



# UTO FY21

# Priorities & Goals



## Collaborately Created

The UTO FY21 Strategic Priorities + Objectives were determined by a team of 60+ leaders across the organization. ASU recently made a decision to shift to calendar year (CY) planning rather than by fiscal year. As a result, UTO will transition to the CY format. Leading up to this, we will count the additional months remaining in CY21 as additional quarters – referred to as FY21 Q5-6. On January 1, 2022, we will shift to CY22 Q1, with CY22 Q4 ending December 31, 2022.

This process reflects the culture of empowered collaboration at UTO. Cross-functional strategic planning is a foundational element of UTO 2.1.



## 1. Culture and Communication

Christine Whitney Sanchez and Samantha Becker

### Nurturing communities and outputs that amplify our vision and impact towards shared values

Culture work is UTO work, and the foundation of successful learning and service delivery, data and analysis, engineering and products and projects. As such, UTO will focus on the ways that UTO family members are empowered by the variety of portals to engage in culture – even those that don't seem inherently cultural, such as financial transparency. Building on the newly established C3 portfolio and working group (WG-C3), we will advance the design of Enterprise Technology, in close partnership with colleagues involved in the Organization + Prioritization Strategic Priority, striving to scale the best practices we have learned through the UTO 2.1 model. Areas of culture and communications focus include Storytelling, which illuminates the impact of our culture and innovation work, Responsible Innovation, which frames the way we build/deploy tech and solutions, Data Driven Practices and Financial Position, which define how we operate in the culture we are cultivating to use data to inform our decisions and place priority on financial transparency and distribution.

#### Objective:

**Integrate culture and communications into diverse functional activities that advance the way we work together.**

**Q5:** Present the current FY22 budget, net operating margin, and prior year carryover for Responsible Innovation (RI). Establish a recommended mode for conducting focus groups, so that a team may conduct one on their own in the event formal design and/or UI/UX teams are unavailable.

**Q6:** Begin planning for the FY23 budget and build a comms plan in support of the RI process to bolster broad adoption Q6: (RI) Establish at least 3 more initiatives with clear use of the RI charter, and pilot their process framework.



## 2. Organization and Prioritization

Nathan Corwin, Bobby Gray, Dawnyce Schutz  
Mike Sharkey, Nathan Wilken

### Aligning our work in agile ways that are responsive to diverse community needs

The efforts around this Strategic Priority were advanced in Q1-4 by the launch of the UTO 2.1 – our rapidly-reconfigurable, entrepreneurial organizational structure. This ongoing work includes the design of a light-touch, adaptive governance approach and maturation of the IT governance community of practice; identification of our natural work intake mechanisms and prioritization constructs; and implementation of new workflows to help autonomous teams make informed decisions and prioritize work. With an intentional focus on organization, agile ways of working and the prioritization of technology work for alignment to business strategy, we will further operationalize the UTO 2.1 model to align autonomous, agile technology teams to the innovative work of the enterprise and mature the identification and strategic prioritization of this technology work across stakeholder groups. Our ultimate aim is to improve customer experience through the alignment and standardization of core enterprise services while enhancing the scalability of technology solutions.

#### Objective:

**Solidify the UTO As We Work framework to drive alignment and prioritization.**

**Q5:** Design the strategic prioritization process and stakeholder inclusion model for CY22.

**Q6:** Mature and operationalize UTO 2.1 inclusive of intake, prioritization, and tracking of new initiatives.



## 3. Partnerships

Bonnie Leblanc and John Rome

### Advancing values-driven relationships that enhance community experiences

Strategic partnerships are vital to dreaming big and doing more, together. In FY21, UTO has refined our approaches for how we collaborate with internal and external partners that yielded gains including increased funding, amplified project findings and deeper community engagements. These partnerships are embedded within the ASU and greater Phoenix metropolitan community but often have global implications around student success, bolstering smart regions, increasing research capacity and architecting/accelerating next-generation solutions. A common thread across all partnerships has been inclusion – engaging with the community we aim to serve and ensuring their diverse needs and ideas are reflected in the products and services we provide. Using the UTO Positive Core, the ASU charter and ASU design aspirations as the foundational elements we will have committed to an iterative partnership cultivation that expands on shared aspirations as the partnership – and shared portfolio – evolves.

#### Objective:

**Advance a plan to scale partnerships.**

**Q5:** Mature the UTO partnership program.

**Q6:** Continue to grow partnership reach.



## 4. Learning Innovation

Heather Haseley and Dan Munnerley

### Architecting and creating the future of learning through experiments at scale

In FY21, partnerships have formed with technology leaders and providers, along with the official launch of the Learning Futures Collaboratory space within the Creativity Commons, readying the preliminary innovations for broad accessibility – advancing to Transforming Learner Experiences (#5). This work has been seeded through the LFC, which embeds stakeholder inclusion and grassroots innovation in its foundation. The LFC operates on six-month vision-prototype-test-assess cycles, with annual operationalizing, scaling and realigning cycles. In FY22 (Q5 and Q6), innovations piloted and tested in FY21 will begin to scale through strategic priority #6, while new innovations will be piloted and tested through the LFC. FY21 Q5 and 6 will see the LFC expand on the Creativity Commons, establish new partnerships, grow the student-centered Immersive Creation Studio, enhance work on skills of the future architecture and systems and launch two new workstreams around game-based learning and artificial intelligence/machine learning for learning.

#### Objective:

**Diversify the learning futures portfolio.**

**Q5:** Launch FY21 learning innovations, spaces, frameworks, communities, models, and experiences to increase institutional understanding and capacity around the three-to-five year trajectory of next-generation learning at ASU.

