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INTRODUCTION
The University of Arizona, a public, land grant, research institution, is dedicated to preparing students for an increasingly diverse and technological world, and to improving the quality of life for the people of Arizona and the nation. The University provides distinguished undergraduate, graduate and professional education; excels in basic and applied research and creative achievement; and integrates these activities and achievements of regional, national and international significance into everyday life.

The University of Arizona’s four major strategic priorities are as follows:

1. Prepare Arizona’s youth and ensure access and opportunity
2. Engage and graduate students who can contribute to the state, nation, and world
3. Provide world-class research that improves the human condition in Arizona and beyond
4. Partner with and serve the people of Arizona

UNIVERSITY INFORMATION TECHNOLOGY SERVICES (UITS) ROLE AND MISSION
The University of Arizona is complex in both its organization and its technology, requiring that competing information technology needs be carefully evaluated and deployed to ensure the optimal investment of limited resources. It is the role of the University Information Technology Services (UITS) unit to:

- Enable the institutional mission of instruction, research, and outreach
- Support the needs of the 21st century learner
- Position UA to surpass our peer institutions in the use of technology for teaching, learning, research and overall effectiveness by providing innovative tools, knowledge, and service to the campus community
- Set the highest standards for best practices and standards in information technology services and share that knowledge and skill with the campus community
- Be a center of excellence for information technology vision, knowledge and leadership
- Lead the campus in governing information technology investments and decisions in a collaborative, participative and thoughtful way so that we make optimal investment of limited resources
- Partner with the campus community to make information technology services the most efficient, reliable and accessible to support the mission of the institution
- Provide an excellent working and developmental environment for our staff and partners

In the next 5 years UITS intends to become the premier choice for information technology information services, resources and working environment on campus and beyond. By transforming our culture and our work, we intend to be the go-to place for our campus when information technology needs arise.

UNIVERSITY INFORMATION TECHNOLOGY SERVICES (UITS) CORE VALUES
It is our intention to fulfill our mission using core values that are an integral part of our work and culture:

- Respect
- Civility
- Inspiration
- Accountability
- Responsibility
- Results
- Communications
- Teamwork/mutual support
- Job knowledge
- Customer-centric
- Honesty/integrity
- Responsive
- Institution-centric
- Transparency
UIT Strategic Planning Environment

The ability to provide advanced information technology supports the UA in every aspect of achieving its teaching, research, and public service mission - to discover, educate, serve, and inspire. Enhancing the current information technology environment with seamless simplicity, robust and secure technology, and greatly expanded capability will strengthen the University's academic excellence, intellectual creativity, and spirit of community.

UIT as a whole, but with notable specific exceptions, is not achieving all that it can or should in this context, nor is it a great place to work in many aspects. Due to our organizational history there is a culture of isolation, mediocre customer service, limited collaboration, and a work force that is seeking prioritization, direction and focus. The campus community does not generally understand UITS service offerings, communications are not clear and consistent, and services are not always what the customer wants or needs.

With this climate, it is difficult at best to meet the challenges that face us. Fully replacing our enterprise applications, meeting the researcher’s needs, adapting to the 21st century learner, and continuing to support the communications and computing infrastructure in a way that provides for adequate and timely growth are examples of the complex issues that face us daily.

As information technology takes on even greater importance in meeting mission critical areas such as teaching and research, UITs is transforming itself to meet these challenges. In addition, UITS is poised to seize any opportunities to improve and advance information technology services for the campus community.

On May 5, 2008 a transition began with a new foundation of leadership in UITS to support a complete change in how UITS is perceived, works and affects the University mission. This leadership will drive the organization toward becoming the premier choice for information technology services, resources and workplace on campus and beyond.

This transition will take time and includes:

- Building a new work and service culture based on values
- Transforming the way we do work by implementing industry standard best practices and benchmarks for excellence in all areas of information technology
- Focusing on customer service and customer needs
- Creating a service atmosphere of collaboration and excellence
- Creating a work force that is accomplished, proud of their role in the mission of the University and excited about their work and workplace
- Realigning resources (people and dollars) to strategic priorities
- Governing our priorities and projects through community involvement and input

This work has begun in earnest with organization alignment to services, full change of leadership in all key areas, the early adoption of ITIL (Information Technology Infrastructure Library- an industry standard for managing information technology (IT) infrastructure, development, and operations) and FISH as a customer service model. Employee and customer survey development is underway to determine where we are now and what the direction should be in the future.

