FY21 Strategic Priorities: Update from Q3

University Technology Office
Arizona State University

ASU University Technology Office
Arizona State University
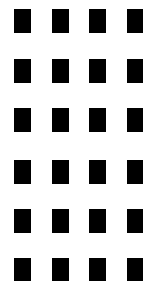
Aligning the disruptive potential of technology to enable transformative learning and research, meaningful experiences and operational excellence

uto.asu.edu
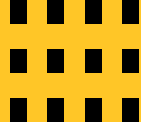
Collaboratively Created

The UTO FY21 Strategic Priorities + Goals were determined by a team of 60+ leaders across the organization.

A December 2019 retreat kicked off the discussions with small- and full-group activities designed to surface the group's major themes and strategies. A consensus- building exercise illuminated the ones deemed by the group as most vital for the fiscal year ahead. After an initial draft was produced, the team reviewed it and proposed revisions.

This process reflects the culture of empowered collaboration at UTO. Cross-functional strategic planning is a foundational element of **UTO 2.1** -- an expression of our reframing in FY21 as a rapidly reconfigurable and entrepreneurial organizational structure that prioritizes and executes projects to better meet the needs of our community.

15 Strategic Priorities

1. Culture + Communication

2. Governance + Maturity

3. Alignment + Prioritization

4. Responsible Innovation

5. Partnerships

6. Learning Innovation

7. Learning Experience Transformation

8. Research

9. NextGen Network

10. Automation + Optimization

11. Data-Driven Practices

12. Identity + Access Management

13. Smart Campus/ City/Region

14. Storytelling

15. Financial Position
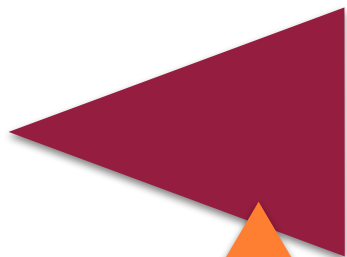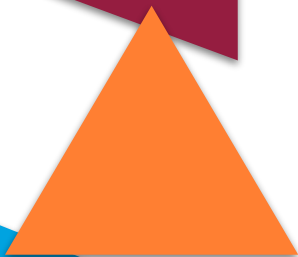
links.asu.edu/fy21doc

Q3 Status Update

Each Strategic Priority status update includes a snapshot of the below:

ACCOMPLISHED

The deliverables and highlights from Q2 -- even calling out what didn't get done and why

LEARNED

The lessons learned and aha moments of Q2 -- a bridge to agile planning of Q3-4

PLANNED

'Coming attractions' for Q3

SP1. Culture + Communications

Our number one priority grounds the foundational work of UTO 2.1 in the vital support structures of Culture + Communication. FY21 will see us building bridges via strategic, consistent and empathetic communications that reflect our evolved culture. This work will transform the technical and relational architectures necessary for democratized working, learning and living for cross-functional teams within UTO that ripple out across ASU.

Christine Whitney Sanchez + Samantha Becker

Q1: Fuse the independently created strategic plans for Culture and Communications to formalize and resource C3.

Q2: Formalize and launch the official UTO brand of programs and events.

Q3: Design the architecture for UTO and the IT professional community as a "learning organization" with a growth mindset.

Q4: Review the Q1-3 impacts of all FY21 SPs and devise formal recommendations and communication for alignment, renewal, abandonment, enhancements and iterations.

SP1. Culture + Communications

ACCOMPLISHED ◀

Culture Ripples expansion and branding

SOAR model for growth mindset in planning for Empower

Helped lead ET design and launched ASU IT Leadership Institute design team

Induction into ASU Core Brand Group steering committee to advance innovative events and culture-embedded comms

Launch Donuts + Dialog with admin team

Bereavement toolkit created

Revamped C3, launched culture portfolio

Produced February Town Hall and facilitated Happiness Week.

Created *Empowered by* decks directory.

Breakfast Brainstorm: ⅓ UTO members + Breakfast w/ Lev: 165 attendees

LEARNED ▲

Learning org with a growth mindset was the operative part of the Q3 we approached.

Held the **creative tension** between stated goals and emergent opportunities

There is a need for two additional portfolios to be added to C+C towards this SP: **global changemaking** and **executive engagement/strategy**.

We need to be really **intentional about the transition** from UTO 2.1 to UTO 2.1 existing within the ET dynamic.

Less is more - Not about getting more people -- it's about increasing engagement and high- quality interactions - ShapingEDU and C3.

PLANNED (Q4) ▶

Help WG-X/L plan future strategic priorities and address previous quarters.

Invite in 'everyday' Culture actions

Host Empower 2021.

Deliver draft design for ASU IT Leadership Institute.

Host the Digital Trust Summit in partnership with the Digital Trust Initiative.

Launch UTO 2.1 story with a public-facing version of the toolkit and Core decks.

Embed the new ShapingEDU director into the org and university.

ET comms plan

Emerging Tech committee development

Make this C3 goals more clear for WG-X involvement.

SP1. Highlight

This quarter we enjoyed two back-to-back illuminating culture months -- February for Black History Month and March for Women's History Month, sharing a diversity of learning and sharing opportunities.

Additionally, Q3 saw us heavily involved in the creation of strategy that will take enterprise technology and emerging technologies to the next level at ASU.

SP2. Governance + Maturity

This strategic priority informs and stewards ASU's technology-enabled activities with organizational strategy for governance and maturity; it embraces light-touch governance by orchestrating a balanced approach to risk taking and operational excellence. UTO will deliver an overarching framework for IT governance and advancing maturity, deepen our partnership with the ASU community of technology professionals, and accelerate simplification and standardization of core enterprise services in alignment with ASU's academic, enterprise and learning strategy.

**Jennifer Tweedy + Nathan Corwin**
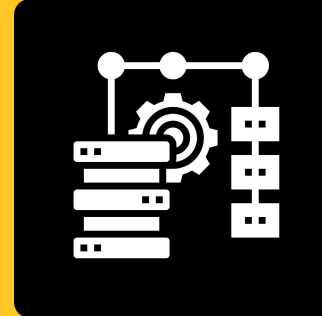
Q1: Develop an evolved, overall framework for governance and maturity to support UTO 2.1.

Q2: Support evolution of governance and maturity strategies across UTO for improved alignment, standardization and simplification.

Q3: Accelerate technology alignment and operational maturity.

