

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

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

Key Strategies from Berkeley's 10-Year Vision:

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

One IT Goal 1: Provide all students the essential tools and data they need to be engaged thinkers and global citizens.

- Enhance Classroom Technology

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

One IT Goal 2: Develop the research technology infrastructure needed to address society's great challenges and to share knowledge for the public good.

- Support Research

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

One IT Goal 3 Create a diverse and inclusive community of IT professionals who are trusted and strategic partners with the campus, alumni, and the public.

- Expand Digital Accessibility
- Grow Culture and Advance Staff

Berkeley's IT Foundation

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

- Application Integration & Consolidation
- Berkeley Desktop Improvements
- Data Center Evolution
- Data Engineering & Integration
- Digital Storage Cost Reduction
- Improve Campus Safety Technologies
- Information Security Policy Implementation* (IS-3)

- IT Recovery* (IS-12)
- Medical Record System Implementation*
- Network Services & Infrastructure Improvement
- UC Berkeley Fundraising and Engagement Systems Replacement*
- UC Presidential Information Security Investment Plan*

One IT Strategic Goal 1: Provide all students the essential tools and data they need to be engaged thinkers and global citizens.

Enhance Classroom Technology

Implement technology upgrades and enhancements across campus departmental classrooms for consistent hybrid learning experiences. Initiatives involve creating turnkey hybrid meeting spaces and self-service support systems, upgrading classroom displays, standardizing A/V equipment, improving student and instructor classroom experiences, and implementing course capture and conference room upgrades. The focus is leveraging commonalities to develop a unified, service-based support model across departments and divisions. **Enhance Classroom Technology-themed priorities are led by the departments listed below.**

Key Measures of Success

- **Berkeley Journalism:** Create turnkey hybrid meeting spaces.
- **Berkeley Journalism:** Improve classroom experience for students and instructors.
- **Berkeley Law:** Implement an AI-supported self-service system for classrooms to provide a higher level of support outside of normal business hours and faster responses to many simple requests at all times.
- **Berkeley Law:** Upgrade and replace all classroom displays in the Law school with modern hardware and features.
- **Berkeley Social Welfare:** Enhance learning and event experience through upgrades in classroom A/V, evolve course capture, and upgrade conference room technology.
- **Goldman School of Public Policy:** Standardize GSPP hybrid classroom equipment, student printing resources, and A/V equipment to ensure a consistent hybrid learning experience.
- **Letters & Sciences IT:** Review and assess turnkey hybrid meeting spaces and resources needed to provide support within the College. Discover and leverage commonalities in technology to create a service-based support model.

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.

Support Research

Enrich research support through data center enhancements, leverage the Secure Research Data and Compute (SRDC), evaluate campus research computing solutions, develop new web applications, synchronize BUA data, integrate core safety applications, and standardize research IT processes. **Support Research-themed priorities are led by the departments listed below.**

Key Measures of Success

- **Berkeley Journalism:** Digitize Masters Theses projects to allow broader, secure access to research from archived files.
- **Demography:** Obtain and curate research data for storage and compute in the Secure Research Data and Compute (SRDC) platform.
- **Demography:** Continue evaluating campus solutions for departmental research computing.
- **Engineering IT:** Remote access replacement strategy for instructional and research machines.
- **Environmental Health & Safety:** Implement controlled substances web application for the Office of Laboratory Animal Care (OLAC)
- **Environmental Health & Safety:** Biological Use Authorization data sync with the University of California's Office of the President Risk and Safety Solutions (RSS) platform.
- **Goldman School of Public Policy:** Standardize GSPP research IT infrastructure to ensure the appropriate research IT services are leveraged. Document and communicate the new GSPP research IT standards.
- **People & Culture:** Integrate Root Process Automation with UC Berkeley/UCPath systems.
- **Social Welfare:** Sunset long-running, 30ish employee soft-funded research center: CalSWEC. As required, archive and transfer/migrate data and deliverables from CalSWEC-sponsored projects.

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.

Expand Digital Accessibility

The Digital Accessibility Program fosters inclusivity, ensures legal compliance, and enhances the digital experience for the campus community by pursuing work to meet WCAG Standards and accessibility policies; ensuring adherence to the Department of Justice (DOJ) consent decree obligations for publically available audio, video, and websites on the berkeley.edu domain and its subdomains; developing reporting; conducting training; and meeting auditor recommendations.

Expand Digital Accessibility-themed priorities are led by the departments listed below.

Key Measures of Success

- **Berkeley Journalism:** Provide inclusive and equitable access to our digital content to meet WCAG standards.
- **Berkeley Law:** Review and update web-facing services and content to meet or exceed campus accessibility standards.
- **BIT - Campus IT Experience:** Work with Campus stakeholders to meet deadlines for the Department of Justice consent decree for audio and video, websites on berkeley.edu and its subdomains, reporting, training, and auditor's recommendations.
- **Controller's Office:** Implement functionality within the Berkeley Financial System (BFS) to adhere to the Gender Recognition and Lived Name Policy.
- **Engineering IT:** Establish web accessibility reporting and procedures for College of Engineering websites by informing faculty and staff with Siteimprove accessibility reports.
- **Letters & Sciences IT:** Improve website security and accessibility posture and continue to work with units within the larger College of Letters and Science by providing consultation and advice to ensure compliance with website accessibility standards.
- **Vice Chancellor Research Office:** Ensure compliance with UC Accessibility Policy and Department of Justice Consent Decree on vcresearch.berkeley.edu.

Grow Culture and Advance Staff

Advance the culture and foster professional development in the University Health Services IT department at UC Berkeley to retain and support current staff in preparation for the Medical Records System Implementation Initiative. **Oversight provided by University Health Services.**

Key Measures of Success

- Review and complete position reclassifications and promotions.
- Create strong succession plans for retiring staff positions.
- Foster a culture of growth, development, and opportunity through Agile project management practices.
- Build and grow an agile and resilient University Health Services IT Team.

One IT Strategic Goal 4: Sustain the IT foundation for campus faculty, staff, students, and alumni.

Application Integration & Consolidation

Enhance application integration and consolidation priorities for real-time systems emphasizing data handling, security, efficiency, and collaborative work practices across campus departments. Deploy and streamline learning and content systems, and improve course management system interoperability. Transform Identity and Access Management (IAM). Application Integration & Consolidation-themed priorities are led by the departments listed below.

Key Measures of Success

- Berkeley Law: Deploy a new Learning Management System and Content Management System for powering and growing the Law Executive Education program
- Berkeley Regional Services: (in conjunction with People and Culture) Launch a new module to conduct Employee & Labor Relations (ELR) work using the HR Service Hub (ServiceNow), enable better case tracking, communication, transparency, collaboration, workload metrics, reporting and more.
- BIT - Campus Applications & Data: Replace UC Berkeley's course management system. Procure an integrated system to manage the full suite of undergraduate and graduate curricula and align the system with business processes and workflows.
- BIT - Campus Applications & Data: Advance goals to build and support effective and efficient IT services for the campus. Includes community development, process maturity, and ServiceNow platform improvements.
- BIT - Information Security Office: Strategic transformation for Identity and Access Management (IAM), emphasizing enhanced security and operational efficiency focusing on Access Management (AM) and Privileged Access Management (PAM).
- Controller's Office: Implement Data Masking on P3 & P4 level data in BFS
- Environmental Health & Safety: Integrate core applications with the University of California's Office of the President Risk and Safety Solutions (RSS) platform. Work to share core data about research groups, campus locations, and departmental affiliations to eliminate duplicative effort and maximize teamwork efficiencies.
- Office of Ethics, Risk, & Compliance Services: - Work with One IT partners to identify an integrated case management system for specialized access across case management.
- People & Culture: Make UCPath data available in an enterprise data warehouse for use by the Achieve Together system when creating reports. Providing accurate, just-in-time employee data for reporting on the Check-in conversation completions.
- People & Culture: Automate the move of Achieve Together Forms from the Achieve Together system into the employee's online Personnel file in Perceptive Content.

- People & Culture: Create/enhance the API to pass data from the service hub application to any of our current data repositories so downstream consuming systems can access the data.

Berkeley Desktop Improvements

Identify and implement improvements that maximize the adoption of Berkeley Desktop by enhancing endpoint user experience and security (Endpoint Security Detection & Response (EDR))* , and streamlining user support. Berkeley Desktop Improvements-themed priorities are led by the departments listed below.

