

Berkeley PUSHES THE BOUNDARIES OF KNOWLEDGE, CHALLENGES CONVENTION AND EXPANDS OPPORTUNITY TO CREATE THE LEADERS OF TOMORROW.

ONE IT Berkeley's IT professionals work together to provide the tools, data, and infrastructure the campus community needs to continue to grow as the world's greatest public research university.

Key Strategies from Berkeley's 10-Year Vision

Berkeley empowers engaged thinkers and global citizens to change our world.

Berkeley focuses on the good to address society's great challenges.

Berkeley embraces the California spirit: diverse, inclusive, entrepreneurial.

One IT Goals to Support Campus Strategies

G1 Provide all students the essential tools and data they need to be engaged thinkers and global citizens.

G2 Develop the research technology infrastructure needed to address society's great challenges and to share knowledge for the public good.

G3 Create a diverse and inclusive community of IT professionals who are trusted and strategic partners with the campus, alumni, and the public.

IT Priorities for FY 22:

- Digital Learning Strategy
- Student Tech Equity

IT Priorities for FY 22:

- Research Cybersecurity
- UC Library Search

IT Priorities for FY 22:

- Strategically Aligned IT Organization
- Accessible Digital Tools and Content
- Campus IT Governance
- Enable One IT Professionals

Berkeley's IT Foundation

G4 Sustain the IT foundation for campus faculty, staff, students, and alumni. Improve campus IT systems and infrastructure through innovation, sustainable funding, campus governance, and organizational evolution. Support all One IT goals and campus strategies above.

IT Priorities for FY 22:

- Campus-wide Cybersecurity Implementation
- Network User Experience Improvements
- Data Center & Cloud Services Strategy Roadmap Project
- Enabling a Successful Return to Campus
- Cost Containment for Box and Google



One IT Strategic Goal 1

Provide all students the essential tools and data they need to be engaged thinkers and global citizens.

Digital Learning Strategy

Advise and support the development of a campus-wide strategy for digital learning to ensure that we continue to build instructional resilience, continue to advance the [Digital Learning Initiative](#), and have a more clearly defined approach to online education that addresses accessibility, risk, revenue and mission.

Lead: Research, Teaching and Learning

Key Measures of Success

- Cohort 2 of [Semester in the Cloud](#) has been implemented.
- Additional tools, best practices, support staffing, and technical/organizational infrastructure needed to improve instruction are identified and prioritized, and collaborations with campus partners to improve access for students with disabilities are continued.
- Continued assessment of faculty and student needs to inform best practices.
- Continued development of online and hybrid modalities, reinventing on-campus support services when necessary.
- Provided campus leadership with pedagogical and technical context accounting for the needs of students and instructors.
- Provided campus faculty and graduate students pedagogical and technical training and materials on subjects related to instructional resilience.
- Continued partnerships with Colleges, Schools, and Summer Sessions to develop campus-wide online courses and programs for mission driven and revenue generation opportunities.

Student Tech Equity

Support and advocate for equitable technology access to enable undergraduate and graduate students to fully engage in learning and research. Continue to provide technology such as laptops, Wi-Fi hotspots, and other peripherals to students with significant financial need via the [Student Technology Equity Program \(STEP\)](#).

Lead: Student Affairs IT

Key Measures of Success

- Worked with campus partners (e.g., Student Technology Services, Cal Nerds, STEM Equity and Success, Student Technology Council) to identify and address core student technology equity issues.
- Developed proposal for a revamped Student Technology Equity Program, supported by philanthropy and other sources, to address digital experience needs FY23 and beyond.
- Returned devices (e.g., laptops, tablets) are redeployed to additional students in need.
- New technology is provided to students in need as long as inventory remains.



One IT Strategic Goal 2

Develop the research technology infrastructure Berkeley needs to address society's great challenges and to share knowledge for the public good.

Research Cybersecurity

Incentivize and facilitate researchers to adopt fully the best practices of secure computing and data management, making available secure solutions coupled with supporting educational, consulting and outreach services for onsite and cloud-based computing. Conduct this effort in coordination with partners on campus—Research, Teaching, and Learning Services (RTL); Information Security Office (ISO); Vice Chancellor for Research Office (VCRO); Information Services & Technology (IS&T); the D-Lab; and Library—as well as Lawrence Berkeley National Lab.

Lead: *Research, Teaching, and Learning*

Key Measures of Success

- The Secure Research Data and Computation (SRDC) platform is available to researchers working with highly sensitive data, providing secure virtual machines (VM), high-performance computing (HPC), and data storage, in addition to Savio and Analytics Environments on Demand (AEoD) for less sensitive data.
- The Research IT consulting and outreach team, collaborating with the VCRO and ISO, has identified researchers whose work could migrate to or be initiated in managed, secure facilities such as SRDC, Savio, and AEoD.
- Research IT domain consultants have been trained in cybersecurity requirements, strategies, and best practices in order to support research faculty, students, and staff. The Research Data Management team, in collaboration with the Library, D-Lab and ISO, is educating researchers on best practices for securely managing data throughout the entire data lifecycle.
- In collaboration with IS&T, we have identified and provided solutions to ensure the integrity and durability of research data.

UC Library Search

Participate locally and systemwide in implementing a shared, innovative system wide integrated library system ([SILS](#)) across all 10 UC campuses, two regional library facilities, and the California Digital Library. Coordinate and enable an enhanced and user-centered level of integration in core functional areas: circulation, management, and sharing of print, media, and electronic collections to help transform library services and operations.

Lead: *Library*

Key Measures of Success

- One centralized, enhanced discovery platform ([UC Library Search](#)) has replaced Melvyl as the UC-wide library catalog search tool.
- UC faculty, researchers, staff, and students are able to find and access full text of millions of print and online books, journal articles, and other content across all UC campus libraries.
- Library analytics for national and UC assessment have been centralized.



One IT Strategic Goal 3

Create a diverse and inclusive community of IT professionals who are trusted and strategic partners with the campus, alumni, and the public.

Strategically Aligned IT Organization

Build an agile central IT organization that serves as a strategic partner to efficiently deliver campus IT services. Focus on the people, process, and structure to be agile, and to allow staff to do their best work. Embrace diversity and equity, and foster a sense of belonging on the team and with the campus community.

Lead: Berkeley IT

Key Measures of Success

- Central IT is able to demonstrate to campus leaders that it is a trusted partner in delivering great strategic and operational value to the campus community and in service of the University's mission.
- Improved coordination between central IT and local IT units so that fewer services are duplicated and each department can focus on their unique strength and value.
- Central IT is able to more easily reallocate funds internally to manage decreasing campus funding while supporting strategic investment areas.
- Central IT is organized in such a way that its structure, processes, and staff are flexible and over time, respond effectively to rapidly changing needs in the external environment.
- Diversity, equity, inclusion, and belonging are integrated into the organizational structure and our work.
- Staff have opportunities for professional growth and experimentation.

Accessible Digital Tools and Content

In partnership with campus stakeholders, continue to support implementation of the [UC IT Accessibility Policy](#) and further evolve the institution's posture in relation to accessibility of all online applications, digital tools, and content.