Q4: Engage in a consultant review of IT governance and maturity infrastructure and ensure continued agility and alignment to ASU priorities and UTO 2.1 initiative.

SP2. Governance + Maturity
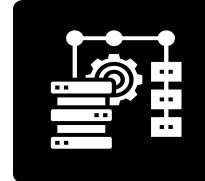
GOVERNANCE ◄

Kickoff of **ServiceNow GRC + VR** Implementation including mapping **Policies + Standards** to security controls

Initial design for **annual Strategic Priority process**

Iterated on **IT governance design**, new advisory groups, WG-DT launch

Strategic Collaboration Framework culture work with WG-DT + launched initial **work streams**

Initial phase of **Governance website refresh**

STANDARDIZATION ◄

55% increase in **Sync** Enhanced Classrooms

Expanded ASU **One Number** to 1100 new users, reduced Avaya footprint 17%

Crowdstrike Falcon Endpoint Protection deployed to Windows Servers

Expanded **Autopilot** (Microsoft Endpoint Management) to 3,639 devices

Mobile Device Management for Android currently in pilot deployment iOS in Q4

PLANNED (Q4) ►

Complete **ServiceNow GRC + VR** Implementation (by June 30th)

Strategic Priorities for Q5 + Q6; **CY22 strategic prioritization** process design
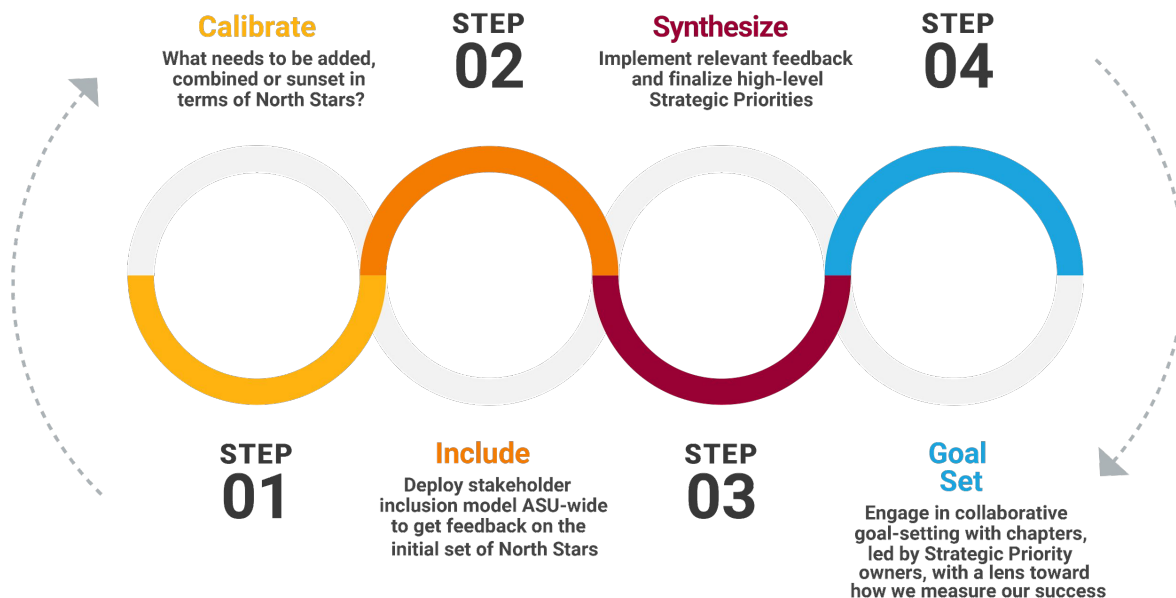
Final IT Governance **deck for publishing** and phase 2 of **website refresh**

Launch quarterly **service portfolio briefings**

Quarterly IT Community brief from **Endpoint Management**

SP2. Highlight

UTO 2.1 strategic priorities design process

Calibrate
What needs to be added, combined or sunset in terms of North Stars?

STEP 02

Synthesize
Implement relevant feedback and finalize high-level Strategic Priorities

STEP 04

STEP 01

Include
Deploy stakeholder inclusion model ASU-wide to get feedback on the initial set of North Stars

STEP 03

Goal Set
Engage in collaborative goal-setting with chapters, led by Strategic Priority owners, with a lens toward how we measure our success

Activating strategic collaboration culture work with WG-DT

Advancing compliance reporting for distributed technology units for improved visibility to enterprise risk posture

SP3. Alignment + Prioritization

In FY21, UTO will have socialized our natural work intake mechanisms creating a pathway to governance and transparency, in order to balance service delivery and operational excellence with innovation. New workflows will have been assessed, developed and implemented to help teams make informed choices on workload prioritization. A key outcome for FY21 is that teams have the autonomy to manage their day-to-day, with an eye to meeting expectations shared by leadership around advancing the UTO mission.

Jess Evans + Nathan Wilken
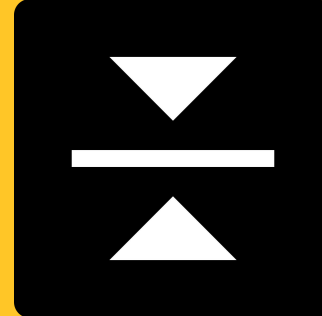
Q1: Reverse engineer the vision: identify customer, opportunity and scenarios preventing teams from self-organizing.

Q2: Build release 1.0 to demonstrate improved alignment, prioritization and transparency. Reflect on emerging opportunities.

Q3: Provide input from prioritization progress into strategic planning and budgeting.

Q4: Assess/refine the leadership development, training opportunities, frameworks and playbooks, making our materials accessible at ASU.