Key Measures of Success

- BIT - Campus IT Experience: Support Windows 11 deployment and abatement of Windows 10 before October 2025 End of Life. Support the roll-out of Endpoint Detection & Response software. Complete disk encryption roll-out.
- BIT - Campus IT Infrastructure: Identify and implement improvements to maximize the adoption of Berkeley Desktop, providing improved endpoint user experience, security, and support for campus faculty and staff.
- Graduate Division: Develop a roadmap for a phased approach to identify campus backup needs, deploying and maintaining campus services.

Data Center Evolution

Implement short and medium-term solutions to ensure Berkeley can accommodate growing research computing demands linked to interdisciplinary trends (such as the rise of data science and the explosion of computational work). Continue to attract and retain faculty researchers and mitigate concerns about the rapidly increasing cost of power and capacity constraints within the Earl Warren Hall Data Center. This project is critical to our ongoing work to support research on Campus. Oversight provided by Campus IT Infrastructure, Berkeley IT.

Key Measures of Success

- Usable power capacity in Earl Warren Hall increased by 250kW.
- Build out infrastructure, including racks, power distribution, virtual servers, networking, and related cybersecurity at Moffett Field, providing ~500kW of additional power/cooling capacity.
- Gain funding approval for modular data center and initiate purchase/build of module for 2026 installation.
- Implement VRA (VMware vRealize Automation).

Data Engineering & Integration

Efforts to enhance data engineering and integration involve streamlining data collection, standardizing metrics, and expanding log acceptance for compliance. Additionally, processes are being implemented to synchronize sensitive data between systems, ensuring faster builds, improved query performance, and enhanced data sharing across campus, including self-service capabilities for analysts and data scientists. Data Engineering & Integration-themed priorities are led by the departments listed below.

Key Measures of Success

- BIT - Campus Applications & Data: Complete Snowflake and Redshift proof of concept assessment, finalize technical roadmap, including a data warehouse and lake integration strategy, and document benefits to campus partners, while gaining governance support and drafting funding proposals.
- BIT - Information Security Office: Bring visibility into our cybersecurity risk reduction programs, streamline data gathering, standardize metrics across systems, and align with organizations.
- BIT - Information Security Office: Expand logging to High-Risk P3 servers and workstations. Broaden the type of systems from which ISO can accept logs better to facilitate Minimum Security Standards for Electronic Information (MSSEI) requirements 10.1, 10.3, and 10.3.
- BIT - Strategy & Partnerships: Create and facilitate an engagement plan to support the development and implementation of an explicit model for data access that will support the eventual implementation of IAM.
- Demography: Complete a major audit of our compute platforms to obtain and curate research data (NTIS/DMF) for storage and compute in the Secure Research Data and Compute (SRDC) platform.
- Environmental Health & Safety: Implement a new process to sync Biological Use Authorization (BUA) data between the UC RSS and the Building Organizations and People Repository/L@B Roster.

Digital Storage Cost Reduction

Reduce future digital storage costs by leveraging best-fit solutions, usage reduction, and guidance on platforms available at UC Berkeley. Initiatives also aim to leverage Google Drive implementation for better management and retention to address storage requirements of institutional data, structuring departmental use, and facilitating knowledge transfer via strong collaboration with RIT for research data. Digital Storage Cost Reduction-themed priorities are led by the departments listed below.

Key Measures of Success

- Berkeley Public Health: Assess compliance with the Google Cost Reduction Project and demand for alternatives and provide recommendations to individuals

and units. Work with faculty, staff, and students most impacted by these changes.

- Berkeley Social Welfare: Develop structure and migration guidance to better organize departmental use of Google Drive and facilitate knowledge transfer.
- BIT - Campus IT Experience: Continue to contain costs in Google Suite by reducing usage, offering opportunities for paid and additional storage, and providing clear guidance about the appropriate use of the platforms.
- Cal Performances: Improve implementation of Google Drive for better overall management and document retention to include defining, adopting, and training on best practices.

Improve Campus Safety Technologies

Achieve a vision of safety in which all community members feel welcomed, respected, and protected from harm. Several One IT Partners have priorities to improve campus technology systems that work to increase community safety. As part of our commitment to campus and community safety, multiple systems and/or applications are being evaluated, migrated, or replaced over the next several years. This includes continuous improvement of existing services and potentially developing new services that meet campus demand for IT infrastructure services. Improve Campus Safety Technologies-themed priorities are led by the departments listed below.

Key Measures of Success

- BIT - Campus IT Infrastructure: Deliver onsite, offsite, and cloud project milestones that improve the utilization of existing on-prem facilities (including server and application virtualization utilizing bCloud services), prepare for moving equipment to offsite colocation facilities, and support increased self-service in the use of public cloud (AWS, GCP, and Azure) with improved Cloud Management tools. Develop backup options for researchers.
- Environmental Health & Safety: Implement revisions to the Laser Safety web application.
- Office of Emergency Management: Review current department and Emergency Operations Center technology capabilities and upgrade equipment and software to align with emergency management best practices for UC Berkeley.
- Office of Emergency Management: Finalize gap analysis, identify solutions for current blindspots, and determine strategy for updating existing hardware.

Information Security Policy Implementation* (IS-3)

Continue to integrate UC's Electronic Information Security Policy (IS-3) requirements and principles into Berkeley's existing information security program by increasing awareness of roles and responsibilities and implementing changes to IT systems and procedures across a broad set of campus units to protect sensitive data, comply with

regulations, plus safeguard intellectual property and research integrity. Information Security Policy Implementation-themed priorities are led by the departments listed below.

Key Measures of Success

- BIT - Campus IT Infrastructure: Continue iterative implementation of compliance with IS-3 policies in CITI services and systems, including endpoint detection and response, logging, Active Directory and Windows Environment security enhancements, and changes required for compliance of systems on-prem, at offsite colocation, and public-cloud.
- Berkeley Public Health: Perform second year of IS-3 implementation, expand assessment to include P3 assets. Prepare for implementation of revised MSSEI. Perform outreach to the Berkeley Public Health community around cybersecurity.
- Berkeley Social Welfare: Support required policies and develop internal structures to meet IS-3 requirements within the unit.
- Computing, Data Science, and Society: Complete initial onboarding for IS-3 in DataHub.
- Facilities Services IT: Address IS-3 self-assessment recommendations.
- Letters & Sciences IT: On-going review of security risks in academic learning spaces within the College.
- BIT - Campus Applications & Data: Complete implementation of IS-3 and MSSEI efforts.
- BIT - Information Security Office: Launch of operational IS-3 program of reviews, reporting, and incremental improvement: including Annual Socreg Review, Periodic Unit Reviews, Tableau Dashboards to track the maturity of Units' security program, and IS-3 Annual Theme to highlight related risk area each year, providing tools and resources to help units address that specific risk.
- Controller's Office: Simplify the security roles in BFS and provide definitions for the access provided by the roles.
- Goldman School of Public Policy: Document and implement a process for communicating services to faculty/research staff/GSRs and implement proper data protection/availability measures to appropriate devices.
- Goldman School of Public Policy: Standardize secure data storage options for professors, researchers, and students. Document and implement secure data storage methods for P4 data at rest and work with ITCS to enable full disk encryption for all endpoints that access P4 data.
- Graduate Division: Establish a formal inventory of Institutional Information and IT Resources to apply campus security policies.
- Graduate Division: Complete registration for all P3 and P4 applications in Socreg and create a process to review registrations annually.
- Graduate Division: Implement secure data storage methods that follow campus and industry-accepted encryption technologies.

- Graduate Division: Inventory protected data applications transmitting P4 data and ensure they meet the Minimum Security Standards for Electronic Information. Create a process to review all System Security Plans annually.
- Letters & Sciences IT: Satisfy recommendations from IS-3 review for the LSCore division.
- Letters & Sciences IT: Provide consultative assistance to LS units outside of the LSCore division regarding IS-3 policies.
- Letters & Sciences IT: Standardize the naming convention, ensure appropriate security contact information, and ensure proper network segmentation and documentation in SocReg.
- University Development and Alumni Relations: Implement and ensure UC Berkeley's fundraising-related apps, data, and infrastructure are aligned with IS-3, including endpoint detection and response (EDR), logging, Active Directory and Windows Environment security enhancements, and changes required for compliance of systems on-prem, at offsite colocation, and public-cloud.

