

UTO FY21

Priorities & Goals

Collaboratively Created

The UTO FY21 Strategic Priorities + Goals were determined by a team of 60+ leaders across the organization. A retreat kicked off the discussions with activities designed to surface the group's major themes and strategies. A consensus-building exercise illuminated the ones deemed by the group as most vital for the fiscal year ahead. This process reflects the culture of empowered collaboration at UTO. Cross-functional strategic planning is a foundational element of UTO 2.1 -- an expression of our reframing in FY21 as a rapidly reconfigurable and entrepreneurial organizational structure that prioritizes and executes projects to better meet the needs of our community.



1. Culture + Communication

Christine Whitney Sanchez + Samantha Becker

Our number one priority grounds the foundational work of UTO 2.1 in the vital support structures of Culture + Communication. FY21 will see us building bridges via strategic, consistent and empathetic communications that reflect our evolved culture. This work will transform the technical and relational architectures necessary for democratized working, learning and living for cross-functional teams within UTO that ripple out across ASU.

- Q1:** Fuse the independently created strategic plans for Culture and Communications to formalize and resource C3.
- Q2:** Formalize and launch the official UTO brand of programs and events.
- Q3:** Design the architecture for UTO and the IT professional community as a "learning organization" with a growth mindset.
- Q4:** Review the Q1-3 impacts of all FY21 SPs and devise formal recommendations and communication for alignment, renewal, abandonment, enhancements and iterations.



2. Governance + Maturity

Jennifer Tweedy + Nathan Corwin

This strategic priority informs and stewards ASU's technology-enabled activities with organizational strategy for governance and maturity; it embraces light-touch governance by orchestrating a balanced approach to risk taking and operational excellence. UTO will deliver an overarching framework for IT governance and advancing maturity, deepen our partnership with the ASU community of technology professionals, and accelerate simplification and standardization of core enterprise services in alignment with ASU's academic, enterprise and learning strategy.

- Q1:** Develop an overall framework for governance and maturity to support UTO 2.1.
- Q2:** Support evolution of governance and maturity strategies across UTO for improved alignment, standardization, and simplification.
- Q3:** Accelerate technology alignment and operational maturity.
- Q4:** Engage in a consultant review of IT governance and maturity infrastructure and ensure continued agility and alignment to ASU priorities and UTO 2.1 initiative.



3. Alignment + Prioritization

Jess Evans + Nathan Wilken

In FY21, UTO will have socialized our natural work intake mechanisms creating a pathway to governance and transparency, in order to balance service delivery and operational excellence with innovation. New workflows will have been assessed, developed and implemented to help teams make informed choices on workload prioritization. A key outcome for FY21 is that teams have the autonomy to manage their day-to-day, with an eye to meeting expectations shared by leadership around advancing the UTO mission.

- Q1:** Reverse engineer the vision: identify the customer and current opportunities.
- Q2:** Build release 1.0 to demonstrate improved alignment, prioritization and transparency. Reflect on emerging opportunities.
- Q3:** Provide input from prioritization progress into strategic planning and budgeting.
- Q4:** Assess/refine the leadership development, training opportunities, frameworks and playbooks delivered in previous quarters, making our materials accessible across ASU.



4. Responsible Innovation

Nathan Corwin + Chris Richardson + Dan Mummerley

UTO has become more intentional in embedding values and stakeholder inclusion in our work product. FY21 will see us transition from an implicit set of values that guide products and service delivery to an explicit one that has flexibility to be nuanced for various projects by design. By the end of FY21, we will have published a responsible innovation framework and approach that ripples out into ASU, creating more concrete connections between our values and our work product.

- Q1:** Establish collaborative Responsible Innovation workstream and draft initial charter and goals for the collective work.
- Q2:** Formalize a feedback mechanism for Responsible Innovation charter to get more granular on nuanced versions, with a champions network identified.
- Q3:** Deliver an initial series of products (e.g., toolkits, frameworks and training) that help individuals and units integrate Responsible Innovation values into daily practice.
- Q4:** Publish and disseminate official RI charter and framework with the support of the champions network -- "deep convos + roadshows."