Lead: Productivity & Collaboration Services

Key Measures of Success

- Widespread adoption of [Siteimprove](#) to assess website accessibility.
- Advocacy for increased accessibility of existing tools in use on campus
- Increased campus awareness of accessible tools and requirements during procurement.
- Increased adoption of accessible tools.
- Increased creation of accessible content.

Campus IT Governance

Establish a new mechanism/model to engage key campus stakeholders in governance around critical technology-related issues, including the [Productivity Suite](#) set of applications and tools; enterprise applications; data ownership and handling; and risk mitigation associated with the widespread use of unlicensed administrative cloud-based applications and tools. *Lead: Office of the Chief Information Officer*

Key Measures of Success

- Stand up the new IT Strategy Committee.
- Stand up the new Productivity & Collaboration Tools governance group.
- Stand up the new Enterprise applications governance group, with an initial focus on Student Information Systems (SIS) and Berkeley Financial Systems (BFS).
- IT Governance has helped inform critical decisions regarding the Productivity Suite storage services.
- Campus leadership is better informed about strategic and critical IT issues, thus able to make more informed financial decisions regarding the funding of IT.

Enable One IT Professionals

Provide resources and support for the broader One IT community. Foster opportunities for connection, idea exchange, and professional development. **Lead: Office of the Chief Information Officer**

Key Measures of Success

- Increased engagement of IT professionals outside the large central IT departments.
- Hosting of community-building, technical assistance, and training events, including discussion and support around the future of work.
- Needs assessment and outreach to full One IT community (all 850+ IT professionals).
- Discuss and define roles with existing One IT committee.
- Hiring of campus IT Professional Development lead in the Office of the Chief Information Officer.



One IT Strategic Goal 4

Sustain the IT foundation for campus faculty, staff, students, and alumni.

Campus-Wide Cybersecurity Implementation

Continue the multi-year [phased implementation of IS-3 \(UC's Electronic Information Security Policy\)](#) across campus, with a focus on high-risk academic, research, and administrative units, and ongoing engagement. **Lead: Information Security Office**

Key Measures of Success

- Vice Chancellor for Research Office / Research IT / Information Security Office Research Security Partnership formalized; pilot research groups onboarded.
- 30% of campus academic and administrative [units](#) have completed all initial implementation tasks.
- Prioritization strategy for engaging with units formalized; Annual review for pilot units initiated.
- Processes for unit onboarding and status tracking have been operationalized.
- Program for ongoing engagement of security leads is in place.
- Campus Information Security Roles and Responsibilities Policy submitted to Compliance and Enterprise Risk Committee (CERC) for approval.

Network User Experience Improvements

Without a sustainable Wi-Fi funding model, redirect limited efforts to implement changes to campus building and outdoor Wi-Fi that optimize design and available bandwidth, improve reliability and performance, and create a better overall user experience. Continue to support locally funded efforts to prioritize the upgrade of equipment in areas that provide incremental funding. **Lead: Infrastructure Services and Telecommunications**

Key Measures of Success

- Campus outdoor Wi-Fi funding request approval received by the end of May 2021, to enable 50% completion of outdoor Wi-Fi implementation by the beginning of Fall 2021 semester.
- Campus building funding request approval received by the beginning of July 2021, for implementation of building improvements during FY22.
- Complete replacement and retirement of remaining legacy (Cisco) infrastructure, which is outdated and failing.
- Create a sustainable Wi-Fi funding model as part of the larger campus network funding proposal.

Data Center & Cloud Services Strategy Roadmap Project

Perform a workload analysis of the Earl Warren Hall Data Center, create a roadmap, and build campus support to move to a desired future state for campus-wide computing, including a retirement schedule for the data center.

Lead: Chief Technology Officer

Key Measures of Success

- A second supplier of data center services has been brought online to supplement the Earl Warren Data Center (and possibly to become one of its replacements).
- The number of co-located (“colo”) data tenants in Warren Hall has been reduced by 20%, with most moving to a new Information Services and Technology (IST) colo-providing location or cloud provider.
- Uptake of IST's private cloud expanded by 20%, along with a comparable reduction in physical hardware in the data center.
- With engagement of [Berkeley's Cloud Community of Practice](#), the Cloud Resource Center is re-launched as a robust online resource for people choosing among on-premise (“on-prem”) and cloud-based options.
- Completed recommendations to campus for a financial model for computing and storage infrastructure (cloud and on-prem) for consideration by leadership.

Enabling a Successful Return to Campus

Continue to support the campus in using [technology to aid in COVID recovery](#) and transitioning to the physical campus. Provide leadership and guidance around best uses of technology for remote/hybrid operations as well as ensuring health and safety. Convene workgroups as needed to produce the best recommendations, solutions, and

tools to meet campus needs. **Lead: Enterprise Applications**

Key Measures of Success

- COVID Recovery Compliance Tools that are easy to use and available for campus to track and verify compliance with campus policies for return to work.
- Campus dashboards that share critical data in understandable formats available to the campus community.
- Communication and data sharing that allows students, staff, faculty, and visitors to know what to do to support a safe campus environment.
- Guidance for campus around remote work and meetings to allow those who are not together in person to continue to serve the needs of campus and build community.

Google/Box File Storage and Migration

Recognizing the end to “free and unlimited” cloud storage and services, rationalize and stabilize file storage and collaboration options available. Develop and implement a plan to migrate files across different services to avoid costs related to service modifications from storage providers. **Lead: Productivity and Collaboration Services**

Key Measures of Success

- A comprehensible and sustainable strategy has been developed for archives, backups, departmental/individual file storage, file share, and collaboration.
- New services or realigned existing services have been developed to better fit campus needs.
- The migration of large data to other service options has been started.
- Yearly migration targets for Box storage are met: 2,200 terabytes by 2022.
- Yearly migration targets for Google are met (Google is defining those targets as of this writing).
- Data management costs/effort for departments have been optimized.

These twenty-two campus IT units have shared their top department priorities and are helping to lead One IT work on campus. See their priorities beginning on p. 8 of our plan.

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|---|--|
| 1. Berkeley Law IT | 12. Letters and Science IT |
| 2. Engineering IT | 13. Libraries IT |
| 3. Environment, Health and Safety IT | 14. OCIO: Office of the Chief Information Officer |
| 4. Facilities Services and Capital Strategies IT | 15. OCIO: Information Security Office |
| 5. Haas Technology Solutions | 16. OCIO: IT Client Services |
| 6. Intercollegiate Athletics IT | 17. Optometry IT |
| 7. IST: Architecture, Platforms and Integration | 18. Research, Administration and Compliance IT |
| 8. IST: Data Platform Services | 19. Research, Teaching and Learning |
| 9. IST: Enterprise Applications | 20. Student Affairs IT |
| 10. IST: Enterprise Data and Analytics | 21. University Development and Alumni Relations IT |
| 11. IST: Infrastructure Services & Telecommunications | 22. University Health Services IT |