SP3. Alignment + Prioritization
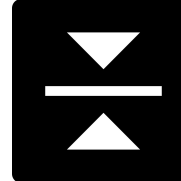
ACCOMPLISHED ◀

Core How We Work: Portfolio & Programs, Service Design, Data & Analytics and **Engineering** created playbooks addressing alignment

Initial **Capacity of Chapters** via Tempo

SoS Board in Jira

Regular report back within WG-X of SoS

Initial design for **annual Strategic Priority process**

Integrated **Strategic Sourcing Update** within SoS Portfolio owners

Vice Provost Quarterly Meeting Scheduled

LEARNED ▲

Gaps in priority from SoS are imperative for WG-X to monitor and manage

Filtering of Provost commitments added with own **dashboard**

WG-X relationships with Portfolio Owners will increase glide for new work

Strategic Priority owners to "own" the advancement and update of the work

PLANNED (Q4) ▶

Iteration 1: SoS Tableau Dashboard

Quarterly SoS

Refined Chapter Capacity reporting

Identify how WG-X follows up on impediments (assignments)

SP3. Highlight

First pass of Capacity
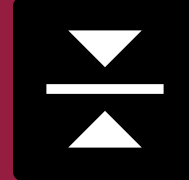
Moved from Excel to Jira for the SoS Board

Executive Report Backs per SoS within Slack

Loop ensures strategic priorities are actively being worked

SP4. Responsible Innovation

UTO has become more intentional in embedding values and stakeholder inclusion in our work product. FY21 will see us transition from an implicit set of values that guide products and service delivery to an explicit one that has flexibility to be nuanced for various projects by design. By the end of FY21, we will have published a responsible innovation framework and approach that ripples out into ASU, creating more concrete connections between our values and our work product.

**Nathan Corwin + Chris Richardson
+ Dan Munnerley**

Q1: Establish collaborative Responsible Innovation workstream and draft initial charter and goals for the collective work.

Q2: Formalize a feedback mechanism for Responsible Innovation charter to get more granular on nuanced versions, with a champions network identified.

Q3: Deliver an initial series of products (e.g., toolkits, frameworks and training) that help individuals and units integrate Responsible Innovation values into daily practice.

Q4: Publish and disseminate official RI charter and framework with the support of the champions network -- "deep convos + roadshows."

SP4. Responsible Innovation

ACCOMPLISHED ◀

First Responsible Innovation Workshop Completed (~50 attendees)

Rough prototype of toolkit drafted & anticipatory RI questions created

Kicked off ASU SFIS partnership for key initiatives: Blue Light Poles and Cox Collaboratory

Held various sessions with P&P, SD leadership & members of teams to get more RI understanding

LEARNED ▲

Interest in the RI topic & culturally aligned to Positive Core, still fuzzy for how to activate and quantify value

Great faculty research and expertise to lean upon

Not much RI work (outside SFIS and faculty) occurring across ASU - environmental scan

Groups interested to mobilize and see why an RI framework would be of value to UTO and ASU

PLANNED (Q4) ▶

Complete initial set of workshops and issue RI charter and framework

Complete 2 additional prototypes

Identify projects to apply RI for FY '22

Demonstrate 2 RI by design outcomes that were 'organic'

SP4. Highlight
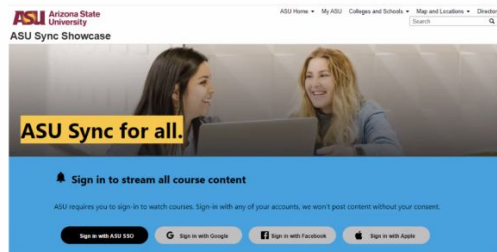
Responsible Innovation Workshop - 50 Attendees!

SP5. Partnerships

In FY21, UTO will have refined our approaches for how we collaborate with internal and external partners that yielded gains including increased funding, amplified project findings and deeper community engagements. These partnerships are embedded within ASU but often have global implications around student success, bolstering smart regions, increasing research capacity and architecting/accelerating next-generation solutions. Through inclusive practices, we will have ensured the diverse needs of our community are reflected in the experiences our partnerships foster.

Bonnie LeBlanc + John Rome
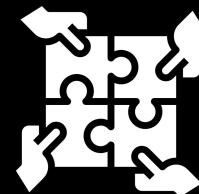
Q1: Establish a collaborative framework for both internal and external partnerships.

Q2: Develop a cadence and engagement strategy for partnerships.

Q3: Craft the press release and FAQs.

Q4: Advance the Partnership Framework.

SP5. Partnerships

ACCOMPLISHED ◀

Provided Mandatory Reporting on **Apple CEI** Grant. Hired 6 students.

Cloud Scholar Launched (~1500 Applicants)

AWS Sponsorships for Cloud Scholars ($40k) Student Interns ($87K)

Cronkite Hackathon (thanks Carter Kwon!)

LEARNED ▲

Less meetings needed for **Apple CEI** Grant

Press Releases are not as easy to write as you think

Foundation Salesforce good source to research potential opportunities

Getting better at knowing which **opportunities to prioritize**

PLANNED (Q4) ▶

Button up uncompleted tasks from Q1/Q2/Q3

Apple CEI Year 2 Proposal Due Mid June

Develop **Cloud 101** Class with LE/W.P. Carey

Develop **Innovation 101** Class (Apple CEI)

SP5. Highlights

Cloud Scholar Dashboard
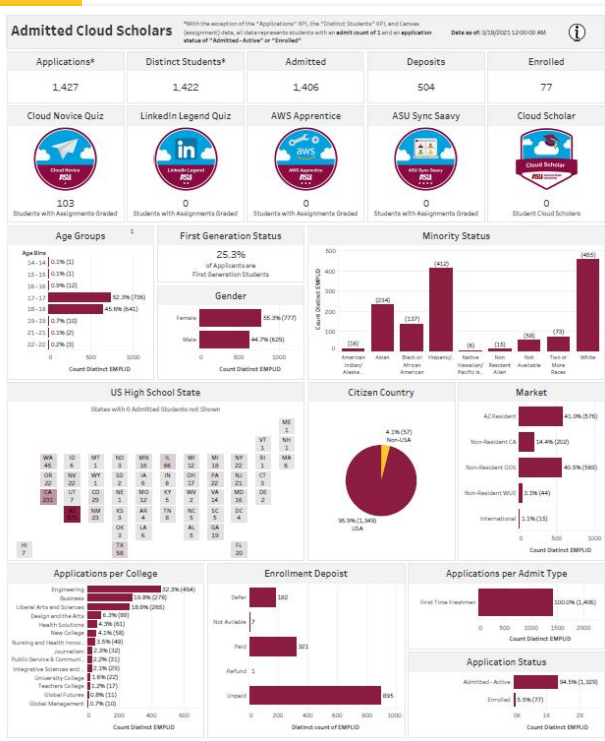
Cloud Scholar Zoom Session
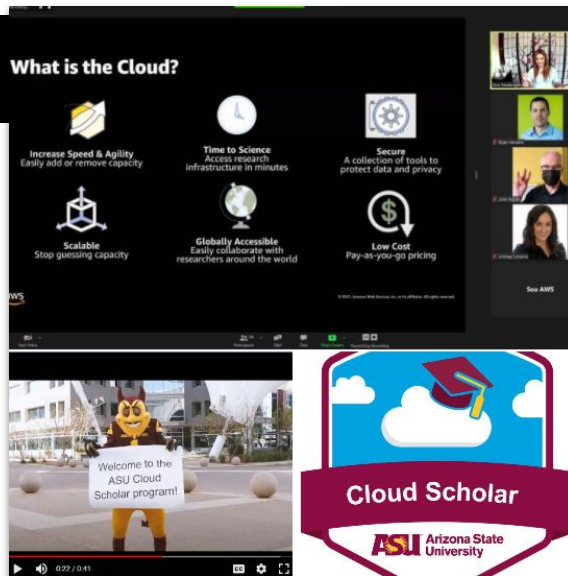
Cronkite Hackathon

