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# One IT Strategic Goal 1

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

## Instructional Resilience for In-Person and Hybrid Teaching Environments\*

In coordination with the Research, Teaching, and Learning (RTL) Executive Advisory Group and campus stakeholders (Berkeley Law, Engineering, Haas, and iSchool), develop a design-based plan to identify the next iteration of instructional resilience for remote, in-class, and hybrid instruction. **Lead: Research, Teaching, and Learning**

### Key Measures of Success

- A standard definition for Instructional Resilience across Undergraduate Education, Law, Engineering, Haas, and iSchool.
- Document trends, commonalities, and gaps of instructional resilience across all units based on surveys, focus groups, and 1:1 discussions with users.
- Initiate one design-based project tackling a component of Instructional Resilience based on findings from previous measures of success.

## Berkeley Law: Educational Resilience

Support our Law school students, faculty, and leadership in all aspects of remote, hybrid, and in-person learning. Refine procedures for staying flexible in supporting teaching as guidelines around COVID mandates change and are removed. **Lead: Gabe Gonzales**

### Key Measures of Success

- We upgrade two classrooms to continue to increase hybrid and recording capacity.
- We will effectively deliver the classroom/educational/instructional adaptations decided by leadership.
- Collect positive or constructive feedback on difficulties from students and student-facing departments at the end of the year and feedback from our front-facing IT service teams about their work and experience.

## Engineering IT: Instructional Services

Increase support for instructional services for large-scale courses, including DataHub, Computer-based Testing, and bCourses. **Lead: Finsen Chiu**

### Key Measures of Success

- Implement a multi-node AWS cloud infrastructure for the Computer-based Testing pilot program for scalability and instructional resilience.
- Increase the instructional adoption of DataHub through strategic partnerships with CDSS and RTL.
- Increase the adoption of bCourses functionality by identifying opportunities for instructional integration.

# Haas IT: Refresh Academic Planning Tools

Working alongside RTL to streamline and align Haas' in-house curricular planning tools with the best practices of the Instructional Resilience collaboration priority. **Leads: Sreekala Nair and Dennis Sheridan**

## Key Measures of Success

- Academic Planning and Instruction team can meet business requirements to provide two-year projections on curricular planning per the new Unit 18 agreement.
- Increased accessibility to information because of the enhanced budget estimate process.
- Improve the user experience for the curricular planning and lecturer appointment processes.

# School of Information IT: Instructional Resilience

Deliver tools and services allowing instructors and students to pivot quickly between remote, hybrid, and in-person modalities as circumstances dictate. This effort focuses on building out/refining Zoom Room capability in our classrooms/meeting spaces. **Leads: Kevin Heard and Gary Morphy-Lum**

## Key Measures of Success

- As circumstances dictate, instruction can quickly and easily switch between in-person, hybrid, and remote modalities.
- Faculty can host hybrid classes/meetings in our Zoom Rooms-enabled classrooms on a self-service basis.
- Remote students in hybrid sessions receive an equitable classroom experience (e.g., the audio quality is similar to what they would experience if attending an in-person or fully remote class).



## 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.

# Improve Services for Researchers Working with Data

In collaboration with bIT (Storage & Backup, bConnected teams), develop a framework and methodology for working with researchers to understand and express their data storage needs. Together, these tools will provide a systematic way to characterize a research data use case and its requirements, allowing for "one conversation held multiple times" (rather than a series of disparate conversations) and moving forward with the campus storage strategy effort. Our goal is to establish a common lens through which we can understand storage characteristics and assess risk to research data, allowing both campus and investigators to place a value on that data. **Lead: Research, Teaching, and Learning**

## Key Measures of Success

- Identify a set of fundamental research data storage characteristics.
- Develop a mechanism for quantifying the importance of each storage characteristic to help researchers select among storage options.
- Align with and support the data storage options dashboard developed by the bConnected team.
- Develop a requirement gathering template that produces a systematic and sharable characterization of the risks and requirements for research data storage.
- Provide input into developing storage and backup services, both on campus and system-wide (e.g., UC Research Data Backup RFP).



# 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.

## Digital Accessibility Program

A collaborative effort across the UC Berkeley campus, the Digital Accessibility Program seeks to ensure all university websites and digital content are able to be accessed and interacted with by everyone in our community. As we create and share online content, we want to be sure it has been designed, developed, or procured to be accessible to people with disabilities, including those who use assistive technologies. **Lead: Berkeley IT - Campus IT Experience**

### Key Measures of Success

- Create the new ITAP Steering Committee to oversee the policy implementation at Berkeley.
- Hire a new Program manager to run the Digital Accessibility Program
- Kick off the Website & Third Party Platform Remediation to identify and remediate the top 200 public-facing Berkeley websites.

## Mature the IT Governance Model

Continue to mature and grow the new campus IT Governance model. Stand up additional committees as needed. Leverage the model to move high-impact IT projects through the campus review and funding approval processes. **Lead: Berkeley IT - Strategy and Partnerships**

### Key Measures of Success

- Hire a governance Program Manager.
- Standup the Data Governance Committee.
- Continue to develop and formalize IT governance processes and policies, including annual goal setting and self-assessment.
- Create a robust communications plan to better inform the campus community about how to engage with IT governance and learn about outcomes for topics that come to governance for review/recommendation.



