University of Cincinnati
Information Technologies

UCIT
ANNUAL REPORT 2013

OPEN TO PARTNERSHIP

TRANSFORMING IT@UC

Academic & research collaborations for innovative and efficient real-world solutions.
UCIT At-a-Glance
- 170 employees
- 125 student workers
- 15 co-op students
- 4 adjunct IT professors

Certifications
BICSI® ITS (Building Industry Consulting Service International, Information Technology Systems) Installer 1
BICSI® ITS Installer 2
BICSI® ITS Technician
BICSI® Registered Communications Distribution Design (RCDD) Enterprise Architecture Center of Excellence Certified Enterprise Architect
CISA® (Certified Information Systems Auditor)
CISM® (Certified Information Security Manager)
CISSP® (Certified Information Systems Security Professional)
CompTIA® A+® Certified
Corning Fiber Certified
CNA (Certified Netware Administrator)
CRISC™ (Certified in Risk and Information Systems Control)
C_TERPI0_65 (Associate Business Foundation & Integration with SAP® ERP 6.0 EHP5)
Dell™ Certified
EMCISA (EMC®2 Certified Information Storage Associate)
HDI® (Help Desk Institute) HDM (Help Desk Manager)
ITIL® (Information Technology Infrastructure Library)
- ITIL® Intermediate Qualification - Continual Service Improvement Certificate
- ITIL® Intermediate Qualification - Service Strategy Certificate
- ITIL® Intermediate Qualification - Service Design Certificate
- ITIL® Version 2011
- ITIL® Version 3 Foundation Certificate
MCP (Microsoft Certified Professional)
MCSA (Microsoft Certified Systems Administrator)
MCSE (Microsoft Certified Systems Engineer)
MOUS (Microsoft Office User Specialist)
MySQL™ 5 Certified Developer
Novell CNE (Certified Network Engineer)
Novell MCNE (Mastered Certified Network Engineer)
PMP® (Project Management Professional, Project Management Institute)
TE Certified
ZCE (Zend™ Certified Engineer)

Key Industry Affiliations
ACUTA (Association for College and University Telecommunication Administrators)
- ACUTA-Legislative and Regulatory Affairs Committee
CIO Roundtable
CNI (Coalition for Networked Information)
EDUCAUSE
- ECAR (EDUCAUSE Center for Analysis and Research)
- EDUCAUSE Connect
Gartner®
GIAC (Global Information Assurance Certification Organization)
High Technology Crime Investigation Association: Ohio Chapter
InfoComm International®
ISACA® (Information Systems Audit and Control Association)
ISSA (Information Systems Security Association)
itSMF® USA Ohio Valley LIG (Information Technology Service Management Forum Ohio Valley Local Interest Group)
ITS (Information Technology Student Association)
InfraGard, Federal Bureau of Investigation (FBI) Associated
IEEE (Institute of Electrical and Electronics Engineers Cincinnati Section)
(ISC)2® (International Information Systems Security Certification Consortium)
ISTE® (International Society for Technology in Education)
IETF® (Internet Engineering Task Force)
ISOC (Internet Society)
IUC (Inter-University Council of Ohio)
Leadership Board for CIOs in Higher Education
MOHDI (Mid-Ohio Chapter of Help Desk Institute)
NAPW (National Association of Professional Women)
Ohio Board of Regents
- BOR-CIO (Chief Information Officer Advisory Board)
- Business and Finance Subcommittee of BOR-CIO
- Technology and Security Subcommittee of BOR-CIO
OHIECC (Ohio Higher Education Computing Conference)
Ohio Valley Internet2 Consortium
OWASP (Open Web Application Security Project)
PMP® (Project Management Institute)

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Greetings:

August 1, 2012, though not my first day at UC, marked a new chapter in my “Bearcat” career—my first day as your Chief Information Officer.

It must have been a shock to my UC Information Technologies (UCIT) colleagues to have a fast-walking, fast-acting New Zealand native as their new boss. But, this talented group welcomed me immediately, and together we laid the first of many transformational “footprints” on the path to meet the demands of higher education in the 21st century.

We live and work in a “BYOD” (bring your own device) world where education is facilitated through mechanisms called “mobile apps,” “MOOCs” (massive open online courses) and other digital platforms.

At the same time this educational demand for IT has exploded, the economic demand for qualified graduates in IT, computing and data sciences prompted our local industry partners to reach out for help.