ONE IT - FY22 IT Departmental Priorities

Berkeley Law			
1	Educational Resilience Part Deux	Support our Law school students, faculty and leadership in all aspects of remote learning. Develop procedures and services to support instructors transition to learning back in-person	<i>Goal 1: Essential tools and data for all students</i>
2	Team support	Support our IT and IT adjacent folks during this time. This is a challenging time and IT and IT-adjacent folks are being called upon to support a wider array of services in unique ways surrounded by difficult situations.	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
3	Alignment	Reevaluating our current services to make sure our use of campus services, local resources, and cloud services aligns with our future goals, and ensures efficient delivery and high availability to end users.	<i>Goal 4: IT foundation</i>
4	Security	Complete recommendations from IS-3 review, implement Law-school wide Information Security Management Program	<i>Goal 4: IT foundation</i>
5	Cloud Deployment	Identify, plan and move production services to campus-contracted AWS cloud services	<i>Goal 4: IT foundation</i>
6	Resilience	Revamp documentation, IRPs, and codify more responsibilities and procedures to ensure performance, security, and availability of all systems.	<i>Goal 4: IT foundation</i>
7	Team development	Create differentiated student worker professional development tracks that support individual growth and student worker team maturity.	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
Engineering			
1	Instructional Services	Increase support for instructional services for large scale, including DataHub, Computer-based Testing, and bCourses.	<i>Goal 1: Essential tools and data for all students</i>
2	Remote Instruction Technology	Install equipment and set up services to facilitate additional remote instruction	<i>Goal 4: IT foundation</i>
3	Administrative IT Resilience	Increase IT resilience from staff computing to web applications in response to COVID-19, campus reopening, and increasing budget pressures.	<i>Goal 4: IT foundation</i>
4	Support Energy DTI Research	Support ~25 diverse energy related research projects using cloud computing and AI/ML	<i>Goal 2: Research cyberinfrastructure</i>
5	Salesforce Toolkit	Create Salesforce Toolkit for Research Lab and Departmental Management	<i>Goal 2: Research cyberinfrastructure</i>
6	Simplify Infrastructure	Retire physical and virtual servers providing commodity services. Where appropriate, increase the number of virtual servers and containers supporting non-commodity IT services.	<i>Goal 4: IT foundation</i>
7	Windows Campus AD Authentication	Allow students to authenticate via Calnet by transitioning instructional Windows machines to using Campus AD.	<i>Goal 4: IT foundation</i>
8	Soda Hall CRAC Replacement	Replace CRAC units in Soda Hall	<i>Goal 4: IT foundation</i>
9	Wireless	Working with campus wireless staff, upgrade access points and coordinate refresh of wireless controllers	<i>Goal 4: IT foundation</i>
Environmental Health & Safety			
1	Security	EH&S has conducted an internal analysis of our systems and practices with a view to compiling a complete understanding of our current state and vulnerabilities. This analysis is in the process of being carved into a list of projects for EH&S to undertake. Once we have this list, we will assimilate it into our master project priority list and prioritize it. This is more challenging due to the current "work from home" climate we were suddenly placed in.	<i>Goal 2: Research cyberinfrastructure</i>
2	Integrate Core Applications with UCOP	EH&S will integrate core applications that support campus safety programs with Risk and Safety Solutions (UCOP). EH&S will continue to work closely with RSS in order to ensure that both groups are collaborating as effectively as possible. Both groups provide a variety of services to the same campus population. Sharing core data about research groups, campus locations, and departmental affiliations, helps us eliminate duplications in work effort and also maximize work efficiencies across the teams. Over the last few years EH&S has adopted several new applications. In the coming year, our focus is going to be placed on optimizing these and ensuring they are all working as smoothly as possible. To facilitate that work, we have initiated a temporary freeze on new R&SS software adoption in our Department.	<i>Goal 2: Research cyberinfrastructure</i>
3	Server Migration to IST	Transitioning any remaining non-Cloud servers to the datacenter.	<i>Goal 4: IT foundation</i>
4	Web Applications	EH&S will continue to redesign and rebuild our legacy web applications. The primary focus is reduction of the administrative burden required to recover operational costs for safety services. The secondary focus is increasing transparency for end users.	<i>Goal 2: Research cyberinfrastructure</i>

5	IS-3 Compliance	Build a database of all websites & applications used by EH&S staff in the performance of their work. As part of our IS-3 compliance, we are building a central resource for EH&S to know where we store our data and is it compliant for the PL level of the data being stored on it.	<i>Goal 2: Research cyberinfrastructure</i>
Facilities Services			
1	Maximo - Asset System of Record	Identifying existing asset inventories; Tririga, GIS and FSIT inventory to ensure data accuracy.	<i>Goal 4: IT foundation</i>
2	Maximo - Business Process Improvements	Define updates to existing Maximo configuration that will improve processes.	<i>Goal 4: IT foundation</i>
3	Maximo - Implement MaxAssist	Create guides for users to process tasks in Maximo.	<i>Goal 4: IT foundation</i>
4	FS Operations Infrastructure: Firewall, server upgrades	Cleanup and incorporate Carleton subnet into existing firewall instance. Complete transition of servers to 2016 and 2019 server platforms..	<i>Goal 4: IT foundation</i>
5	FS Operations Infrastructure - Business Continuity & Expansion	Update Server Hyper-v hosts via memory expansion to allow expansion of server infrastructure. Purchase a Network Attached Storage device for immediate isolated backups of production servers FSIT hosts. Confer with campus as to the possibility of extracting Servers they host on VMware infrastructure such that we have golden copies of each server, Maximo Prod and File servers.	<i>Goal 4: IT foundation</i>
6	FS Operations - Mobile Effort	Complete migration of FS iPhone inventory to FirstNet from Verizon (includes device upgrades)	<i>Goal 4: IT foundation</i>
7	Mapping - Document Management	Needs assessment for a Document Management System for Drawings/OMs/Archives. Document size of project, approximate volume of documents, key users, and possible software solutions.	<i>Goal 4: IT foundation</i>
8	Mapping - Update and Manage Campus Building Floor Plans	Develop processes for managing drawing updates, publishing, and sharing building floor plans with campus stakeholders. Includes file management evaluation and reorganization.	<i>Goal 4: IT foundation</i>
9	Mapping - Design GIS Enterprise Schema	Implement Enterprise GIS with support from Esri contractors. Publish and test web-based field maps for utilities (sewer, water, steam) on campus. Design layers and schema for a comprehensive Geographic Information System that serves FS customers' data needs.	<i>Goal 4: IT foundation</i>
Haas Business School			
1	Slack Automation v3	Continue our automation of Slack workflows for onboarding Students and Courses	<i>Goal 1: Essential tools and data for all students</i>
2	Jupyter Hub in the cloud v2	Now that our Jupyter Hub environment is the cloud we are looking at ways to optimise our cost structure and streamline the student onboarding process.	<i>Goal 4: IT foundation</i>
3	Jupyter Hub deployment automation	Automate the process of ordering new Jupyter Hub environments for courses through canvas and onboarding process for students in those courses	<i>Goal 4: IT foundation</i>
4	Automate Viewing Course Pods	Automate the process of supporting dual mode environments where all students in course cannot be physically accomodate in a space at the same time	<i>Goal 1: Essential tools and data for all students</i>
5	EMS Enhancements	Our Event / Room Management system needs some enhancements to support some of the bew post covid-19 workflows	<i>Goal 4: IT foundation</i>
6	Migrate rest of RC customers to campus or cloud	Migrate the rest of our Research Computing environments to the Cloud or campus depending on oppurtunity	<i>Goal 2: Research cyberinfrastructure</i>
7	bCourses Digital Service delivery plugins	Leverage bcourses plugin architecture to automate the delivery of the new digital services needed to support our post covid-19 efforts.	<i>Goal 1: Essential tools and data for all students</i>
8	Implementing Security Audit Recommendations	Implement the security audit recommendations of CISO audit to ensure compliance with IS-3 security policy	<i>Goal 4: IT foundation</i>
9	Financial Aid Reporting / Dashboard	Financial Aid department needs a real time undertanding of their current financial aid obligations. This dashboard will provide they with that visibility.	<i>Goal 4: IT foundation</i>
Intercollegiate Athletics			
1	Help Athletics figure out what HYBRID workforce looks like for us	Ensure that the department thinks about all important aspects of return to work with regard to what is likely to be a much more distributed workforce	<i>Goal 4: IT foundation</i>
2	Access App work completion, then Scheduling app rebuilt on Sharepoint and integrations	Complete Access App work and then get scheduling app rebuilt on Sharepoint and finish related integrations and nightly jobs, get Cloud sharepoint working with our SQL server via new licenses	<i>Goal 4: IT foundation</i>
3	IS-3 changes, MSSND, MSSEI, IS-12, UISL	Review of internal documentation and Netreg and our behaviours to ensure alignment with new policies and expectations	<i>Goal 4: IT foundation</i>