# One IT Strategic Goal 4

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

## Cybersecurity Implementation\*

Continue to roll out the IS-3 Unit Project across campus, operationalize the onboarding process, initiate an annual review for pilot Units, and ongoing Unit Information Security Lead engagement. **Lead: Berkeley IT - Information Security Office**

### Key Measures of Success

- Onboarding is complete for all units designated as high-risk.
- Complete annual review for early adopters of IS-3 implementation.
- Onboarding process established for high and low-risk units.
- Ongoing annual review process developed.
- A program of regular communication with Unit Information Security Leads (UISLs) is in place.

## Berkeley Law: Security, Privacy, Compliance

Work through recommendations from IS-3 review and complete departmental Information Security Management Program reviews. **Lead: Gabe Gonzalez**

### Key Measures of Success

- Updated Socreg records and documentation for all covered systems and services (including cloud services).
- Put a process in place for reviewing and updating systems annually and the intake of new services.
- Focus on doing fewer things better.

## Environment, Health, & Safety IT: Cybersecurity and IS-3 Compliance

Continue work to bring EH&S systems and applications into compliance with IS-3 standards, and begin to evaluate processes for vulnerabilities. **Lead: Guy Seltzer**

### Key Measures of Success

- Bring a second supplier of data center services online to supplement the Earl Warren Data Center (and possibly 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 Berkeley IT (bIT) colo-providing location or cloud provider.
- Uptake of bIT’s private cloud expanded by 20%, and a comparable reduction in physical hardware in the data center.
- With the 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.
- For consideration by leadership, complete our recommendations for a financial model for computing and storage infrastructure (cloud and on-prem).

# Goldman School of Public Policy: Cybersecurity and IS-3 Compliance

Continue work to bring all Goldman School of Public Policy (GSPP) systems and applications into compliance with IS-3 policies and standards and begin to evaluate processes and identify and mitigate vulnerabilities. **Lead: Darrian Hall**

## Key Measures of Success

- Reduce the volume of security vulnerability notifications.
- Place 50% of GSPP systems and applications into virtual environments (or alternative managed environments).
- Have a reliable data storage solution (since Box and Google Drive storage limits are constrained).

# Haas IT: Implementation of the IS-3 Security Policy

Departmental audits of cybersecurity practices to ensure compliance with the IS-3 policy. **Lead: Sreekala Nair**

## Key Measures of Success

- Fulfill obligations with campus to conduct an internal audit of business units for IS-3 compliance.
- Identify a solution to move to a P4-certified data storage option that also meets business needs.
- Increase staff awareness of data protection and improve processes aligned with IS-3 policies.

# I School IT: Information Security Program

Create an information security program allowing key stakeholders to identify/manage risk and keeping our practices aligned with applicable laws, regulations, and university policies. **Leads: Kevin Heard, Steve Didley, and Gary Morphy-Lum**

## Key Measures of Success

- Implement a program that allows us to regularly assess our compliance with applicable laws, regulations, and policies (including IS-3).
- Key stakeholders thoroughly understand the cyber risks we face and can factor these into their decisions.
- All members of our community understand their roles and responsibilities concerning cybersecurity.

# Letters & Sciences IT: IS-3 Compliance and Recommendation Implementation

Work through recommendations from the IS-3 review for LSCore. Provide consultative assistance to LS units outside of the LSCore organization regarding IS-3. **Lead: Edgar Ortega**

## Key Measures of Success

- Establish roles and responsibilities and view IT activities through the lens of IS-3 compliance.
- Reduce risk mitigation to the campus by IS-3 policies.
- Create and communicate our Information Security Management Program unit security plan.
- Establish yearly review periods.
- All mobile devices within LS Core are encrypted.

# Research Administration and Compliance: IS-3 Implementation

Improve departmental information security posture and reduce risk by implementing recommendations from the Information Security Office (ISO). Research Administration and Compliance (RAC) IT will work with RAC leadership, ISO, IT Client Services, and Berkeley IT service providers to implement IS-3 policies and standards. **Lead: Ken Geis**

## Key Measures of Success

- Implement the first three of the five recommendations in our IS-3 Unit Assessment. Increase the integrity of our infrastructure.
- Working with AVC-RAC, we send at least one message/announcement to critical stakeholders.

# University Development and Alumni Relations IT: IS-3 Implementation

Work with the Information Security Office to audit and document the University Development and Alumni Relations' (UDAR) IS-3 compliance. **Lead: Kalpa Barman**

## Key Measures of Success

- Assess Data Protection and Availability Levels for fundraising-related applications (CADS and others) with direction from the Security Office.
- With guidance from the Security Office, implement recommended procedures and processes for Protection Level P4 data security compliance.
- Review and evaluate department data policies with Associate Vice Chancellor, Director of Data Quality and Management (DQM), and other stakeholders.

# Network User Experience Improvement

Offer a broader and clearer range of connectivity options for campus users. Modernize and improve the stability, usability, capability, and capacity of various network services, including Wi-Fi Infrastructure, Wi-Fi Device Connectivity Services, Campus Firewall, Campus VPN, and Connectivity for International Students. **Lead: Berkeley IT - Campus IT Infrastructure**

## Key Measures of Success

- Improve the roaming performance of user-connected devices to allow for seamless connectivity while moving around on campus.
- Deliver a network specific for Internet of Things (IoT) devices. Including a device registry that maps to individual CalNet IDs and improves connection reliability/stability.
- Fully remove AirBears2 network to simplify user experience and replace all remaining CISCO wireless access points to improve connection reliability and stability.
- Roll out a new visitor network and retire CalVisitor to improve network security, connection reliability, and stability.