We—the IT@UC community—are stepping up to meet the workforce and stakeholder needs of our region in ways that are directly beneficial for students, business and government partners, our community, and UC faculty and staff.

With one foot grounded in a commitment to transformation, and the other bolstered by a spirit of partnership, UCIT will continue to follow these “footprints” toward other academic and research partnerships for innovative and efficient real-world solutions.

Thank you for your partnership, and kudos to all for an incredible year for IT@UC.

Cheers & Thanks,

Nelson
Nearly 12-months ago, UCIT answered the call to move to the head of the class—to be a leader in higher education technology. In partnership, we launched a transformation process based on Jay R. Galbraith’s Star Model of Organization Design. The organization-wide process involved the launch of five transformation teams, each focused on a specific point of the Galbraith Star—strategy, structure, processes, rewards and people.

These transformation teams inspired the formation of internal committees focused on communications, diversity, outreach and social opportunities, as well as a Staff Council and Leadership Academy to develop and train the future leaders of UCIT.

UCIT’s transformation also initiated the Strategic Planning Update Committee charged with developing a university-wide strategic plan for IT@UC that furthers the foundational work of the Blue Ribbon Task Force and links IT to the academic and service mission of the university.

Structure follows strategy.
On July 1, 2013, UCIT launched a strategic re-organization. This flat, matrix design right-sizes (not downsizes) our centralized IT operation and moves UCIT from a collection of “independent” departments to an “interdependent” organization aligned to serve the needs of the university community.

Business Operations
Financial Management
Human Resources

Client Services
Integrated Service Desk
IT Service Management

E-Learning
Analytics & Course Evaluations
E-Learning Center & Studio
Instructional Design
Digital Video Services

Enterprise Shared Services
Business Applications, Data & Integration Services
Academic Services
Systems & Device Management
Network & Telecommunications

IT Innovations & Partnerships
Enterprise IT Architecture
Information Security
Project & Portfolio Management
Research & Development
Software Development & Maintenance

UC Information Technologies
Transformation

September 2012
Partner Feedback

All-Hands Meeting 1.0

30-60-90 Day Transformation Teams Activated

All-Hands Meeting 2.0

IT@UC Strategic Plan Committee Activated

Structure 2.0 Launched

October 2012
November 2012
January 2012

Internal Committees Activated

June 30, 2013
Partnerships for 21st Century Learning

The App Lab on Main
The App Lab on MainStreet is the only physical space at any university in the region dedicated to the development of mobile applications. Equipped with experienced staff, tool sets and a code library, this “incubator” serves as a hub for creative opportunities that solve real-world problems. UC students, faculty, staff and alumni as well as industry partners can collaborate as a community of mobile developers to bring their ideas to life.

SEIZING THE ‘APP’ORTUNITY

PDF-to-Magazine App: An App Lab team of students and staff built a framework that converts PDF files into free apps for Android and iOS devices. They have partnered with university communications staff to enhance its features and possibly publish UC Magazine as an app.

iOS Bootcamp: The App Lab partnered with BigNerdRanch, a leading software engineering and training company, to conduct a challenging seven-day bootcamp in mid-June 2013. Six students and four UCIT staff members enhanced their iOS/Objective C skills to develop apps for iPhone and iPad.

“I’m happy to have had the opportunity to be involved, in a small way, in “seeding” that initial talent pool, and hope I can repay the App Lab’s gracious investment with dividends at some point in the future.”

– Kevin Ernst, a Sophomore in Computer Science who participated in the iOS Coding Bootcamp.

Ford Personalized Fuel Efficiency App Challenge: With guidance from the App Lab staff, a student completed an entry into this Ford-sponsored challenge to develop an app that will help drivers easily access their personal fuel-economy performance data. Judging is in progress and winners will be announced in September. Grand prize is $25,000!

“Grand ‘App’ening Celebration”
UCIT partnered with the UC Foundation, Division of Governmental Relations & University Communications, Student Government and other university entities to launch the App Lab on Main and two new UC mobile Apps.

The “Grand ‘App’ening Celebration” in TUC Cinema featured remarks by President Santa Ono and Chris Wanstrath, co-founder of the popular open-source code sharing and publishing service GitHub.

Nearly 200 UC alumni, students, faculty, staff and representatives from several area businesses turned out for the event.