4	Migration to Campus Data Center	Move more assets into the campus data center. Goal is to have a nice set of hardware living in the data center on redundant power and cooling and it all just works and doesn't affect our budget too greatly.	Goal 4: IT foundation
5	San upgrade/replacement?	Make long term storage decisions, SAN Upgrade, Shared Cloud storage and BC/DR/Backup projects are all intertwined (Nimble replacements)	Goal 4: IT foundation
6	Evolve Sales team tactics and tech to support remote work	Remote ACD, Remote PCI, hybrid work, multiple components to this	Goal 4: IT foundation
7	Network simplification	Continue ongoing efforts to use campus VLANs and follow campus networking standards, we will not be able to do this completely, but get as close as we can	Goal 4: IT foundation
8	Shared Cloud storage standards promulgation	Create a standard Google Drive and Sharepoint Cloud infrastructure leveraging SPAs and our CalGroups work to provide a shared storage for every Athletics unit and Team with documented usage how to and process and procedures for setup and management	Goal 4: IT foundation
9	Wireless printing	Google cloud print is going away, find a replacement that's better that supports staff and students needs to print from their own (personal) devices (Where does HAAS student printer go??) IS Travers going to go back to being a student lab?	Goal 1: Essential tools and data for all students
10	BC/DR/Cloud Backup	Decide on a long term cloud backup solution and implement it, then figure out how that fits into Business Continuity and Disaster recovery plans	Goal 4: IT foundation

IST - Data & Platform Services

1	Installs, Upgrades, Migrations, including AD and Windows Environments Security Enhancements	KTLO: Perform Needed Software Installs, Upgrades and Migrations. Continuing ESAE / AD environment security work, including CalNet work (which requires coordination between teams) , KMIP Server, policy and process	Goal 4: IT foundation
2	Cloud Strategy : Service Refinement	Define and Refine the Service Definition for Public Cloud (AWS, GCP, Azure) to address billing and security, within the launch of new services.	Goal 4: IT foundation
3	Support CCURE Upgrades to an MSSEI compliant architecture	Transition CCURE to an IST supported, MSSEI compliant environment.	Goal 4: IT foundation
4	Security: IS-3 Implementation, including Logging Infrastructure Analysis and Upgrades	Additional work to become IS3 compliant : for both on prem and public cloud based architectures Update Logging requirements across the team, coordinate this with ISO .	Goal 4: IT foundation
5	Citrix: Invest & Expand	Citrix: Move to Hybrid Cloud Architecture, expand use for remote faculty, staff & students.	Goal 4: IT foundation
6	Support Secure Research Data and Computation Platform	Partner with RTL to develop the Secure Research Data Compute (SRDC) environment	Goal 2: Research cyberinfrastructure
7	VDI and Secure VDI	Roll out a version of the Berkeley Desktop (standard with a minimal number of mods) onto a virtual desktop environment, to allow remote staff an easier method to access the Berkeley Desktop, rather than a physical laptop.	Goal 4: IT foundation
8	Cloud Strategy : Cloud Management Platform	Refine the use of vRealize Automation as a cloud management platform (CMP) for on premise self-service private cloud.	Goal 4: IT foundation

IST - Enterprise Applications

1	Operational Efficiency and Business Process Improvements	Prioritize & support efforts that reduce waste, increase capacity, automate processes, and enable us to do more with fewer resources, and reduce financial and technical debt	Goal 1: Essential tools and data for all students
2	Process and Testing Automation	Implement automated testing in enterprise systems to improve reliability of testing and reduce resource requirements for manual testing, automate and improve processes where appropriate	Goal 4: IT foundation
3	Focus On Accessibility, User Experience, and Inclusion in Technology	Promote accessibility and user experience practices. Implement projects to promote inclusion in technology.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
4	Security Compliance	Continue to champion secure coding practices. Keep up to date on critical patching. Advisement of security procedures & process to the data owners.	Goal 4: IT foundation
5	Workforce Strategy and Culture	Invest in staff development, culture & workforce strategy to ensure teams are appropriately prepared to succeed in their technical and operational assignments.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
6	Flex around campus and compliance mandates to focus on the most timely priorities	Be agile when it comes to reprioritizing work to complete mandated projects	Goal 1: Essential tools and data for all students