IT Recovery* (IS-12)

Ensure campus departments and units have appropriate resources and plans in place to recover institutional information and IT resources in the event of an unavoidable or unforeseen disaster, whether natural or human-made. IT Recovery-themed priorities are led by the departments listed below.

Key Measures of Success

- Berkeley Social Welfare: Support required policies and develop internal structures to meet requirements within the unit.
- BIT - Campus Applications & Data: Improve and test business recovery plans.
- BIT - Campus IT Infrastructure: Continue implementing IS-12 policies in CITI services and systems to close gaps identified in prior assessment.
- BIT - Information Security Office: Test and document rollover and rollback procedures for disaster recovery operations in Security Operations and CalNet.
- Computing, Data Science, and Society: Complete initial onboarding for IS-12 in DataHub.
- Facilities Services IT: Evaluate IS-12 compliance requirements.
- Letters & Sciences IT: Standardize academic learning lab and IS-12 policy adherence consultations.
- Office of Emergency Management: Finalize the Continuity Planning Policy and IS-12 IT Disaster Recovery collaboration process to support departments working on both.

- University Development and Alumni Relations: Implement and ensure that UC Berkeley's fundraising-related apps, data, and infrastructure adhere to UC's IT Recovery policy, IS-12.

Medical Record System Implementation*

Improve operational efficiencies, maintain compliance, decrease the costs of patient care, and securely share patient charts with other providers by moving to Epic electronic medical record system (EMR) instances at UC Davis Health Center and UCSF. Medical Record System Implementation-themed priorities are led by the departments listed below.

Key Measures of Success

- Optometry IT: In partnership with UCSF Health to transition our clinical practice to Epic, a leading electronic health record (EHR) system.
- University Health Services IT: Collaborate with UC Davis Health as our Epic Hosting Partner to implement Epic at UHS for Student Health, Student Mental Health, Sports Medicine, and Occupational Health.

Network Services & Infrastructure Improvement

Support access to information, online learning, collaboration, administrative efficiency, innovation, research, and student engagement by continuing to modernize and improve the stability, usability, capability, and capacity of campus network services, including Core and Building networking, Wi-Fi Infrastructure, Wi-Fi Device Connectivity, Campus Firewall, and Campus VPN. Oversight provided by Campus IT Infrastructure, Berkeley IT.

Key Measures of Success

- 100Gb/s capabilities available to labs across most major campus research locations.
- Improved processes and tools to reduce the complexity for user service requests.
- Enhanced Wi-Fi features for media streaming, security, and capacity in user-dense environments available across Campus and Residence Halls. Wi-Fi systems architecture modifications to increase Wi-Fi bandwidth, scalability, and resiliency.
- Continued improvement in Wi-Fi service stability and capacity across campus.

UC Berkeley Fundraising and Engagement Systems Replacement*

Modernize UDAR's technology and data management ecosystem to track all aspects of the constituent relationship and engagement cycle: from communications to

advocacy to volunteering, to events, to solicitations, to giving, stewardship, and fund management. Oversight provided by University Development and Alumni Relations.

Key Measures of Success

- Consolidate Advancement technology and data systems into a unified platform that enables the entire UC Berkeley Advancement Community to share the same view of our constituents.
- Enable data-driven decision-making to effectively and efficiently harness data for better programmatic, engagement, and performance decisions.
- Re-engineer business processes with efficient and automated workflows to deepen collaboration across Advancement departments to foster holistic engagement of our constituents.
- Simplify data, systems, and processes by minimizing customizations and eliminating non-standard tools.

UC Presidential Information Security Investment Plan*

A compliance program for all UC locations mandated by the UC President's Office that requires cyber security awareness training for all employees and timely incident escalation. It includes identification and tracking of computing devices, deploying endpoint security software, enforcing multi-factor authentication for all email, and implementing robust data loss prevention for health email systems. Oversight provided by Information Security Office, Berkeley IT.

Key Measures of Success:

- Deployment of Endpoint Detection and Response (EDR) agent to all campus computing systems by May 2025.
- Ensure identification, tracking, and vulnerability management of all computing devices connected to the campus network.
- Implement health email data loss prevention to safeguard sensitive information.
- Deploy, enable, and configure multi-factor authentication (MFA) on all campus and health email systems in conformance with established UC MFA configuration standards.
- Ensure all staff are in compliance with Systemwide Security Training.

The following 30 campus units have shared their top department IT-related priorities and are helping to lead One IT work on campus. See all priorities beginning on page 9.

1. Berkeley IT - Business Operations
2. Berkeley IT - Campus Applications & Data
3. Berkeley IT - Campus IT Experience (including Student Affairs IT)

4. Berkeley IT - Campus IT Infrastructure
5. Berkeley IT - Information Security Office
6. Berkeley IT - People, Performance & Culture
7. Berkeley IT - Strategy & Partnerships
8. Berkeley Law IT
9. Berkeley Public Health (BPH)
10. Berkeley Regional Services (BRS)
11. Cal Performances
12. Computing, Data Science, and Society (CDSS)
13. Controller's Office
14. Demography
15. Engineering IT
16. Environment, Health & Safety IT (EH&S)
17. Facilities Services IT
18. Goldman School of Public Policy (GSPP)
19. Graduate Division
20. Letters & Science IT (L&S)
21. Office Of Emergency Management
22. Office of Ethics, Risk and Compliance Services
23. Optometry IT
24. People and Culture
25. Public Affairs
26. School of Journalism
27. School of Social Welfare
28. University Development and Alumni Relations (UDAR)
29. University Health Services IT (UHS)
30. Vice Chancellor Research Office (VCRO)

Berkeley Law

1	Accessibility Initiative	Review and update our web facing services and content to meet or exceed campus accessibility standards	Goal 4: IT foundation
2	Organizational Restructuring	Support the IT-related parts of the reorganization of several law administration units serving students	Goal 4: IT foundation
3	Classroom digital display replacements	Upgrade and replace all the classroom displays in the Law school with modern hardware and features	Goal 4: IT foundation
4	Executive Education Support	Deployment of a new LMS and CMS for powering and growing the Law Executive Education program	Goal 4: IT foundation
5	AI support chatbot	AI-powered, self-service system for classroom iPads that will allow us to provide a higher level of support outside of normal business hours, and faster responses to many simple requests at all times.	Goal 4: IT foundation

Berkeley Public Health

1	BPH IT Security - IS3 and MSSEI	Perform year 2 of IS-3 implementation, expand assessment to include P3 assets. Prepare for implementation of revised MSSEI. Perform outreach to BPH community around cybersecurity.	Goal 4: IT Foundation
2	Assess the IT landscape at the School	Continue to gather information from BPH community members about their IT experience via surveys and existing resources (e.g., student exit surveys) and share with campus IT partners and school administrators.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	Windows 10 abatement	Assess BPH infrastructure that will be out of compliance when support for Win10 ends.	Goal 4: IT Foundation
4	BPH and the Google Cost Reduction Project	Assess BPH compliance with Google Cost Reduction Project and work with faculty, staff and students most impacted by these changes. At a high level, assess demand for alternatives and provide recommendations to individuals and units.	Goal 2: Research cyberinfrastructure

Berkeley Regional Services

1	Employee & Labor Relations (ELR) implementation of HR Service Hub (ServiceNow)	The Employee & Labor Relations (ELR) group is working in partnership with Berkeley IT's ServiceNow Team and	Goal 4: IT Foundation
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BRS - HR to launching a new module that will be used to conduct all ELR work using the HR Service Hub (ServiceNow). This will enable better case tracking, communication, transparency, collaboration, workload metrics, reporting and more.