~1500 student applicants have signed up to be **ASU Cloud Scholars** for fall of 2021

Watts College - CPP 494 class students practice mobile app pitch

1st Inaugural **Cronkite Hackathon**

AWS Sponsorships ($107K) and more Apple Equipment ($8K)

$922K Partnership Funds FYTD

cloudscholars.asu.edu

SP5. Highlights

https://vimeo.com/user1061678/review/512060388/e4b796ec9f

Take a guess who might be Sparky in this video...

ASU Cloud Scholar Hype
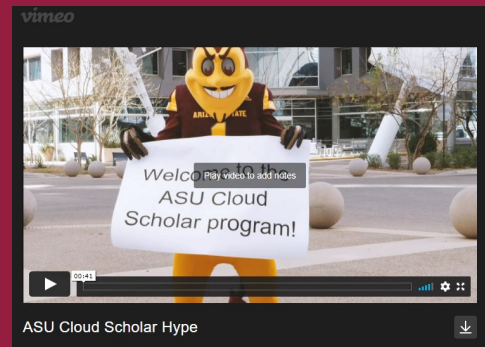
SP6. Learning Innovation

Much of the FY20 learning innovation work was seeded by the Learning Futures Collaboratory, which enjoyed a successful soft launch as the LFC forged partnerships with ASU faculty, staff and students to embed stakeholder inclusion and grassroots innovation in the very foundation. In FY21, partnerships formed with technology leaders and providers, along with the official launch of the LFC space within the Creativity Commons, will ready the preliminary innovations for broad accessibility -- Learning Experience Transformation (#7) at ASU.

Heather Haseley + Dan Munnerley

Q1: Launch FY20 learning innovations, spaces, frameworks, communities, models, and experiences to increase institutional understanding and capacity around the third horizon trajectory of next-generation learning at ASU.

Q2: Assess and show value for scaling FY20 deliverables to reach third horizon goals around learning at ASU.

Q3: Launch partnership-enabled learning innovations, spaces, frameworks, models, communities, research initiatives and experiences.

Q4: Expand and solidify internal and external alignment and partnerships to advance progress toward third horizon goals around learning at ASU, regionally, and globally.

SP6. Learning Innovation

ACCOMPLISHED ◄

Hired Director of XR Initiatives and Director of LFC Initiatives, named Director of the Immersive Creation Studio

Immersive Creation Studio started (50 students doing RT3D creation)

Dreamscape/Verizon/ASU partnership announced

Dreamscape Learn Studio in the Creativity Commons completed

Named as Open Skills Network pilot group

LEARNED ▲

Working with partners can cause unexpected delays - need to have better collaboration metrics

Hiring and onboarding always take longer than expected - but it is worth it for the right talent and to establish the right culture

Partnership negotiations often take more time and energy than expected

Model assumptions have been tested

PLANNED (Q4) ▶

Dreamscape Learn launches April 5, with student research running for 5 weeks.

Complete Open Skills Network Pilot and launch meta-competency framework

New workstreams on gameful design and AI/ML

Begin next set of Immersive Creation Studio projects and establish upskilling curriculum

SP6. Highlight

In Q3, the Learning Futures Collaboratory added needed capacity in order to scale work. This will allow us to move faster and make a broader impact in more areas. We also added 50 student workers building immersive learning. Look out for new workstreams coming in Gameful Design/Game-Based Learning and AI/ML for Learning.

SP7. LX Transformation

FY21 will see UTO delivering experiences that connect and empower Universal Learners. Through our partnership with the Provost Office and others, we will have designed and supported the delivery of new learning modalities at ASU, recognized a greater breadth of learner knowledge (digital portfolios and TLN), and integrated new features in the ASU Mobile App that foster interaction, wellbeing, knowledge and belonging. The outcomes from the Learning Innovation realm (#6) will be leveraged as a pipeline to LX, including advancements in extended reality.

Kyle Bowen + Bobby Gray

Q1: Leveraging the press release and FAQ, level-set on how new modalities impact LX.

Q2: Demonstrate the value of LX innovations.

Q3: Position continued improvements into the foreseeable future with plans for expansion and investments if necessary.

Q4: Close out FY21 commitments and pave way for renewed learner experience in Fall 2021.

SP7. LX Transformation

ACCOMPLISHED ◀

- Sync Showcase demonstrating new experience possibilities
- Prototype Sync Studio to enable remote teaching and learning
- Grant funding from Adobe for new faculty programs
- Phase 2 of Smart classroom work to include 58% of University classrooms
- Engaged **963 faculty** in **84 sessions** and **435 consults**
- Launch Financial Aid Chat bot v2
- Career Milestones v2

LEARNED ▲

- Essential to develop broad interest in a new framework strategy for digital portfolios
- Big opportunities to connect digital portfolio and Pocket/trust initiatives
- The Fall term will require a high-level of agility to prepare for a range of modalities
- SMS Integration completed with Twilio

PLANNED (Q4) ▶

- Develop new ASU media streaming platform
- Implementation of phase 3 ASU Sync classroom enhancements
- Explore addition of immersive technology to Smart classroom model
- Launch new collection of faculty resources to enable professional learning at scale
- Benji MVP Chat bot
- Enterprise Chat bot QA and UA

SP7. Highlight

Sync Studio

Learner Portfolios

Career Milestones

Teams finding focus transitioning back to digital support initiatives and away from COVID-19. This will accelerate roadmap item next quarter.

