

Enterprise Technology Strategic Priorities Accomplishments

Q4 | April - June 2023

ASU Enterprise Technology advances 9 strategic priorities for 2023-2024

As a result of applying an inclusive design approach and stakeholder model, we gathered input from the ASU community to establish technology strategic priorities for FY 2023. Through this process, we have created a collaborative environment of strategic planning within our organization and in partnership across the Enterprise.

The priorities outlined here reflect the work completed from April to June 2023.



1. Student Success and Learning Initiatives

Design and deliver technologies, services and environments that enable learners to thrive academically.

In Q4, Enterprise Technology continued to execute on the Credit Mobility Suite of products toward the FY24 Q1 release of the user acceptance testing environment to support Academic Enterprise's plan to gather feedback and alignment with the 'Year of Learning.' These cross-functional teams have grown to represent individuals across the AE and Enterprise Technology in various roles to increase knowledge, expertise, alignment and communication.

The Strategic Enterprise Technology Priorities have been scoped with costs to allow ASU to make decisions based on budget allocations. Enterprise Technology continues to support and partner with Learning Enterprise on the development of the learner portal to support Thunderbird's 100M Learner initiative and refine the concept and path forward on a low-cost LMS.

Generative AI Support: Enterprise Technology supported the enterprise's efforts to respond to generative AI in teaching and learning by collaborating with the Provost Office, EdPlus, and Learning Enterprise to host a series of webinars featuring ASU faculty experts in AI, create a resource website <https://provost.asu.edu/generative-ai>, and create an asynchronous course for faculty to learn to enrich their teaching with generative AI that will launch in FY24 Q1.

ASU Portfolio MVP: In Q4 ASU Portfolio completed MVP development, accessible at <https://portfolio.asu.edu/>. This framework is intended to redefine the educational approach to digital portfolios to focus on the reflective process, de-silo metacognition between learning experiences, and improve student data agency and institutional programmatic data understandings (Overview & Demo). This work was completed in collaboration with a focus group consisting of representatives from the Office of the Provost, Fulton School of Engineering, Herberger Institute for Design and the Arts, UOEED and all first-year writing programs. ASU Portfolio will be piloted in courses this Fall to receive feedback from instructors and students. Q1 collaborations include Work+ and Experiential Learning from University College.

Experimental Classroom Outreach: Enterprise Technology was able to share the results of the FY23 Experimental

Classroom (EXCL) pilots with guests from the Egyptian Teaching Excellence Initiative, the University of Rwanda, and Makerere University. Guests were taken on a tour of the experimental classrooms on the Tempe campus, a visit to one of our Sync Studios, a tour of the Zoom Innovation Lab, and the Dreamscape Experience.

Technology, Teaching and Learning Services: Enterprise Technology Learning Experience services supported faculty use of teaching and learning technologies in Q4 by hosting over 1,000 workshop attendees, responding to ~14,000 support requests, hosting almost 18,000 Dreamscape Learn sessions for students, and streaming about 100TB of media data through MediaPlus to support students' online learning experiences for the Spring semester.



2. Culture, Communication and Talent

Take a whole systems approach to advance ASU Enterprise Technology culture to foster a collaborative and cohesive environment that cultivates diversity, equity, inclusion and belonging to attract, develop and retain new and existing talented people to activate the ASU Charter.

Over the last quarter, Culture, Communications and Talent's workstream has been busy amplifying work done across the organization and Enterprise-wide primarily focusing on the following initiatives.

Our culture team has activated the 4Culture Pledge, which invites our community to pledge four hours of activities for Culture a quarter. We also launched and completed our annual Culture Check-In survey. We hosted T4 Action Projects during Culture Weavers, Culture Ripples, Culture Circles and Empower. The Emerging Supervisors Pathway Pilot Cohort, in partnership with our talent team, went live as well as the Emerging Leaders Leadership Coaching. Additional leadership coaching was secured for the next Emerging Leaders Cohort. To celebrate Pride month, we hosted a SafeZONE training to increase awareness and support of 2SLGBTQIA+ community. Additionally, we hired a new Program Manager for the internal development coaching program to be launched with the Office of the President.