BIT - Business Operations

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| 1 | On-Board new CIO regarding Budgeting Process | | Goal 4: IT Foundation |
| 2 | Project Intake Process | Improve the intake process to make sure new requests are prioritized and resourced properly | Goal 4: IT Foundation |
| 3 | Simplify bIT purchase requisition process | Simplify bIT purchase requisition process by increasing approval thresholds and simplifying workflow in alignment with Campus best practice. | Goal 4: IT Foundation |
| 4 | Data Center/Moffett Financial Planning | | Goal 4: IT Foundation |
| 5 | Project Budget Collection | PMs will collect budget estimates for existing & new projects | Goal 4: IT Foundation |
| 6 | FY24 Spend Reports for VRIST and Campus | Add FY24 to existing 4Y spend report | Goal 4: IT Foundation |
| 7 | FY26 SAS 115 Quarterly Reviews with VCA and internally with bIT Executive Leadership | On a quarterly basis, complete VCA variance analysis template and other SAS 115 report requirements, as well as, internal bIT quarterly management reviews (QMRs) | Goal 4: IT Foundation |
| 8 | FY26 Budget Submission | Facilitate the FY26 budget submission with Berkeley IT leadership. | Goal 4: IT Foundation |
| 9 | TPO Programs | Develop processes and tools for planning and implementing TPO programs | Goal 4: IT Foundation |
| 10 | TPO PM Service | A service for external bIT to use when they need project consulting or management | Goal 3: Diverse, inclusive IT community; trusted and strategic partners |

BIT - Campus Applications & Data

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| 1 | Implement IS-12 Business Continuity | During the last half of FY23 we'll be identifying our detailed disaster recovery and business continuity plans. For FY24 we'll need to make improvements and test these plans. | Goal 4: IT Foundation |
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2	Governance Support, including Campus IT governance and Steering Committees	Reserve capacity for governance support work, including fit/gap assessments, research/presentations, team / service representation, workgroups, and responding to strategy & priority outcomes. Develop and support steering committees in key areas like SIS and ServiceNow.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	IT Service Management Roadmap	Advance goals to build and support a culture of effective and efficient IT services for the campus. Includes community development, process maturity, and ServiceNow platform improvements.	Goal 4: IT Foundation
4	Normalize Operations for Critical Projects	Includes completing implementation of the UC-wide Gender Recognition / Lived Name policy in Berkeley Financial Systems, follow-up and implementation of IS-3 and MSSEI efforts, cross-CAD Continuous Integration / Continuous Delivery (CI/CD) efforts, participation in the Identity & Access Management program, and supporting the User Experience Program.	Goal 1: Essential tools and data for all students
5	CCMS (Comprehensive Curriculum Management System)	The university requires a Comprehensive Curriculum Management System (CCMS) that will eliminate blind spots related to course prerequisites, student assessments, course formats, etc and can integrate as natively as possible with other university systems so the information can be readily available.	Goal 4: IT Foundation
6	Data Analytics Technical Stack Modernization	Supports faster builds, more performative queries, and increased data sharing across campus—including self-service for advanced analysts and data scientists—accommodated via well-documented data sets with clear access guidelines	Goal 4: IT Foundation
7	Work Study Management System (Phase 1)	Work to replace the existing 20+ year old homegrown Work Study Management System (WSMS). The UC Berkeley Work Study program, the largest work-study program in the UC	Goal 4: IT Foundation

		System, disburses nearly \$10 million dollars in aid to students (\$6M from UCB institutional funds and \$4M from the federal government).	
8	CalCentral front end refactor from Angular to React	Modernize the technology of our student portal, CalCentral by refactoring the front end code to React.	Goal 4: IT Foundation
9	College of Computing, Data Science & Society	The Board of Regents approved the formation of UC Berkeley's College of Computing, Data Science, and Society (CDSS) in May 2023 (effective July 1, 2023). We will leverage the current SIS infrastructure. This new academic organization will leverage all functionality related to student matriculation, degree progress and graduation.	Goal 4: IT Foundation
BIT - Campus IT Experience			
1	Digital Accessibility Program	Meet deadlines for the Department of Justice consent decree for audio and video, websites on berkeley.edu and its subdomains, reporting, training, and auditor's recommendations.	Goal 4: IT Foundation
2	Google Cost Containment	Continue to contain costs in Google by reducing usage, offering opportunities for paid, additional storage, and providing clear guidance about appropriate use of the platforms. This project affects all campus roles. Through the project, we work closely with RIT to fine-tune the offering for researchers.	Goal 4: IT Foundation
3	2.0 Web Platform	Upgrade the Open Berkeley platform from Drupal 7 to Drupal 10 (Berkeley Web Builder).	Goal 4: IT Foundation
4	Endpoint Standardization + Security Modernization	Support Windows 11 deployment and abatement of Windows 10 before October, 2025 End of Life. Support roll-out of Endpoint Detection & Response software. Complete disk encryption roll-out.	Goal 4: IT Foundation
5	Improve Customer Intake Experience	Customer intake process review and improvements, focused on reducing customer effort needed to get IT support or services; including adding contact channels and automating appointment scheduling.	Goal 4: IT Foundation

6	Storage Services Assessment for CITE	Review storage service offerings across CITE, and identify opportunities for service improvement.	Goal 4: IT Foundation
BIT - Campus IT Infrastructure			
1	Campus IT Infrastructure Daily Operations Delivery	Utilize existing, defined services to satisfy campus stakeholder service requests and resolve incidents (service problems) in a timely manner. Continue to improve the stability, usability, capability, capacity and security of Campus, data center, Wi-Fi & core network infrastructure.	Goal 4: IT Foundation
2	Network Service and Infrastructure Improvements	Implement improved or new operations and observability tools, processes, services and security architectures to support access to information, online learning, collaboration, administrative efficiency, innovation, research, and student engagement.	Goal 4: IT Foundation
3	Campus IT Infrastructure Systems Improvements and Optimization	Implement changes that maintain and improve the performance, resiliency, and security of campus infrastructure systems including Data Center, Network, Voice, Campus Security, Windows and Unix systems, Virtual Servers, 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 services.	Goal 4: IT Foundation
4	Data Center / Cloud Strategy & Roadmap	Deliver onsite, offsite, and cloud project milestones that improve the utilization of existing on-prem facilities (including server and application virtualization utilizing bCloud services), prepare for moving equipment to offsite colocation facilities, and support increased self-service in the use of public cloud (AWS, GCP, and Azure) with improved Cloud Management tools. Develop backup options for researchers.	Goal 4: IT Foundation

5	Communication & Network Infrastructure in 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 IT Infrastructure Risk and Resiliency improvement	Continue iterative implementation of compliance with IS-3 and IS-12 policies in CITI services and systems. IS-3 Projects include endpoint detection and response, logging, Active Directory and Windows Environment security enhancements, and changes required for compliance of systems on-prem, at offsite colocation, and public-cloud and in response to MSSND/ECAS audits and the 'Drake Letter'. IS-12 projects include implementation of improvements to close gaps identified in prior assessment.	Goal 4: IT Foundation
7	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 server virtualization. Improve Security Video service definition, redesign roles/responsibilities and incorporate standard workflows and to maximize team productivity/efficiency.	Goal 4: IT Foundation
8	Voice Services Improvements	Implement voice communications infrastructure and systems roadmap, including SIP Phones, Migration from Centres to IPFlex, implementation of Avaya Workplace Call Center, Migration of voicemail to Avaya, Emergency Phone mapping, and possible integrations with videoconferencing and messaging/chat/texting services	Goal 4: IT Foundation

9	Berkeley Desktop Improvements	<p>Identify and implement improvements to maximize the adoption of Berkeley Desktop, providing improved endpoint user experience, security, and support for campus faculty and staff.</p>	Goal 4: IT Foundation
10	Staff Development and Healthy Work Environment	<p>Engage with staff to promote professional development and to continuously identify and implement shared values in how we interact and work with each other, fostering a work environment that staff feel is welcoming, inclusive, has the right work/life balance, and enables them to do their best work.</p>	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
BIT - Information Security Office			
1	UC Presidential Information Security Investment Plan	<p>This is a compliance program mandated through a letter from President Drake to all UC locations. We have identified 5 project which are required to comply with the program outlined in the Presidential Letter:</p> <ol style="list-style-type: none"> 1. Endpoint Detection and Response (EDR) - Agent Deployment to Managed Devices 2. Device Inventory and Tracking 3. Health Email DLP 4. Email MFA 5. Systemwide Security Training Compliance 	Goal 4: IT Foundation
2	Cybersecurity Metrics Roadmap	<p>Data Collection Automation: Streamline data gathering. Metric Standardization: Uniform metrics across systems. Align metrics with organizations. Report to leadership to inform compliance with portions of IS3, EDR, and system-wide metrics.</p>	Goal 4: IT Foundation
3	Alumni Digital Experience Program	<p>This program is focused on improving the digital experience of Berkeley alumni and includes the following ISO initiatives:</p> <ol style="list-style-type: none"> 1. Transition of technology support from CAA to bIT 2. Implementation of account claim and lifecycle management for active Alumni CalNet accounts 	Goal 4: IT Foundation