SP8. Research

Through partnerships with the Knowledge Enterprise and EdPlus, FY21 will see us bolstering large-scale, network-enabled research, computational research, IoT instrumentation, GIS and learning design. We will have upgraded bandwidth at the Tempe Campus Border, Goldwater and other key places for co-locating research teams on campus, as well as completed the Cox Fiber Ring to enable this, reserving capacity for the Research Network. This strategic priority will have contributed to the Smart CCR architecture and improved community access to Internet2. As evangelists for growing computational capacity and related scientific practices among ASU, its partners, and the nation, we will have increased visibility and transparency of our joint efforts.

Sean Dudley + Lev Gonick
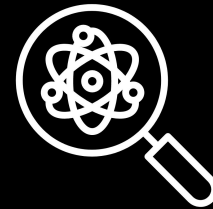
Q1: Advance Partnership Framework and achieve milestone goals.

Q2: Advance UTO 2.1 and computational research at ASU and kick off NSF Science DMZ efforts.

Q3: Advance funded cloud-based research, including burstable and hybrid scenarios.

Q4: Complete milestones and refresh the infrastructure and engage in budget planning.

SP8. Research
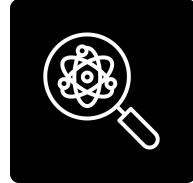
ACCOMPLISHED ◄

Text goes here

LEARNED ▲

Text goes here

PLANNED (Q4) ►

Text goes here

SP8. Highlight

Imagery goes here. Show us what you have accomplished!

Text goes here. Tell us how this last quarter went!

SP9. NextGen Network

Edge computing, 5G, Internet of Things-enabled devices and more are opening up new opportunities for research computing, connecting previously unconnected communities and much more. In FY21, fostering an architecture mindset will have involved giving ambiguous concepts, like zero trust strategy, concrete definitions that are necessary to get buy-in and drive action. Towards operational excellence, UTO also will have formalized and actionized a plan for resourcing the back-end of these strategies.

Jess Evans + Lev Gonick
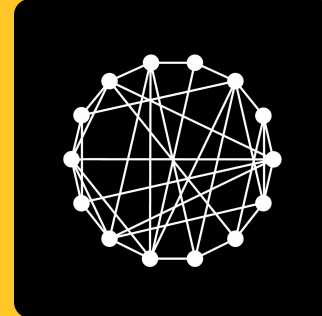
Q1: Complete NGN network topology cutover to new cores and complete build of Skysong Pilot SDN.

Q2: Initiate Phase 2 of NGN.

Q3: Deploy Phase 2 of NGN.

Q4: Devise the NGN Plan for FY22.

SP9. NextGen Network
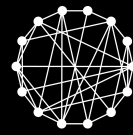
ACCOMPLISHED ◀

Additional circuits added for dual redundant pathways to research buildings., improving resilience.

Plan pivot to enhance student experience in the residence halls

Increased outdoor wifi

Updated design standards to ensure all new constructions builds are SDN enabled, not just capable.

Clean up and removal of all old circuits to new providers complete.

LEARNED ▲

Planning pivot allowed the NGN team to redirect bond dollars to advance the need for improved WiFi in the residence halls and outdoor wifi to accommodate the usage of ASU Sync and Covid testing centers.

PLANNED (Q4) ▶

Connect the Unconnected Launch with local elementary schools

New bond submission

SP9. Highlight
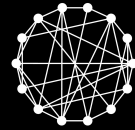
"There's no traffic"

While foot and car traffic is low, all traffic is now ONLINE! More Wifi to the rescue.

Outdoor WiFi expanded
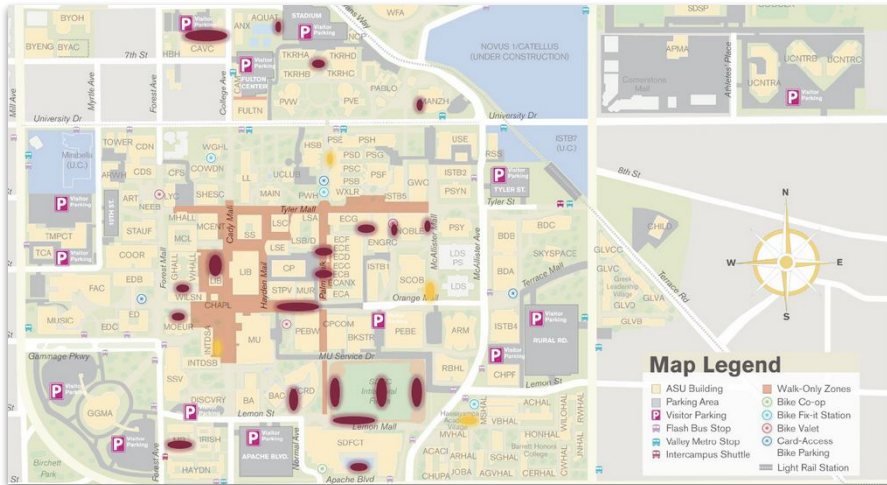
The third quarter was focused on advancing the Covid modalities and standardizing the SDN design.

The campus needed improved Wifi in many areas. The NGN team pivoted critical bond dollars to advance this need.

Design standards are now updated to include capable SDN devices for a scalable network infrastructure.

SP10. Automation + Optimization

In FY21, UTO has expanded its strategy of selecting and implementing technologies and approaches that foster a unified experience. We have enabled a culture of continual improvement and simplification to include driving efficiency and removing duplicative solutions. One substantial element is to leverage Robotic Process Automation bots, AI and machine learning to minimize manual work on repetitive tasks; empowering UTO in collaboration with ASU academic and business units to work on value-added solutions and embedding security and compliance requirements early in the development process.

Nate Wilken
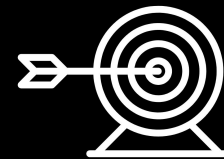
Q1: Create framework for automation and optimization.

Q2: Move from planning to action.

Q3: Focus on Empower 21.

Q4: Execute FY21 deliverables and plan for FY21.