Our talent team has advanced the Business and Finance Business Center Service Partnership Agreement including conducting an analysis of the agreement and People Ops staffing needs. This quarter we made the decision to end the agreement effective Sept. 30 and will be increasing People Ops staff over the next three months to take back HR functions and to ensure the success of HR programs like onboarding. Our team took the lead in working with OHR to finalize and submit to our leadership the Engineering Compensation Study. A large focus this quarter was on recruiting. Net vacancies had a slight increase, from 50 in Q3 to 59 in Q4. However, there were 100 positions approved for recruitment during this time frame. This means that 91 positions (61%) were filled through recruitment or internal promotion during this time.

Our communications team has continued to experience significant growth in its online following and engagement, specifically on Enterprise Technology's LinkedIn platform. We have 516 new followers; 2,377 page views, a 38% increase; 1,063 unique visitors, a 29% increase; 1,545 content reactions, 120 comments and 156 reposts over the last 3 months. The team completed a total of 13 unique strategic comms plans and 8 emergency communications messages to our broader community. Additionally, we published 15 news stories, and 10 videos, held 15 photoshoots and completed 35 graphic design requests. Some of our most captivating stories and images can be found on tech.asu.edu/stories.

This surge in engagement and productivity underscores the impact of the work being done by Creative x Communications to amplify the voices and experiences of learners, faculty and staff across the University.



3. Learning Innovation

Enhance the creative and digital fluency of all learners in next-generation learning environments. In doing so, we advance what President Crow refers to as the fourth and fifth teaching and learning realms by facilitating technology-enhanced education through exploration and infinitely scalable learning.

In Q4, Enterprise Technology advanced numerous Learning Futures initiatives.

Our team developed a DoD TRL3 prototype in collaboration with Angela Aspito from The College, West Campus and Drew Trojanowski for Army training at a national scale. We were subsequently awarded a \$50,000 DoD NSIN Grant for Learning Futures students to deliver PoC/MVPs as part of the Hack 4 Defence initiative.

In that same vein, we were awarded \$75k by the Unity Social Impact fund to advance the guild model and expand access to future skill development programs. Our Studio associates team members ran the Roblox Summer Scholars program at West Campus with Dr. John Pierce from WP Carey.

We delivered the ASU Metaverse campus (using VictoryXR) for pilots with the Office of the Provost in Fall 2023; presented on Future Learning Spaces and Future Skills to a leadership team at UNSW, Australia; and attended and presented the LF work at the Starbucks Center for the Future of People and the Planet in Seattle. Our team hosted the Verizon Quarterly AZ Local Table, the SUSI scholars at Walter Cronkite School of Journalism and Mass Communication. The presentation was shared with the Futures Festival at Universidad EAFIT in Medellin.

Learning Futures is progressing with various projects, including Impact Water, the Virtual Patient Project, ASU Barrett virtual symposium and the VictoryXR pilot. We supported 50+ students throughout the year with paid work in developing future skills, with 18 graduating over the summer period. Read about some of their partnership contributions.



4. Capacity to Advance Business Agility and Outcomes

Partner with the Public Enterprise COO to advance Enterprise Technology governance and alignment and craft a financial planning process that identifies Enterprise level spending, creates allocations for Enterprise initiatives and empowers unit-level decision-making to bolster capacity and reduce costs.

Enterprise Technology continues to reduce costs via competitive bidding, price negotiations, rightsizing, consolidation of software and hardware, and cloud cost optimization. Through reductions in external consultant contracts, scope adjustments for various circuit maintenance and other service providers, development of new products and applications, and migration to cloud platforms from ASU on-premise servers, we avoided \$2.9M in costs in FY23.

At the close of Q4, Enterprise Technology is awaiting final figures related to central funding increases for FY24. This decision will not be finalized in FY23 with likely outcomes determined in Q1 of FY24.

Further advancement of the Enterprise Technology Community of Practice in Q4 centered on the new Distributed Technology Leads Steering Committee as a locus of activity maturing the connective tissue between Liaisons and DT Leads for input on annual FY technology priorities, and between DT Leads and the IT Community group for improved alignment and communication among enterprise-wide technology professionals.



5. Digital Trust and Cybersecurity

Support learner agency, data empowerment, and Privacy by Design, while proactively identifying and protecting the ASU community from cyber risks.

In Q4, Enterprise Technology, in collaboration with the enterprise-wide cross-disciplinary team, launched the Privacy and Data Governance Advisory Committee and outlined the initial roadmap of activities. Additionally, hiring for key resourcing in data governance and administration was completed.