The UC Mobile app connects students, faculty and staff to the UC community by making information – like shuttle schedules and athletics – available at their fingertips. It also features Blackboard Mobile Learn, which offers students and faculty on-the-go access to grades, handouts and more.

# Downloads
Apple App Store 6,092
Google Play Store 3,554
Almost 10,000 downloads in 6 months!
“The University of Cincinnati and this incubator will make a difference in this community. We will create more qualified and skilled students, so they can stimulate the workforce of this state, this region and this nation.”

— President Ono at the February 2013 “Grand ’App’enning Event”

Looking ahead: E-Learning Center on Main

UCIT partnered with the campus community and Student Government to relocate the public computer lab in Steger Student Life Center (SSLC) to another Student Government space to deliver both computer lab and collaboration space functionality. With support from the Offices of the Provost and the Architect, UCIT will then repurpose the space in SSLC to create an E-Learning Center for the campus.

The planned E-Learning Center on MainStreet, located in the heart of UC’s Clifton campus, will be dedicated to the creation, design and delivery of accessible e-learning technologies. This physical space will drive the adoption of 21st century learning methods by engaging faculty and students in the discovery, development and deployment of an e-learning environment that is virtual and physical, as well as sustainable, supportable, scalable and secure.

UCIT began offering the Blackboard Mobile Learn app to the UC Community in January 2013. Since then, daily logins are about 10 times higher than the fall 2012 when the app was only available for a fee.
Partnerships for 21st Century Education

Computer and mathematical science occupations are among the fastest growing and highest paying in our region. By the year 2020, total jobs will top 33,000—a 26.5% increase from 2010.


The IT & Computing Partnership
The economic demand for qualified graduates who are ready to enter the IT, computing and data science workforce is high and will continue to grow. Since December, UCIT has partnered with more than 52 faculty members in four colleges to respond to these opportunities and turn them into action for the benefit of our region’s employers, students and educators.

About the Process
UCIT hosted two IT Summits and other internal meetings to engage with and listen to nearly 90 business and industry partners and more than 30 faculty members. The summits generated feedback, needs and opportunities related to the IT workforce. In response, university leadership activated a 20-person cross-college interdisciplinary IT & Computing Task Force. This task force has prioritized seven key areas of growth and opportunity for UC.

Seven Priority Solutions
- IT Transformation Advisory Board
- IT One-Stop-Shop
- Academic IT Roadmap
- UC Center for Cybsecurity
- Meeting the Demand for Data Scientists
- K-12 Pipeline
- Informatics

Next Steps
President Ono and Interim Provost Johnson joined a group of 40 faculty members, students and IT staff for an IT & Computing “Visioning and Possibilities” Faculty Workshop on June 3 at the Cincinnati Zoo and Botanical Garden. Since then, a subcommittee of the task force has drafted a proposal to create an Institute for Computing and Data Sciences at UC.
Partnerships for IT-Enabled Research

The University of Cincinnati ranks among the nation’s top 25 public research universities (National Science Foundation). Much of the research portfolio requires computing resources—infrastructure, hardware, software and people power. UCIT connects our partners to these IT resources and collaborates with them in the process.

**OARnet & UC**

In December 2012, UC and Procter & Gamble Company joined the several universities and businesses invited by Ohio Governor John Kasich and former Ohio Board of Regents Chancellor Jim Petro to “light up” the Ohio Academic Resources Network’s (OARnet) ultra high-speed fiber optic network backbone upgrades.

The 100 Gigabits per second (Gbps) research and education network connects Ohio’s major metropolitan areas to northern and southern connection points of Internet2, a nationwide advanced networking consortium led by the research and education community.

Connecting UC to the 100 Gbps OARnet Internet2 portal will improve Ohio STEM education:

- In the classroom and in the laboratory.
- Will open new opportunities for research partnerships between universities and industry.
- And enhance opportunities to promote commercialization and job growth.

UCIT collaborated with computational researchers on campus to write and submit a National Science Foundation grant to fund phase one of a high bandwidth network, called UCScienceNet (UCSN), for STEM researchers and students at UC. If awarded, this grant will enable a broad spectrum of investigators to accelerate and extend their existing research programs. UCSN will advance the UC’s third century priorities by creating new opportunities for research, collaboration and education.