SP10. Automation + Optimization

ACCOMPLISHED ◀

- **Sessions highlighting work in Automation and Optimization proposed for Empower 21**
- **Continued build-out for all new product orchestration pipelines (1,887 PRs; 864 pipelines) including partner workstreams**

LEARNED ▲

IT partners are eager to leverage UTO orchestration platforms/tools/processes to advance their devsecops journeys

PLANNED (Q4) ▶

- **Execute Q1 Cloud migration inventory plan**
- **Complete MVPs with stakeholder groups**
- **FY22 planning with stakeholder groups leaning into optimization and standardization efforts**
- **Design a plan for coordinating service management integration needs for services migrating into UTO**

SP10. Highlight

Pull Requests

PULL REQUESTS	PULL REQUESTS MERGED	PULL REQUESTS CLOSED
802 ↑ 101%	734 ↑ 102%	78 ↑ 100%
Details	Details	Details

● Pull Requests   ● Pull Requests Merged

Automating business processes in the ServiceNow platform (business owner showcase)

Let's discuss automating business processes in the ServiceNow platform and how the work that we have done has improved operations and service fulfillment for the ASU community. The presentation will include interviews with business owners across the university that have implemented ServiceNow solutions to solve complex business problems and improve service delivery.

Presented by:

Chris Jordan, Service Management Engineering Chapter Lead

DevSecOps: State of the Union

We wanted to share how our adoption of the DevSecOps model has helped not only achieve the University's Charter but also collaboration among the other departments here at ASU.

Presented by:

Doug Nguyen, Principal Domain Engineer, University Technology Office &

Jesse DeFer, Pull Request Reviewer., University Technology Office Engineering

Activating our approach
Teams are engaging with each other and gaining momentum, both in driving adoption of new practices and through storytelling!

SP11. Data-Driven Practices

In FY21, this strategic priority will have empowered the ASU community with a data mindset that expands the human ability to see the bigger picture as well as discrete insights by both focusing inwardly to enhance our infrastructure and outwardly by deepening our connections to staff, faculty and students. We will have accomplished this through focus on: organizational infrastructure, legacy migration, UTO data standards and education & learning.

Mike Sharkey + Warick Pond
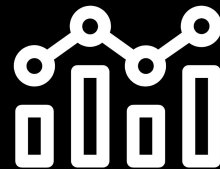
Q1: Develop and communicate analytics 2.1 working model and enhanced cloud infrastructure.

Q2: Complete migration to AWS cloud and retire legacy technologies.

Q3: Lead a multi-goal effort to improve UTO OKRs and data dashboards.

Q4: Provide learning activities and content that foster a data-driven mindset and catalyze new opportunities.

SP11. Data-Driven Practices

ACCOMPLISHED ◄

Jira SoS Dashboard with work in progress and backlog

Published Actionable Analytics predictive model starting Spring21 (partnership with Provost)

Made enriched datasets available through DASH

Initiated biweekly 'Data and a Donut' info sessions

LEARNED ▲

Tempo tables are complex for capacity Tableau reporting

Got strong traction on path for decommissioning Oracle DW (working with RegTech; moving users off of MyReports)

Learned what we could be doing better with Collibra

PLANNED (Q4) ▶

Iteration 1 of SoS dashboard

MyReports retirement

MyData proof of concept

Expansion of programmatic outcomes Canvas dashboards with colleges

SP11. Highlight

Scrum of Scrum Jira Dashboard includes information across all Portfolios:

- **What is Being Worked:** Work in Progress
- **Backlog**: Items not being worked for varied of reasons
- **Constraints:** Items with impediments
- **Priority**: based on Portfolio owner

SP12. Identity + Access Management

UTO will have embedded identity and access into the cloud engineer portfolio of work to clarify products and service ownership. We will have laid the groundwork for enhanced security by creating a zero trust identity strategy and framework to guide authentication and authorization throughout the enterprise. A universal identity record will have simplified community access to technology resources by making available self-service requests and streamlined onboarding/offboarding processes. Our quarterly efforts will have addressed SSI, social log-in, IoT and next-generation security protocols -- positioning IAM services for sustainability.

Timothy Summers + Nathan Wilken

Q1: Advance Identity and Access Management.

Q2: Devise detailed project management of NextGen IAM efforts.

Q3: Sign off on the ASU IAM architecture and capacity plan.

Q4: Devise a detailed enterprise scaling and roll-out plan.

SP12. Identity + Access Management

Focus has been on the LE partnership

LE IAM architecture and integrations have been designed

Key LE IAM milestones set

Production burn-in for Enterprise Authentication Federation

Pocket proof of concept - built self-sovereign identity technology stack

LEARNED ▲

If you build (and manage) it, they will come.

Don't try to decentralize everything ;)
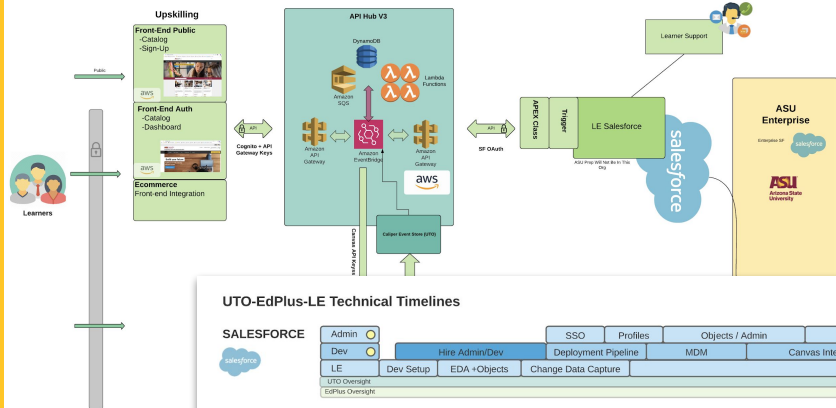
PLANNED (Q4) ▶

IAM Summit - Landscape Workshop scheduled for April
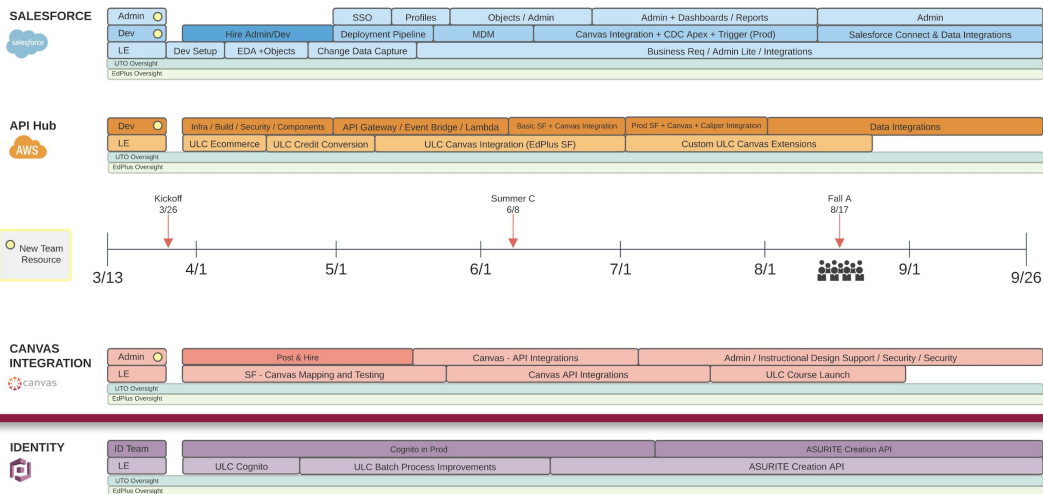
First "EDNA Open APIs" deliverables to be released

