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.

IT Priorities for FY 21:
- **Instructional Resilience**
- **SIS Phase 2**
- **Student Technology Equity**

G2 Develop the research cyberinfrastructure Berkeley needs to address society's great challenges and to share knowledge for the public good.

IT Priorities for FY 21:
- **Secure Research Data and Computation**
- **Data Science Tools and Infrastructure**
- **Library Digital Services**

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 21:
- **One IT Diversity, Equity, Inclusion and Belonging**
- **Campus IT Governance**

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 21:
- **IT for COVID Recovery**
- **Enabling the Future of Work**
- **Security IS-3 Implementation**
- **Next Generation Wi-Fi** *(dependent on funding)*
- **Data Center Critical and Strategic Needs**
- **Enterprise Data and Analytics**
- **Cloud Management and Container Platforms**

The Reimagining IT Strategic Plan in the Time of COVID - FY 21 Strategic Overview. With the arrival of the coronavirus in spring semester 2020, all IT priorities shifted to an intense focus on responding to this emergency. The One IT community was a key strategic enabler in the successful transition to remote work and teaching. As the fall semester begins, the campus is working to manage a highly fluid academic environment in the face of unprecedented change. UC Berkeley has suffered a massive financial loss. IT and other units on campus will take substantial budget cuts the next few years. And we already have, and will continue to, face the devastation of the West Coast's vast fires and sickly air. To say these are challenging times is an understatement.

We do not know what the rest of the academic year will hold, but we are certain that IT teams will continue to adjust their priorities to do all we can to support the campus's evolving academic plans, to help the health of the Berkeley community, and to manage our finances as part of the common good. At the same time, we embrace the Chancellor's goal of making Berkeley an anti-racist community, and will continue to strive for diversity, equity, and inclusion in IT.

This ReIT Plan is a transition document, a plan between the old normal and a future we do not quite see yet. IT Priorities have been — and will continue to be — adjusted to focus on immediate needs such as Instructional Resilience, COVID Recovery, and the support of Remote Work. A small number of other pre-COVID IT priority initiatives that are absolutely essential to the short- and long-term success of the campus remain. Otherwise many of last year's top IT priorities have been put on hold or scaled back.

Even in this profoundly turbulent situation, it remains vitally important to hold onto a *strategic IT vision* and to publish an updated IT Strategic Plan for UC Berkeley. The plan below, which follows the same format as last year, identifies 15 top IT Priority Initiatives for the campus and, equally important, lists for 23 critical campus IT Departments what each department's top 10 operational and project priorities now are for FY 21.

Campus Strategy: Berkeley empowers engaged thinkers and global citizens to change our world.	
G1	**One IT Goal 1: Provide all students the essential tools and data they need to be engaged thinkers and global citizens.**

<table>
<tr><td rowspan="3">IT PRIORITIES</td><td>Instructional Resilience: Ensure that UC Berkeley continues in the development of instructional resilience planning and provides support services needed so that Berkeley can become much more resilient to power outages, pandemics, air quality challenges, or other events that could disrupt ordinary instruction in the future. Lead: Research, Teaching and Learning; Berkeley Law.</td></tr>
<tr><td>SIS Phase 2: Complete critically needed enhancements to improve the utility of the Student Information System. Finalize SIS Phase 2 project deliverables with a focus on operational efficiencies leading to a more reliable, secure, and integrated information system. Create an operational model that allows for future continuous improvement. Lead: Enterprise Applications.</td></tr>
<tr><td>Student Technology Equity: Increase equity in student access to technology needed for the remote educational experience, by providing technology such as laptops, Wi-Fi hotspots, and other peripherals to undergraduate and graduate students with financial need (STEP); and installing wireless coverage in campus family student housing (UVA Wi-Fi Enhancement Project). Lead: Student Affairs IT; IST-Telecom.</td></tr>
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Campus Strategy: Berkeley focuses on the good to address society's great challenges.	
G2	**One IT Goal 2: Develop the research cyberinfrastructure Berkeley needs to address society's great challenges and to share knowledge for the public good.**

<table>
<tr><td rowspan="3">IT PRIORITIES</td><td>Secure Research Data and Computation: Launch the Secure Research Data and Compute platform, providing HPC and VM environments in support of researchers working with highly sensitive (P4) data. Provide consulting expertise for researchers working with sensitive data. In collaboration with campus partners, develop the policies and business processes required for this platform. Lead: Research, Teaching and Learning; Data Platform Service; IS-Infrastructure.</td></tr>
<tr><td>Data Science Tools and Infrastructure: Partner with Data Sciences division to facilitate the broad adoption of innovative data analysis tools for students, making them readily available to any instructor by the end of spring 2021. Lead: Research, Teaching and Learning.</td></tr>
<tr><td>Library Digital Services: Enhance the library's digital service operations, such as digitization and submission pipelines into digital library repositories like the HathiTrust and Library's Digital Collections portal, to provide increased access to Library books and materials. Strengthen UC Berkeley Library services to become more resilient to power outages, pandemics, air quality challenges, and other possible disruptions. Lead: Libraries IT.</td></tr>
</table>

	Campus Strategy: Berkeley embraces the California spirit: diverse, inclusive, entrepreneurial.
G3	**One IT Goal 3: Create a diverse and inclusive community of IT professionals who are trusted and strategic partners with the campus, alumni, and the public.**