Under this climate of change, and because we are so early in the process, we are presenting a plan that includes 5 year goals, with short-term objectives and measures that are based in University’s Information Technology Strategic Plan. It is our intention to vitalize this plan by involving staff and customers to evaluate our current situation and plan for our future. We are excited by the future possibilities, the changes that are happening and becoming a true partner in the University’s future.

UIT Strategic Plan 2009-13
STRATEGIC AREAS, GOALS, OBJECTIVES AND MEASURES
## UITS Strategic Information Technology Goals Cross-Referenced to the UA Strategic Priorities and IT Strategic Focus Areas

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<th>UITS Strategic Information Technology Goals</th>
<th>UA Strategic Priorities</th>
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<td><strong>1. Ensure that faculty and students have access to state-of-the-art information technologies and services that have proven value in supporting and enhancing the teaching and learning process.</strong></td>
<td><strong>Engage and Graduate Students Who Can Contribute to the State, Nation, and World</strong></td>
<td>Student Learning and Success</td>
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<td><strong>2. UITS will provide and maintain a community and campus infrastructure that meets recognized standards for excellence.</strong></td>
<td><strong>Provide World-Class Research That Improves the Human Condition in Arizona and Beyond</strong></td>
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<td><strong>3. Ensure that the university-wide information technology infrastructure is accessible, dependable, secure, flexible and scalable with services and tools that are integrated and state-of-the-art to meet the teaching, learning, research, and organizational needs of the University of Arizona and the surrounding community.</strong></td>
<td><strong>Partner with the People of Arizona</strong></td>
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<td><strong>4. Support and implement the tools and applications needed for a modern, interoperable, responsive, flexible business environment poised for future changes.</strong></td>
<td><strong>Administrative Effectiveness</strong></td>
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<td><strong>5. Adopt a strategic approach to sustainability by managing a portfolio of applications and services in a way that reduces redundancy and provides excellent support.</strong></td>
<td><strong>Administrative Effectiveness</strong></td>
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<td><strong>6. The information assets and technology environment under UITS will be increasingly and effectively secured in a consistent standardized manner without limiting academic and research freedoms.</strong></td>
<td><strong>IT Security</strong></td>
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<td><strong>7. As with any other unit on campus, UITS staff will accept responsibility and accountability to exhibit best security behaviors as individual members of the University community and to serve as model stewards of the University’s information assets.</strong></td>
<td><strong>IT Security</strong></td>
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<td><strong>8. Provide services and support that enhance the capacity of faculty and students to use technologies that facilitate teaching and learning.</strong></td>
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<td><strong>9. Promote effective uses of technology and teaching practices in teaching and learning.</strong></td>
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<td><strong>10. Continue the commitment to high performance computing and computation, and begin implementing more advanced technologies to ensure that all UA researchers will have access to and are aware of cyberinfrastructure as appropriate to their needs as world-class researchers.</strong></td>
<td><strong>Research Computing</strong></td>
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<td><strong>11. Broker strategic alliances with corporate partners and post-secondary institutions that leverage centralized solutions for volume purchases to achieve lower cost and/or better product.</strong></td>
<td><strong>Strategic Alliances</strong></td>
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<td><strong>12. Partner with colleges, departments and researchers to leverage existing computing resources or create new resources, provide feedback and survey information and manage our portfolio of services.</strong></td>
<td><strong>Strategic Alliances</strong></td>
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<td><strong>13. Create an excellent, values-based, energetic working environment that sets the highest standard for staff achievement and growth with effective communication in all areas</strong></td>
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STUDENT LEARNING AND SUCCESS (STRATEGIC AREA #1)

Student learning and success are at the heart of the University of Arizona mission. Today’s students have grown up with technology and bring very different expectations to their educational experience. Teaching emphasis has moved away from memorizing facts towards finding, evaluating, and using information. UA faculty and staff have a great opportunity to explore new modes of learning and to contribute to the development of how IT technologies can augment the learning experiences of our students. We must support our faculty in the transformation of their teaching practices to effectively incorporate technology to not only deliver content, but, to create learning experiences for our students that are engaging and effective.

UITS Strategic Goal #1:
Ensure that faculty and students have access to state-of-the-art information technologies and services that have proven value in supporting and enhancing the teaching and learning process.

Objective to meet the goal:
Each technology or service that UITS offers in support of teaching and learning will meet an appropriate criterion for excellence and value to the customer.

Measures for success in meeting the objective:
• Excellence will be measured using ITIL standards
• Value will be measured using a customer survey tool to be developed
• An education technology standard will be adopted by UITS

Objective to meet the goal:
Determine how to better support the needs of the 21st century learner.