Identity Cloud Schema (stitching model) TBD

Core Pocket improvements, credit mobilization (reverse transfer), others

SP12. Highlight

LE IAM timelines built collaboratively through cross-institutional design process, based on emergent architecture model

SP13. Smart Campus/City/Region

Using homegrown solutions, UTO will expand the capacity and impact of ASU's regional leadership and delivery of IoT/mobility products. Our efforts will ensure that diverse viewpoints are represented wherever possible so that a wealth of ideas is surfaced and unintended outcomes are minimized (i.e. training of facial recognition bias in AI). In FY21, we will have engaged in efforts that lead to improving customer and stakeholder experience, augmenting societal benefits in a sustainable manner, building solutions and getting them faster to market, surfacing better data and lowering the costs for a number of vectors.

Chris Richardson + Lev Gonick
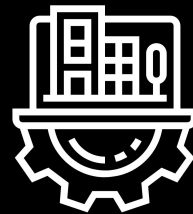
Q1: Advance ASU Smart Cities 2.1.

Q2: Bolster engagement on campus.

Q3: Expand Smart Cities 2.1.

Q4: Devise Smart CCR FY22 plan.

SP13. Smart Campus/City/Region

ACCOMPLISHED ◀

NOVUS Exec meeting: infra solid; app / Data Exchange resonating

Cox Collaboratory hitting stride (~15 projects in various stages; third-party facilitated ideation sessions occurred)

CIC continues to meet/exceed quarterly throughput

Sprint/T-Mobile blue light install close to producing data

Numerous Facilities/Fleet/GIS discussions

LEARNED ▲

Many players to get on board, including $ sources at ASU

Great fit of culture is such an accelerant, ASU teams open to our engagement are leaving quite pleased with the sessions

Logistics for too many partners can become excessively onerous in terms of timely delivery

Leverage new leadership and try to build consensus

PLANNED (Q4) ▶

Get NOVUS investment to do things beyond infra

Does AWS push for a CIC 2.0 investment?

Connecting dots between initiatives for a real program focus

See a Cox implementation and data from T-Mobile blue lights

Fingers crossed for a Hance Park investment

A joint FDM/UTO strategic ideation series

SP13. Highlight

Not a hugely specific outcome but things materializing in many of the programs/partnerships - NOVUS

SP14. Storytelling

UTO aims to broadly foster inspiring individual, institutional and community empowerment through emotionally resonant storytelling that champions the transformative roles that technology and organizational culture play in realizing ASU's design aspirations. A process for routinely capturing technology-enabled student and faculty success stories will shed light on the creative ways in which UTO and our offerings are supporting teaching and learning. We will know we are effective if we have shifted the ASU and national conversations about technology and its impact on teaching, learning, operations and research.

Samantha Becker + Kyle Bowen + Heather Haseley

Q1: Devise formal storytelling strategy for UTO brand -- media, voice, style, and categories.

Q2: Ramp up storytelling efforts around learning experience and futures, with student and faculty voices at the center.

Q3: Build the UTO capacity for telling stories from every pocket of the organization.

Q4: Democratize storytelling within UTO -- unleashing our inner storytellers.

SP14. Storytelling

ACCOMPLISHED ◀

28 stories published to the UTO newsroom, including a 5-part series by Lev exploring the tech landscape, as well as a feature article catching up on the success and impact of the CIC.

13 media placements, working with LX and LFC.

We crystalised the Pocket messaging and branding while also working at a more holistic level to **tell the story of digital trust at ASU**, factoring the TLN and a variety of trust projects.

We worked on **Dreamscape Learn** student language and faculty invitations for the new, live **Teaching Exchange Series**.

Hit 2,000 followers on LinkedIn.

LEARNED ▲

A holistic storytelling strategy is needed for across the four cores as well as focused scopes.

Due to growth and pace, storytelling portfolio must be broken down into editorial, creative and media relations.

The UTO web revamp must be essentially halted until our site has been updated to the latest web standards as our current mockups were designed in the new standards. (July 2021)

PLANNED (Q4) ▶

Engineering storytelling! + storytelling workshop (proofpoint for all cores)
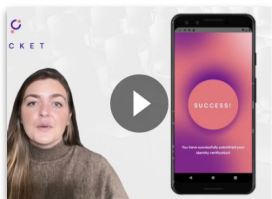
Partnership with C3 around UTO 2.1 and ET storytelling

Cox, Cloud Scholar and additional storytelling opps.

More intentional alignment with Learning Futures Collaboratory and Learning Experience scopes, with an emphasis on a possible LFC web/branding redesign and the planning of an lx.asu.edu presence.

Partner with EOSS/Provost on updated approach to faculty website

Partnering with Digital Trust initiative to further tell the story of Digital Trust at ASU.

SP14. Highlight

ASU students build new "skills" at Cronkite's Audio Hackathon
BY ADAVI111 – MARCH 17, 2021

Looking to the future with Lev Gonick, Part 5 - Going digital with trust, wallets and transformation
BY LSGONICK – MARCH 3, 2021

Storytelling this quarter included **media coverage** and **exploring the use video content**. Notable examples include a demo video for Pocket's proof of concept and the inclusion of video clips from ASU leadership keynote address embedded into a UTO Newsroom story.

Alongside 28 stories published to the UTO newsroom, we also had **13 media placements this quarter**. These included coverage in **Campus Technology** featuring LFC's Dan Munnerley and Heather Haseley discussing XR as a trend for the new year; Kyle Bowen from LX contributed an article to **Education Technology Insights** and was featured in **EdTech Magazine** to share the success of ASU Sync; and multiple UTO Newsroom and Cox Collaboratory stories were featured on **ASU News**.

