



UCR ITS

STRATEGY & MISSION

2030

ITS Mission

Information Technology Services (ITS) empowers diverse people and champions new ideas to deliver technology excellence, information security, and improved user experience through alignment with the UC Riverside (UCR) mission, vision, and values to drive knowledge creation, innovation, sustainability, research, scholarship, and public good.

ITS Vision

ITS strives to simplify, improve, and leverage technology for the betterment of the staff, student, and faculty experience by providing a robust common platform that can support the unique needs of the academic and research mission in alignment with UCR's strategic objectives (i.e., enrollment growth, increasing philanthropy, supporting research, improving data and reporting, facilities improvements).

Pillars of Our Mission

1. Distinctive, transformative research and scholarship
2. A rigorous, engaging, and empowering learning environment
3. A welcoming, inclusive, and collaborative community
4. Advancement of the public good
5. Sustainability for climate action and environmental justice

UCR 2030 Central Campus Level Strategic Initiatives

1. Build financial stability, resiliency, and sustainability
2. Invest in the success of the people who teach, do research, work, learn, and live at UCR
3. Expand the visibility and scope of influence of UCR locally, nationally, and globally

ITS Values

Agility

Leveraging the principles of continuous service improvement, we will adapt and adjust our people, processes, and technology to keep pace with the rapid growth and needs of the University.

We learn from our failures and share our knowledge and experiences.

Innovation

We recognize and embrace the need to support creative and innovative thinking at all levels. Within a culture of innovation, we will deliver solutions more rapidly while also ensuring that we lay a foundation for continued improvement. We strive to develop and learn new skills.

Integrity

We act in an ethical, honest, credible, and trustworthy manner. We hold ourselves accountable for our actions, follow through on our commitments, and communicate frequently when circumstances shift.

Diversity & Inclusion

We share the responsibility to create a positive culture and ensure equity, inclusion, dignity, and respect for all.

Collaboration & Resilience

We will work within and across organizations to encourage dialogue and gain perspective from multiple stakeholder groups so that we are able to support informed decision-making, identify opportunities for innovation or improvement, and benefit from diverse viewpoints. We embrace difficult conversations, welcome and provide intentional feedback, and push on ideas and concepts to find the best path forward in support of ITS and UCR's mission.

THEME
Business Process Automation

Strategies

Focus computers on things computers do well and humans on things humans do well

Ensure digital fluency to provide creative, equitable, and innovative engagements, including training, support, documentation, and AI-driven solutions

Purpose

Eliminating repetitive tasks, configurations, and manual workloads allow staff to focus their time and skills on high orders of problem solving and engagement

Knowledge of how to leverage and use digital tools effectively in an evolving environment is critical to the success of technology deployment

Metrics

Processes automated
 People time saved
 Transaction volume

Support ticket volume
 Trainings completed

Values

Agility
 Collaboration
 Innovation

Supports Campus Goals

1 & 2

THEME

Enhance User Experiences

Strategies

Create cohesive paths for user engagement across the enterprise platform of services and interfaces

Building relationships, increase engagement, collaboration, perception, of technology initiatives and support

Purpose

Fractured user experiences create additional overhead and burden on faculty, staff, and students

Creates awareness of the ITS portfolio (roadmap) and associated value (strategic alignment in project selection and prioritization) to the campus. Promotes inclusive campus stakeholder engagement with ITS initiatives and projects

Metrics

Session Duration
Net Promoter

Governance backlog requests
Satisfaction surveys
Average Scrum backlog completion time
Confirmation of portfolio alignment to ITS' strategic plan

Values

Diversity
Collaboration
Agility

Supports Campus Goals

1 & 2

THEME

Be Secure, Protect Assets & Privacy

Strategies

Identify the highest compliance risks to UCR and make them the priority for controls, policies, and procedures related to cyber security and data privacy

Infusing an understanding and use of the UC privacy values and principles across the campus community through the technology and services that ITS manages

Zero Trust Security (ZTS) verification for all focused on users, assets, and resources

Purpose

As a Research 1 (R1) University, UCR is a custodian of sensitive data, as well as a highly targeted institution by a host of bad actors

Privacy is fundamental to the University and, together with information security, underpins the University's ability to be a good steward of the information entrusted to it

