

ENABLING UAB'S MISSION THROUGH IT

UAB OVERARCHING MISSION PILLARS

EDUCATION — RESEARCH — PATIENT CARE — COMMUNITY SERVICE — ECONOMIC DEVELOPMENT

IT IMPERATIVES



2017 | Designing the Framework

2018 | Laying the Foundation

2019 | Building the Future

SECURE COMPUTING ENVIRONMENT

- Incident Handling**
 - Establish security operations center (SOC)
 - Perform external pen testing
 - Begin active phishing program
 - Campus awareness, training, and education
- Policy**
 - Re-examine and reconstruct university security policies
 - Reduce audit findings
 - Define and manage change management policy
- Establish Security Technology Solutions**
 - Architecture review
 - IP management
 - Intrusion prevention system (IPS)
 - Password management
 - Reduce personal identifying information (PII) by 10%

BUILD IT SHARED GOVERNANCE INITIATIVE

- IT Governance Planning & Building**
 - Establish business goals and principles for IT governance
 - Develop strategies and approach for designing IT solutions
 - Define IT governance decision & accountability model
 - Determine committee-level governance accountability
 - Integrate control board and change management process
- Build Committee Structure**
 - Establish & charter IT strategy and IT oversight governance committees
 - Reconstruct ISAC charter
 - Integrate RCM baseline as committee input
- Participate in at least Three Joint HSIS Endeavors**
 - Data classification
 - Email rationalization
 - Network rationalization
- Co-author Four Service Area Related IT Technology Roadmaps**
 - Infrastructure services
 - Enterprise administrative systems
 - Institutional technology
 - Security services

CREATE A WORLD-CLASS IT ORGANIZATION

- Service Desk**
 - Restructure the service desk to improve quality and timeliness of responses
 - Achieve a capability maturity model (CMM) level 2
 - Increase first call resolution (FCR)
 - Develop the voice of the customer (VOC)
- Enhanced Client Services General**
 - Define enterprise service level agreements for services provided by central IT
 - Propose bill of rights services for campus customers
 - Expand outdoor WiFi coverage to 40% of the campus
 - Plan information technology data center
- Empowering IT Employees**
 - Perform talent management & development
 - Develop onboarding process
 - Provide performance counseling, job training
 - Realign organization structure and recruitment process
- Communication**
 - Redesign and reorganize the IT website to improve content awareness and accessibility
- Financial Stewardship**
 - Identify funding for the IT bill of rights services
 - Implement service cost analysis
 - Analyze financial reserve activity and reduce use of reserve funding
 - Coordinate reserve allocation process between IT and financial affairs
 - Rationalize billing process

GENERATE BUSINESS VALUE

- Reduce Costs**
 - Rationalize core IT systems and infrastructures
 - Renegotiate contracts with vendors
- Process Innovation**
 - Redesign five internal processes affecting internal IT business processes, student, faculty, and staff
 - Reduce processing time for student application process
 - Select product & implement enterprise resource planning system (ERP)
- Revenue Generation**
 - Implement grant management system proposal development
 - Evaluate online giving application options
 - Expand research computing capacity

ACADEMIC AND RESEARCH PARTNERSHIPS

- Promote Consistent & Efficient Campus Technology**
 - Implement campus mobile app
 - Streamline university software ordering and purchasing
 - Implement electronic signature system and employee receipt submission system
 - Create secure, cost-effective computing environment
- Create Campus Faculty, Researcher, and Student Support Solutions**
 - Evaluate content management system (CMS)
 - Rationalize enterprise systems
 - Provide consulting for technology purchases
 - Design an enterprise collaboration resource site
 - Hire new research director
 - Implement science perimeter network (DMZ)
 - Adopt classroom management service model by partnering with CTL for classroom technology
 - Simplify enrollment management process
- Build enterprise collaboration resource site**
 - Build enterprise collaboration resource site
 - Implement a student recruiting client relationship management (CRM) system
 - Grow classroom management service model by 10%
 - Start matching fund program
 - Expand standard UAB student device program
- Implement simplified review process in faculty profile system**
 - Integrate open source course content with learning management system (LMS)
 - Implement performance based intrusive advising
- Expand customer features within the campus mobile app**
 - Migrate legacy content into new CMS
 - Rationalize enterprise systems, infrastructure, and applications
 - Implement a technology purchase approval process
 - Publish enterprise collaboration resource site
 - Expand matching fund program
 - Implement student success predictive analytics
 - Introduce site publishing in faculty profile system
- Grow classroom management service model by 10%**
 - Expand capabilities for accessing open source course content through LMS
 - Socialize intrusive advising system

FOSTER AN INSTITUTIONAL DATA-DRIVEN DECISION-MAKING CULTURE

- Hire a Chief Data Officer
- Secure funding for core team
- Data-mine Canvas, intrusive advising alert system, faculty profile system