7	Retire Non-Value Added Systems and Replace Non-Supported Technology	Retire systems that don't have a significant business purpose and replace aging systems as required.	<i>Goal 1: Essential tools and data for all students</i>
8	Implement IT Service Management Principles	Implement procedures to professionalize services and make sure the services we offer are supported appropriately.	<i>Goal 4: IT foundation</i>
IST - Enterprise Data & Analytics			
1	COVID-19 Recovery Analytics	Continue to assist campus in COVID recovery by providing data and dashboards to make timely decisions	<i>Goal 1: Essential tools and data for all students</i>
2	Data Governance Initiative	Participate in IS&T governance effort to form committees and processes with the goals of better managing risk and improving the quality and usability of critical campus data elements.	<i>Goal 4: IT foundation</i>
3	Cloud Strategy	Follow up on a Proof of Concept conducted in 2019; and work with campus technical and functional partners to determine 3-year cloud strategy.	<i>Goal 4: IT foundation</i>
4	Enterprise Data Lake	Expand the Enterprise Data Lake with more data from SIS and the Canvas LMS to meet the growing needs of RTL. Complete migration of BOA to source data from the Enterprise Data Lake. Identify new customers and new use cases.	<i>Goal 1: Essential tools and data for all students</i>
5	Finance/HR Data Initiative	Complete one or two major Financial Planning & Analysis initiatives, e.g., Berkeley Regional Services Org Tree, Finance Executive Dashboards and/or Common Chart of Accounts.	<i>Goal 4: IT foundation</i>
6	Student Data Initiative	Student Course Registration Improvements: Create a more complete and accurate view of student course registrations in Cal Answers by exposing Waitlist, Concurrent Enrollment, and Rejected Student data.	<i>Goal 4: IT foundation</i>
7	Cal Viz Service Improvements	Build new Cal Viz servers that are P4 compliant to meet the needs of existing consortium partners and attract new partners.	<i>Goal 4: IT foundation</i>
8	Cal Answers Upgrade	Oracle premier support for OBIEE ends August 2022. New version of Oracle Analytics will provide major new features, including new visualizations, advanced analytical functions and the ability to integrate external data sources on the fly.	<i>Goal 4: IT foundation</i>
9	Metadata Repository POC	Identify a metadata tool that can be integrated with our systems and enhance the data discovery experience of both our Enterprise Data Lake and Cal Answers users.	<i>Goal 4: IT foundation</i>
10	Procure to Pay Load Stabilization	To ensure continued stability and supportability of Procure to Pay refreshes, migrate Procure to Pay Informatica workflows from a legacy server to a supported Informatica PowerCenter instance.	<i>Goal 4: IT foundation</i>
IST - Infrastructure & Telecommunications			
1	Network Firewall and VPN Refresh	Refresh and upgrade of the hardware and software necessary for campus network security, including firewalls, VPN, and network traffic monitoring subscription services that provide detection of outside threats.	<i>Goal 4: IT foundation</i>
2	Campus Wi-Fi improvements	Implementation of funded Wi-Fi projects, including classrooms, outdoor spaces, student housing, and off-campus locations. Improve how Wi-Fi works for all users by changing the SSIDs available to all campus members and how they work.	<i>Goal 4: IT foundation</i>
3	Data Center - Cloud Strategy roadmap	Develop a roadmap to identify and rationalize campus computing needs, accelerate the migration of services from the data center to the cloud where justified, leverage the use of the Earl Warren Hall data center where it is most beneficial, and migrate distributed computing facilities on campus to either the data center or cloud targets.	<i>Goal 4: IT foundation</i>
4	Core Network Upgrade	Continued refresh of networking equipment on campus, including the core equipment that connects to the internet and CENIC, and the equipment that routes traffic between and within buildings on campus, including the data center and research labs.	<i>Goal 4: IT foundation</i>
5	Encryption for Endpoints	Enable and implement endpoint encryption for all campus Managed Devices , as part of UC Systemwide IS3 Cybersecurity policy compliance	<i>Goal 4: IT foundation</i>
6	Voice Strategy & Roadmap	Collaborate with campus stakeholders to identify a services roadmap that leverages and evolves current solution functionality and financial investment, where the future state provides enhanced voice solutions for customers for both onsite and remote communications.	<i>Goal 4: IT foundation</i>
7	Telecom UPS systems optimization	Review campus Uninterrupted Power Supply units for refresh, identifying and removing systems no longer needed, upgrading units that are past their useful life, and standardizing contract support terms.	<i>Goal 4: IT foundation</i>
8	IS-12 compliance	Assess gaps with newly published UC Systemwide IS-12 IT Disaster Recovery policy, and define the program of work necessary to implement compliance, targeting investment in compliance work over the next several years.	<i>Goal 4: IT foundation</i>
9	Workplace Culture	Create an inclusive workplace culture that people want to be a part of, while developing and retaining a diverse employee team.	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>

10	PCI Solutions	Review PCI solutions on campus and determine future optimization and enhancement roadmap. Perform PCI (Payment Card Industry) quarterly and annual review and ensure implemented solutions meet PCI audit requirements	Goal 4: IT foundation
IST - Productivity & Collaboration Services			
1	File and Data Storage Service Alignment	Provide clear definition for cloud storage service options for stakeholders to understand options that fit their needs best.	Goal 4: IT foundation
2	Team Alignment	Help EIS migrate to a new home in which there is better alignment with peer groups.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	Campus IT Governance	Launch governance structure to enable collaborative decision-making of Productivity Suite.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
4	Campus Software Consortiums	Formalize existing consortium agreements to align renewal timeframes, clarify responsibilities of members of each consortia, and strengthen sustainable funding models. Establish a formal consortium for the financial support of Qualtrics.	Goal 4: IT foundation
5	Services for the Developer Community	Transition the Developer Toolkit (Jira / Confluence / Github) to versions that will be supported by vendors in the long term (Jira and Confluence), and latest versions available (GitHub).	Goal 4: IT foundation
6	Web Accessibility	Support increased use and adoption of Siteimprove.	Goal 4: IT foundation
7	Next-Gen Integration Platform	Move to Cloud and Microservices. Modernize mission-critical campus integrations with more resilient, secure, cost-effective infrastructure.	Goal 2: Research cyberinfrastructure
Letters and Sciences			
1	Maintain and Build Partnerships	LS IT will continue to consult on areas of IT service deliveries that are not met with ITCS. We will work with departmental leaders, as well as individual faculty and staff to help identify the tools, services, and business partners necessary to facilitate their operational needs.	Goal 4: IT foundation
2	DocuSign	Onboard LSDO with DocuSign and explore what assistance for other LS departments from a central point.	Goal 4: IT foundation
3	IS3 onboarding and partnership with ISO	onboard LSDO with IS-3 change reviews with leadership, participate in assessment and program rollout for LSDO. LSIT will also partner with ISO for opportunities to engage with departments within L&S to explore ways in which to a college-wide approach to the changes and processes necessary for a successful IS3 implementation.	Goal 4: IT foundation
4	Remote Work/Hybrid Work support	Continue to provide support of departments in doing work remotely by providing more in depth consultations about their equipment needs as departments make new hardware purchases and upgrade plans. Support of IT colleagues at ITCS by reducing their workload in helping departments already be prepared with purchase information and options ahead of ordering.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
5	NetReg Clean-Up	Continue efforts started pre-pandemic that cleans up the information in NetReg that alligns to current standards of roles, asset management, and dovetail into on-going IS3 efforts.	Goal 4: IT foundation
6	Website risk mitigation	Create an assessment of the state of known current L&S websites as it relates to matters of IT security. Partner with L&S departments and site owners in consultations for risk mitigation steps available to them.	
7	Website Support	Continue custom website support for departments migrating to Open Berkeley or on going non-Open Berkeley sites.	Goal 4: IT foundation
8	Depricated Server Abatements	Continue with projects put on pause to abate servers hosted by LS IT that provide redundant or outdated services and applications to that of central campus providers.	Goal 4: IT foundation
9	Active Directory Clean-Up	Continue with the Active Directory cleanup and migration project from last year after LSIT helped to move formerly LSIT managed OUs to ITCS managed OUs for the College.	Goal 4: IT foundation
10	Engage with LS Departmental Leaders on IT Priorities	Have on-going engagements with the various departmental leaders in LS on their IT priorities for their units, the college and the campus at large. Bring back their voice to the various spaces where the LS IT Director has access and a seat at the table.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
Library			
1	Digital Lifecycle Program (DLP)	Enhance, evolve, and expand Library's digital lifecycle and initiatives program in support of innovation and access for research, learning, teaching, and social & public good.	Goal 1: Essential tools and data for all students
2	Staff Technology Support	Ensure all library staff are equipped with devices which meet their computing needs to ensure work from home or hybrid needs as future of work evolves post-pandemic over the periods of recovery, reopening, and in the future in case of other emergencies.	Goal 4: IT foundation