The campus must share security responsibilities because attacks are increasing; broadly, the internet is not a secure network, platform as a service (PaaS) and software as a service (SaaS) cannot be blindly trusted, and endpoints that are not managed by ITS pose a security risk to campus

Metrics

Total vulnerabilities and incidents

Security protocols adherence
Cybersecurity training completed
Phishalarm volume

Percent of UCR on Managed Endpoints
Number of known exploits in our ecosystem

Values

Diversity
Agility
Innovation

Supports Campus Goals

1,2,3

THEME
Data Drives Business

Strategies

Establish effective campus data governance that builds trust in the data being provided to answer important questions

Create platforms that ensure faculty, staff, and students have access to all the data they need in a secure manner

Build a data management program that ensures data is high quality, accurate, and up to date

Purpose

Data governance is the core to successful utilization and agreement on narrative around data

Data that is inaccessible or takes a lot of effort to access doesn't provide any value, and leads to the creation of duplicate and shadow data systems that result in confusion

Unclear, out of date, and repetitive data leads to reporting errors and inconsistent answers to key questions

Metrics

Number of approved definitions in business glossary
 Datasets brought into data governance

Active user accounts on Looker platform
 Average net promoter score on data quality

Data management areas implemented
 Data management maturity assessment level

Values

Innovation
 Integrity
 Agility

Supports Campus Goals

1,2,3

THEME

Sustainable Operations at Scale

Strategies

Operational excellence, platform alignment, and reduction of complexity throughout business and functional operations (e.g., automation)

Deploy infrastructure in a way that enables ITS staff to quickly meet the strategic needs of the campus

Deploy new services that have a minimal environmental impact

Purpose

It is critical that IT operations are able to scale to fit the evolving needs and growth of UCR

The ability to move quickly to meet campus needs provides UCR with agility, enabling the University to be more responsive and pursue time-sensitive opportunities

Global climate change continues to impact the planet, and UC has pledge to become carbon neutral

Metrics

Agile velocity average

Time to project delivery
Number of major incidents

Greenhouse gas emissions of IT services

Values

Integrity
Diversity
Collaboration

Supports Campus Goals

1 & 2

THEME

Research at Cloud Scale

Strategies

Build, deploy, and support research computing in cloud and hybrid constructs that supports the research endeavors of UCR

Purpose

UCR today lacks a cohesive, scaled strategy around research computing and support; Systems are fractured and operating in insecure environments; Researchers spend a lot of time managing and deploying research computing tools that could be better spent on direct research

Metrics

Grants dollars supported compared to cost overhead

Values

Agility
Collaboration
Innovation

Supports Campus Goals

2 & 3

Initiatives

Agile Team Deployment

Agile Team Deployment. Deployment and cultural alignment of resources and teams to support specific business and development efforts in agile concepts (e.g., Finance, HR, Academic Personal)

2023 Fall



Canvas

Continue the implementation of Canvas and add-on applications, as well as increase faculty acceptance use to 95%.

2024 Winter



Enterprise Data Management

Establishment of a formal Data Governance program, along with deployment of services like Looker, to allow for rich exploration of campus data.

2024 Summer



Enterprise Endpoint Management

Together with University partners, ITS is invested in improving security by moving all faculty, staff, and UCR endpoints to a managed configuration.

2024 Winter



Forms and Workflow Management

ITS will develop service around preferred platforms for forms and workflow needs by consolidating the number of forms and tools in use. Efforts include the implementation of Kuali Build for Impact23 and the Student Forms project with Registrar and academic advisors to improve the student experience.

2024 Summer



KEY

- Business Process Automation
- Enhance User Experiences
- Be Secure, Protect Assets & Privacy
- Data Drives Business
- Sustainable Operations at Scale
- Research at Cloud Scale

Initiatives

Google Cloud

Through a strategic partnership with Google Cloud, ITS will move infrastructure that supports key campus services to Google Cloud Platform (GCP). Additionally, research computing clusters that are bespoke to individual researcher needs will be deployed on GCP.

2025 Winter



Governance

Establishment of a new, inclusive shared governance model to ensure accountability and strategic alignment to the University's mission and goals, along with the implementation of Agile practices to deliver incremental work products and value faster and more frequently.