5. Partnerships

Bonnie LeBlanc + John Rome

In FY21, UTO will have 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 ASU but often have global implications around student success, bolstering smart regions, increasing research capacity and architecting/accelerating next-generation solutions. Through inclusive practices, we will have ensured the diverse needs of our community are reflected in the experiences our partnerships foster.

- Q1:** Establish a collaborative framework for both internal and external partnerships.
- Q2:** Develop a cadence and engagement strategy for partnerships.
- Q3:** Craft the press release and FAQs.
- Q4:** Advance the Partnership Framework.



6. Learning Innovation

Heather Haseley + Dan Mummerley

Much of the FY20 learning innovation work was seeded by the Learning Futures Collaboratory, which enjoyed a successful soft launch as the LFC forged partnerships with ASU faculty, staff and students to embed stakeholder inclusion and grassroots innovation in the very foundation. In FY21, partnerships formed with technology leaders and providers, along with the official launch of the LFC space within the Creativity Commons, will ready the preliminary innovations for broad accessibility -- Learning Experience Transformation (#7) at ASU.

- Q1:** Launch FY20 learning innovations, spaces, frameworks, communities, models, and experiences to increase institutional understanding and capacity around the third horizon trajectory of next-generation learning at ASU.
- Q2:** Assess and show value for scaling FY20 deliverables to reach third horizon goals around learning at ASU.
- Q3:** Launch partnership-enabled learning innovations, spaces, frameworks, models, communities, research initiatives and experiences.
- Q4:** Expand and solidify internal and external alignment and partnerships to advance progress toward third horizon goals around learning at ASU, regionally, and globally.

7. Learning Experience Transformation
Kyle Bowen + Bobby Gray

FY21 will see UTO delivering experiences that connect and empower Universal Learners. 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 TLN), and integrated new features in the ASU Mobile App that foster interaction, wellbeing, knowledge and belonging. The outcomes from the Learning Innovation realm (#6) will be leveraged as a pipeline to LX, including advancements in extended reality.

- Q1:** Leveraging the press release and FAQ, level-set on how new modalities impact LX.
- Q2:** Demonstrate the value of LX innovations.
- Q3:** Position continued improvements into the foreseeable future with plans for expansion and investments if necessary.
- Q4:** Close out FY21 commitments and pave way for renewed learner experience in Fall 2021.

8. Research
Sean Dudley + Lev Gonick

Through partnerships with the Knowledge Enterprise and EdPlus, FY21 will see us bolstering large-scale, network-enabled research, computational research, IoT instrumentation, GIS and learning design. We will have upgraded bandwidth at the Tempe Campus Border, Goldwater and other key places for co-locating research teams on campus, as well as completed the Cox Fiber Ring to enable this, reserving capacity for the Research Network. This strategic priority will have contributed to the Smart CCR architecture and improved community access to Internet2. As evangelists for growing computational capacity and related scientific practices among ASU, its partners, and the nation, we will have increased visibility and transparency of our joint efforts.

- Q1:** Advance Partnership Framework and achieve milestone goals.
- Q2:** Advance UTO 2.1 and computational research at ASU and kick off NSF Science DMZ efforts.
- Q3:** Advance funded cloud-based research, including burstable and hybrid scenarios.
- Q4:** Complete milestones and refresh the infrastructure and engage in budget planning.

9. NextGen Network
Jess Evans + Lev Gonick

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. In FY21, fostering an architecture mindset will have involved giving ambiguous concepts, like zero trust strategy, concrete definitions that are necessary to get buy-in and drive action. Towards operational excellence, UTO also will have formalized and actionized a plan for resourcing the back-end of these strategies..

- Q1:** Complete NGN network topology cutover to new cores and complete build of Skysong Pilot SDN.
- Q2:** Initiate Phase 2 of NGN.
- Q3:** Deploy Phase 2 of NGN.
- Q4:** Devise the NGN plan for FY22.

10. Automation + Optimization
Nate Wilken + Tina Thorstenson

In FY21, UTO has expanded its strategy of selecting and implementing technologies and approaches that foster a unified experience. We have enabled a culture of continual improvement and simplification to include driving efficiency and removing duplicative solutions. One substantial element is to leverage Robotic Process Automation bots, AI 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.