**eduroam**

UCIT readied the university to join eduroam—a secure, world-wide roaming access wireless network for the international research and education community. With eduroam, students, faculty and staff can use their UC username and password to access wireless network services at any of the hundreds of eduroam-participating institutions. Likewise, this worldwide hotspot also allows visitors to UC from participating institutions to obtain wireless Internet access using their home institutions’ logon credentials.

**ARL E-Science Institute & UC Digital Repository**

UCIT partnered with UC Libraries to take a critical look at the university’s current and future e-science agenda. UC’s participation in the Association of Research Libraries (ARL) E-science Institute has aided in the formation of an institution-wide, e-research strategy and launched an effort to meet the present and future research information needs of faculty and students. This work has led to collaborative initiatives for a Digital Repository that captures data, organizes it, makes it accessible and enables its reuse and reformatting (data visualization). The repository will also preserve the intellectual output of UC’s research enterprise and research-significant library collections.

**Research Directory**

UCIT partnered with the Office of Research to develop a Research Directory that aggregates UC’s research assets into a keyword-searchable, online database. This “portal” provides robust searches and reports for individual researchers; research administrators and coordinators; industry partners; and university leadership. The UC Research Directory is serving as a potential model for the Ohio Board of Regents work to produce a “Statewide Research Portal.” This resource will showcase, share and promote the intellectual property generated by Ohio’s higher education research programs to industry partners who can aid in its commercialization. In addition to commercializing technology the portal would also serve as an engine to solve real-world problems and spark innovation across the state.

Ohio invested approximately $13 million to harness innovative technology that “opens the faucet” of Ohio’s current 1,850 miles of broadband fiber and increases the speed of the state’s research and education network from 10 to 100 Gbps.
Student Partnerships

UCIT’s relationships with students extend beyond the approximately 130 student workers and co-ops we employ. They provide perspective that informs the systems we choose and the services we offer. Their energy and excitement fuels our efforts for continuous improvement and development. Students are the heart of our work.

Student Government Partnerships

Mobile Apps Incubator Naming Contest
Student Government sponsored a contest to name the Mobile Apps Incubator. Student-submitted ideas appeared on the Student Government Blackboard Poll so that students could choose their favorite. “The App Lab on Main” was the winner!

From left, Student Government representatives Andrew Naab, Priya Chawla, UCIT’s Dan Drury and Student Body Vice-President Jaclyn Hyde pose with the goCharge Unit in TUC.

Microsoft Office 365 (Student Email)
Student Government worked closely with UCIT to determine the best email solution for students and formally endorsed the move to Microsoft Office 365 on February 13, 2013. The migration to the new system occurred in early July, and a new Student Government/UCIT Partnership to promote the new features of Office 365 is underway for the fall 2013 semester.

IT@UC Strategic Plan
2012-2013 Student Body President Lane Hart provided valuable feedback to inform the progression of UCIT’s transformation. He and Student Government’s Director of Marketing Christina Beer served in an advisory role to the IT & Computing Task Force’s work to meet workforce development needs. Lane and the 2013-2014 Student Body President Joe Blizzard and Director of Technology Priya Chawla serve as members of the IT@UC Strategic Planning Committee, providing the essential student feedback necessary to inform an effective and engaging future for students of IT@UC.

goCharge Units
UCIT partnered with Student Government, the Office of the University Architect and UC Libraries to place a mobile device charging station in “UCIT @ Langsam,” the only 24-hour computer lab on campus. The free-standing charging kiosk offers a total of nine key-coded lockers that provide the security of leaving phones or tablets while they charge. Seven lockers are compatible with Apple iPhones and Android phones, and two accommodate iPads or Android tablets. UCIT installed an additional kiosk in the Tangeman University Center food court, and plans are underway to expand the service to dining halls and other strategic areas on campus.

Blackboard Assessment Module
Student Government partnered with UCIT to develop a new survey module for Blackboard that provides an unlimited number of questions and collects college, year, and gender demographics from student respondents. The first survey to include it focused on the quality and effectiveness of instruction and advising at UC.
Strategic, Secure & Efficient Shared Services

Data Center
In early 2013, university leadership commissioned a cross-functional team to holistically address the institution’s short-term, mid-term and long-term data center needs. Within three months, the Data Center Task Force successfully advocated for $1.5 million to expand the data center’s back-up power supplies.

Addressing this short-term need provides protection to mission-critical IT systems and allows for secure and sustainable expansion of the university’s academic and research agenda.

The Data Center houses nearly 500 terabytes of the university’s mission-critical data.

