ONE IT - FY23 IT Departmental Priorities

Berkeley IT - Business Operations

1	IT Financial Roadmap	Draft IT Spend Report with 10-year IT Investment Roadmap capturing all IT Spend across campus with special attention to Berkeley IT.	*Goal 4: IT foundation*
2	Develop IT Sourcing Executive Dashboard	Develop IT Sourcing Executive Dashboard.	*Goal 4: IT foundation*
3	TPO: Minimum Standards for Project	Develop and propose minimum standards for executing certain Berkeley IT projects.	*Goal 4: IT foundation*
4	Berkeley IT Billing: Recharge in TelCat	Migrate recharge capabilities currently in the Pinnacle system to ServiceNow.	*Goal 4: IT foundation*
5	Finance: Update recharge calendar	Accelerate the recharge rate review from Dec-Jan to Jul-Nov. Starting earlier in the fiscal year will allow additional internal review and feedback from stakeholders.	*Goal 4: IT foundation*
6	TPO: Non-TPO Project Capture	Provide more visibility to certain Berkeley IT projects by developing a business process to capture non-TPO managed projects in Smartsheet.	*Goal 4: IT foundation*
7	IT Procurement/Sourcing Annual Report	Develop 2nd Annual IT Procurement/Sourcing Benefit report articulating the benefits delivered by our current strategy.	*Goal 4: IT foundation*
8	TPO: Smartsheet-Jira Connector	Implement Jira connector so project managers won't have to maintain two tracking systems.	*Goal 4: IT foundation*
9	Berkeley IT Billing: Support Data and Platform Teams' Billing Efficiencies	Improve process of capturing operational data and converting it into recharge data.	*Goal 4: IT foundation*

Berkeley IT - Campus Applications and Data

1	10 - 15 Year CAD Strategic Roadmap	Develop a strategic roadmap for Campus Applications & Data that provides forecast information about strategic directions, major funding requests, and opportunities to decommission systems.	*Goal 3: Diverse, inclusive IT community; trusted and strategic partners*
2	Data Lake Service Stabilization	The Data Lake has become a critical service, but operates on one-time funding. Cloud strategy and ARB discussions complicate the service roadmap, and we have not yet been able to fill a position approved in ODP. We'll need to clarify service strategy, fill resource gaps, communicate expectations, and contribute to a CAD roadmap that has data as a central component.	*Goal 4: IT foundation*
3	Gender Recognition / Lived Name Implementation	Organize & engage resources across CAD to engage in the analysis and implementation efforts that affect nearly all applications in the portfolio.	*Goal 3: Diverse, inclusive IT community; trusted and strategic partners*
4	Comprehensive Curriculum Management System	The current homegrown Comprehensive Curriculum Management System (CCMS) is not able to 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 to IT Governance for approval.	*Goal 1: Essential tools and data for all students*
5	Work Study Management System	The existing 20+ year old homegrown Work Study Management System (WSMS) was built with a robust design to meet the complex needs of UC Berkeley and serves nearly 3,000 student employees with significant financial need, 80 off and on campus employers, and 700 employer users; it is destined to be sunsetted due to the urgent need to upgrade the underlying technology and user interface. The UC Berkeley Work Study program disburses nearly $10 million dollars in aid to students ($6M from UCB institutional funds and $4M from the federal government). It is imperative for UC Berkeley to identify a sustainable solution to continue to meet the needs of students, employers, and staff. This is especially urgent with the expected growth to the work-study program through the Learning Aligned Employment Program (LAEP), and the investment in the Governor's budget that more than doubled this work-study program from $200M to $500M. Initial internal research suggests that Work Study vendor options are lacking. The SIS team, with campus partner input, also performed a high-level fit/gap analysis which has revealed that leveraging delivered Campus Solutions functionality has substantial gaps requiring significant customizations to meet the existing need. Therefore, prioritization and funding for a WSMS Replacement project is essential.	*Goal 4: IT foundation*
6	IT Service Management Team	Fill three open positions and launch an IT Service Management team to provide matrix service support across Berkeley IT and the One IT community. Optimize business processes, develop a campus service management community, and improve availability, definitions, and communications across the service portfolio.	*Goal 4: IT foundation*