Measures for success in meeting the objective:
• Gap analysis between needs and UITS services and subsequent end-of-year plan will be developed
• A student learning standard will be adopted by UITS
IT Infrastructure (Strategic Area #2)

The UA is an engine of discovery and advancement for society. Our IT infrastructure must support this vital role. We need to enhance the university-wide information technology infrastructure and make it more accessible, dependable, secure, flexible and scalable in order to meet the teaching, learning, research, and organizational needs of the University of Arizona and the community.

The UA network must minimally keep up with and preferably exceed the speed demands of the university and community. In 2003, the UA set in place a 10-year Network Master Plan which serves as a strategic direction for infrastructure improvements for the University. In July of 2008, the UA will be transitioning to an FTE-based funding model. The core of this business model will focus on upgrading the campus and internal building networks and improving the service component quality that includes redundancy and stability.

The University’s computing and storage infrastructure must also keep pace with the demands for reliable, interoperable and scalable capacity. The UA community increasingly relies on systems for administration, collaboration, communication, computation, learning and reporting. Computing facilities, data storage systems, middleware and systems integration services are crucial components on which application systems and IT services are built.

**UITS Strategic Goal #2:**
UITS will provide and maintain a community and campus infrastructure that meets recognized standards for excellence.

**Objective to meet the goal:**
UITS IT Infrastructure will perform according to established industry standards for best practices and good performance.

**Measures for success in meeting the objective:**
- Industry standards will be measured using ITIL standards

**UITS Strategic Goal #3:**
Ensure that the university-wide information technology infrastructure is accessible, dependable, secure, flexible and scalable with services and tools that are integrated and state-of-the-art to meet the teaching, learning, research, and organizational needs of the University of Arizona and the surrounding community.

**Objective to meet the goal:**
UITS will work together with colleges and department to determine where services can and should be consolidated to promote access, efficiencies and excellence.

**Measures for success in meeting the objective:**
- Collaborative work efforts will be measured with a customer satisfaction survey
- Efficiencies will be measured by reductions in equipment located outside the central data centers and ability to refocus people to new tasks
- Increases in the number of touch points will be measured by counting service level agreements and liaison interactions in all areas of information technology

**Objective to meet the goal:**
UITS will work with the campus community to develop and manage a portfolio of services.

**Measures for success in meeting the objective:**
- Industry standards for portfolio management will be measured using ITIL standards
- Collaborative work efforts will be measured with a customer satisfaction survey
- A defined set of agreed upon services

**Objective to meet the goal:**
UITS will complete a phased roll-out of a campus-wide Unified Communications solution by July of 2009, dependent on budgetary constraints.

**Measures for success in meeting the objective:**
• UITS will provide a defined set of agreed upon Unified Communication services to the campus community, including calendaring, email and instant messaging

**ADMINISTRATIVE EFFECTIVENESS (STRATEGIC AREA #3)**

There is an ever-increasing need for accurate, integrated information that is not limited by existing functional boundaries. Our current ability to address this need is restricted by systems that are aged and technologically out of date. Our administrative systems are surrounded by extensions, augmentations, and supplemental distributed systems maintained by individual departments and other operating units. The Mosaic project was approved in April of 2008 and will launch a full replacement of four major administrative systems (Student, Human Capital, Financial and Research Administration), starting July 1, 2008. This is slated to be an $80,000,000, three -year project. While this is in process, we must maintain existing legacy applications and continue to support other administrative or centrally-hosted systems. This is an enormous challenge.

**UIT Strategic Goal #4:**
Support and implement the tools and applications needed for a modern, interoperable, responsive, flexible business environment poised for future changes.

**Objective to meet the goal:**
As described in the Mosaic project plan, UITS will partner with campus stakeholders to replace all four Enterprise systems with flexible responsive, interoperable systems to provide quality and timeliness in support of University operations.

**Measures for success in meeting the objective:**
• Budget, Timeline, Scope
• Reductions in departmentally supported administrative systems

**UIT Strategic Goal #5:**
Adopt a strategic approach to sustainability by managing a portfolio of applications and services in a way that reduces redundancy, increases efficiency and provides excellent support.

**Objective to meet the goal:**
UIT will work with the campus community to develop and manage a portfolio of services.

**Measures for success in meeting the objective:**
• Industry standards for portfolio management will be measured using ITIL standards
• A set of agreed upon applications and services

**Objective to meet the goal:**
In collaboration with colleges and departments, eliminate as much redundancy and increase efficiencies as much as possible and sensible.