		3. The rollout of Duo (2-Factor) to active Alumni CalNet accounts	
		Expand the type of systems that ISO can accept logs from to better facilitate MSSEI requirements 10.1, 10.3, and 10.3	
4	Log Expansion to High Risk P3 Servers and Workstations	Evaluate SIEM tools to identify potential replacements for existing tools and if change is warranted perform integration with existing ISO tools.	Goal 4: IT Foundation
5	Self Service Certificate application	Implementation of a web-based SSL/TLS certificate manager application	Goal 4: IT Foundation
6	Rollout of Updated MSSEI	1) Communicate and educate campus about the updated MSSEI. Includes publishing the updated Standard and implementation information, related website clean-up, informational roadshows, consulting upon request. 2) Develop and deliver a simple, web-based user interface to allow people to identify relevant MSSEI requirements based on Protection Level, resource type, priority level, and other defined parameters.	Goal 4: IT Foundation
7	Identity and Access Management Modernization Program	A strategic transformation is envisioned for Identity and Access Management (IAM), emphasizing enhanced security and operational efficiency focusing on Access Management (AM) and Privileged Access Management (PAM)	Goal 4: IT Foundation
8	Training on MSSND for new and existing employees	This effort is based on an audit finding that UC Berkeley does not provide sufficient awareness and training to employees about our Minimum Security Standards and related Policies. Working with our partners in P&C and CERCO, we will investigate options for extending IT security policy awareness to UC Berkeley employees	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
9	IS-3 Operations	Launch of operational IS-3 program of reviews, reporting, and incremental improvement: - Annual Socreg Review: Each year, units will review and update their	Goal 4: IT Foundation

		<p>Socreg records.</p> <ul style="list-style-type: none"> - Periodic Reviews: Units will update their IS-3 unit self-assessments every 2 to 5 years, based on unit risk level. ISO will analyze the completed assessments and prepare a report highlighting the top 3-5 risks that require remediation. - Tableau Dashboards: Tableau dashboards will be regularly updated to allow Units to track the maturity of their security program. - IS-3 Annual Theme: ISO will highlight an IS-3 related risk area each year, providing tools and resources to help units address that specific risk. 	
10	Disaster Recovery (IS-12) Improvements	Test and document roll over and roll back procedures for disaster recovery operations in SecOps and Calnet	Goal 4: IT Foundation
	BIT - Strategy & Partnerships		
1	Berkeley IT Architecture Review Board	In partnership with the Berkeley IT Executive Directors and their teams, implement the v2 Architecture Review Board (ARB) and focus on establishing agreed-upon authoritative rules for bIT infrastructure and architecture, and the process for governing these via ARB.	Goal 4: IT Foundation
2	Berkeley IT Services Roadmap	In partnership with the Berkeley IT Executive Directors and their teams, outline a roadmap for Enterprise-wide applications and software replacements.	Goal 4: IT Foundation
3	Campus IT Policy Program	Develop the foundation for a bIT Policy Program with clear and rational frameworks, processes and methodologies for policy development, revision, recision, and evaluation. Transition policies overseen by ISO to bIT.	Goal 4: IT Foundation
4	Data Access Model	Create and facilitate engagement plan to support the development and implementation of an explicit model for data access that will support the eventual implementation of IAM	Goal 4: IT Foundation
5	Next Phase IT Service Catalog	After Phase 1 of the refreshed IT Service Catalog built in ServiceNow	Goal 4: IT Foundation

		launches in summer 2024, each year the team will take on another phase of this work toward continuous improvement of the catalog and user experience for our campus customers.	
6	Berkeley Strategic Infrastructure Roadmap	Establish a foundational multi-year infrastructure roadmap suitable to meet campus administrative, academic and research data needs (including network, cloud, data center).	Goal 4: IT Foundation
7	Evolution of One IT Strategic Plan	Working with the One IT Community, the Chief Information Officer, and the Program Planning Group to steward the One IT Strategic Plan into its next phase. Work includes alignment with the Campus Strategy, review of plan structure and process, and tracking and reporting on One IT Top Priorities.	Goal 4: IT Foundation
8	Implement Updated Berkeley Brand & Campus Communications Processes	A new brand will be launched across UC Berkeley in 2024 by Public Affairs that we will need to cascade through all bIT brand items (e.g. websites, forms, identity items, online assets, brand kit, etc.). Public Affairs will also be launching a new communications tool to replace Cal Messages which will hopefully be more robust and simplify how we send campus communications (e.g. emails, social media, and potentially a portal).	Goal 4: IT Foundation
9	IT Governance Committee Leadership and Membership Model	Work with committee chairs and members to develop model showing role-based (i.e., permanent) and temporary committee membership and rotation	Goal 4: IT Foundation
10	Onboard and Stewardship of new CIO	Consult with and provide collateral as needed to assist in accurately and quickly acclimating the new CIO to Berkeley as they onboard.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
Cal Performances			
1	Event Management System Upgrade	Migrate current Event/Venue management system to a new platform and charge a standing power user group with ongoing best practice management and enhancements.	Goal 4: IT Foundation

2	Ticketing/Relationship Mgmt System Full Release Upgrade	Upgrade Tessitura, a shared resource among consortium partners BAMPFA and LHS, to new version release.	Goal 4: IT Foundation
3	Migrate files in personal storage (“My Drive”) to shared folders managed by SPAs	Improve implementation of Google Drive for better overall management and document retention to include defining, adopting, and training on best practices.	Goal 4: IT Foundation
4	Improve onboarding/offboarding account provisioning	Improve and standardize current account provisioning process for onboarding and offboarding employees.	Goal 4: IT Foundation
5	Refresh resources for equipment inventory management and lifecycle/replacement planning	Improve accuracy of current inventory tracking tools and roadmap (timeline as well as budget) to upgrade current equipment.	Goal 4: IT Foundation
6	Improve support for hybrid workforce	Identify and implement necessary additional equipment and resources to enable high quality, high frequency hybrid meetings.	Goal 4: IT Foundation
7	Isolate voice traffic with credit card information from campus network	Complete outsourcing of PCI compliant voice communications, per Berkeley IT Voice Services directive, and retire on-premises system.	Goal 4: IT Foundation
8	Migrate credit card payment processing to Tessitura Merchant Services		Goal 4: IT Foundation
9	Isolate credit card data traffic	After Tessitura migration is complete, move credit card readers from PXSOCKET (USB) to PXHIT (Network). Migrates PCs to non-CDE networks (out of scope).	Goal 4: IT Foundation
10	General review and update of IT policies and procedures	Conduct comprehensive audit of existing internal policies/procedures and update what is outdated and/or create new to address any gaps.	Goal 4: IT Foundation
Computing, Data Science, and Society			
1	Datahub: IT policy compliance	Complete initial onboarding for IS-3 and IS-12.	Goal 4: IT Foundation
2	DataHub: Improving DataHub instructional support by increasing uptime and stability.	Provide a better user experience for instructors using the DataHub by increasing uptime, having better and understandable metrics and monitoring, expanding our CI/CD to include testing course/hub images, and automating and optimizing staff	Goal 1: Essential tools and data for all students

		workflows.	
		Using data gleaned from this process, determine equitable staffing levels comparable to similar services offered by this and other Universities.	
3	Statistics: Standardize course websites and public-facing content for all undergraduate Statistics classes.	We want to make it easier for instructors to make public websites for their courses that are easy for prospective students and others to discover. The website content should also be easy for future instructors to browse and build on.	Goal 1: Essential tools and data for all students
4	Statistics: Add Zoom Room functionality to departmental conference and seminar rooms	The AV solutions in our shared spaces pre-date the options that have emerged post pandemic. We want to modernize the technology in those room and ensure it is familiar and easy to operate.	Goal 4: IT Foundation
5	DataHub: Support undergraduate research on DataHub.	Pilot the teaching and performing of research on the DataHub, including the infrastructure to support and deploy a variety of projects. This would be a limited pilot, and we would apply any lessons learned before expanding this program.	Goal 2: Research cyberinfrastructure
		We will need to also need to be prepared for additional cloud costs, as well as additional funding pipelines for cost recovery and/or hard limits on cloud resources allowed.	
6	Statistics: Help course staff deploy Shiny-based Gradebook app on DataHub.	Gradebook is a "system to make course grade calculations easy, fast, and most importantly, correct. Course grades are produced from a dataframe of assignment grades along with a grading policy file that specifies how they should be weighted when combined into a final grade."	Goal 4: IT Foundation
Controller's Office			
1	Lived Name Implementation	Implement functionality in BFS to adhere to the Lived Name policy	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
2	Data Privacy - Data Masking	Implement Data Masking on P3 & P4 level data in BFS	Goal 4: IT Foundation