Berkeley IT - Campus IT Experience

1	Website & Third Party Platform Remediation	Continue to invest in web accessibility through increased support and adoption of Siteimprove, as well as a dedicated project to review top 200 Berkeley websites and create an outreach strategy. Rethink how accessibility is positioned within Campus IT Experience.	*Goal 3: Diverse, inclusive IT community; trusted and strategic partners.* *Goal 4: IT foundation*
2	2.0 Web Platform	Upgrade the Open Berkeley platform from Drupal 7 to Drupal 9.	*Goal 4: IT foundation*
3	Revamp Student Technology Equity Program	Develop a sustainable and long-term Student Technology Equity program.	*Goal 1: Essential tools and data for all students* *Goal 4: IT foundation*
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*

Berkeley IT - Campus IT Infrastructure

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 and modernize and improve the capability and capacity of various network services including Wi-Fi Infrastructure, Wi-Fi Device Connectivity Services, Campus Firewall and VPN, 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	Data Center / Cloud Strategy & Roadmap	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*
5	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*
6	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*
7	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*
8	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*
9	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*
10	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*

Berkeley IT - Information Security Office

1	IS-3 Implementation Project	Continue to roll out IS-3 Unit Project across campus, operationalize onboarding process, initiate annual review for pilot Units, 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*
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*

Berkeley IT - Strategies and Partnerships

1	Create a new One IT Strategic Plan for FY24+	In collaboration with One IT Leadership, reshape the IT strategic plan and process to reinforce and determine the direction of IT services and support for the Berkeley campus over the next three to five years. The Plan will continue to build 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. Revingorate 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 a new Data Governance and HR/APO committees, Enterprise Data and Human Resources and Academic Personnel. Work with high profile IT projects to escort them through the funding approval process.	*Goal 4: IT foundation*
4	Data Center and Cloud Services Roadmap Implementation	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.	*Goal 4: IT foundation*

Berkeley Law IT

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 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. Complete Law-school wide Information Security Management Program reviews.	*Goal 4: IT foundation*
5	Admissions	Onboard a new admissions platform from the nationwide Law School Admissions Council (platform used by all law schools for admission).	*Goal 4: IT foundation*

Computing, Data Science, and Society (CDSS) - Engineering IT

1	Shared help desk	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*

Engineering IT

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*
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*

Environmental Health & Safety IT

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 IS3 compliance	Continue work to bring EH&S systems, applications into compliance with IS-3 standards, and begin to evaluate processes for vulnerabilities.	*Goal 4: IT foundation*
3	Server Migration to IST	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*

Facilities Services IT

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*

Goldman School of Public Policy (GSPP)

1	Cyber Security and IS3 compliance	Continue work to bring GSPP systems, applications into compliance with IS-3 standards, and begin to evaluate processes for 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*

Haas Technology Solutions

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 WiFi 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	Department by department audit of cybersecurity practices to ensure compliance with the IS-3 policy.	*Goal 4: IT foundation*
4	Migrate Haas' 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*
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' 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' in-house curricular planning tools with the best practices coming out 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*

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 is currently focused on building out/refining Zoom Rooms 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

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 EHR	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*

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	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. 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.	*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	CalSWEC: CACWT LMS (California Social Work Education Center: "California Child Welfare Training" learning management system	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 (incl. ethernet ports & zoom rooms)	Upgrade departmentally controlled rooms to increase and enhance remote access and reduce user inefficiencies.	*Goal 1: Essential tools and data for all students*
9	Develop scope for transitioning internship database platforms (SONIA to Salesforce or Tevera or something else)	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.	

Research Administration & Compliance IT

1	IS-3 implementation	Improve departmental information security by implementing recommendations from the Information Security Office.	*Goal 4: IT foundation*
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 Berkeley IT, specifically the Storage, Backup and bConnected Teams, develop a framework and methodology for working with researchers to understand their individual needs for data storage solution. The framework will cover in a systematic way the data use case, requirements for durability, integrity, provenance, preservation/publication and/or archival. Incorporate this methodology such that it will feed information into and support the data storage options dashboard currently being developed by the bConnected team.	*Goal 2: Research cyberinfrastructure*
2	Instructional Resilience for In-Person and Hybrid Teaching Environments	In coordination with the RTL Executive Advisory Group and campus stakeholders (Berkeley Law, Engineering, and iSchool), develop a design-based plan to identify the next iteration of instructional resilience for in-class, remote, 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*

University Development and Alumni Relations IT

1	Data Exchange Project (DEP)	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	IS3 Implementation	Work with the CISO's office to self-assess and document UDAR's 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 - Work in close partnership with UCOP, UCHealth, and UCSD Medical Center to transition UHS from PnC to Epic, with a plan to go live during the Summer of 2024	Work with UC-wide implementation team to implement Epic as a replacement to PnC. This will 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

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 OneIT 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 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*
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 these 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 - help 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*