# Data Center and Cloud Services Roadmap Implementation

Develop concrete next steps for the evolution of on-premise server rooms across campus, including data center colocation and local/edge server rooms, and a detailed implementation plan for campus system utilization of the public cloud. **Lead: Berkeley IT - Strategy and Partnerships**

## Key Measures of Success

- Deliver V1 of the campus (proposed) computational infrastructure roadmap.
- Identify a surge option for Warren Hall and actively onboard high-power dense research computing to a new location in the first half of FY23.
- Establish target colocation facilities for future workloads.
- Develop an accepted financial and incentives model for covering campus off-site hosting costs.

# Data Integration Supporting UC Berkeley Advancement

Implement a comprehensive data integration platform that simplifies and expedites data interchanges from multiple auxiliary systems into the alumni/donor system of record (CADS). **Lead: University Development and Alumni Relations**

## Key Measures of Success

- Implementation of new interfaces in just a few weeks instead of months, with our limiting factor being vendor sophistication rather than UDAR capabilities.
- High impact data from across campus can be prioritized and stored in CADS - events, communications, volunteers, etc.
- Streamlined processes that allow UDAR to work through 10x as much imported data within a year.
- Precise data use guidelines and definitions for Berkeley Advancement as a foundation for a shared language and data culture.

# One IT Strategic Plan & Process Revision

In collaboration with One IT Leadership, reshape the IT strategic planning process to determine the direction of IT services and support for the Berkeley campus over the next three to five years. The plan will continue to focus on building an agile and resilient IT strategy while analyzing the best course of action to reach our collective priorities.

**Lead: Berkeley IT - Strategy and Partnerships**

## Key Measures of Success

- Engage the One IT community in reenvisioning a new campus strategic planning process and plan to align and coordinate common IT priorities and goals.
- Identify new programs and activities to foster collaboration across the One IT community.
- Develop outreach strategies to highlight bIT service offerings that could provide value to smaller campus IT departments.



## Major Campus Systems Enhancements:

Various service management systems and/or applications are being evaluated, migrated, or replaced over the next several years. For FY23, we wish to highlight these significant enterprise projects and the departments and staff that make them possible. The behind-the-scenes work impacts and shapes the IT experience for the Berkeley campus community.

These substantial operational projects each contribute to the Berkeley Campus Strategic Goals of **empowering engaged thinkers and global citizens to change our world** while simultaneously **addressing society's great challenges**. The One IT community comes together to **embrace the California spirit: diverse, inclusive, and entrepreneurial** by providing the foundational systems and support that drive the university's mission.

## Comprehensive Curriculum Management System

The current homegrown Comprehensive Curriculum Management System (CCMS) cannot meet the evolving needs of the university, which were exacerbated by the pandemic. Students, parents, and faculty are all impacted. The first effort will consist of developing a budget estimate and submitting it to IT Governance for approval. **Lead: Berkeley IT - Campus Applications and Data**

### Key Measures of Success

- Procurement of a transparent, integrated system to effectively manage the full suite of curriculum development processes for undergraduate and graduate curricula.
- Initial change management work/sign-off across campus partnerships.
- End-to-end business process review and fit/gap analysis.
- MVP implementation/integration.

## EPIC Implementation\*

Work with the UC-wide implementation team to implement Epic (as the primary EHR system for Berkeley) to replace PnC, Systoc, and EyeCare. This initiative will be a significant multi-year migration project impacting nearly every department and business unit at UHS and the Optometry Clinic. It will require a close partnership with a UC Medical Center. **Lead: University Health Services IT**

### Key Measures of Success

- Identify a UC Medical Center hosting partner (Aug 2022).
- Identify the one-time implementation and five-year operating costs and identify/secure the necessary funding (Sept 2022).
- Appoint an experienced Epic Implementation Lead, and create a project implementation plan "Playbook" (Oct 2022).
- Working closely with our Medical Center partner, kick off the Epic Implementation project to "go live" in Summer 2024 (earlier for Optometry).