3	Systemwide Integrated Library System (SILS)	For UCB Library lead the migration and implementation to ExLibris's Alma and Primo (UC Library Search) environment.	<i>Goal 1: Essential tools and data for all students</i>
4	Security	Onboard Library into the new IS-3 policy program	<i>Goal 4: IT foundation</i>
5	Tableau	1) Evaluate Tableau Hosted in Cloud or Tableau hosted through IST. 2) Based on determination from #1, develop a strategy, plan, and policies for Tableau migration and implementation for Library's business data.	<i>Goal 2: Research cyberinfrastructure</i>
6	Data Support and Services	1) Coordinate with other campus partners to continue to plan and design research data infrastructure and services. 2) Implement the Library Data Services Program	<i>Goal 2: Research cyberinfrastructure</i>
7	Learning Analytics	Partner and coordinate with the RTL to identify and explore integration of learning analytics profiles with the systemwide integrated library system (SILS).	<i>Goal 2: Research cyberinfrastructure</i>
8	Library Helpdesk Strategy	Develop guidelines and policies around using the ticketing system. Develop plans for consolidating three ticketing systems. The Library currently uses 4 ticketing systems (ServiceNow, and 3 other local ticketing systems used by individual departments within the Library. This goal will ensure that we can consolidate our use to 2 ticketing systems, ServiceNow and one local, which should meet most of the Library needs.	<i>Goal 4: IT foundation</i>

OCIO - Information Security Office

1	VCRO/RIT/ISO Research Security Partnership	Through a partnership program sponsored by the Vice Chancellor of Research Office (VCRO), Information Security Office (ISO), and Research IT (RIT), and in collaboration with additional campus IT service providers, this initiative seeks to develop and strengthen cybersecurity for UC Berkeley Research.	<i>Goal 2: Research cyberinfrastructure</i>
2	CalNet Directory Update	Replace the CalNet Directory Update web service with a new tool, supporting features to enhance usability, privacy, and inclusion	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
3	IS-3 Implementation Project	Continue to roll out IS-3 Unit Project across campus - formalize priorities for selecting Units, operationalize onboarding process, initiate annual review for pilot Units, ongoing UISL engagement.	<i>Goal 4: IT foundation</i>
4	Implement Cloud and Endpoint Threat Detection and Identification Services	Develop and implement a cloud platform TDI service for both infrastructure (IaaS) and software (SaaS), expand FireEye Hx client deployment post-pilot	<i>Goal 4: IT foundation</i>
5	bMail Security Enhancement	Implement additional security controls around phishing	<i>Goal 4: IT foundation</i>
6	Improve vendor risk management processes	Work with our partners in Procurement and Strategic Sourcing to develop a sustainable and repeatable process for vendor risk management, including contract review and risk assessments.	<i>Goal 4: IT foundation</i>
7	Passphrase Management & Security	Continue to implement a new passphrase requirement policy for Calnet, which addresses modern threats and aligns with IS-3, and offer tools for MFA, password and shared secrets management to the campus community, include Duo Instant Restore and Duo universal prompt	<i>Goal 4: IT foundation</i>
8	Information Security Workforce development	Build the campus cybersecurity workforce, through a combination of strategies including recruitment and retention of open positions, expansion of student and staff intern programs	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
9	Information Security Policy Development	Complete campus review of MSSND and Roles & Responsibilities Policy. Complete Campus Workgroup review of IS-3 requirements for incorporation into MSSEI.	<i>Goal 4: IT foundation</i>
10	MSSEI in ISORA	Implement ISORA based MSSEI assessment	<i>Goal 4: IT foundation</i>

OCIO - IT Client Services

1	COVID: Rework IT support model for phased approach to returning to campus for Fall Semester	Implement safe processes for providing IT support to campus during the return to work phase of campus COVID-19 recovery, including direct remote support, contactless computer deployment, and controlled in-person support.	<i>Goal 4: IT foundation</i>
2	Improve ITCS organizational trust and psychological safety	Continue the program launched in FY21 to understand the reasons for broken trust in ITCS and implement measures to improve psychological safety, inclusion, and organizational equity.	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
3	Create ITCS 2-3 year Diversity, Equity and Inclusion Plan	Design a 2-3 year plan to improve ITCS diversity and equity (including pay equity) and include more diverse voices in ITCS decision making.	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
4	Development of ITCS student employee program	Hire career staff to lead student team, expand student team and service offerings, create additional student training modules, start work on a certification program, and continue to support OCIO's work.	<i>Goal 1: Essential tools and data for all students</i>
5	IT Service Management (Implement Service Request Forms)	Building on work from FY21, ITCS will continue explore ways to automate Desktop Support Service fulfillment to reduce customers' wait time and technician work time. Implementation will require significant outreach and change management with IT staff working on both Incidents and Service Requests simultaneously	<i>Goal 4: IT foundation</i>

6	Metrics Program	Develop a set of metrics to monitor health and performance of essential services -- Desktop Support & Service Desk	Goal 4: IT foundation
7	Supporting changes from continued implementation of IS-3 at UC Berkeley	In partnership with the Information Security Office, Endpoint Operations and Services, and others, continue work to assess ITCS services from an MSSEI / IS-3 point of view (primarily support of Berkeley Desktop and managed departmental file shares). ITCS will assist departments/units in filling out IS-3 related self-assessments and implementing disk encryption changes for managed institutional computers.	Goal 4: IT foundation
8	Knowledge management	Analyze, organize, and capture our groups' knowledge, experience, and information with a goal of making available the right information to the appropriate groups in a client-friendly, easily accessible way.	Goal 4: IT foundation
9	Support and implement changes related to OCIO/IST's Organizational Design Project (ODP)	Build partnerships, design processes, and implement support structures with new organizational partners helping make any new potential organizational structure work well.	Goal 4: IT foundation
10	Continuation and development of Strategic Partnerships	The Strategic Partnerships team will focus on initiatives, building partnerships with departments across campus to address departmental issues not serviced by existing service providers on security and compliance and the support of a hybrid workplace.	Goal 4: IT foundation