- Q1:** Create framework for automation and optimization.
- Q2:** Move from planning to action.
- Q3:** Focus on Empower 21.
- Q4:** Execute FY21 deliverables and plan for FY21.

11. Data-Driven Practices
Mike Sharkey + Warick Pond

In FY21, this strategic priority will have empowered the ASU community with a data mindset that expands the human ability to see the bigger picture as well as discrete insights by both focusing inwardly to enhance our infrastructure and outwardly by deepening our connections to staff, faculty and students. We will have accomplished this through focus on: organizational infrastructure, legacy migration, UTO data standards and education & learning.

Organization and Infrastructure: Develop and communicate analytics 2.1 working model and enhanced cloud infrastructure needed to capture, enrich and deliver data for ASU.

Legacy Migration: Complete migration to AWS cloud and retirement of legacy technologies.

OKRs, KPIs and Data Standardization: Lead a multi-goal effort to improve UTO OKRs and dashboards.

Education & Learning: Provide community activities and content that foster a data-driven mindset and catalyze new data-driven opportunities.

12. Identity + Access Management
Timothy Summers + Nathan Wilken

UTO will have embedded identity and access into the cloud engineer portfolio of work to clarify products and service ownership. We will have laid the groundwork for enhanced security by creating a zero trust identity strategy and framework to guide authentication and authorization throughout the enterprise. A universal identity record will have simplified community access to technology resources by making available self-service requests and streamlined onboarding/offboarding processes. Our quarterly efforts will have addressed SSI, social log-in, IoT and next-generation security protocols -- positioning IAM services for sustainability.

- Q1:** Advance Identity and Access Management.
- Q2:** Devise detailed project management of NextGen IAM efforts.
- Q3:** Sign off on the ASU IAM architecture and capacity plan.
- Q4:** Devise a detailed enterprise scaling and roll-out plan.

13. Smart Campus/City/Region
Chris Richardson + Lev Gonick

Using homegrown solutions, UTO will expand the capacity and impact of ASU's regional leadership and delivery of IoT/mobility products. Our efforts will ensure that diverse viewpoints are represented wherever possible so that a wealth of ideas is surfaced and unintended outcomes are minimized (i.e. training of facial recognition bias in AI). In FY21, we will have engaged in efforts that lead to improving customer and stakeholder experience, augmenting societal benefits in a sustainable manner, building solutions and getting them faster to market, surfacing better data and lowering the costs for a number of vectors.

- Q1:** Advance ASU Smart Cities 2.1.
- Q2:** Bolster engagement on campus.
- Q3:** Expand Smart Cities 2.1.
- Q4:** Devise Smart CCR FY22 plan.

14. Storytelling
Samantha Becker + Kyle Bowen + Heather Haseley

UTO aims to broadly foster inspiring individual, institutional and community empowerment through emotionally resonant storytelling that champions the transformative roles that technology and organizational culture play in realizing ASU's design aspirations. A process for routinely capturing technology-enabled student and faculty success stories will shed light on the creative ways in which UTO and our offerings are supporting teaching and learning. We will know we are effective if we have shifted the ASU and national conversations about technology and its impact on teaching, learning, operations and research.

- Q1:** Devise formal storytelling strategy for UTO brand -- media, voice, style, and categories.
- Q2:** Engage with faculty and students to build a perennial "Silver Linings Playbook" editorial slate.
- Q3:** Build the UTO capacity for telling stories from every pocket of the organization.
- Q4:** Democratize storytelling within UTO -- unleashing our inner storytellers.

15. Financial Position
Greg Holmes + Warick Pond

Financial position reporting is the tool used to measure resource utilization. Reporting is derived from the budget which acts as a planning function in its preparation and a control function in its utilization. In FY21, consistent measurement of spending variances will have positioned UTO for financial success. Raising the maturity of how budgets are managed, maintained and reported will have involved creating an annual schedule of new repeatable processes, simplified tools and training that focuses on financial literacy.

- Q1:** Present current FY budget, net operating margin and prior year carry-over.
- Q2:** Begin planning for the FY22 budget.
- Q3:** Solidify plan for FY22 budget.
- Q4:** Close out FY21.