ONE IT - FY23 IT Departmental Priorities

4	Workload Management	Investigate new staffing and service models to better manage user demand.	Goal 1: Essential tools and data for all students Goal 3: Diverse, inclusive IT community; trusted and strategic partners
5	Improve Athletics Scheduling App	Rebuild Scheduling Application on SharePoint and integrations.	Goal 4: IT foundation
<b>Berkeley IT - Campus IT Infrastructure</b>			
1	Campus IT Infrastructure Daily Operations Delivery	Meet and exceed expectations on service requests and incidents from campus stakeholders to both provide services and to resolve issues with existing, defined services.	Goal 4: IT foundation
2	Network User Experience Improvements	Offer a broader and clearer range of connectivity options for campus users. Modernize and improve the stability, usability, capability, and capacity of various network services, including Wi-Fi Infrastructure, Wi-Fi Device Connectivity Services, Campus Firewall, Campus VPN, and Connectivity for International Students.	Goal 4: IT foundation
3	Campus IT Infrastructure Systems Improvements and Optimization	Implement changes that maintain and improve campus infrastructure systems including Data Center, Network, Voice, Campus Security, Windows and Unix Virtual Server, On-prem and Public Cloud, Citrix, Storage, Backup, Database, and Endpoint systems. This includes continuous improvement of existing services, as well as potential development of new services that meet campus demand for IT infrastructure.	Goal 4: IT foundation
4	Communication & Network Infrastructure New Building Construction	Implement network and communications infrastructure, including pathway, fiber, cabling, and equipment necessary to provide modern, secure, robust services including Wi-Fi, telephony, and device network connections in classrooms, labs, student housing, and campus administrative spaces. Prioritize based on campus identified critical projects.	Goal 4: IT foundation
5	Campus Safety IT Infrastructure Improvements	Implement changes to building security access and security video systems that enable effective and efficient management of these campus physical security systems. Projects include security / fire alarm migration, and security / video customer workflow and process implementation.	Goal 4: IT foundation
6	CITI Work Culture Assessment and Improvement	Engage with staff to further implement shared values in how we interact and work with each other, to create a CITI organization that staff feel is inclusive and enables them to do their best work.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
7	Unified Communications Strategy & Roadmap	Develop concrete next steps for the evolution of campus voice communications infrastructure and systems, including the campus PBX / VOIP service, ACD/Call Center systems, voice mail, analog telephony, E911, and possible integrations with videoconferencing and messaging/chat/texting services.	Goal 4: IT foundation
8	Berkeley IT IS-12 IT Disaster Recovery Assessment and Implementation	Iterative implementation of IS-12 policy in Berkeley IT services and systems. FY23 work will include assessment of current state to identify gaps, and creation of plans to mitigate / remediate.	Goal 4: IT foundation
9	Campus IT Infrastructure IS-3 Cybersecurity Infrastructure Implementation	Continue iterative implementation of compliance with IS-3 policy in CITI services and systems. Projects include encryption of end user devices and servers, Active Directory and Windows Environment security enhancements, CalNet enhancements, and changes to on-prem and public-cloud architectures.	Goal 4: IT foundation
<b>Berkeley IT - Information Security Office</b>			
1	IS-3 Implementation Project	Continue to roll out the IS-3 Unit Project across campus, operationalize the onboarding process, initiate an annual review for pilot Units, and ongoing Unit Information Security Lead engagement.	Goal 4: IT foundation
2	Extend Security Services to Post Pandemic Workforce: Cloud and Data Center	Procurement and implementation of Cloud TDI tool and rollout of FireEye agents to Data Center.	Goal 4: IT foundation
3	Annual Unit Self-Assessment Service Development	Develop a sustainable and coordinated approach for performing security self-assessments of campus Units on a ongoing basis.	Goal 4: IT foundation
4	Tableau Implementation for Unit Self-Assessment Annual Reporting	Streamline unit-self assessment annual report leveraging Tableau visualizations software.	Goal 4: IT foundation
5	UC Gender Recognition and Lived Name	Update of CalNet applications to support lived names policy and the deployment of CalNet Directory Update tool to support collection of pronouns.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
6	GLBA Compliance Plan	Develop a compliance plan to meet obligations under the Gramm Leach Bliley Act (GLBA) Safeguards Rule.	Goal 4: IT foundation
7	Information Security Policy Work	i. Update the Minimum Security Standards for Electronic Information ii. Roll out the Minimum Security Standards for Networked Devices update iii. Steward the Roles and Responsibilities Policy through Campus Approval iv. Update the Departmental Security Contact Policy v. Update the Campus IT Security Policy	Goal 4: IT foundation