ENHANCE THE COMMUNITY OF INFORMATION TECHNOLOGY EXCELLENCE IN BIRMINGHAM

- Share story of our IT ecosystem with a local audience
- Enhance technology landscape of Innovation Depot by establishing IT infrastructure and extending UAB's fiber and WiFi networks
- Partner with TechBirmingham to strengthen local IT ecosystem
- Promote the nonprofit organization TechBridge
- Create a UAB alumni email solution for recent graduates
- Create Alabama CIO Leadership Association
- Create Alabama Higher Education CIO Leadership Association
- Participate in InfraGard advisory board
- Generate 100 local wins

SECURE COMPUTING ENVIRONMENT

- Incident Handling**
 - Expand university SOC capabilities
 - Perform internal & external pen testing
 - Establish institutional disaster recovery planning priorities
 - Incident driven real-time awareness
 - Policy tools awareness, training, and education
- Policy**
 - Optimize policy development
 - Eliminate legacy audit findings
 - Define university technology standards
- Establish Security Technology Solutions**
 - Asset tracking and event correlation
 - Network security monitoring/alerting
 - Multi-factor, single sign-on
 - Reduce personal identifying information (PII) by 9%

BUILD IT SHARED GOVERNANCE INITIATIVE

- IT Governance Planning & Building**
 - Create process for demand governance
 - Utilize ROI to determine project recommendations
 - Enable portfolio management & project recommendation process
- Build Committee Structure**
 - Generate annual committee reports for university president
 - Combine governance structures
 - Review RCM services and SLAs
- Participate in at least Three Joint HSIS Endeavors**
 - Co-author Four Service Area Related IT Technology Roadmaps Based on Institutional Priorities

CREATE A WORLD-CLASS IT ORGANIZATION

- Service Desk**
 - Optimize the customer service experience
 - Manage service level agreements
 - Solicit continuous customer feedback
 - Improve FCR and call abandonment rates
 - Increase community knowledge development
 - Provide transparency into service performance
- Enhanced Client Services General**
 - Define enabling service level agreements in contracts for vendor managed IT services
 - Automate provisioning and management of bill of rights services
 - Expand outdoor WiFi coverage to 60% of the campus
 - Build information technology data center
- Empowering IT Employees**
 - Implement HR/IT performance
 - Align performance management with institutional priorities
 - Align training plans with institutional goals management system
 - Enhance Talent Recruiting
- Communication**
 - Enhance the IT website with a dynamic content management system
 - Integrate status page with IT service portal
- Financial Stewardship**
 - Reallocate 5% of budget savings to optimize investments
 - Continue service cost analysis
 - Neutralize reserve growth
 - Manage reserve allocation process

GENERATE BUSINESS VALUE

- Reduce Costs**
 - Rationalize core IT systems, infrastructure, and applications
 - Improve processes for vendor and contract management
- Process Innovation**
 - Redesign 10 internal processes affecting internal IT business processes, student, faculty, and staff
 - Improve process for faculty and staff onboarding
 - Select product & implement enterprise resource planning system (ERP)
- Revenue Generation**
 - Improve support of faculty grant writing
 - Provide enhancements for online giving
 - Expand research computing capacity and hosting services

ACADEMIC AND RESEARCH PARTNERSHIPS

- Promote Consistent & Efficient Campus Technology**
 - Rationalize and integrate department mobile apps into campus mobile app
 - Provide cloud-based, secure, cost-effective computing environment
 - Implement CMS
- Create Campus Faculty, Researcher, and Student Support Solutions**
 - Rationalize enterprise systems and infrastructures
 - Enable standard technology purchase agreements
 - Build enterprise collaboration resource site
 - Implement a student recruiting client relationship management (CRM) system
 - Grow classroom management service model by 10%
 - Start matching fund program
 - Expand standard UAB student device program
- Implement simplified review process in faculty profile system**
 - Integrate open source course content with learning management system (LMS)
 - Implement performance based intrusive advising
- Expand customer features within the campus mobile app**
 - Migrate legacy content into new CMS
 - Rationalize enterprise systems, infrastructure, and applications
 - Implement a technology purchase approval process
 - Publish enterprise collaboration resource site
 - Expand matching fund program
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FOSTER AN INSTITUTIONAL DATA-DRIVEN DECISION-MAKING CULTURE

- Form data architects and ETL team
- Standardize and rationalize reporting tools
- Build reporting environment
- Implement governed data access