Office of the Chief Information Officer

1	IST Culture	Foster a more diverse and inclusive culture across OCIO/IST by identifying resources, defining the program activities, identifying specific deliverables, and supporting the work of the Action Team. Work in partnership with the campus Director of Diversity, Equity, Including and Belonging (DEIB) to align with campus DEIB goals. support the work of the OCIO/IST Action team.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
2	Complete the Organizational Design Project (ODP)	Build an agile central IT organization that serves as a strategic partner with the UC Berkeley community to efficiently deliver campus IT services. Create a structure and culture where IT professionals can do their best work.	Goal 4: IT foundation
3	IT Governance	Establish a new governance model around the Productivity Suite set of applications and tools that includes representation from key campus stakeholders, including the ASUC.	Goal 4: IT foundation
4	Mature the IT Strategic Planning processes	Build ways to further engage the campus One IT community in the identification of near and long term campus IT goals. Continue to use the processes to highlight the One IT community's wide and deep accomplishments and their support of the campus strategic plan.	Goal 4: IT foundation
5	One IT Community Building & Nurturing	Program management and communications support for various initiatives and activities for the One IT community: Strategic Plan, Diversity and Inclusion, Professional Development, IT Governance. Events (virtual and eventually back to in-person) in October 2021, IT Summit in June 2022.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
6	Portfolio Management	Create a portfolio management process for OCIO/IST and RTL projects to intake, review, select and monitor IT projects conducted by IST and the OCIO.	Goal 4: IT foundation
7	OCIO/IST Move to Telegraph	Complete the OCIO/IST move project and create the plan for transitioning back to on campus work in the new hybrid model.	Goal 4: IT foundation
8	Refine and Implement a Sustainable Financial Model for Campus Networking	Refine and advocate for a new financial model that enables our network to be sustainably funded and that serves as an exemplar of a common good allocation. This model includes networking, network security, and campus Wi-Fi.	Goal 4: IT foundation

Optometry

1	Education Resilience	Support our School of Optometry students, faculty and clinic staff in all aspects of remote learning. Developing policies, procedures using technology to support instructors for the classes online.	Goal 1: Essential tools and data for all students
2	Education Resilience	Support our School of Optometry students, Research for remote learning on the preclinic lab.	Goal 1: Essential tools and data for all students
3	Education Resilience	Implement AV technology to support the Student preclinic lab	Goal 1: Essential tools and data for all students
4	Online Course	Continue to Support Optometry online CE course. Build a technology to support Hybrid classroom and Preclinic lab	Goal 1: Essential tools and data for all students
5	Microsoft Technology Collaboration	Migrate clinical program collaboration platform. Move the Optometry clinics to the Microsoft O365 platform for their communication and collaboration needs under the UC contract to support their PHI and HIPAA Compliance	Goal 4: IT foundation
6	Security	Implement DLP/NAC solution to all Students, Faculty, Staff to protect the PHI. BYOD will be implemented along with this solution	Goal 1: Essential tools and data for all students
7	AV Technology	Implement Hybrid classroom with the latest AV technology.	Goal 4: IT foundation

8	Application Platform	Migrate Clinical EHR system to EPIC system to support our patients. EPIC is used by all the UC health. Epic will be used by our research team and students	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
Research Administration & Compliance			
1	get more value from data	Assess our data assets. Build metrics and dashboards to help SPO operations. Build out our virtual data mart. Explore alternatives to Tableau. Work with Enterprise Data & Analytics to get some Phoebe data into the Enterprise Data Warehouse.	<i>Goal 4: IT foundation</i>
2	improve records management	Continue work to bring us back into compliance with the UC Records Management Program. Upgrade our document management system. Add document functionality to support operations.	<i>Goal 4: IT foundation</i>
3	distribute systems operations work	Continue work to move our infrastructure configuration code to a team development model. Improve systems operation documentation. Build new tools to help manage systems. Evaluate observability/monitoring tools.	<i>Goal 4: IT foundation</i>
4	reduce Phoebe Help traffic	Continue to implement changes that will reduce effort supporting our main system. Find new ways to reduce effort.	<i>Goal 4: IT foundation</i>
Research, Teaching, and Learning Services			
1	Digital Learning	Advise and support the development of a strategy for digital learning. This includes ensuring that the campus continues to build instructional resilience, continues to advance the Digital Learning Initiative, and develops a more clearly defined strategy around online education to include access, risk, revenue and mission.	<i>Goal 1: Essential tools and data for all students</i>
2	Develop and Strengthen the Cyber Security stance of UC Berkeley researchers	Incentivize and facilitate researchers to adopt fully the best practices of secure computing and data management making available secure solutions coupled with supporting educational, consulting and outreach services for on-site and cloud-based computing. This effort is to be conducted and coordinated with partners on campus (ISO, VCRO, IST, D-Lab, Library) and Lawrence Berkeley National Lab.	<i>Goal 2: Research cyberinfrastructure</i>
3	Academic Advising Tools and Support	Enable academic and other campus advisors to support the success of all students more effectively by continuing to create innovative advising programming and to develop tools to support their work.	<i>Goal 1: Essential tools and data for all students</i>
4	Data Science Tools and Infrastructure	ategically partner with the Division of Computing, Data Science, and Society (CDSS) and other stakeholders to facilitate the adoption of innovative and scalable tools in support of programmatic growth in the field of data science at Berkeley. This partnership includes the development research infrastructure (in coordination with the Library and other partners), the adoption of innovative data analysis tools for students making them readily available to any instructor, and the support of CDSS through strategic partnership in development of online programming.	<i>Goal 1: Essential tools and data for all students</i>
5	Classroom Technology, Course Capture, and Livestream Upgrades	Support in-person classes with an improved technology experience. Accommodate student access and participation options through the expanded Course Capture and Pilot Livestream service to allow more flexibility for both asynchronous and synchronous broadcasting, and enable a classroom-as-studio option.	<i>Goal 4: IT foundation</i>
6	RTL Staff and Identity	Support and invest in staff, create space to adapt to organizational changes, and promote innovation and cross collaboration across teams that results in more effective programs and services. While navigating all this change, fosters an inclusive and welcoming workplace environment by strengthening RTL's diverse and inclusive community.	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
7	Enterprise Data Lake and Learning Analytics	Maximize the new Enterprise Data Lake (EDL), in partnership with IST, to operationalize the use of Data and Learning Analytics to support learning and instruction for faculty and students across campus.	<i>Goal 1: Essential tools and data for all students</i>
8	Digital Tools	In collaboration with our campus partners, create a strategy to manage the growing presence of third party plug-and-play vendors in the instructional technology landscape. This strategy includes creating checklist resources and tool vetting guides for faculty that identify the campus policy compliance requirements for third party tools, including the value of data privacy, security, and accessibility standards. In addition, create a mechanism for publicizing already vetted campus tools.	<i>Goal 1: Essential tools and data for all students</i>
9	Strategic Planning and Initiatives	Develop RTL's long-range strategic planning capacity; apply foresight tools and other techniques as appropriate to generate insights and inform future work and priorities.	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
Student Affairs IT			