ONE IT - FY23 IT Departmental Priorities

8	MICS/ISO Web Application Security Testing Course	Create a Partnership between ISO and School of Information on a course on web application security testing and lead testing of approved UC Berkeley web applications by Master of Information and Cybersecurity (MICS) Program students.	Goal 1: Essential tools and data for all students
9	Access Management	Implementation of a campus-wide access management solution to include standing up IDM Governance.	Goal 4: IT foundation
10	Cybersecurity Handbook for Students	Creation and distribution of a cybersecurity awareness and best practices "handbook" for undergraduate students.	Goal 1: Essential tools and data for all students
<b>Berkeley IT - Strategies and Partnerships</b>			
1	Create a New One IT Strategic Plan for FY24+	In collaboration with One IT Leadership, reshape the IT strategic planning process to determine the direction of IT services and support for the Berkeley campus over the next three to five years. The plan will continue to focus on building an agile and resilient IT strategy while analyzing the best course of action to reach our collective priorities.	Goal 4: IT foundation
2	Reinvigorate One IT Community	Revamp the coordinated program of activities that help to build IT community, allow IT partners across campus to engage with one another, and improve IT services coordination. It's vital that we rebuild our sense of community, collaboration, and partnership across campus post pandemic. Reinvigorate the campus One IT community through community building activities and professional development opportunities that foster a vibrant IT workforce able to support the campus mission and strategy.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	Complete IT Governance Model	Continue to mature and grow the new campus IT Governance model. Stand up additional committees as needed. Leverage the model to move high-impact IT projects through the campus review and funding approval processes.	Goal 4: IT foundation
4	Data Center and Cloud Services Roadmap Implementation	Develop concrete next steps for the evolution of on-premise server rooms across campus, including data center colocation and local/edge server rooms, and a detailed implementation plan for campus system utilization of the public cloud.	Goal 4: IT foundation
<b>Berkeley Law IT</b>			
1	Educational Resilience	Support our Law school students, faculty, and leadership in all aspects of remote, hybrid, and in-person learning. Refine procedures for staying flexible in supporting teaching as guidelines around COVID mandates change and are removed.	Goal 1: Essential tools and data for all students
2	Enterprise Service Management	Roll out an enterprise service management tool for all law school service units to share and collaborate on incidents, problems and projects.	Goal 4: IT foundation
3	Accessibility	Review and update our web facing services and content to meet or exceed campus accessibility standards.	Goal 4: IT foundation
4	Security, Privacy & Compliance	Work through recommendations from IS-3 review and complete departmental Information Security Management Program reviews.	Goal 4: IT foundation
5	Admissions Support Platform	Onboard a new admissions platform from the nationwide Law School Admissions Council (platform used by all law schools for admission).	Goal 4: IT foundation
<b>Computing, Data Science, and Society (CDSS) - Engineering IT</b>			
1	Shared Help Desk Service Plan	Develop a plan for a shared IT service that provides Tier 1 level service in the Gateway Building. This will support the occupants of the new building and the CDSS population in other buildings.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
2	Long-Term Planning	Examine how constituent IT units of CDSS can work together. What will we look like when our communities are united? What values do we want to uphold?	Goal 4: IT foundation
3	Cloudbank Development and Implementation	Develop DataHub that improve useability and integration. Launch content and grader service for Data-9x courses. Implement Data Science curriculum into high schools.	Goal 2: Research cyberinfrastructure
4	Move to Warren Hall	Move all expected CDSS employees from HFA-B to Warren Hall, including all IT equipment. Centralize data used by CDSS Administration. Implement Inventory tracking	Goal 4: IT foundation
5	DataHub Development	Develop a Jupyterlite based data8 demo. This will allow running python in the browser without need for any backing cloud infrastructure for a subset of data8 use cases. Streamline our ci/cd by splitting images out of the main repository to facilitate easier user testing and so that users can quickly add packages as needed.	Goal 1: Essential tools and data for all students
<b>Engineering IT</b>			
1	Instructional Services	Increase support for instructional services for large-scale courses, including DataHub, Computer-based Testing, and bCourses.	Goal 1: Essential tools and data for all students
2	Remote Instruction Technology	Install equipment and set up services to facilitate additional remote instruction.	Goal 4: IT foundation
3	Academic Personnel Lecturer Tracking	Create a Lecturer web application for managing the appointment process. Follow on with creation of a Lecturer database for ongoing compliance.	Goal 4: IT foundation
4	Support Cybersecurity DTI Research	Support ~24 diverse cybersecurity related research projects using cloud computing and Artificial Intelligence/Machine Learning (AI/ML).	Goal 2: Research cyberinfrastructure
5	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.	Goal 4: IT foundation
6	Cory Hall Computers Upgrade	Lab computers in Cory Hall are more than 10 years old. Update, and refresh the Cory Hall lab computers to improve the teaching, and learning environment for the students.	Goal 1: Essential tools and data for all students

ONE IT - FY23 IT Departmental Priorities

7	Soda Hall PDU Replacement	Replace the Power Distribution Units in Soda Hall.	Goal 4: IT foundation
8	Wired Networking	Replacement of access switches throughout Soda and Cory Halls.	Goal 4: IT foundation
<b>Environmental Health &amp; Safety IT</b>			
1	Launch of Recharge Web Application	Redesign and rebuild our existing web application for managing EH&S recharges (Services Recharge System). 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 about their billing for recharge.	Goal 4: IT foundation
2	Cyber Security and IS-3 Compliance	Continue work to bring EH&S systems and applications into compliance with IS-3 standards, and begin to evaluate processes for vulnerabilities.	Goal 4: IT foundation
3	Server Migration to Berkeley IT	As part of our transition to a Cloud platform, we are also going to be retiring our physical servers. This will mean that we will be transitioning our non-Cloud servers to Berkeley IT.	Goal 4: IT foundation
4	EH&S IT Staffing	Appropriately staff team to support project development, service requests, and maintenance requirements (e.g., technical project manager, supervisor, programmer).	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
5	Review and Prioritizing EH&S Technical Project List	Sunset older software that does not have in-house technical support (e.g., Filemaker and Access databases). Re-evaluate the way IT staff resources are distributed to projects.	Goal 4: IT foundation
6	Improve Remote Access to EH&S Resources	Responding to hybrid workforce needs with hardware and systems that improve access to all EH&S employees.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
7	Integrate Core Applications with UCOP	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.	Goal 2: Research cyberinfrastructure
<b>Facilities Services IT</b>			
1	Campus Archives Document Management	Migrate campus drawing archives to Perceptive Content document management system.	Goal 4: IT foundation
2	Mapping Updates	Update campus utility and general maps to display migrated GIS data. Publish a hosted feature layer and a web map in ArcGIS Enterprise.	Goal 4: IT foundation
3	Mapping Documentation	Create documentation related to the launch of ArcGIS Enterprise, Perceptive Content system, floor plan data management.	Goal 4: IT foundation
4	Mapping Process Improvements	Develop processes for managing drawing updates, publishing, and sharing building floor plans with campus stakeholders.	Goal 4: IT foundation
5	Operations Compliance	Prepare for IS-3 Implementation in alignment with One ITs' continuing efforts.	Goal 4: IT foundation
6	Onboarding/Staffing	Hire and train diverse, talented, IT professional(s) to become trusted partners to Facilities Services and campus IT community.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
7	Maximo - Business Process Improvements	Implement improved enhancement request process - communicate to clients what the status is.	Goal 4: IT foundation
8	Maximo - Upgrades	Mobile application is no longer supported. Core application has upgrades to evaluate.	Goal 4: IT foundation
9	System of Record - Locations and Assets	Identify and cross-reference asset and location inventories to ensure data consistency - identify missing items to include.	Goal 4: IT foundation
<b>Goldman School of Public Policy (GSPP)</b>			
1	Cyber Security and IS-3 compliance	Continue work to bring all Goldman School of Public Policy (GSPP) systems and applications into compliance with IS-3 policies and standards and begin to evaluate processes and identify and mitigate vulnerabilities.	Goal 4: IT foundation
2	Server Migration to Berkeley IT	As part of our transition to a Cloud platform, we are also going to be retiring our physical servers. This will mean that we will be transitioning our non-Cloud servers to Berkeley IT.	Goal 2: Research cyberinfrastructure
<b>Haas Technology Solutions</b>			
1	Restore Desktop Support Service Level to Pre-pandemic Levels	Working to restore desktop services and support to pre-pandemic levels as we assist faculty, staff, and students returning to campus. Investigating issues and looking for efficiencies in service deployment.	Goal 4: IT foundation
2	Restore Wi-Fi Service Level to Pre-pandemic Levels	In consultation with Network Services, working on improving the capability and capacity of various network services	Goal 4: IT foundation
3	Implementation of the IS-3 Security Policy	Departmental audits of cybersecurity practices to ensure compliance with the IS-3 policy.	Goal 4: IT foundation
4	Migrate Haas's High Performance Cluster (HPC) Users to Savio and Retire In-house HPC	To contain costs and provide our faculty and students with more research computing resources, migrate users from HPC to Savio.	Goal 1: Essential tools and data for all students