ENHANCE THE COMMUNITY OF INFORMATION TECHNOLOGY EXCELLENCE IN BIRMINGHAM

- Share story of our IT ecosystem with a regional audience
- Grow statewide IT Ecosystem
- Participate in the formation of an Innovation District
- Host proactive recruitment events for regional businesses and technology students
- Create a UAB recent alumni solution for data storage and backup in Birmingham
- Expand Alabama CIO Leadership Association
- Explore opportunities to link to and strengthen the Montgomery Internet exchange
- Generate 25 regional wins
- Proposal for national award through CIO 100

SECURE COMPUTING ENVIRONMENT

- Incident Handling**
 - Extend university SOC capabilities
 - Perform security testing of 3rd party solutions
 - Define critical system business continuity needs
 - Market security awareness
- Policy**
 - Administer adaptive policy system
 - Engage in proactive audit compliance
 - Execute security program life cycle management
- Establish Security Technology Solutions**
 - Secure virtual desktop (VDI)
 - Begin mobile device management (MDM)
 - Security event and information manager (SEIM) 2.0
 - Multi-factor expansion
 - OAuth/cloud
 - Reduce personal identifying information (PII) by 8%

BUILD IT SHARED GOVERNANCE INITIATIVE

- IT Governance Planning & Building**
 - Communicate and report investment performance metrics to cabinet
 - Review project & service funding for IT development and delivery
 - Implement project & service improvement, management
- Build Committee Structure Implement centrally managed governance system for:**
 - Portfolio visibility
 - Action register
 - Notes
 - Proposal archives
 - Metric reporting
 - Review RCM services and SLAs
- Participate in at least Three Joint HSIS Endeavors**
 - Co-author Four Service Area Related IT Technology Roadmaps Based on Institutional Priorities

CREATE A WORLD-CLASS IT ORGANIZATION

- General**
 - Provide predictive self-service capabilities through the IT service portal and service desk business process improvement
 - Define mandatory service level agreements in contracts for vendor managed IT Services
- Enhanced Client Services**
 - Automate provisioning and management of bill of rights services
 - Expand outdoor WiFi coverage to 70% of the campus
 - Move into information technology data center
- Empowering IT Employees**
 - Develop IT career progression and succession plans
 - Form an IT excellence speaker series
 - Host an annual leadership retreat
- Communication**
 - Proactively manage social media to improve customer engagement
- Financial Stewardship**
 - Continue reallocation of budget savings and investment optimization
 - Continue service cost analysis
 - Stabilize reserves
 - Provide on demand value added billing

GENERATE BUSINESS VALUE

- Reduce Costs**
 - Host data center co-location and consolidation
 - Build out vendor & contract management system
- Process Innovation**
 - Redesign 15 internal processes affecting internal IT business processes, student, faculty, and staff
 - Automate and improve enterprise processes
 - Implement enterprise resource planning (ERP)
- Revenue Generation**
 - Improve support of faculty grant writing
 - Facilitate targeted marketing for online giving
 - Expand research computing capacity and hosting

ACADEMIC AND RESEARCH PARTNERSHIPS

- Promote Consistent & Efficient Campus Technology**
 - Expand customer features within the campus mobile app
 - Provide on demand virtual machines
 - Expand cloud-based secure, cost-effective computing environment
- Create Campus Faculty, Researcher, and Student Support Solutions**
 - Evaluate content management system (CMS)
 - Rationalize enterprise systems, infrastructure, and applications
 - Implement a technology purchase approval process
 - Publish enterprise collaboration resource site
 - Expand matching fund program
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FOSTER AN INSTITUTIONAL DATA-DRIVEN DECISION-MAKING CULTURE

- Implement Student Success Tools
- Provide analytics and intrusive advising
- Administer availability data
- Build reporting environment
- Expand governed data access

ENHANCE THE COMMUNITY OF INFORMATION TECHNOLOGY EXCELLENCE IN BIRMINGHAM

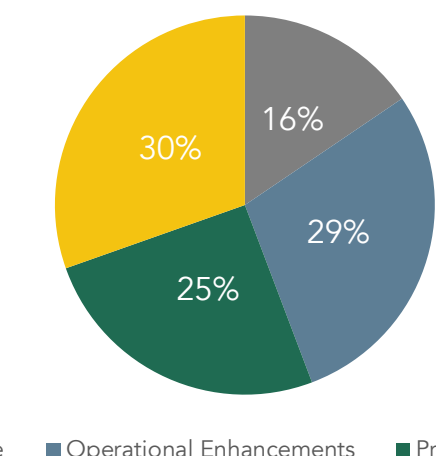
- Share story of our IT ecosystem with a national audience
- Create a UAB recent alumni solution for access to UAB WiFi networks in Birmingham
- Create a UAB recent alumni solution for access to UAB high performance research computing
- Create an Alabama CIO of the Year Awards program
- Leverage Alabama CIO and TechBridge to drive community impact and bring affordable technology and business experience to other nonprofits
- Generate 10 national wins
- Receive national award through CIO 100