**Q6:** Assess and show value for scaling FY21 deliverables to reach three-to-five year goals around learning at ASU.



## 5. Transforming Learner Experiences

Kyle Bowen and Bobby Gray

### Scaling a greater breadth of powerful learning opportunities to all students

Learning experience transformation reflects our ability to scale our Learning Innovation Strategic Priority to the ASU student community. FY22 will see UTO designing and delivering experiences that connect and



empower all learners -- Universal Learners. This encompasses deploying, expanding and building on current successful developments from FY21, as well as exploring new opportunities to create impactful experiences for all Sun Devils, no matter who and where they are. Through our partnership with the Provost Office and others, we will have designed and supported the delivery of new learning modalities at ASU, recognized a greater breadth of learner knowledge (digital portfolios and digital streaming service), and integrated new features in the ASU Mobile App that foster interaction, wellbeing, knowledge and belonging. The outcomes and expertise of the Learning Futures Collaboratory from Learning Innovation (#4) will be leveraged as a pipeline to experience transformation, including further integration of augmented reality into the app.

**Objective:**  
**Advance the partnership between UTO and the Provost Office.**

- Q5: Advance the partnership between UTO and the Provost Office.
- Q6: Increase student engagement by deploying enhanced digital services offerings.



**6. NextGen Network**  
**Nathan Wilken and Greg Holmes**

**Increasing the speed, power and capacity with which we connect and create**

The NexGen Network (NGN) is an ever-evolving ecosystem of emerging technologies that increase the speed, power and capacity with which we connect and create. Edge computing, 5G, Internet of Things-enabled devices and more are opening up new opportunities for research computing, connecting previously unconnected communities and much more. FY21 Q5 and 6 will continue to drive key NGN advancement in design and operations practices. Fostering an architecture mindset, for example, will have involved giving often ambiguous concepts, like zero trust strategy, concrete definitions that are necessary to get buy-in and drive action. Second, this strategic priority emphasizes infrastructure as a code mindset to provide a more holistic perspective of the full range software and tools we can use. Towards operational excellence, UTO also will have formalized and set into action a plan for resourcing the back-end of these strategies -- in-house.

**Objective:**  
**Deliver a framework for sustainable forecasting and modeling of the NGN.**

- Q5: Broaden deployment of NGN.
- Q6: NGN and beyond.



**7. Automation and Optimization**  
**Dawnyce Schutz and Nathan Wilken**

**Delivering efficient and unified customer experiences**

UTO has expanded its strategy of selecting and implementing technologies and approaches that foster a unified, efficient operational and user experience. The aim is to enable a culture of continuous improvement and simplification of our processes and use of tools, to include driving efficiency and removing duplicative solutions. One substantial element is to leverage Robotic Process Automation bots, artificial intelligence and machine learning to minimize manual work on repetitive tasks; empowering UTO in collaboration with ASU academic and business units to work on value-added solutions and embedding security and compliance requirements early in the development process. Success in this goal will include a change in mindset resulting in building automation.

**Objective:**  
**Demonstrate connection of engineering automation with customer experience.**

- Q5 + Q6: Demonstrate connection of engineering automation with customer experience.



**8. Smart Campus/City/Region**  
**Chris Richardson and Bobby Gray**

**Expanding local capacity and infrastructure with art-of-the-possible products, projects and partnerships**

Using homegrown solutions, UTO will expand the capacity and impact of ASU's regional leadership and delivery of Internet of Things/mobility/art-of-the-possible products. Solutions are applied to ASU or externally via the Cloud Innovation Center, the Connective and others -- all while including students, faculty and other stakeholders in the process. These efforts will ensure that diverse viewpoints are represented wherever possible so that a wealth of ideas is surfaced and unintended outcomes are minimized (e.g., training of facial recognition bias in artificial intelligence). Our overall aim is to improve customer and stakeholder experience, augment societal benefits in a sustainable manner, build solutions and get them faster to market, surface better data for improved decisions, and lower the costs. To date, this strategic priority has bred a number of initiatives that serve our aims. In FY21 Q5 and 6, we will unify with our internal stakeholders; ASU Business and

Finance serves as a significant champion, with key contributors in the Office of the CFO as well as our CIO.

**Objective:**  
**Demonstrate scale and inclusivity while finding a glide path to digital equity.**

- Q5: Initiate a pilot with Cox Collaboratory on equipping sensors in the fleet.  
 Complete meet and greets with BIM providers to inform the ASU Smart Campus 1/3/5 year plan.
- Q6: Complete the fleet pilot with a readout of lessons learned on right sizing, as well as a go-forward on commercialization next steps  
 Present on the ASU Smart Campus proposal.



**9. Digital Trust and Information Security**  
**Kate Giovacchini, Timothy Summers and Dawnyce Schutz**

**Fostering learner agency and data empowerment -- with security and privacy by design**

This strategic priority recognizes the crucial importance of maintaining and expanding powerful security practices while introducing key concepts into the university dialogue: what is our responsibility toward the trust of our constituents and what is our mandate to further the privacy, agency and knowledge of those constituents with our technologies? Identity and access management technologies are foundational to advancing digital trust and information security. The Identity program will establish milestone developments that enable ASU to accelerate cloud adoption while shortening the gap to third horizon (emergent/nascent) technologies. The Pocket ecosystem and the Trusted Learner Network explore these spaces using distributed ledger technology to envision a future where learners exercise agency over the identities they share with the institution and the credentials they earn.

**Objective:**  
**Advance digital trust and information security playbook from pilot to operational mode.**

- Q5 + Q6: Advance digital trust and information security playbook from pilot to operational mode.