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5	Rollout New Version of Haas SIS in Slate	Converting the internal Haas Student Information System (SIS) to a new version in the Slate CRM.	Goal 4: IT foundation
6	Rollout New Version of Add / Drop Process	Assessing and rolling out a updated solution for our current customized add / drop solution.	Goal 4: IT foundation
7	Improve Haas's Security Posture	With the assistance of campus Haas is beefing up it's in-house security skills. This will make it easier for us to respond to campus asks.	Goal 4: IT foundation
8	WeConnect integration v3	WeConnect is a technology platform licensed during Covid that requires continually adding new integrations into the platform to make it easier to onboard and support students.	Goal 4: IT foundation
9	Refresh of Curricular Planning Tools	Working alongside RTL to streamline and align Haas's in-house curricular planning tools with the best practices of the Instructional Resilience collaboration priority.	Goal 4: IT foundation
10	Bring Chou Hall's Network up to Campus Networking Best Practices	Working with Berkeley IT to align Chou Hall's networking infrastructure and set-up with current campus standards.	Goal 4: IT foundation

**Letters and Sciences IT**

1	IS3 Compliance and Recommendation Implementation	Work through recommendations from IS-3 review for LSCore. Provide consultative assistance to LS units outside of the LSCore org regarding IS3.	Goal 4: IT foundation
2	Website Security and Accessibility Posture Improvement (ongoing)	Continue to work with units within the larger College of Letters and Science in providing consultation and advice on how they can work towards making positive improvements in their security risk posture as well as ensuring compliance with website accessibility by meeting or exceeding accessibility standards.	Goal 1: Essential tools and data for all students. Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	End User Life Cycle Management	Work through the years-long deferred maintenance and life cycle management of LSCore equipment needs. Focus on hybrid work environments that reduce costs at scale and provides flexible work to be done at home or office.	Goal 4: IT foundation
4	Socreg Clean-up	Effort to standardize the naming convention, ensure appropriate security contact information, ensure proper network segmentation and documentation. This will help IT service providers can provide service delivery accurately and efficiently, security concerns are addressed timely and with the appropriate security contacts being informed. There are areas where LSIT can take full action and others where we have to partner with units in and out of LS to help make this happen.	Goal 4: IT foundation
5	Print Server Abatement	Print server abatement.	Goal 4: IT foundation
6	SQL Server Abatement	SQL server abatement.	Goal 4: IT foundation
7	Active Directory Clean-up and Migration (ongoing)	Active Directory cleanup and migration from LSIT managed OUs to ITCS managed OUs for College at large.	Goal 4: IT foundation

**Library IT**

1	Improve and Enhance SILS Processes to Leverage UC-wide Data	Processes and workflows in Alma (which is the systemwide integrated Library service) will be developed to not only leverage IZ (institution zone) data but also NZ (network zone = all UC Libraries) data.	Goal 2: Research cyberinfrastructure
2	Increase Outreach and Support for Research Data Services Provided by the Library	Library provides several services to faculty and students in the various phases of the research data lifecycle program - however, the outreach could continue to improve as new services and tools are added. As part of this priority, LDSP will increase outreach to faculty and students, so that the services provided can reach a larger user base.	Goal 1: Essential tools and data for all students
3	Continue to Improve UC BEARS (course e-reserves) to Provide Enhanced Access to Course Reserves Online	Build upon the success of the current UC BEARS course e-reserves service and improve the functionality of the platform and make the course e-reserve processes more efficient and streamlined.	Goal 1: Essential tools and data for all students
4	Increased Support to Convert Library Meeting and Instruction Spaces to Handle Hybrid Formats	Enhance the meeting and instruction environment of Library spaces through better Library instructor and staff experience of technologies, tools, and interfaces in Library spaces.	Goal 4: IT foundation
5	Improve UC Library Search User Experience	Improve the student and faculty discovery and findability experience when they use the Library catalog to find library collections and resources for their learning, research, and scholarship.	Goal 1: Essential tools and data for all students