PROGRAMS and INITIATIVES

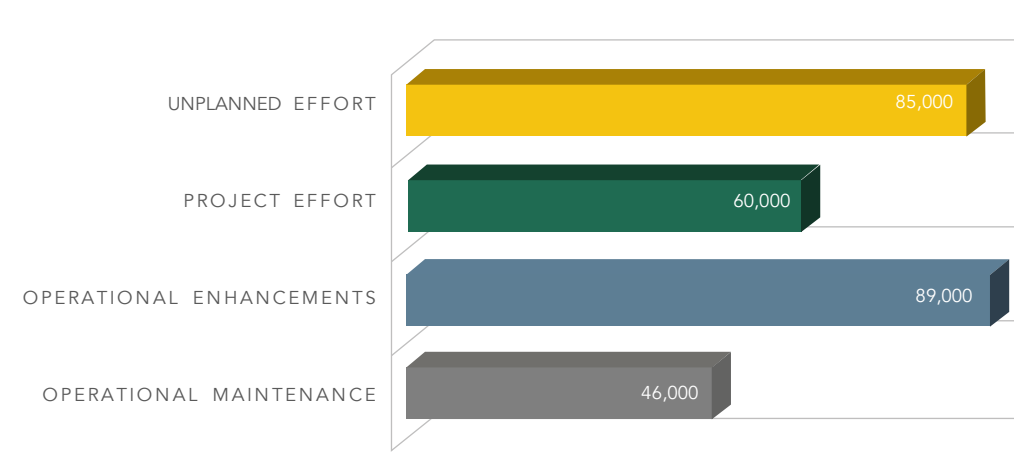
OPERATIONAL EXCELLENCE

METRICS

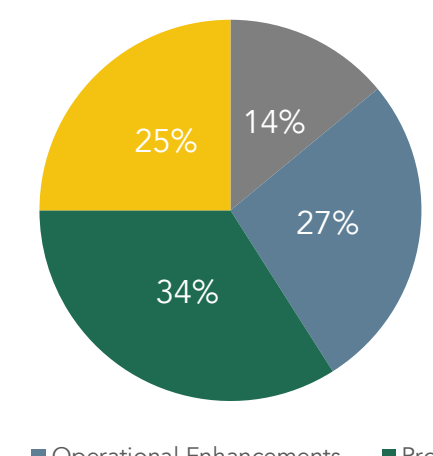
DISTRIBUTION OF IT WORK



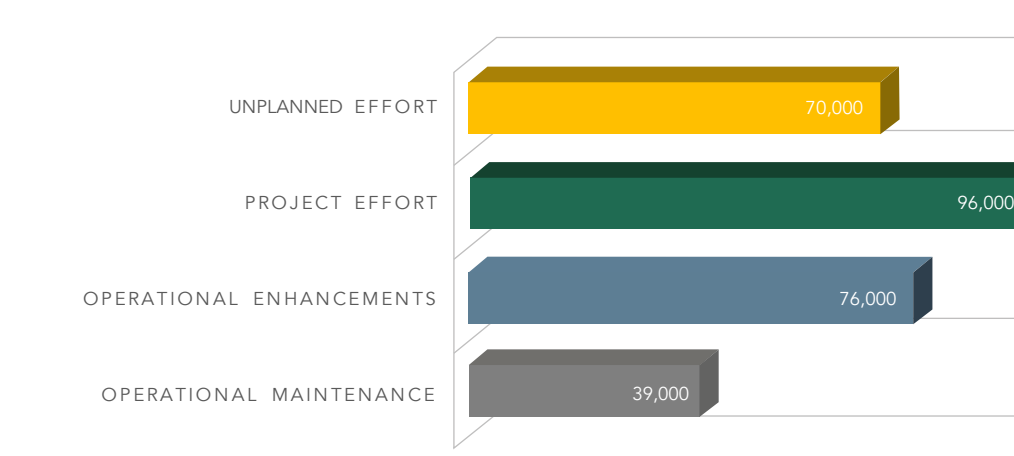
UAB IT RESOURCE BREAKDOWN (in hours)



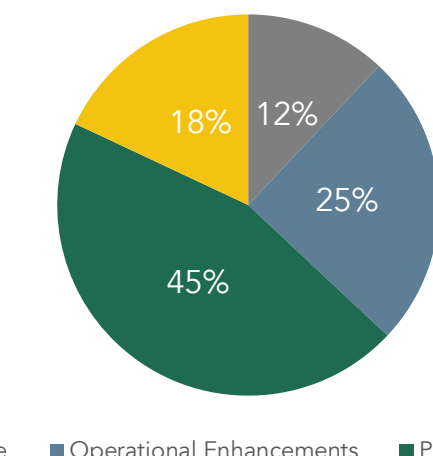
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