3	Automate User Acceptance Tests	Create automated automated tests to replace the manual tests required by our campus partners during User Acceptance Testing	Goal 4: IT Foundation
4	Expense Module Implementation	Replace the home grown Reimbursement System with PeopleSoft's Expense Module	Goal 4: IT Foundation
5	Digital Adoption Platform Implementation	Implement a digital adoption platform to provide real time in application guidance. This tool will greatly enhance usability of BFS.	Goal 4: IT Foundation
6	Broadening Service Focus	Broaden the stakeholder group in order to better the leverage the functionality within BFS	Goal 4: IT Foundation
7	Security Role Cleanup	Simplify the security roles in BFS and provide definitions for the access provided by the roles.	Goal 4: IT Foundation
8	CDS Replacement	Replace the home grown Campus Depository System with Cash Receipts functionality in BFS	Goal 4: IT Foundation

Demography

1	Complete migration of Demography servers to Warren Hall Data Center	Demography has a server cluster that has been self managed located in the basement of its old location on Piedmont Ave. Department has since moved and must stabilize and secure the legacy servers.	Goal 2: Research cyberinfrastructure
2	Obtain and curate research data (NTIS/DMF) for storage and compute in the Secure Research Data and Compute (SRDC)	Our department works with sensitive and restricted use government data. We have been working with an external cybersecurity firm and our partners in Research IT to complete a major audit of our compute platforms to acquire the data	Goal 2: Research cyberinfrastructure
3	Continue evaluating campus solutions for departmental research computing	Currently we rely primarily on our servers for many compute applications; we are continuing to explore available campus solutions to see if they fit our needs	Goal 2: Research cyberinfrastructure

Engineering IT

1	Web Accessibility	Establish web accessibility reporting and procedures for College of Engineering websites by informing faculty and staff with Siteimprove accessibility reports.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
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2 Administrative Excellence	<p>1. Align resources to provide departmental and administrative applications.</p> <p>2. Create Academic Personnel Lecturer application; create campus integration with Coursera.</p> <p>3. Utilize ITCS and EECS Help Desk for staff device support.</p> <p>4. Sunset legacy applications -- evaluate application portfolio and leverage campus systems.</p>	Goal 4: IT Foundation
3 Email infrastructure improvements	<p>Numerous mail servers, list servers, and mail delivery paths throughout the EECS Dept need updating. This is due to hardened email delivery guidelines from Google, Yahoo, and campus, as well as updates needed that include OS upgrades, conversions from sendmail to postfix, TLS and DKIM-signing, and improvements to our own SPF and DMARC records.</p>	Goal 4: IT Foundation
4 Instructional Infrastructure Upgrade	<p>Lab computers and instructional servers in EECS are 12+ years old. Update and refresh the lab computers and instructional servers infrastructure to improve the teaching and learning environment for the students.</p>	Goal 1: Essential tools and data for all students
5 Continuity planning	<p>Expand documentation so that each department served by ADCG has at least a baseline level of documentation to make staff transitions less painful and to limit security vulnerabilities caused by lack of knowledge. Work with team members to develop their skills and grow their careers in areas that they find meaningful while considering strategic opportunities to cover job functions that need or will need coverage in COE.</p>	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
6 System OS upgrades	<p>Much of our infrastructure, as well as client machines, run on RedHat 7, which goes EOL on 6/30/23. Using the campus RedHat Satellite server, we are upgrading and installing machines with RedHat 8 and RedHat 9.</p>	Goal 4: IT Foundation

7	Remote Access	Identify and implement a replacement strategy for remote GUI access to instructional and research machines due to the X11 deprecation.	Goal 2: Research cyberinfrastructure
8	Network simplification	Refresh building routers to align with campus standards. Re-architect EECS DNS service and EECS network monitoring.	Goal 4: IT Foundation
Environmental Health & Safety			
1	Controlled Substances web application	Implement new web application to replace old MS Access db	Goal 2: Research cyberinfrastructure
2	Redo Laser Safety web application	Implement revisions to Laser Safety web application	Goal 4: IT Foundation
3	BUA data sync with UC RSS	Implement new process to sync BUA data between UC RSS and BOPR / L@B Roster	Goal 4: IT Foundation
4	Finish Building Emergency Plan (BEP) app	Incorporate feedback from OEM and deploy to production	Goal 4: IT Foundation
5	Retire EHS Filemaker server	Migrate remaining Filemaker dbs to alternative technologies	Goal 4: IT Foundation
6	Edge Device Standards Compliance	Implement process to maintain compliance	Goal 4: IT Foundation
7	Review and Prioritize EH&S technical resources	Review time allocation to projects and Re-evaluate the way IT staff resources are distributed to projects.	Goal 4: IT Foundation
8	Integrate Core Applications with UCOP - RSS	EH&S will integrate core applications that support campus safety programs with Risk and Safety Solutions (UCOP). EH&S will continue to work closely with RSS in order to ensure that both groups are collaborating as effectively as possible. Both groups provide a variety of services to the same campus population. Sharing core data about research groups, campus locations, and departmental affiliations, helps us eliminate duplications in work effort and also maximize work efficiencies across the teams.	Goal 2: Research cyberinfrastructure
Facilities Services IT			
1	Mapping - Campus Archives Document Management	Complete migration to Perceptive Content; plan user-friendly launch of new platform (webinars, in-person trainings, FAQs, supporting documents).	Goal 3: Diverse, inclusive IT community; trusted and strategic partners

1	FSOPS- Integrate EMS Infrastructure within FSIT server infrastructure.	2 HyperV machines + networking nodes were absorbed into FSIT security context. FSIT now manages all network access and communication	Goal 4: IT Foundation
1	Maximo - complete minor upgrade to v.7.6.3	Need to complete minor upgrade prior to major upgrade.	Goal 4: IT Foundation
2	Maximo - Business Process Improvements	Evaluate system integrations to improve workflow processes with UCB Financial systems	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
2	FSOPS- Implement consistent automated backup strategy for all critical FS devices and relevant shareholders.	Commvault and VM Golden copies are consistently inspected on a monthly basis	Goal 4: IT Foundation
2	Mapping - Enterprise GIS	Stabilize and share utility maps on the Enterprise GIS platform; support that work with landing pages, user support, and trainings.	Goal 4: IT Foundation
3	IS-3 and IS-12 Compliance	Address IS-3 self-assessment recommendations. Evaluate IS-12 compliance requirements	Goal 4: IT Foundation
3	Mapping - Floor Plan Updates	Solidify processes for updating campus building floor plans, and importing those floor plans into ArcGIS Indoors.	Goal 4: IT Foundation
3	Maximo - prepare for major upgrade to v.8	Major upgrade required before Sept.2025. End of life for support of current versions	Goal 4: IT Foundation
4	FSOPS-Reduce Facilities Services Carbon Footprint	Reduce and streamline the amount of resources Facilities Services uses to maintain Campus environment. (Servers, data, switches)	Goal 4: IT Foundation
5	FSOPS-Continue to document successful day to day work process resolutions to avoid double effort	Continue to develop documentation of existing processes for future reference	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
6	FSOPS- Reorganize storage space to streamline provisioning of equipment	Fsops has a lot of equipment and devices. Existing space will be reorganized to consolidate and organize inventory. Locations will be clearly labeled and documented.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
Goldman School of Public Policy			
1	Standardize GSPP hybrid classroom equipment and student printing resources.	Standardize all A/V equipment across GSPP classrooms to ensure a consistent hybrid learning experience. Continue updating the current	Goal 1: Essential tools and data for all students