**Measures for success in meeting the objective:**
• Increases in the number of supported applications in UITS
• Efficiencies will be measured by ability to refocus people to new tasks
IT Security (Strategic Area #4)

The University is engaged in designing and implementing a comprehensive security program to protect sensitive information, reduce risk, and define roles and responsibilities. This vision will require sustained, broad-based effort for a number of years. UITS intends to be the model for information assets and technology environments that are increasingly and effectively secure in a consistent and standardized manner without limiting academic and research freedoms. Additionally, UITS staff will be the role models for the University community in all matters concerning IT security and will accept responsibility for minimizing the University’s exposure to ongoing threats.

UITs Strategic Goal #6 - The information assets and technology environment managed by UITS will be increasingly and effectively secure in a consistent standardized manner without limiting academic and research freedoms.

Objective to meet the goal:
UITs will meet the criteria established under the Information Security Policy.

Measures for success in meeting the objective:
• An internal assessment will be completed with an action plan for adherence

UITs Strategic Goal #7 – As with any other unit on campus, UITS staff accepts responsibility and accountability to exhibit best security behaviors as individual members of the University community and to serve as role model stewards for the University’s information assets.

Objective to meet the goal:
UITs will meet the criteria established under the Information Security Policy.

Measures for success in meeting the objective:
• An internal assessment will be completed with an action plan for adherence
• Members of the UITS organization are kept abreast of individual best practices and vulnerabilities related to IT security
ACADEMIC TECHNOLOGY (STRATEGIC AREA #5)

The University must continue to refine and develop instructional technologies and resources in order to provide instructors and students with a first class infrastructure for teaching and learning. As advancing technologies provide new opportunities for scholarship, the university must proactively and strategically pursue and develop these instructional tools with active input from students, faculty and staff to meet their evolving needs.

UITS Strategic Goal #8:
Provide services and support that enhance the capacity of faculty and students to use technologies that facilitate teaching and learning.

Objective to meet the goal:
Create partnerships between UITS and other campus units to support faculty and student technology use

Measures for success in meeting the objective:
• Collaborative work efforts will be measured with a customer satisfaction survey
• Increases in the number of touch points will be measured by counting service level agreements and liaison interactions in all areas of information technology

UITS Strategic Goal #9:
Promote effective uses of technology and teaching practices in teaching and learning.

Objective to meet the goal:
Explore, research and provide information to university community on emerging educational technologies and trends for teaching and learning.

Measures for success in meeting the objective:
• Information will be measured with number of topics in workshops, newsletters, websites, podcasts, blogs, and other forms of communication
As a Research I Institution, it is critical to the mission of the UA that we maintain a very high stature with regard to our peers. Research serves to connect the UA campus with our community and university partners. The focus in research today is interdisciplinary research and research collaborations with industry. Our reliance on high-throughput computing and the need for sophisticated visualization and simulation and modeling software has far surpassed our projections. Research computing is strategically important for the UA and is a major factor in the competitive position of the UA with respect to peer institutions. This is critical to the success of faculty research programs and an important factor in faculty recruitment and retention.

**UITS Strategic Goal #10:**
Continue the commitment to high performance computing and computation, and begin implementing more advanced technologies to ensure that all UA researchers will have access to and are aware of cyberinfrastructure as appropriate to their needs as world-class researchers.

**Objective to meet the goal:**
In collaboration with the community, define and set standards for cyberinfrastructure.

**Measures for success in meeting the objective:**
- Gap analysis between emerging cyberinfrastructure requirements and UITS services with a subsequent end-of-year plan to be developed
- A cyberinfrastructure standard and plan will be developed
- Collaborative work efforts will be measured with a customer satisfaction survey
- Increases in the number of touch points will be measured by counting service level agreements and liaison interactions in all areas of information technology

**Objective to meet the goal:**
Explore, research and provide information to the university community about IT products, services, and collaborative opportunities to leverage information technology resources for research (e.g., high performance computing and advanced services).
- Information will be measured with number of topics in workshops, newsletters, websites, podcasts, blogs, and other forms of communication
There is much work, planning and imagining to be done to achieve our vision of information technology services. We cannot do it alone - strategic alliances are crucial to the success of our efforts. Additionally, strategic alliances are a key component of our vision for:

- Building a new work and service culture based on values
- Transforming the way we do work by implementing industry standard best practices and benchmarks for excellence in all areas of information technology
- Focusing on customer service and customer needs
- Creating a service atmosphere of collaboration and excellence
- Creating a work force that is accomplished, proud of their role in the mission of the University and excited about their work and workplace
- Realigning resources (people and dollars) to strategic priorities
- Governing our priorities and projects through community involvement and input

UITS partnerships, on behalf of the campus, will involve many communities, including, but not limited to:

- Vendors and corporations
- Colleges and Departments
- Researchers
- Arizona post-secondary institutions

**UITS Strategic Goal #11:**
Broker strategic alliances with corporate partners and post-secondary institutions that leverage centralized solutions for volume purchases to achieve lower cost and/or better product.