**Optometry IT**

1	EPIC HER	EPIC EHR Implementation.	Goal 4: IT foundation
2	Preclinic Lab AV	Preclinic Lab with AV technology.	Goal 1: Essential tools and data for all students
3	Classroom AV Technology	Classroom AV.	Goal 1: Essential tools and data for all students
4	Optometry Research	Work to better align Optometry research and data with Campus requirements. Looking to consume Campus services as appropriate and/or utilize technology to execute strategy towards research.	Goal 2: Research cyberinfrastructure Goal 4: IT foundation

**Research Administration & Compliance IT**

1	IS-3 Implementation	Improve departmental information security by implementing recommendations from the Information Security Office.	Goal 4: IT foundation
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ONE IT - FY23 IT Departmental Priorities

2	Prepare for Change in Work Model	RAC is expected to transition from almost entirely remote work to whatever comes next. RAC IT will support this change primarily through evaluation and recommendation of tools and technology.	Goal 4: IT foundation
3	Get More Value from Data	Continue to build out our data mart. Enable more people to use our Tableau instance, and create executive views for the VC Research. Work with CalAnswers to manage BRS' access to Phoebe data.	Goal 4: IT foundation
4	Support SPO Workload Management	Build metrics and dashboards to help SPO operations.	Goal 4: IT foundation
5	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.	Goal 4: IT foundation
6	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. Implement observability tools.	Goal 4: IT foundation
7	Reduce Use of Email for Routine Work	Continue to evaluate how email is used for routine work. Develop new processes and automations to reduce how much work is done via email.	Goal 4: IT foundation
8	System Support for Research Financial Interest Disclosure	Evaluate information system solutions for managing research conflicts of interest. Work towards selecting a system and implementing it.	Goal 4: IT foundation

**Research, Teaching, and Learning Services**

1	Improve Services for Researchers Working with Data	In collaboration with bIT (Storage & Backup, bConnected teams), develop a framework and methodology for working with researchers to understand and express their data storage needs. Together, these tools will provide a systematic way to characterize a research data use case and its requirements, allowing for "one conversation held multiple times" (rather than a series of disparate conversations) and moving forward with the campus storage strategy effort. Our goal is to establish a common lens through which we can understand storage characteristics and assess risk to research data, allowing both campus and investigators to place a value on that data.	Goal 2: Research cyberinfrastructure
2	Instructional Resilience for In-Person and Hybrid Teaching Environments	In coordination with the Research, Teaching, and Learning (RTL) Executive Advisory Group and campus stakeholders (Berkeley Law, Engineering, Haas, and iSchool), develop a design-based plan to identify the next iteration of instructional resilience for remote, in-class, and hybrid instruction.	Goal 1: Essential tools and data for all students
3	Collaborative and Accessible Instructional Tools	Help campus continue to ensure the creation and distribution of more accessible course content through increased adoption of accessibility tools, best practices, strategies and standards. Identify and adopt more collaborative and accessible instructional tools for streamlining instruction. Identify and adopt more collaborative and accessible instructional tools for streamlining instruction.	Goal 1: Essential tools and data for all students
4	Next-generation Data Integration and Analytics Environment	Build on the collaboration with the Enterprise Data & Analytics team to ensure the Enterprise Data Lake continues to meet the growing needs of RTL, campus leadership, and other key stakeholders needing secure and scalable access to campus data and learning analytics.	Goal 1: Essential tools and data for all students
5	Classroom Technology Enhancements	Support classroom instruction with improved display capabilities through HD Upgrade Project for general assignment (GA) classrooms, continued roll-out of the Course Capture system, and adoption of innovative new collaboration technologies.	Goal 4: IT foundation
6	Enhanced Classroom Support	Enhance the teaching environment of our classrooms through better instructor and student experience of our tools and interfaces.	Goal 1: Essential tools and data for all students
7	Bolster Operational Processes	Continue to strengthen and align RTL's operational processes by guiding and supporting staff in adopting campus and industry best practices that help us maintain reliable and effective services for faculty, staff, and students.	Goal 4: IT foundation

**School of Information IT**

1	Instructional Resilience	Deliver tools and services allowing instructors and students to pivot quickly between remote, hybrid, and in-person modalities as circumstances dictate. This effort focuses on building out/refining Zoom Room capability in our classrooms/meeting spaces.	Goal 1: Essential tools and data for all students
2	Technology Strategy for Data Science Education	Develop a sustainable strategy for providing the technology needed to support a professional graduate degree program in data science, including four key components: 1) source data repository, 2) data processing environment, 3) derived data repository, and 4) data presentation environment. The school currently relies heavily on educational credits from the major cloud computing providers; we need to identify alternate funding/support models in preparation for a future in which educational credits are not as readily available.	Goal 1: Essential tools and data for all students
3	Information Security Program	Create an information security program allowing key stakeholders to identify/manage risk and keeping our practices aligned with applicable laws, regulations, and university policies.	Goal 4: IT foundation
4	Operational Simplification	Identify and remove unneeded systems/services. Current focus is migrating the few remaining services depending on our local identity management system to CalNet and shutting down the local system.	Goal 4: IT foundation
5	Drupal Upgrade	Upgrade the school's main website from Drupal 7 to Drupal 9 before version 7 reaches its EOL.	Goal 4: IT foundation



