ITS Strategic Plan

UC RIVERSIDE

THEME

Business Process Automation

Strategies	Purpose	Metrics
Focus computers on things computers do well and humans on things humans do well	Eliminating repetitive tasks, configurations, and manual workloads allow staff to focus their time and skills on high orders of problem solving and engagement	Processes automated People time saved Transaction volume
Ensure digital fluency to provide creative, equitable, and innovative engagements, including training, support, documentation, and AI-driven solutions	Knowledge of how to leverage and use digital tools effectively in an evolving environment is critical to the success of technology deployment	Support ticket volume Trainings completed

Values

Agility
Collaboration
Innovation

Supports Campus Goals

1 & 2

THEME

Enhance User Experiences

Strategies	Purpose	Metrics
Create cohesive paths for user engagement across the enterprise platform of services and interfaces	Fractured user experiences create additional overhead and burden on faculty, staff, and students	Session Duration Net Promoter
Building relationships, increase engagement, collaboration, perception, of technology initiatives and support	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	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	Purpose	Metrics
Identify the highest compliance risks to UCR and make them the priority for controls, policies, and procedures related to cyber security and data privacy	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	Total vulnerabilities and incidents
Infusing an understanding and use of the UC privacy values and principles across the campus community through the technology and services that ITS manages	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	Security protocols adherence Cybersecurity training completed Phishalarm volume
Zero Trust Security (ZTS) verification for all focused on users, assets, and resources	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	Percent of UCR on Managed Endpoints Number of known exploits in our ecosystem

Values

Diversity
Agility
Innovation

Supports Campus Goals

1,2,3

UCR Information Technology Solutions

THEME

Data Drives Business

Strategies	Purpose	Metrics
Establish effective campus data governance that builds trust in the data being provided to answer important questions	Data governance is the core to successful utilization and agreement on narrative around data	Number of approved definitions in business glossary Datasets brought into data governance
Create platforms that ensure faculty, staff, and students have access to all the data they need in a secure manner	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	Active user accounts on Looker platform Average net promoter score on data quality
Build a data management program that ensures data is high quality, accurate, and up to date	Unclear, out of date, and repetitive data leads to reporting errors and inconsistent answers to key questions	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	Purpose	Metrics
Operational excellence, platform alignment, and reduction of complexity throughout business and functional operations (e.g., automation)	It is critical that IT operations are able to scale to fit the evolving needs and growth of UCR	Agile velocity average
Deploy infrastructure in a way that enables ITS staff to quickly meet the strategic needs of the campus	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	Time to project delivery Number of major incidents
Deploy new services that have a minimal environmental impact	Global climate change continues to impact the planet, and UC has pledge to become carbon neutral	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