**Objective to meet the goal:**
UITS will see an increase in partnerships and knowledge collaborations and a decrease in overall costs.

**Measures for success in meeting the objective:**
- Increases in the number of touch points will be measured by counting service level agreements and liaison interactions in all areas of information technology

**UITS Strategic Goal #12:**
Partner with colleges, departments and researchers to leverage existing computing resources or create new resources, provide feedback and survey information and manage our portfolio of services.

**Objective to meet the goal:**
UITS will work with the campus community to develop and manage a portfolio of services.

**Measures for success in meeting the objective:**
- Industry standards for portfolio management will be measured using ITIL standards
- Collaborative work efforts will be measured with a customer satisfaction survey
- Increases in the number of touch points will be measured by counting service level agreements and liaison interactions in all areas of information technology

**Objective to meet the goal:**
UITS will work with the colleges and departments to eliminate redundancy and increase efficiencies as much as possible and sensible.

**Measures for success in meeting the objective:**
- Collaborative work efforts will be measured with a customer satisfaction survey
- Increases in the number of touch points will be measured by counting service level agreements and liaison interactions in all areas of information technology
- Increases in the number of supported applications in UITS
Efficiencies will be measured by ability to refocus people to new tasks
- UITS department and college IT assessment services provided

PEOPLE (STRATEGIC AREA #8)

Without excited, enthusiastic, goal-driven people, we cannot achieve our vision for UITS. To that end, it is our intention to build a new organization that supports strong values, fosters best behaviors, develops staff skill sets, sets the highest standards for achievement and growth and, above all, communicates effectively in all areas.

This will be a primary focus in the coming year.

UITStrategic Goal #13:
Create an excellent, values-based, energetic working environment that sets the highest standard for staff achievement and growth with effective communication in all areas.

Objective to meet the goal:
Foster best behaviors, staff development and build the next generation of leaders.

Measures for success in meeting the objective:
- Define a managerial career track for UITS personnel by creating documentation that defines coursework, training and experience needed for all UITS management positions
- Define a technical career track for all UITS personnel by creating documentation that defines coursework, training and experience needed for promotion to higher-level UITS technical positions
- Assure that all UITS personnel are aware of staff growth and development classes, training sessions and other experiences by issuing a weekly newsletter that lists all opportunities available in the near future
- Ensure that all staff attends ITIL overview training
- Ensure that all managers attend ITIL in-depth training
- Ensure that all staff attend FISH training
- Initiate an internal communications and marketing team that will be a conduit for timely and accurate exchange of information
- Information will be measured with number of topics in workshops, newsletters, websites, podcasts, blogs, and other forms of communication
- Establish a UITS-wide values-based performance appraisal process

Objective to meet the goal:
Take a collaborative approach to our work.

Measures for success in meeting the objective:
- Collaborative work efforts will be measured with a customer satisfaction survey
- Establish a space improvement plan that will establish more collaborative working and socializing environments.
- Increases in the number of touch points will be measured by counting service level agreements and liaison interactions in all areas of information technology
RELATED PLANS AND REFERENCES

a. The University of Arizona Five-Year Strategic Plan, 2009-2013
   (http://www.president.arizona.edu/university_5year.cfm)

b. The University of Arizona Five-Year IT Strategic Plan, 2009-2013
   (http://cio.arizona.edu/policies/UA%20IT%20Strategic%20Plan.pdf)

c. References
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      (http://www.nau.edu/its/stats/NAU_IT_Strategic_Plan_FY02.doc)
   3. Arizona State University. Arizona State University Information Technology Strategic Plan
      (http://www.asu.edu/it/fyi/strategic/plans/stratplan00.html)
   4. The Ohio State University Information Technology Strategic Plan (http://cio.osu.edu/planit/)
   5. University of Colorado at Boulder. 2002 Information Technology Strategic Planning Report
      (http://www.colorado.edu/ITplan/)
   6. Indiana University Information Technology Strategic Plan May 1998
      (http://www.indiana.edu/~ovpit/strategic/)