2	Implement new ITSM solution to optimize GSPP IT processes.	documentation for each classroom setup. Also, continue supporting our new student printing service. Implement a new ITSM software to provide appropriate technical support and inventory management solutions. Communicate the new services to the appropriate users, document each services' processes, and provide training as needed.	Goal 4: IT Foundation
3	Standardize GSPP research IT process and systems.	Ensure the appropriate research IT services are leveraged by standardizing GSPP research IT infrastructure. Document and communicate the new GSPP research IT standards.	Goal 2: Research cyberinfrastructure
4	Standardize secure data storage options for appropriate professors, researchers, and students.	Document and implement secure data storage methods to ensure P4 data at rest uses industry-accepted encryption technologies. Coordinate with GSPP IT and ITCS to enable full disk encryption for all endpoints that access P4 data.	Goal 4: IT Foundation
5	Document and implement a process for communicating each of the following services to faculty/research staff/GSRs: (a) Data Protection and Availability Levels, and (b) virtual research options offered at AEoD, SRDC, and BRC HPC.	Ensure the most recent Data Protection and Availability Levels are communicated to active research staff and GSRs; implement proper data protection/availability measures to appropriate devices	Goal 4: IT Foundation
Graduate Division			
1	Implement Multi-Year Funding student funding functionality in the Campus Solutions Student Information System	Conduct user acceptance testing, facilitate training graduate student affairs officers to help train others across campus, configure the new system and release both the new award entry and commitment modules	Goal 4: IT Foundation
2	Implement upgrades to Graduate Admissions system	Build upon existing functionality in the Slate Graduate Admissions system to better automate the generation of student funding letters in compliance with the UAW contract	Goal 4: IT Foundation
3	Encryption - Encryption for Data on Removable Media or Mobile Devices	Document and implement secure data storage methods that follow the Data Encryption on Removable Media Guideline to ensure that removable media or mobile devices use industry-accepted encryption technologies.	Goal 4: IT Foundation

4	Asset Management - Formal Inventory of Assets	Establish a formal inventory of Institutional Information and IT Resources helps Graduate Division appropriately apply campus security policies to its assets.	Goal 4: IT Foundation
5	Asset Management - Socreg Registration	Complete registration for all P3 and P4 applications in Socreg and document and implement a process to update registrations upon changes and to review the registrations on an annual basis.	Goal 4: IT Foundation
6	Compliance with External Requirements - Applicable Laws, Regulations, Agreements, Contracts, External Obligations, or Grants and Periodic Review	Continue attending the UC Director's meetings, webinars, and consulting with other campuses on data security and compliance with privacy laws and regulations. Document and implement a process to implement information security compliance requirements. Work with the VPGS to report to the CISO any non-compliance with legal and contractual requirements related to information security.	Goal 4: IT Foundation
7	Risk Management Process - MSSEI SSPs for Protected Data Applications	Determine which protected data applications used by Graduate Division that are enterprise-wide or are specific to Graduate Division. For each application that transmits P4 data ensure a MSSEI SSP has been submitted to ISO. Document and implement a process to update upon changes and to review all MSSEI SSPs on an annual basis.	Goal 4: IT Foundation
8	Enterprise Backup Strategy and Berkeley Desktop Implementation	Develop a roadmap for a phased approach to identify campus backup needs, deploying, and maintaining campus services	Goal 4: IT Foundation
Letters & Sciences IT			
1	IS3 Compliance and recommendation implementation	Work through recommendations from IS-3 review for the LSCore division	Goal 4: IT Foundation
2	IS3 Compliance and recommendation implementation	Provide consultative assistance to LS units outside of the LSCore division regarding IS3	Goal 4: IT Foundation
3	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	Goal 1: Essential tools and data for all students

		<p>risk posture as well as ensuring compliance with website accessibility by meeting or exceeding accessibility standards</p> <p>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.</p>	
4	SocReg Clean-up		Goal 1: Essential tools and data for all students
5	Academic learning lab standardization and policy adherence consultations	Ongoing review of security risks in academic learning spaces within the college at large as units reach out for consultation (IS3/IS12 related)	Goal 4: IT Foundation
6	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
7	Review and assess turnkey hybrid meeting space needs within the College and the resources needed to provide support possibly from a shared model within the college	Looking to discover where commonalities in technology and need that currently exist may be leveraged in order to assess what a service based support model can look like. Currently each department within each division may be handling things independently.	Goal 4: IT Foundation
8	Identify additional local IT support needs within the college that are not met by central service providers	Review and assess what additional technical support is still needed within the college. Preliminary IS3 assessments have added insight into areas of technical support previously unidentified. The post pandemic campus activities have also changed much of our work and wfh culture and with a college as large as L&S, some areas of concern and/or interest are coming to light.	Goal 4: IT Foundation
	Office of Emergency Management		
1	OEM/EOC Tech Enhancements	Review current department and Emergency Operations Center technology capabilities and upgrade	Goal 4: IT Foundation

		equipment and software to align with emergency management best practices for UC Berkeley.	
2	Continuity Planning Policy Integration with IS-12	Finalize the Continuity Planning Policy and IS-12 IT Disaster Recovery collaboration process to support departments working on both.	Goal 4: IT Foundation
3	IT Emergency Response Plans	Review and enhance existing IT emergency response plans for cyber threats and data infrastructure failures through OEM support. Incorporate those plans into OEM trainings and exercises.	Goal 4: IT Foundation
4	Security Camera Infrastructure	Finalize gap analysis, identify solutions for current blindspots, and determine strategy for updating existing hardware.	Goal 4: IT Foundation
5	IT Product/Platform Trainings	Determine training requirements for all IT systems utilized by OEM and avail training opportunities to end-users.	Goal 4: IT Foundation
6	UC Ready Clean Up and Maintenance Foundation	Review existing data in UC Ready, identify and scrub outdated information, and create a data maintenance plan.	Goal 4: IT Foundation

Office of Ethics, Risk, & Compliance Services

1	P4 storage solution with collaboration capabilities (in addition to CalShare)	Some divisions in our Unit work with sensitive data, that can rise to the P4 level. Though we can use CalShare and Perceptive Content for storing sensitive data, our constituents prefer to use more collaborative tools such as Box or Google Drive.	Goal 4: IT Foundation
2	Integrated case management systems	Across different offices, the campus currently uses (and pays for) a multitude of different case management systems for matters that include sensitive data (in some cases P4). iSight, Advocate, Osnium, Navex are just some of the examples. Other case management needs (Police Accountability board, faculty conduct, etc.) are met without a system, e.g., by storing files on Box and communicating via email. For both business purposes and privacy, it would be better to have an integrated system with different tiers for specialized access.	Goal 4: IT Foundation

3	Research alternatives to Everlaw for e-discovery	Everlaw is an expensive third party platform for uploading and searching records for purposes of e-discovery	Goal 4: IT Foundation
4	a ticketing system of some kind for requests that come in to the Privacy Office	The Privacy inbox is managed by a team and it is challenging to know who is addressing what. A ticketing system would be enormously helpful.	Goal 4: IT Foundation
Optometry IT			
1	Optometry Epic Migration	The School of Optometry is partnering with UCSF Health to transition our clinical practice to Epic, a leading electronic health record (EHR) system.	Goal 4: IT Foundation
2	Emeryville Optometry Clinic	The School of Optometry is opening a new satellite campus in Emeryville that will deliver an integrated model of pediatric eye care and vision health. The Emeryville clinic is an expansive 29,000 square feet, which will double our current clinic capacity.	Goal 4: IT Foundation
3	Eyefinity Practice Management	We are planning to evaluate/migrate VSP's Eyefinity Practice Management solution for our optical practice.	Goal 4: IT Foundation
People & Culture			
1	Employee & Labor Relations (ELR) implementation of HR Service Hub (ServiceNow)	The Employee & Labor Relations (ELR) group is working in partnership with Berkeley IT's ServiceNow Team and BRS - HR to launching a new module that will be used to conduct all ELR work using the HR Service Hub (ServiceNow). This will enable better case tracking, communication, transparency, collaboration, workload metrics, reporting and more.	Goal 4: IT Foundation
2	Disability Management Services/Accommodations implementation of HR Service Hub (ServiceNow)	Disability Management Services is going to implement the Accommodations module of HR Service Hub to track the accommodations provided to employees on campus.	Goal 4: IT Foundation
3	Automating Achieve Together Forms into Perceptive Content	Automate the move of Achieve Together Forms from the Achieve Together system into the employee's online Personnel file in Perceptive Content.	Goal 4: IT Foundation

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| 4 | Achieve Together Completion Reporting within Achieve Together system | Making UCPath data available in an EDW View to be used by the Achieve Together system when creating reports. Providing accurate, just in time employee data to be used when reporting on the Check-in conversation completions. Currently CalAnswers data must be merged with Achieve Together data before reporting can be accomplished. | Goal 4: IT Foundation |
| 5 | Data acquisition from the Service Hub | Create/enhance the API to pass data from the service hub application to any of our current data repositories so downstream consuming systems have access to the data. | Goal 4: IT Foundation |
| 6 | Integrate RPA with UCB/UCPath systems | We want to be able to use microsoft power automate (which we already get included in the MS suite of products) to run bots on a scheduled basis which requires service accounts that are not associated with humans. | Goal 2: Research cyberinfrastructure |