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School of Social Welfare IT			
1	Data Security - Solidify Staffing Model	Work with Berkeley IT on options to provide Director level IT resources for the department.	Goal 2: Research cyberinfrastructure
2	Data Security - Web Proxy	Implement web proxy for Social Welfare.	Goal 2: Research cyberinfrastructure
3	Data Security - Data Loss Prevention	Implement data loss prevention for Social Welfare.	Goal 2: Research cyberinfrastructure
4	Asset Management	Implement ManageEngine to support asset tracking for Social Welfare.	Goal 2: Research cyberinfrastructure
5	CCWIP: Data Sharing	<p>Campus: Establish procedures for allowing graduate students and other campus affiliates to access and offload sensitive (P3/P4) data for dissertation work and research purposes. Educate students and campus affiliates on the proper usage and analysis of sensitive data. Communicate with state partners regarding additional data requests as needed.</p> <p>Off-campus: Devise policies and methodology for sharing higher-level sensitive data (P3/P4) with state partners and other off-campus affiliates for research purposes. Follow and assist with the University plans for building infrastructure for secure remote access of P4 data.</p>	Goal 2: Research cyberinfrastructure
6	CCWIP: County User Secure Site Login	Middleware that can handle the login for our State and County partners for all our applications.	Goal 2: Research cyberinfrastructure
7	California Social Work Education Center: "California Child Welfare Training" Learning Management System: CalSWECC: CACWT LMS	Serve as administrator of the statewide child welfare training learning management system (LMS).	Goal 1: Essential tools and data for all students
8	Hybrid Departmentally Controlled Rooms	Upgrade departmentally controlled rooms to increase and enhance remote access and reduce user inefficiencies (incl. ethernet ports & Zoom Rooms).	Goal 1: Essential tools and data for all students
9	Develop Scope for Transitioning Internship Database Platforms	Develop scope for transitioning internship database platforms (SONIA to Salesforce or Tevera or something else).	Goal 1: Essential tools and data for all students
10	Migrate pdf Forms to DocuSign	Migrate pdf forms to DocuSign for ease of use, reduction in time for routing, and organized documentation location.	
University Development and Alumni Relations IT			
1	Data Integration Supporting UC Berkeley Advancement	Implement a comprehensive data integration platform that simplifies and expedites data interchanges from multiple auxiliary systems into the alumni/donor system of record (CADS).	Goal 4: IT foundation
2	Online Alumni Engagement	Multi Year project now in planning stages to fully envision, plan and implement comprehensive digital engagement for alumni and other constituents in all the ways they wish to interact with Berkeley.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	Content Services Platform	Complete RFI process to fully specify what level of document management and workflow support we might need to provide a comprehensive platform that can substantially improve operational efficiency, particularly in the area of gift processing. Move to RFP phase.	Goal 4: IT foundation
4	Pipeline Development	As Campaign efforts begin winding down (operationally), data and information needs will turn to assessment and development of our pipeline of donors for the next comprehensive fundraising effort. Several interrelated efforts, primarily focused in reporting and analytics, will support this work.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
5	Event Platform	Finalize decision on build/buy and get approval from UDAR's Data Technology Advisory Group; implement a comprehensive event registration and management system that will meet needs across campus and have improved data exchange with CADS.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
6	IS-3 Implementation	Work with the Information Security Office to audit and document the University Development and Alumni Relations' (UDAR) IS-3 compliance.	Goal 4: IT foundation
University Health Services IT			
1	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
2	EPIC IMPLEMENTATION - Transition UHS from PnC to Epic During the Summer of 2024	Work with the UC-wide implementation team to implement Epic (as the primary EHR system for Berkeley) to replace PnC, Systoc, and EyeCare. This initiative will be a significant multi-year migration project impacting nearly every department and business unit at UHS and the Optometry Clinic. It will require a close partnership with a UC Medical Center.	Goal 4: IT foundation

ONE IT - FY23 IT Departmental Priorities

3	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 who is ready and capable of implementing Epic; 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 One IT Professional development Program and participating in UHS Strategic Plan implementation.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
4	GOVERNANCE and STRATEGIC INNOVATION - IT Governance that Supports UHS Strategic Goals, Innovation, and Epic Implementation	Continue to leverage CORE Team and the Enterprising Investments Strategy Group to help guide UHS-IT priorities; Evaluate all project requests for compatibility with the Epic project; Setup appropriate governance groups to help guide decision making related to the Epic implementation work; reevaluate how IT uses our various governance and leadership Teams to set strategic priorities; align efforts with UHS and Berkeley IT Strategic Planning.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
5	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; fully implement Integrated PnC/Zoom service and transition all providers to this service; 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
6	REVENUE GENERATION - Support Potential Opportunities for Revenue Generation	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
7	COMPLIANCE - Respond to UCOP Mandates; Conduct Annual HIPAA Risk Assessment with Report to Campus Leadership	Respond to new and ongoing UCOP Compliance mandates around covid, flu, and other immunizations; Perform a comprehensive HIPAA approved Risk Analysis of the extended UHS system and prepare a risk assessment report for Campus Leadership.	Goal 2: Research cyberinfrastructure
8	IMPLEMENT STEPPED CARE and the COMPASSIONATE CARE MODEL - Support the Implementation of New/Innovative Mental Health Care Programs for Campus	Engage and support the development of the Stepped Care and compassionate care model for Student Mental Health. Commit resources to support a new flexible system of care with open access to a range of mental health resources and services.	Goal 1: Essential tools and data for all students
9	CLINICAL RESEARCH and PREDICTIVE PREVENTION - Identify or Implement Secure Infrastructure that Supports Clinical Research and Opportunities for Improving Health Outcomes	Explore outside services (i.e. UCSF Information Commons); explore campus opportunities and existing services to support large health data repositories for use with clinical research and predictive prevention efforts.	Goal 1: Essential tools and data for all students
10	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 2: Research cyberinfrastructure