SP15. Financial Position

Financial position reporting is the tool used to measure resource utilization. Reporting is derived from the budget which acts as a planning function in its preparation and a control function in its utilization. In FY21, consistent measurement of spending variances will have positioned UTO for financial success. Raising the maturity of how budgets are managed, maintained and reported will have involved creating an annual schedule of new repeatable processes, simplified tools and training that focuses on financial literacy.

Greg Holmes + Warick Pond

Q1: Present current FY budget, net operating margin and prior year carryover.

Q2: Begin planning for the FY22 budget.

Q3: Solidify plan for FY22 budget.

Q4: Close out FY21.

SP15. Financial Position

ACCOMPLISHED ◀

FY22 budget uses planning completed.

Tableau report created showing portfolio and project budget rollups and WG-C budget line detail. Available to all WG-X.

Presented FY21 midyear and FY22 projected budgets to the CFO

LEARNED ▲

Budget Office and UTO budget planning still not in sync.

COVID budget realities will persist into FY22

PLANNED (Q4) ▶

Close out FY21

Solidify COVID funding for FY22

Solidify Operational funding for FY22

Align Dashboard with SoS and Portfolio Owner use

SP15. Highlight

Tracking all available balances to be paid by FYE.

FY 2021 Budget: UTO 2.1

Portfolio Summary (in Dollars $)

	Forecasted	Expended	Encumb.	Available
Budget & Finance	3,191,728	1,890,035	80,734	1,220,934
Data & Analytics	1,417,670	538,141	0	879,523
Data Center	916,663	712,888	51,939	151,827
Engineering	6,114,039	2,771,213	822,348	2,520,459
Governance/InfoSec	1,384,687	971,729	68,451	344,503
Learning Experience	1,797,000	1,512,200	1	284,796
Network/Security	7,102,769	3,754,125	690,844	2,657,783
Personal Services	55,187,380	36,670,410	15,900,120	2,616,726
Products & Programs	1,293,329	783,970	291,357	217,998
Service Delivery	6,340,613	4,234,957	795,780	1,309,856
Strategic Investments	29,956,856	23,816,519	6,168,387	-28,068
WG-C	2,092,199	574,288	79,983	1,437,914
Grand Total	116,794,933	78,230,475	24,949,944	13,614,250

Operations (as of 04/01/2021)

Sources	113,194,030
Uses	121,410,616
Net Operating Margin	(8,216,587)
Regular Operations	(3,998,004)
COVID- Funding Pending	(4,218,583)
	(8,216,587)

Temporary Salary Savings as of 4/6/2021 7:07:56 AM

739,796

Unit Balance by Portfolio as of 4/6/2021 7:07:56 AM

Data & Analytics	31,951
Data Center	34,012
Engineering	288,730
Governance/InfoSec	17,248
Learning Experience	32,083
Network/Security	48,408
Service Delivery	12,055
WG-C	5,400
Grand Total	469,889

	Total Available	Breakdown	
Engineering Portfolio Example:	$ 2,520,459		
Checkpoint - Firewall Maint - Rover		$ 352,818	Already paid
Citrix - SHI - 3 lines		$ 325,032	Due Jun 2021
Linux RedHat Licenses - DLT Solutions		$ 310,000	Due Apr 2021
Unit Balance		$ 288,730	Available Funds
Microsoft Premier Server Support - CDW-G		$ 244,150	Due Jun 2021
Mulesoft		$ 236,652	Due Apr 2021
ASC		$ 177,809	Will be spent by FYE
Solar Wind - Dell		$ 110,000	Due Apr 2021
Oracle - 2 lines		$ 105,561	Due May 2021
UTO Storage for Virtual Machine Filers		$ 112,392	Due Apr 2021
Twistlock - cStor		$ 60,000	Due Jun 2021
Combination of 17 budget lines		$ 197,313	
Observium, NetApp, Dynamic Systems, Phire, Vigilant			
	$ 2,520,459	$ 2,520,459	

SP15. Highlight

AWS Cloud Spend/Chargeback/Savings chart showing UTO Billing, Non-UTO Billing, and Savings across FY19, FY20, and FY21 Projected. Savings values: FY19 $291,980; FY20 $713,659; FY21 Projected $1,035,275.
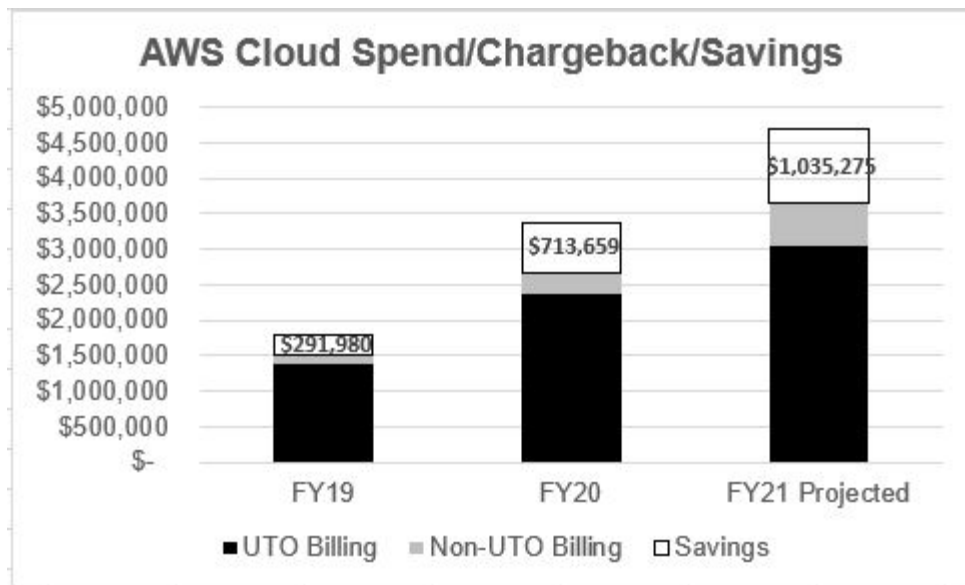
UTO Billing are our actual net AWS charges

Non-UTO Billing we recover through chargebacks

Savings equals UTO Billing we would realize if not for our cost optimization efforts.

Cost Optimization Improvement expressed as savings as a % UTO Billing:

FY19	21%
FY20	30%
FY21	34% projected