2023 Fall



IAMRiverside

Identity and access management (IAM) enables the right individuals to access the right resources at the right times for the right reasons. Importantly, all of this should take place in a timely, efficient, and effective manner so that University operations can run smoothly and swiftly. IAMRiverside will lay the foundation of our new IAM technical stack with an enterprise tool set.

2024 Winter



Impact23

The Impact23 project includes the implementation of financial, pre-awards and post-award, and travel systems. It is also modernizing the boundary systems that support UCR's financial system.

2024 Summer






IT Policy Reviews

Updating key IT policy will facilitate transparency and understanding, as well as provide guide rails for security, privacy, and alignment of IT across UCR.

2024 Fall



KEY

-  Business Process Automation
-  Enhance User Experiences
-  Be Secure, Protect Assets & Privacy
-  Data Drives Business
-  Sustainable Operations at Scale
-  Research at Cloud Scale

Initiatives

Lived Name and Gender Recognition

ITS will update all UCR applications to ensure compliance with the Lived Name and Gender Recognition policy.

2023 Summer (Students)
2024 Summer (Employees)



Logging for Enterprise

Development of an enterprise logging platform that gives ITS staff insight into the performance of enterprise applications. Moreover, this platform will provide more data needed to prevent cybersecurity breaches.

2023 Summer



Network Master Plan Year 1

A multiyear upgrade and architecture improvement of the campus network with automation, security, and enhanced user experiences at the center of the design. Year one of the project focuses on networks supporting instruction, high network volume, and campus locations with a high number of end-of-life devices.

2024 Spring



Portfolio Management

Establishment of a Project Portfolio Management tool and associated project intake and delivery processes (including Agile), in alignment with the new shared governance model.

2023 Fall



Research Computing

Rollout of the Ursa Major initiative to provide enhanced research computing tools built on top of the Google Cloud Platform.

2023 Winter



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- Enhance User Experiences
- Be Secure, Protect Assets & Privacy
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Initiatives

Slack

Deployment of a single collaboration tool that includes integrations with key systems such as Canvas, Google Workspace, and Office365, and establish virtual communities for existing student, staff, and faculty teams.

2023 Summer



Student CRM

Two projects related to Campus Relationship Management (CRM) tools for students:

First is to replace current legacy GradSIS with Slate to facilitate the graduate recruiting and admission processes and the second is to implement the student success module in Slate for undergraduate advising.

2023 Fall (Grad)



Zero Trust Operations Across UCR

The main goal of Zero Trust Security Architecture is to protect an organization's assets and information by verifying the identity and trustworthiness of users, devices, and network connections, regardless of where they are located or where they are trying to access. It aims to provide a more robust security posture by reducing the attack surface and minimizing the risk of a successful cyber attack.

2026 Winter



Zoom Telephony

This initiative replaces two legacy campus telephony systems with Zoom Phone, a cloud based Voice over IP (VoIP) service. Zoom Phone integrates with other campus communication tools such as Google Workspace, Microsoft o365, Zoom Meetings, and Slack.

2023 Winter








Zoom Rooms

This initiative is to upgrade UCR general assignment classrooms and departmental conference rooms/classrooms (upon request) with Zoom Room technology.