Public Affairs

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| 1 | Internal communications platform | Implement the Cerkl Broadcast internal communications software suite to replace the current CALmessages system and provide much-needed additional functionality to modernize the internal communication strategy at Berkeley. | Goal 4: IT Foundation |
| 2 | Brand refresh implementation | Implement changes to the Berkeley brand as a result of the Berkeley/Cal Identity work. This refresh is anticipated to require logo, color, typography and graphic element updates across several digital platforms including campus websites. | Goal 4: IT Foundation |
| 3 | Berkeley News website issues | Following the migration of the Berkeley News website to the iPR platform persistent issues are causing us to reevaluate the strategy and consider a possible move to another platform. | Goal 4: IT Foundation |
| 4 | Open Berkeley look and feel exploration | Refresh the look of the Open Berkeley platform to ensure it continues to meet the needs of the campus community and moves the campus closer to having a unified website solution. | Goal 4: IT Foundation |

School of Journalism

1	Improve Classroom Experience For Students & Instructors	Improve Classroom Experience For Students & Instructors	Goal 2: Research cyberinfrastructure
2	Create Turnkey Hybrid Meeting Space	Create Turnkey Hybrid Meeting Space	Goal 1: Essential tools and data for all students
3	Provide Inclusive And Equitable Access To Our Digital Content (Accessibility)	Provide Inclusive And Equitable Access To Our Digital Content (Accessibility)	Goal 1: Essential tools and data for all students
4	Upgrade Local Area Network	Upgrade Local Area Network	Goal 4: IT Foundation
5	Digitize Masters Theses Projects	Digitize Masters Theses Projects	Goal 2: Research cyberinfrastructure

School of Social Welfare

1	Sunset long-running, 30ish employee soft-funded research center: CalSWEC	As required, archive and transfer/migrate data and deliverables from CalSWEC sponsored projects.	Goal 2: Research cyberinfrastructure
2	Evolution of Classroom tech A/V and associated campus partnerships	Course Capture implementation, Conference Room upgrades	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
3	Shared Drives and internal fileshare organization and storage guidance (incl. CalGroups, SPAs and organizational structure). Includes corresponding Onboarding/Offboarding procedures.	Develop structure and migration guidance to better organize departmental use of Google Drive and facilitate knowledge transfer.	Goal 4: IT Foundation
4	Website/Intranet workaround > Internal Handbook (Permissions set via Calgroups or Google Doc with UCB only access)	Ensure public facing website and contents are accessible. Direct employees to one place.	Goal 4: IT Foundation
5	IS-3 & IS-12 & MSSEI	Support required policies and develop internal structures to better meet requirements within the unit.	Goal 4: IT Foundation

University Development and Alumni Relations

1	Replacing UC Berkeley's Fundraising and Engagement Systems: CADS Replacement	Modernize UDAR's technology and data management ecosystem to track all aspects of the constituent relationship and engagement cycle: from communications, to advocacy, to volunteering, to events, to solicitations, to giving, stewardship, and fund management	Goal 4: IT Foundation
2	Online Alumni Engagement	Implement the alumni Portal and include mentoring, careers, as well as alumni directory. This includes decommissioning @Cal.	Goal 4: IT Foundation

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| 3 | IS-3 | <p>Implement and ensure UC Berkeley's fundraising related apps, data and infrastructure are aligned with the compliance for UC's Electronic Information Security Policy, IS-3. As part of P4 level data scan, security and protection, this also includes endpoint detection and response (EDR), logging, Active Directory and Windows Environment security enhancements, and changes required for compliance of systems on-prem, at off site colocation, and public-cloud.</p> | Goal 4: IT Foundation |
| 4 | IS-12 | <p>Implement and ensure that UC Berkeley's fundraising related apps, data and infrastructure adhere to UC's IT Recovery policy, IS-12. As part of executing the policy on Safeguards, Security and Emergency Management, this includes planning for disaster recovery, business continuity, assigning appropriate recovery and availability levels.</p> | Goal 4: IT Foundation |

University Health Services IT

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| 1 | <p>EPIC Project (EHR Migration) - Work with UC Davis Health as our Epic Hosting Partner to implement Epic at UHS by the Summer on 2025</p> | <p>Work with UC Davis Health to implement Epic at UHS for Student Health, Student Mental Health, Sports Medicine, and Occupational Health. This is significant multi-year migration project impacting nearly every department and business unit at UHS.</p> | Goal 4: IT Foundation |
| 2 | <p>UHS Laboratory Information System Upgrades- Epic and Beaker Implementation for UHC Clinical Lab</p> | <p>Support the UHS Lab (and new Lab Manager) through significant operational and system changes. Migrate LIS from Orchard to Beaker and implement Epic and new Epic workflows. Build interfaces with Epic and outside reference Labs. Consider implementing UCDH as our UHS Reference lab.</p> | Goal 4: IT Foundation |
| 3 | <p>UHS Pharmacy System Upgrade - Epic and Willow Implementation for UHS Pharmacy</p> | <p>Support the UHS Pharmacy operations. Migrate from ProPharm to Willow. Implement all new Epic and Willow workflows. Build interfaces with Epic/Willow and SureScripts and PBM for pharmacy insurance billing.</p> | Goal 4: IT Foundation |

4	UHS Radiology Systems and workflow Upgrades - Epic, Radiant, and PACS implementation	Support the UHS Radiology operations. Migrate from Nuvodia to Epic/Radiant and UCDH PACS. Implement all new Epic and Radiant workflows. Build interfaces with UCDH PACS and Radiology Department.	Goal 4: IT Foundation
5	STUDENT HEALTH INSURANCE (SHIP) support (possible transition to UC SHIP or changes to Wellfleet)	Support the possible transition to UC SHIP or changes to Wellfleet SHIP. Build billing and claims interfaces with new Epic environment.	Goal 1: Essential tools and data for all students
6	STUDENT MENTAL HEALTH SUPPORT (Campus Mobile Crisis Response (CMCR), MIOP, Mental Health Portal; Stepped Care model)	Support the Student Mental Health teams with ongoing implementation of the Stepped Care model. Help teams evaluate and balance technology implementation efforts as we maintain PnC (short term) and as we implement Epic (longer term). Epic implementation includes the Epic Behavioral Health module.	Goal 1: Essential tools and data for all students
7	UHS-IT STAFFING AND ORG DEVELOPMENT - Focus on the UHS-IT "Team", culture professional development, DEIBJ initiatives, and changes related to Epic	Focus on building/growing an agile and resilient UHS-IT TEAM; Retrain Team in preparation for Epic; complete position reclassifications and promotions; succession planning for staff members planning retirements. Continue to implement Agile project management processes and practices; create a culture of growth, development, and opportunity for UHS-IT.	Goal 3: Diverse, inclusive IT community; trusted and strategic partners
8	Endpoint workstations upgrades for Win 11 and Epic	Continue to test and implement Windows 11 workstations throughout UHS. Confirm endpoint requirements for Epic and begin replacing and upgrading endpoints as necessary.	Goal 4: IT Foundation
9	SECURITY (and Privacy) COMPLIANCE - Implement a corrective action plan as prioritized from our recent Security Risk Assessment, and Privacy Assessment	Perform a comprehensive HIPAA approved Risk Analysis of the extended UHS system and prepare a risk assessment report for Campus Leadership; support AAAHC accreditation and audit.	Goal 4: IT Foundation
10	GOVERNANCE and STRATEGIC PRIORITIZATION - IT Governance that supports UHS Strategic Goals and Healthcare Innovation; Balance support for existing systems with priority to implement Epic	Continue to leverage CORE and UHLT Teams to guide UHS-IT priorities (and the EPIC Project); reevaluate how IT uses our various governance and leadership Teams to set strategic priorities; balance innovation projects	Goal 4: IT Foundation

with Epic implementation priority (stop work in PnC as we prioritize Epic).

Vice Chancellor Research Office

- 1 Accessibility compliance on Vice Chancellor for Research Office website

Ensure compliance with UC Accessibility Policy and DOJ Consent Decree on vcresearch.berkeley.edu

Goal 3: Diverse, inclusive IT community; trusted and strategic partners