

INFORMATION RESOURCES AND COMMUNICATIONS (IR&C)
University of California Office of the President
STRATEGIC PLAN - March 2007 Update

MISSION

- ◆ IR&C delivers effective technology-based services to UCOP and the campuses:
 - Designs, develops, and maintains administrative systems that support the University of California
 - Delivers information technology (IT) and information management services

- ◆ IR&C provides leadership, in partnership with campuses, for Universitywide strategic IT initiatives:
 - Establishes strategic IT directions and exploits new technologies
 - Leads systemwide procurement of computer hardware, software, and services
 - Develops IT policy and coordinates legislative analysis and compliance
 - Influences IT issues in state and national higher education arenas

VISION

For UCOP and campus initiatives, IR&C will

- be an IT service provider of choice,
- be a trusted partner to achieve the mission of the University,
- promote innovative and collaborative solutions through the use of technology, and
- encourage appropriate stewardship of electronic information resources.

VALUES

- Focusing on our customers
- Fostering open communication and collaboration
- Encouraging initiative and creativity
- Celebrating success
- Promoting the growth and development of our employees
- Adapting effectively to a changing environment
- Adopting environmentally sound practices

STRATEGIC PRIORITIES

1. Responsive services and solutions
2. Healthy customer relationships
3. Accepted standards and consistent processes
4. Comprehensive technology strategy
5. Valued and supported employees
6. Sustainable IT business model
7. Effective IT leadership and governance

GOALS AND INITIATIVES FOR 2007-2008

- 1. Engage our customers in IR&C planning and in the evaluation of our services.**
 - a. Continue to improve customer communications (website, alerts, tips, etc.)*
 - b. Measure customer satisfaction*
 - c. Strengthen role of UCOP IT Advisory Group*
- 2. Position IR&C to deliver the services and products that address customer needs.**
 - a. Inventory current IR&C initiatives to increase visibility of collective efforts*
 - b. Implement a professional, standardized project management methodology within IR&C*
 - c. Develop the processes and service level agreements required to deliver high-availability application services consistent with customer needs*
- 3. Implement standardized, automated processes and tools for development and maintenance of applications and services.**
 - a. Define and implement an IR&C software development lifecycle (i.e. standard tools and methodologies for coding, repositories, collaboration, documentation, testing, etc.)*
 - b. Implement a QA / release to production process with required resources*
 - c. Strengthen and stabilize the Application Infrastructure Group*
 - d. Create regular opportunities for better communication and sharing of best practices among programmers working on common platforms (e.g. JAVA, WebFocus)*
 - e. Implement automated job scheduling in all relevant service areas, beginning immediately with PPS*
- 4. Continually improve IRC's organizational and business process effectiveness**
 - a. Implement a process for account management, provisioning/de-provisioning*
 - b. Implement an identity management solution for IR&C and UCOP*

- c. *Reengineer the production control / data center operations environment for greater synergy and effectiveness*
 - d. *Implement a change management process and tools for deployment in critical areas within IR&C*
- 5. Develop and communicate an information technology infrastructure for IR&C and UCOP.**
- a. *Retire outdated technologies (e.g. Sybase, Citrix, AIX) to achieve cost savings and business effectiveness objectives*
 - b. *Refresh/upgrade critical platforms on timetables that address business needs (e.g. BERT, DB2, zOS)*
 - c. *Consolidate devices/ technologies to a reasonable number of supported physical platforms to reduce cost of ownership*
- 6. Maintain a secure IT environment.**
- a. *Develop an IR&C information security program*
 - b. *Perform application vulnerability assessment*
 - c. *Secure restricted data for which IR&C is custodian*
 - d. *Manage network resources on a permissions basis (Vs default “open”)*
- 7. Cultivate a positive work environment in IR&C.**
- a. *Reward teams and cross-department collaboration*
 - b. *Do succession planning*
 - c. *Use management meetings to address and resolve issues*
 - d. *Empower IR&C staff to find opportunities to take on new challenges*
- 8. Promote professional development and growth opportunities**
- a. *Develop IR&C management skills*
 - b. *Train staff in high priority new technologies e.g. (SOA, JAVA, Web Sphere)*
- 9. Align the IR&C budget model with current and future service demands and new technology investment needs**
- a. *Update recharge rates for new and existing services (Priorities: programmer and “knowledge worker” rates)*
 - b. *Revamp IR&C base budget*
- 10. Promote and lead system wide collaboration to address key opportunities.**
- a. *Successfully conclude the IT Guidance Committee planning process and secure funding for implementation*
 - b. *Lead UC-wide policy, legislative, security and compliance initiatives*
 - c. *Lead system wide initiatives to deploy new IT service delivery models to the benefit of the community*