2023 Summer

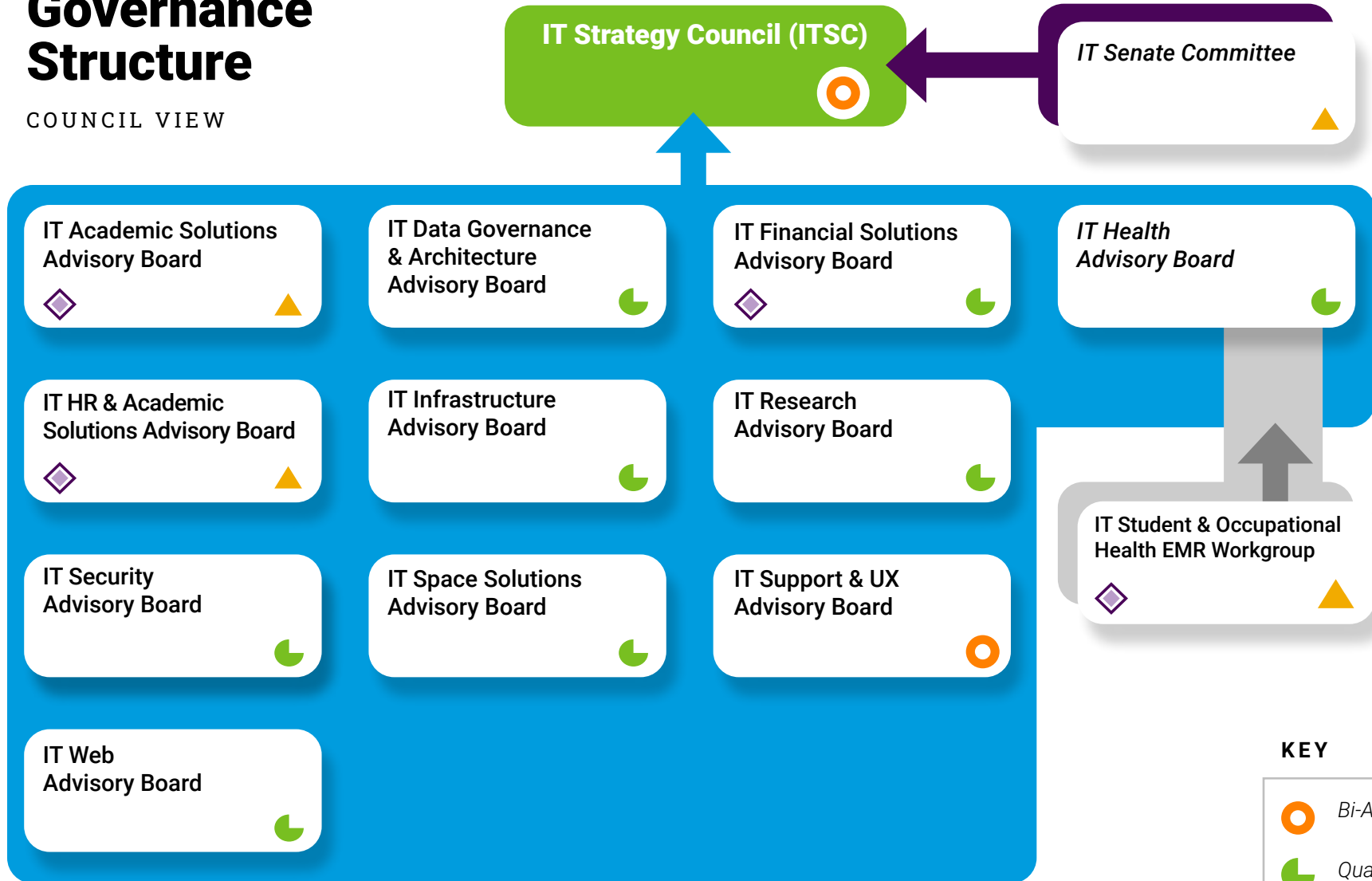


KEY

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-  Enhance User Experiences
-  Be Secure, Protect Assets & Privacy
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-  Sustainable Operations at Scale
-  Research at Cloud Scale


Governance Structure

COUNCIL VIEW



KEY

 Bi-Annually

 Quarterly

 Monthly

 Agile

Governance

IT Strategy Council (ITSC)

The Information Technology Strategy Council (ITSC) is the highest governing body in the IT Governance framework. The purpose of the ITSC is to determine where to best augment, enhance, and support the Campus mission with information technology resources, and to provide strategic direction regarding priorities for investment.

IT Academic Solutions Advisory Board

The IT Academic Solutions Advisory Board is the primary governing body for student and academic technology / systems / solutions at UC Riverside, and is charged with the following responsibilities:

- Broad oversight of technology solutions that contain and use academic and student data
- Review business and technology changes that impact enterprise academic systems and provide guidance or recommendations regarding the changes
- Provide direction to prevent risks, redundancy, and inefficiencies related to non-sustainable implementations arising across campus, when appropriate
- Assist in informing the broader campus community of approved changes to technical processes, policies, and standards, and encourage the use of existing solutions, where possible

IT Data Governance & Architecture Advisory Board

The IT Data Governance & Data Architecture Advisory Board is the primary governing body for data at UC Riverside, and is charged with the following responsibilities:

