

UTO 2022

Strategic Priorities

Futuristic, learner-centered and empowering: UTO has developed a new array of strategic priorities designed to support and advance the innovation taking place across Arizona State University.

These **strategic priorities** are born from "north stars" as defined by ASU leadership as guiding priorities for UTO's work that act as compass points to help all members navigate their work.

These **objectives** allow us to break down our visionary strategic priorities into component parts such as initiatives, products, projects or services. These are aspirational and may not be accomplished in one year. They may be new or arise from existing efforts.

Lastly, **goals** are how we will achieve the objectives. These may be set by individuals, teams, product owners, portfolio owners, and others. Goals will have timelines and measures associated with them. Ultimately, the daily tasks and activities we perform should be aligned with achieving one or more goals. Goals are reported quarterly and shared with our community.

Nine priorities pave the way for excellence, read on to learn more!



1. Culture, Communications and Talent

Foster a cohesive environment and way of working that enables understanding and belonging, attracting and retaining new and existing talented people.

Objectives:

1. Ensure high-impact recruitment and retention of IT professionals.
2. Develop a professional development pathways blueprint for the UTO Family.
3. Foster an environment of belonging to strengthen culture and innovation.
4. Partner with teams to keep our community informed of timely developments that spark tech and culture adoption.
5. Generate and amplify stories that position UTO as a leader and strategic partner for enabling the Enterprise mission.
6. Via ShapingEDU and Learning Futures, build recognition and community globally for UTO/ASU as a visionary leader while iterating our own approaches with emerging best practices.
7. Develop and iterate a scalable playbook and approach to technology communications and community engagement.



2. Learning Innovation

Enhance the creative and digital fluency of all learners in nextgen learning environments, advancing the fourth and fifth learning realms with technology-enhanced education through exploration and infinitely scalable learning.

Objectives:

1. Expand ASU's Realm 4 (Immersive) capabilities for scale through Dreamscape Learn and additional ASU-created immersive platforms and products.
2. Advance ASU's Realm 5 strategy and capacity (Game-based platforms, adaptive/ai-enabled learning, microlearning, etc.) through collaboration with the Learning Enterprise and development of POCS, MVPS and prototypes.
3. Design and launch Learning Spaces of the Future.
4. Advance the Learning Futures Innovation model to include broader community engagement and distribution of models, frameworks, and best practices.
5. Expand and complete current projects in the Learning Futures Partner network.





3. Digital Trust and Information Security

Support learner agency, data empowerment and Privacy by Design, proactively identifying and protecting the community from risks.

Objectives:

1. Advance Next Generation identity to enable Future Learning realms.
2. Build, nurture and maintain the bench of Information Security talent across the institution.
3. Facilitate the re-invention of the approach to institutional data governance and privacy.
4. Support the design of privacy and data governance processes for data transparency and regulatory alignment.
5. Mature enterprise security practices to reach key compliance and regulatory metrics that make the university more attractive and capable as a research institution.
6. Advance the design of the Trusted Learner Network to advance the credit mobility initiative.
7. Advance the Agent Learner Initiative through the design of the Pocket Digital Wallet.
8. Develop an action plan for operationalizing Zero Trust principles.
9. Assess the enterprise security toolset to ensure alignment and fit with staffing strategies, operational spend and utility.
10. Utilizing results of assessments from Enterprise Security Tool Set - build out organization to support recommendation developed in assessment.
11. Advanced asset management strategy to secure institutional incident management and maintenance posture.



4. Student Success + Learning Initiatives

Design and deliver to learners tools and services that enable them to thrive academically.

Objectives:

1. UTO will work in partnership with the Academic Enterprise and Learning Enterprise as well as enterprise offices to support, define and manage the scope and necessary funding for the advancement of student success and learning initiatives.
2. Execute new funded technological initiatives in concert with the Academic and Learning Enterprises.



5. Advance Research

Support computational and biomedical research by providing advanced cyberinfrastructure and expertise in data analysis at scale.

Objectives:

1. Scope the effort and resources required to assume support and administration of KE technical services.
2. Define and scope the effort to create a HIPAA compliant storage framework for research.



6. Universal Learner

Increase access and distribution of existing ASU learning assets, scaling learner impact for all learners, any time, everywhere.

Objectives:

1. Support a Premium Experience through Marketing/Data Integration and Learning Journeys.

2. Complete a skills mapping pilot.
3. Identify the next set of Learning Enterprise technology investments through design sessions.



7. Capacity to Advance Business Agility and Outcomes

Advance a financial planning process that identifies enterprise-level spending, creates allocations for enterprise initiatives and empowers unit-level decision-making, and integrates new technologies to bolster capacity/reduce costs.

Objectives:

1. Advance top 5 financial planning opportunities for Enterprise Technology.
2. Improve the operations budget planning.
3. Develop a GIS plan for CY22.
4. Technology support for chatbots.
5. Support partnerships in the ASU Innovation Zone.
6. Investigate Human Capital Management (ERP) replacement or upgrade.
7. Enterprise document management.
8. Investigate and develop a mobile ID credentialing plan.
9. Integrate the telemetry network with the IP backbone network - Infrastructure.
10. Integrate additional employee self-service functionality with the ASU application



8. Digital Infrastructure

Ensure all learners can connect with each other and ASU resources.

Objectives:

1. Complete plan to vacate on-prem ISTB 1 for UTO infrastructure.
2. Plan and begin implementing a coherent monitoring and telemetry strategy to enable automated incident response.
3. Explore Opportunities for and Advance Digital Equity in our Embedded Social Context.
4. Increase speed, power, and connectivity through software-defined networking (SDN) to Mature ASU's Next Generation Network.
5. Modernize wireless infrastructure for future devices and designs - accelerating toward better reliability and speed.
6. Execute refined segmentation strategy on the network on the path to advanced security policy and zero trust.



9. Service Alignment

Optimize how ASU designs, delivers and supports technical services across all learners, faculty, researchers and staff.

Objectives:

1. Mature UTO service management.
2. Optimize enterprise service offerings.
3. Align talent.