Representatives from across the institution serve together to ensure the university’s data center needs strategically align with its academic and research goals.

• Administration & Finance IT
• College of Engineering & Applied Science IT
• College of Medicine IT
• Provost’s Business & Financial Affairs
• Office of the University Architect
• UC Health
• UC Information Technologies

Directory Services Statistics:
July 1, 2012-June 30, 2013
The online faculty/staff directory received more than 2.5 million visits, and the auto attendant answered more than 180,000 calls.

100% Wireless Campus
UCIT completed the UC2019 goal to bring the Uptown Clifton Campus to 100% wireless coverage. Work began in June 2011 to bring wireless to all university residence halls and wrapped in late December 2012 with wireless coverage in every building and select green space locations on campus. The project was completed in less than two years—well ahead of the scheduled four-year timeline. Today, the wireless network averages 38,000 devices connected across the 4,000 access points — 11 times more connections than were possible in June 2011.

Help Desk
The UCIT Help Desk troubleshoots technology-related questions for current faculty, staff and students; prospective students; and alumni. Additionally, the Help Desk provides directory assistance for the university. In July 2013, Blackboard phone and email support moved to the UCIT Help Desk. This transformational move provides more efficient and agile Blackboard service to the university community. Benefits include increased hours of service and expanded, proactive support facilitated by FootPrints, the Help Desk’s centralized ticketing system.

Help Desk Statistics:
July 1, 2012-June 30, 2013
Activity Average Monthly Total Total
Calls 9,233 109,685
Emails 1,585 19,016

98% of those surveyed rated their overall Help Desk experience as “above average” or “excellent.”

Exchange 2010 & Microsoft Lync
In August 2012, UCIT successfully migrated all (13,644 total) faculty and staff email boxes to Microsoft Exchange 2010. With it, faculty and staff receive 5-times more storage space (10 Gigabytes total), a more feature-rich Outlook Web Access experience, data redundancy and Microsoft Lync 2010.

UCMail, Faculty/Staff Email System Statistics: July 1, 2012-June 30, 2013

AVG # EMAILS HANDLED EACH WEEK
Inbound* 6.3 million 80% are filtered as SPAM of Malware.
Outbound* 1.2 million 85% are sent over an encrypted connection.
80-100 messages per week sent via highly-secured encryption service, due to discovery of HIPAA or other protected data.

UCIT introduced Lync as part of the upgrade to Microsoft Exchange 2010. With Lync 2010, faculty and staff can:
• Send-and-receive instant messages.
• Start or join audio, video or web conferences.
• Share their desktops, programs, PowerPoints and much more.

The UCIT 100% Wireless Team
Microsoft

UC has maintained a commitment to affordable Microsoft software for students, faculty and staff since 1999. This year, that long-standing relationship with Microsoft paid big dividends. UCIT’s business relations experts played a key role in the Inter-University Council of Ohio’s negotiations with Microsoft to renew the agreement, saving UC more than a quarter of a million dollars ($267,848). For the first time in its history, this five-year contract also provides all interested UC departments with the Windows Core Server Platform, which includes:

- Windows Servers—All editions.
- Microsoft SharePoint Servers—All editions.
- Microsoft Exchange Servers—All editions.
- Microsoft Lync Servers.
- Windows Server External Connector.
- Exchange Server External Connector.
- SharePoint Server for Internet Sites Standard.
- Lync Server Standard External Connector.

This efficient, shared services approach to software makes higher education more affordable at UC and across the state.

Looking ahead: Virtual Desktop Infrastructure (VDI) & Lecture Capture Software

UCIT collaborated with the College of Allied Health Sciences; the Carl H. Lindner College of Business; the College of Education, Criminal Justice, and Human Services; and the College of Nursing to pilot an initial 500-seat virtual lab to serve in-house and distance learning students. This virtual lab provides students access to computer lab software anytime, from anywhere.

If approved, the proposed VDI funding strategy would incorporate centralized resources for lecture capture and media streaming solutions. Benefits of these enterprise shared services include a UC Video Repository (for E-Learning and student-generated content) and Teach Act (copyright) and Accessibility (ADA) compliance.

Lynda.com

UCIT partnered with the McMicken College of Arts & Sciences; the Carl H. Lindner College of Business; the College of Design, Architecture, Art, and Planning; the College of Education, Criminal Justice, and Human Services; the College of Nursing; Blue Ash College; and UC Libraries to bring all currently registered students, faculty (including Emeriti) and staff full access to Lynda.com.