- Develop strategies, standards, and policies to make trusted data available to the campus community in a secure manner
- Develop the standards for when data is considered trusted
- Develop business glossary definitions

IT Financial Solutions Advisory Board

The IT Financial Solutions Advisory Board is the primary governing body for the financial SAAS or custom applications at UC Riverside, and is charged with the following responsibilities:

- Review vendor releases and patches that are forthcoming
- Provide understanding regarding application test cycles
- Review enhancement requests for custom financial applications and work order systems

Governance

IT Health Advisory Board

The IT Health Advisory Board is the primary governing body for the IT services supporting student health, occupational health, and UCR Health at UC Riverside, and is charged with the following responsibilities:

- Ensure that technology solutions are in compliance with federal and state privacy laws, such as FERPA, HIPAA and CMIA, as well as University policy, such as the Gender Recognition and Lived Name policy
- Broad oversight over use of health-related data in other campus systems, ensuring that it is protected in accordance with regulations and applicable security policies
- Collaborate and facilitate conversation about health-related data and technology across multiple health-related organizations in order to reduce redundancy and inefficiencies, when appropriate

IT Infrastructure Advisory Board

The IT Infrastructure Advisory Board is the primary governing body for the core services supporting enterprise applications at UC Riverside, and is charged with the following responsibilities:

- Develop strategies, enterprise architectures, roadmaps, etc., for the core services that support enterprise applications for campus. This includes identity and access management, middleware (integrations), cloud, data centers, network and other core services
- Discuss architectural approach for integrations, third party solutions, future needs (i.e., Okta), etc.
- Continue to explore/mature cloud services

IT HR & Academic Solutions Advisory Board

The IT HR & Academic Solutions Advisory Board is the primary governing body for Human Resources (HR) and Academic Personnel Office (APO) applications supported by ITS at UC Riverside, and is charged with the following responsibilities:

- Review application enhancement requests
- Review changes to HR applications needed as a result of regulatory and compliance requirements

Governance

IT Research Advisory Board

The IT Research Advisory Board is the primary governing body for research computing and cyberinfrastructure at UC Riverside, and is charged with the following responsibilities:

- Collaborate with faculty researchers, RED, the library and others on research computing and cyberinfrastructure strategy
- Develop communication and awareness programs to ensure researchers are able to take advantage of services being offered
- Provide guidance to ensure that research is secure and meets regulatory requirements

IT Space Solutions Advisory Board

The IT Space Solutions Advisory Board is the primary governing body for reviewing technology requests related to spaces on campus at UC Riverside, as well as any changes to existing services related to spaces on campus, and is charged with the following responsibilities:

- Where possible, identify, support, and encourage the use of existing or new enterprise solutions that can be made available broadly to campus
- When needed, assist in prioritizing existing space projects and review and provide recommendations for new projects or services related to space

IT Security Advisory Board

The IT Security Advisory Board is the primary governing body for information security and privacy, as well as system architecture at UC Riverside, and is charged with the following responsibilities:

- Set and oversee policies and procedures for balancing privacy and security
- Set and oversee policies and procedures for accepting information risk
- Broad oversight of the Campus information security and privacy programs

Governance

IT Support & UX Advisory Board

The IT Support & User Experience (UX) Advisory Board is the primary governing body for evaluating and providing guidance on support related to technology at UC Riverside, and is charged with the following responsibilities:

- Broad oversight of the Information Technology tools and processes related to support
- Provide guidance and recommendations for areas of improvement
- Provide recommendations on prioritizing support for new projects and services related to support

IT Student & Occupational Health EMR Workgroup

The IT Student & Occupational Health EMR Workgroup is a direct input body to its parent committee within the ITS Governance framework, the ITS Health Advisory Board.

The purpose of this workgroup is to review and endorse new project and operational initiatives for PnC, which is used as the student electronic medical record (EMR) system and the occupational health employee vaccine management.

IT Web Advisory Board

The IT Web Advisory Board is the primary governing body for Portals, Drupal and VHost at UC Riverside, and is charged with the following responsibilities:

- Prioritize tasks/work for Drupal CMS
- Review features and enhancement requests for Drupal, R'Web, and R'space
- Review platform upgrades to Drupal and Uportal