IT PRIORITIES

One IT Diversity, Equity, Inclusion and Belonging: Foster a more diverse and inclusive culture across One IT by identifying resources, defining the program activities and identifying specific deliverables. Work in partnership with the campus Director of Diversity, Equity, Including and Belonging (DEIB) to align with campus DEIB goals. *Lead: Office of the CIO; Enterprise Applications; IT Client Services; IS-Telecom.*

Campus 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. *Lead: Office of the CIO; Enterprise Applications.*

	Berkeley's IT Foundation
G4	**One IT Goal 4: Sustain the IT foundation for campus faculty, staff, students, and alumni. Improve campus IT systems and infrastructure through innovation, sustainable funding, campus governance, and evolution. Support all One IT goals and campus strategies above.**

IT PRIORITIES

IT for COVID Recovery: Support campus in using technology to aid in COVID recovery and returning to the physical campus. Solutions include symptom screening, essential worker tracking, a refactored campus application, a reporting dashboard, and technology support for testing applications. *Lead: Enterprise Applications; Architecture, Platforms and Integration; Engineering IT; Enterprise Data and Analytics; Information Security Office; Student Affairs IT; University Health Service IT.*

Enabling the Future of Work: Engage in strategic planning activities to understand changing needs and create a resilient IT organization/community to effectively support the future of higher education work. Areas of focus include the distributed workplace; evolving workforce; and tools, services, and support for academic and business operations. *Lead: IT Client Services; Berkeley Law; Intercollegiate Athletics IT; IS-Infrastructure; Libraries IT; Student Affairs IT, University Development and Alumni Relations IT; University Health Service IT.*

Security IS-3 Implementation: Complete Unit Assessment pilot program for IS-3 Implementation and make improvements based on feedback. Identify units for the next cohort, including high-risk research units. Socialize the IS-3 framework with campus leadership and the research community. *Lead: Information Security Office; Data Platform Services; Environment, Health and Safety IT; Intercollegiate Athletics IT; Letters and Sciences IT.*

Next Generation Wi-Fi (*dependent on funding*): Support campus operations by implementing a modern Wi-Fi network infrastructure throughout campus, with a primary focus on educational and research spaces. Includes optimized design and replacement of old equipment to improve the user experience. *Lead: IS-Telecom; Engineering IT; Student Affairs IT.*

Data Center Critical and Strategic Needs: Assess current UC Berkeley data center services including the Earl Warren Data Center; develop a multi-year plan to address immediate computing and storage needs; and create a hybrid strategy that combines public cloud, data center and edge data center capabilities to meet Berkeley's longer-term research, academic and administrative needs. *Lead: Chief Technology Officer.*

Enterprise Data and Analytics: Provide campus leaders and analysts with the information and data exploration tools needed to make critical decisions while navigating the monumental instructional, research, operational and financial challenges posed by the pandemic. *Lead: Enterprise Data and Analytics; Research, Teaching and Learning.*

Cloud Management and Container Platforms: Launch Cloud Management and Container Platforms: Deploy vRealize Automation as a cloud management platform (CMP) for on premise self-service private cloud, and a service to deploy Kubernetes clusters for campus that will support our campus cloud strategy and the Computing, Data Science and Society initiatives. *Lead: Data Platform Services; Environment, Health and Safety IT.*

The One IT community builds from the campus's "strategic planning foundational values and principles" as we implement our One IT Strategic Plan.

Strategic planning foundational values and principles

Berkeley's strategic plan is founded on our core institutional values and commitments:

1 Diversity— Broadly conceived and expressed in the composition of our faculty, students, and staff; and the breadth and inclusiveness of our academic programs, research enterprise, and public service.

2 Excellence— An unwavering commitment to maintaining Berkeley's role as a research university of the very highest quality in all of its endeavors.

3 Innovation— In the spirit of California's position on the nation's geographic, social, and intellectual frontier, as well as Berkeley's historic place at the forefront of scientific and academic research and social movements, a drive to constantly push the boundaries of knowledge in our research and scholarship, as well as in pedagogy, instructional technology, and operations.

4 Public Mission— Consistent with our founding as California's land grant university and with the state and federal support that has contributed to our success, a commitment to expanding opportunity; to egalitarian and democratic values; to research and scholarly work that serves our community, our state, our nation, and the world; and to the fostering in our students, faculty, and staff of a strong ethic of public service and social justice.

5 Accountability and Transparency— Consistent with our public mission and our belief in the intrinsic value of knowledge and information, a commitment to transparency in our operations, sound stewardship of our resources, and honest and respectful dealings with all members of the campus community as well as the larger society we serve.

Twenty-three campus IT Units are helping to lead One IT work on campus. See the top 10 operational and project priorities for FY 21 for each of these units starting on p. 5 in the full version of the plan.

23 IT Departments Across Campus are Carrying out 200+ Departmental Priorities to Support UC Berkeley
1. Berkeley Law IT 2. Engineering IT 3. Environment, Health and Safety IT 4. Facilities Services and Capital Strategies IT 5. Haas Technology Solutions 6. Intercollegiate Athletics IT 7. IST: Architecture, Platforms and Integration 8. IST: Data Platform Services 9. IST: Enterprise Applications 10. IST: Enterprise Data and Analytics 11. IST: Infrastructure Services - IS	12. IST: Infrastructure Services - Telecom 13. Letters and Science IT 14. Libraries IT 15. OCIO: Office of the Chief Information Officer 16. OCIO: Information Security Office 17. OCIO: IT Client Services 18. Optometry IT 19. Research, Administration and Compliance IT 20. Research, Teaching and Learning 21. Student Affairs IT 22. University Development and Alumni Relations IT 23. University Health Services IT