.

ITS is severely resource constrained relative to the service needs of the campus and the inclusion of an item as a strategic goal below does not imply that ITS has the resource capacity to act on it within any specific timeframe. The operational IT service requirements of the campus, including projects mandated by regulation/compliance considerations, also impact ITS' ability to act on strategic project requests.

# Essential IT Goals

***Financial System Upgrade***: A new financial system is vital to the campus. This initiative offers numerous potential benefits, including the opportunity to configure (but not customize) the system to support standard campus processes based on best practices, to better enable the eventual move to a common chart of accounts, and to leverage upgraded functionality across UCR's broader ecosystem of financial applications, such as those related to the research enterprise (ex. PAMIS, COEUS), and others (eBuy, ePay, iTravel, etc.) that feed data to/from UCR's current financial system. It is key that the campus fully fund the implementation to ensure the realization of these benefits.

***Development of Solutions for Remote/Distance Learning & Work:*** As the COVID-19 pandemic has demonstrated, UCR requires the ability to rapidly and effectively change its delivery model for core academic and administrative functions in response to significant local or global emergencies. Technology is perhaps the key enabler of this capability. The university must therefore invest in improvements to core systems, such as the online learning management system, that better enable current remote instruction and work as well as future opportunities for distance learning. The university should also review and update IT policies and procurement practices to better enable the transition to remote operations when necessary. Finally, the university should codify emergency decision-making structures and processes in IT to ensure rapid and effective decision-making in the event of emergencies.

***Replacement of Aging Infrastructure***: ITS is engaged in ongoing efforts to replace aging hardware and systems supporting critical UCR operations. Through project Genesis many core campus systems and cyberinfrastructure will be moved to upgraded hardware in a new environment with both improved performance and reliability. This is an essential initiative to ensure stability and efficiency for academic and administrative activities reliant on these systems, while UCR looks to move an increasing percentage of its systems to commercial off-the-shelf (COTS) and cloud-based solutions. Associated with this effort, UCR should formulate a cloud strategy, including integration requirements, best practices and other key guidance for campus use of cloud and Software as a Service (SaaS) solutions.

***Continued Emphasis on Student Systems***: This priority includes both undergraduate and graduate student systems, with a focus on the student life-cycle, student experience, and solutions that increase support for student success. In particular, UCR should implement systems that provide greater insight into students' interactions with various campus units and functions, and facilitate integration of these with course data from the campus course management system (CMS) and other academic performance data (e.g. Banner) to provide a holistic and comprehensive view of the student experience.

***Improved Campus IT Security Posture:*** While the campus has made significant strides in improving both proactive and reactive IT security processes and systems, there is an acute need for further improvements to the campus' IT security posture. In particular, recent circumstances emphasize the need for increased security for distributed systems (e.g. PI research data) and for remote academic and administrative operations.

## Critical IT Goals

***Improvements to Business Intelligence (BI) & Data Governance***: Improved BI tools will better integrate and visualize UCR's rich student, academic personnel, human resources, financial and other data stores in support of campus academic and administrative operations and decision-making. To support the effective development and use of these tools there is a need for continued work on data governance and the development of common understandings/definitions for key data elements.

***Support for Research:*** IT enables many of UCR's core research activities, including both the execution of research (data-gathering/production, computational activities, etc.) as well as support of the broader research enterprise (grant proposal development/review, research data storage, modeling, and distribution, etc.). This requires continued investment in systems and technologies that allow UCR's PIs to plan, execute, and disseminate data from their research, and support the campus in its efforts to increase extramural funding.

***More Unified IT Solutions & ITS Engagement in Decision-making***: UCR must continue to improve the process by which it decides upon, acquires and implements IT solutions. There is a need for a communication and change management campaign to direct campus units to ITS early in the IT decision-making progress, and this messaging should be a standard part of staff and faculty orientation and regularly emphasized to unit leadership. Campus leadership should also insist upon campus-wide solutions for common needs (workflow tools, document repositories, reporting, etc.) whenever possible. A current example of a potential common solution involves the multiple requests for CRM solutions to manage UCR's outreach efforts, which currently involve numerous campus units often acting without knowledge of conflicting or overlapping activity.

## High Priority IT Goals

***Improved Identity & Access Management***: A key priority is ITS' ongoing efforts to improve core identity and access management functions for campus systems, to simplify the acquisition of campus credentials, and to more effectively manage the various affiliations (student, staff, faculty, emeriti, etc.) UCR community members have with the campus.

***Continued Focus on Human Resources Systems***: The effective management of campus HR functions requires a continued focus on HR systems, including the pending delivery of the Human Resources Management System (HRMS), which combines the management of several key HR activities (title and pay plan, job descriptions, requisition and job posting, reclassification and equity actions) into a single integrated solution.

***Focus on Operational Efficiency***: The COVID-19 disruptions and pending budget challenges that will impact staffing across the university highlight the importance of operational efficiency as a key priority for IT projects in the governance evaluation process. This focus should include a review of current IT support processes to identify opportunities for greater efficiency.

***Continued Focus on Academic Personnel Systems***: UCR must enable academic units to support the academic population and their success. This includes continued support and focus on academic systems that will increase process transparency, provide academics and administrators with tools for sharing data and analytics, and ease the burden for faculty and staff involved in the preparation and appraisal of academic reviews.

***Promotion of Accessibility Standards & Assistive Technology***: The requirement of remote learning and work place a greater emphasis on assistive technology and availability of accessibility requirements information for campus systems and websites. The campus must ensure that accessibility standards are met by key systems and that information on campus assistive technology and services is broadly available.

## Strategic Goals Review Schedule

This list of strategic goals is intended to be a living document that is updated regularly and as circumstances require. ITS Leadership, the TABs and ITEG will review and update this document on an annual basis, and the document will be reviewed with other key campus stakeholders for feedback. In addition, specific conditions and events (e.g. COVID-19) may lead to revisions of the strategic goals document outside of this normal review cycle.