1	Strategic Technology Direction for Distributed Campus	Provide strategic technology direction to move beyond COVID emergency response into ongoing hybrid (distributed remote & in-person) student and employee community experiences. - Student services delivered - and distributed workforce able to work - securely and effectively wherever they are. - Proposal developed for revamped Student Technology Equity Program (STEP) that addresses student digital experience needs FY23 and beyond. - Resources and activities provided for all SAIT staff to develop and grow their DEIB skills and understandings based on interest, need, and readiness. SAIT LG complete DEIB leadership training.	<i>Goal 1: Essential tools and data for all students</i>
2	Res Hall Wi-Fi Upgrade (Year 3 of 3)	Upgrade Wi-Fi in Residence Halls -Additional APs and new infrastructure installed that improve Wi-Fi service throughout campus residence halls and single student housing. Upgrade backend fiber cables to increase bandwidth capacity.	<i>Goal 1: Essential tools and data for all students</i>
3	RSSP Point of Sale System Replacement (Year 1 of 2)	Replace CalDining/Berkeley Events & Conferences Concessions Point of Sale System - Legacy application and physical hardware replaced and integrated with Cal1Card/CS Gold for Cal Dining and Concessions. - Integrations with other systems developed - Automated reports designed and configured.	<i>Goal 1: Essential tools and data for all students</i>
4	Cal 1 Card Technology Improvements	Modernize C1C Technology -Release new Cal 1 Card design with hybrid card technologies -Implement new hybrid Cal 1 Card technology (Seos) for high-frequency encrypted proximity chips with existing low-frequency proximity chips -Library turnstile integration with Cal 1 Card - Establish roadmap and MOU (year 1 of 2) -Modernize Cal 1 Card web application (year 2 of 2)	<i>Goal 4: IT foundation</i>
5	SAIT Infrastructure Replatforming (Year 1 of 2)	Replatform SAIT infrastructure into a hybrid cloud environment -Set up cloud infrastructure and security framework -Deploy subset of existing SAIT Disaster Recovery services into Cloud infrastructure -Deploy subset of existing SAIT Disaster Recovery services into IST-managed VM infrastructure -Decommission SAIT-managed storage array in SDSC due to upcoming End of Support date	<i>Goal 4: IT foundation</i>

University Development and Alumni Relations

1	Data Exchange Initiative	Create an integration platform to serve as a durable and standardized framework for data interfaces across many systems in the alumni/donor database (CADS) ecosystem, both to achieve uniform data practices and to substantially reduce the workload and time to implement new functionality for data exchange with partner departments and vendors. Consolidated data will enable us to have the complete view of all our constituents. Reducing the overhead of creating interfaces will clear time for us to be substantially more innovative by taking on new partners in days and weeks rather than months and years.	<i>Goal 4: IT foundation</i>
2	Content Services Platform	On a multi year journey to provide a comprehensive foundation for us to have a general purpose process management engine, this year we will submit our recommendation for approval and obtain funding, so we can invest as needed in either procurement or internal partnership. We hope to have a new system installed and running for initial learning and prototype processes	<i>Goal 4: IT foundation</i>
3	Data support for Campaign	As the Campaign begins to wind down, continue providing support for fundraising management through better delivery of data. This year, we will invest in continued dashboard work in Tableau to optimize fundraising efforts. We will also take our first forays into machine learning based modeling to predict best actions to take with individual donors and constituents toward desired outcomes.	<i>Goal 3: Diverse, inclusive IT community; trusted and strategic partners</i>
4	Hybrid work	Build on the success we had with transitioning to remote work by providing needed support for staff to return to the office, and/or operate both at home and onsite at Berkeley as needed; support will include transitioning most users away from virtual desktops, purchasing and deploying new equipment, and otherwise providing the best work setup possible with respect to technology. We will also invest effort in upgrading conference rooms as needed for this new environment.	<i>Goal 4: IT foundation</i>
5	Digital Engagement with constituencies	Support for teams within UDAR that putting an increased emphasis on comprehensive digital engagement with key external constituencies, most notable Annual Programs and Alumni Relations	<i>Goal 4: IT foundation</i>
6	Incident response	Standardize protocols for UDAR's own response, or participation in response, to data and security external factors, including security protocols and breaches.	<i>Goal 4: IT foundation</i>

7	Data ownership	Work with internal partners to more clearly establish data stewardship/ownership of alumni, donor and constituent data with respect to internal use and external partnership.	Goal 4: IT foundation
8	Management acumen	Continue work to improve our practice as both fundraising and IT professionals, with investments in training and improved practices around project intake, project management, prioritization, and general professionalism	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
University Health Services			
1	STAFFING AND ORG DEVELOPMENT - Focus on the UHS-IT "Team", organizational changes, professional development	Focus on building/growing an agile and resilient UHS-IT TEAM; complete position reclassifications and promotions; hire vacant positions; succession planning for staff members planning retirements. Continue to implement Agile project management processes and practices; create a culture of growth and development for UHS-IT by implementing the Campus OneIT Professional development Program and participating in UHS Strategic Plan implementation.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
2	VIRTUAL CARE ORGANIZATION - (post-COVID) Transition UHS to a hybrid virtual care organization	Help UHS navigate the optimal balance between in-person and virtual care; support additional virtual and self-directed services for patients and clients; continue to improve the remote work experience for staff working remote. Implement appropriate security controls for an expanded security perimeter.	Goal 1: Essential tools and data for all students
3	GOVERNANCE and STRATEGIC INNOVATION - IT Governance that supports UHS Strategic Goals and Innovation	Continue to leverage CORE Team to guide UHS-IT priorities; Restart UHS Innovation Workgroup to help UHS evaluate emerging technologies and identify innovation initiatives that align with UHS strategic priorities.; reevaluate how IT uses our various governance and leadership Teams to set strategic priorities; align efforts with UHS and IST Strategic Planning.	Goal 4: IT foundation
4	COVID RESPONSE - Ongoing support for the Campus Covid response	Continue support for COVID testing sites, vaccination clinics, contact tracing, badging systems, and return to campus. Support COVID data dashboards, timely reporting, and data analysis so Campus leadership can make timely, informed decisions. Stay ready to quickly respond to changing conditions to support timely public health efforts.	Goal 2: Research cyberinfrastructure
5	PnC WEBAPPS - Deploy PnC "Web App" infrastructure and applications	Continue to design, build, test, train, and deploy PnC functionality via the PnC Web Applications and infrastructure. Transition from PnC legacy apps.	Goal 4: IT foundation
6	CLINICAL ANCILLARIES - Support Ancillary department systems with upgrades and new functionality - Lab, Radiology, Pharmacy	Continue the implementation and new functionality for radiology (MRI Interface); Support new Lab manager and Lab team; help implement new Lab interfaces and changes in workflow; Fully implement SureScripts and Electronic Prescribing of Controlled Substances (EPCS)	Goal 4: IT foundation
7	COMPLIANCE - Conduct annual HIPAA Risk Assessment with report to Campus leadership	Perform a comprehensive HIPAA approved Risk Analysis of the extended UHS system and prepare a risk assessment report for Campus Leadership; support AAAHC accreditation and audit.	Goal 4: IT foundation
8	PROCESS AND SYSTEM IMPROVEMENTS - help implement improvements to clinical workflows, create efficiencies; automation opportunities	Continue to work with front line operations to improve clinical workflows and business operations. Help identify opportunities for automation and implementation of new systems and tools to streamline UHS operations and care delivery.	Goal 4: IT foundation
9	EPIC - Evaluate options and potential partnerships related to implementing EPIC at UHS	Work with UC-wide implementation team to evaluate options and costs for implementing Epic. This would be a significant multi-year migration project impacting nearly every department and business unit at UHS. Will require close partnership with a UC Medical Center.	Goal 4: IT foundation
10	REVENUE GENERATION - Support potential opportunities for revenue generation through expansion of commercial insurance billing	Implement new practices and systems for the organization for 3rd Party/commercial insurance billing for patients and clients who are not on SHIP; help identify and support opportunities to expand our service reach to more of the campus population.	Goal 4: IT foundation