This UC licensed video-training library offers more than 2,000 software, career development and technology training titles. They are accessible from anywhere using an internet browser and UC login credentials. The addition of Lynda.com further supported the university’s commitment to efficiency, allowing the Human Resources department to cancel its subscription to the university’s current training provider. In providing this service to our entire community, UC joins other prominent institutions that see excellent value in providing training in state-of-the-art technologies.

“Just wanted to drop a note to tell you I think the addition of LyndaCampus is great. I have already accessed several videos and will be assigning some to graduate assistants to get more familiar with several products. Thanks!”

Lynda.com Statistics

October 2012-July 31, 2013

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Security & Compliance

The UCIT Office of Information Security collaborates with the university community and other partners to protect computing and information assets and to comply with pertinent laws, regulations and policies. As a required data security standard, HIPAA (Health Insurance Portability and Accountability Act) is integral to the university’s academic mission, financial aid offerings and funded research portfolio.

The UCIT Office of Information Security partnered with College of Medicine to draft an institutional HIPAA Security Policy and with UC Health to develop security training/onboarding videos. Staff also implemented a HIPAA filter on the centralized email system and performed a security risk assessment for the Communication Science Disorders program in the College of Allied Health Sciences.

Other Partnerships to Enhance Data Security at UC

McAfee ePolicy Orchestrator—The UCIT Office of Information Security partnered with all IT managers on campus to implement the McAfee ePolicy Orchestrator. This centralized security software program handles the deployment and monitoring of a suite of security programs including anti-virus, anti-spyware and encryption software.

Shred Events—Courtesy of sponsorship from Shred-Safe, the UCIT Office of Information Security collected, securely shredded and recycled nearly 40,000 pounds (20 tons!) of documents from approximately 40 departments/colleges at zero cost to the university. This effort also supports the institutional goal of a sustainable, environmentally conscious UC.

Next Steps

The UC Information Technologies Office of Information Security will continue to partner with the Senior Vice Presidents, and across Vice Presidential areas of responsibility, to provide the expertise and planning recommendations needed to structure the university’s increased investments in these business mission-critical data security system and education requirements. To be successful, a complete and robust data security plan requires shared governance, joint investments and aligned policies and procedures.
Propelling UC’s Third Century

Student Information System Replacement Project
UCIT plays a leading role with Enrollment Management and the Division of Student Affairs in the university-wide partnership to coordinate the replacement of the current Student Information System. Following a fall kickoff, staff collaborated with other members of the pre-implementation team to map out current processes and requirements and identify all of the desired qualities a new system should provide to the UC community. The pre-implementation process pointed to a multi-vendor solution, and the university has begun the process to issue requests for proposal (RFP).

The SIS Replacement project as a whole has been coined the largest IT project in the university’s history.
Strategic Plan for IT@UC

Information technologies at UC go beyond the infrastructure, resources and services UCIT provides to the university community. Students and talented IT professionals in colleges and departments support the academic, administrative and research initiatives of the institution. The rapidly changing educational, research and IT landscapes demand agile, efficient and strategic solutions to propel UC into its third century.

The Strategic Plan for IT@UC harnesses the transformational power of interdependent, coordinated information technologies to support the university’s commitment to educate, innovate, imagine and solve real-world problems.

The Team
The 24-person IT@UC Strategic Planning Committee includes faculty, college-based IT staff, accounting and finance experts and students working in partnership with UCIT staff.

The Strategies
More than 150 faculty, staff, and students provided survey-based strategic planning input. The results informed the development of the following eight core strategies that further the foundational work of the Blue Ribbon Task Force on Academic Information Technology. The themes of “compliant and secure” pervade and encompass all strategies, which are managed according to the Information Technology Service Management philosophy. The plan also includes a proposed funding strategy developed in partnership with the Office of the Senior Vice President for Administration & Finance.

WHERE TO FOCUS
• Disruptive E-Learning
• Research & Knowledge Creation
• Shared Services/Shared Architecture
• New Business Opportunities

HOW TO SUCCEED
• Interdependence & Shared IT Governance
• ITSM: IT Service Management
• Funding & Resourcing Strategies for IT@UC
• Collaborative Communication
Robert H. Haas, Jr.
(1967-2013)
In memory of our co-worker and friend Bob Haas.