The Trusted Learner Network held its 4th annual Unconference with record attendance, convening digital credentialing experts from across the country to learn about the TLN's digital credential repository solution and work toward upcoming challenges in the credentialing ecosystem.

Enterprise Technology continues to meet milestones for ASU Pocket development and will deliver its Alpha 2.5 application in early July in accordance with cycles through Q4. Additionally, the ASU Pocket has received grant funds to engage in a pilot with the Center for the Future of Arizona and Walmart Foundation to work with the American Retail Association in the Fall of 2023.

ASU Cybersecurity continues to grow capabilities for threat intelligence, third-party risk management and tiered operations.





6. Service Alignment

Optimize how ASU designs, delivers and supports technical services across all learners, faculty, researchers and staff.

Enterprise Technology advanced service alignment in Q4 in numerous key areas.

My IT Support Service: Launched Phase 2 of the service; restructured staffing, reassigned responsibilities for open items; completed initial scope, workflows, baseline metrics and knowledge process; and completed significant work on policy and procedure, training and common issues. In FY24 Q1, we anticipate to onboard at least three new units; introducing additional staff from Deskside Support to provide support for restructuring and house routing matrix in ServiceNow; continuing work on training, process mapping and sharing; continuing standardization for deskside environments to allow for more consistent support experience; and close out remaining Phase 2 items and the majority of Phase 3 items.

Knowledge-Centered Service: Established KCS Council (20~), a cross-walk of managers, stakeholders and knowledge workers from tiers of IT service and support. Completed Practices and Design Workshop (four days) with Council and established action plan and five working groups. Initiated working groups for adoption, standards, technology, measures and communication PLUS timelines for implementation for 165 knowledge workers over 12-16 months. Upcoming work expected includes completing the Plan and Design exit strategy, beginning Wave 1, contingent on technology enablement, and evolving tasks and working groups to phased implementation.

ServiceNow Utilization: ServiceNow continues to see a rise in usage and adoption across the Enterprise. The team continues to identify, catalog, capture and respond to requests based on priority to meet the needs of the university community.

IT Connection: The IT Connection website is live at tech.asu.edu/it-connection. The project was presented to Distributed Technology Leads at their meeting in May. We now have four business units onboarded into the project: WP Carey, Fulton Schools of Engineering, Libraries and the College of Law. We will be introducing the IT Connection project in the ITC Slack channel in early July, before presenting at the next IT Community (ITC) meeting.

Identity Access Management: During Q4, the refinement of digital project boards was completed, and in Q4 we will be focused on defining services to scope future process improvement.

Chargeback and Billing Processes: We are currently at over \$1.3 million of FY23 chargebacks submitted for processing. We will soon begin sending the remaining unpaid accounts to autoprocessing and then start gathering unit lists to begin FY24 collections. FY24 chargebacks will likely include an attempt to gather uncollected payments from FY23.

Software Pre-Approval Process: The Engagement and Advising Team partnered with the ServiceNow Development Team to draft an updated request form that includes managerial approval. The ServiceNow Development Team will implement this in an upcoming sprint. After a period of testing, they will be expanding this Adobe Creative Cloud form with our unit partners to all other software license request forms.

Security Operations Center Move In-House: On Jun. 9, the partnership with RSOC ended, and the responsibility for Tier 2 support in the SOC was taken over by the Operations Center. The OC has received training to handle various tasks, including Palo Alto High Threats, Wildfire Entries, High Alters New Events, URL Defense Alerts, Attachment Defense Alerts, Imposter Alerts, Inbound Messages and SSH Brute Force Attempts.

The ticket numbers have been quite high, but the OC and Tier 3 have been working diligently to address them. Initially, on June 9, the SOC Tier 2 queue had over 500 tickets, but by Jun. 14, it had decreased to just under 300 tickets.



7. Advance Research

Partner with Knowledge Enterprise on advancing the Enterprise research service model for firewall, data center, cybersecurity, and network management.

In Q4, Enterprise Technology continued to refine and develop features in response to user demand on the HIPAA-compliant storage project as well as to scope and elaborate on opportunities for cross- and multi-cloud service delivery.



8. Digital Equity

Without negatively impacting ASU operations, design and support digital equity ecosystems that address the complexities of vulnerability and create equitable opportunities for everyone to fully participate and thrive in society, democracy and the economy.

In Q4, we completed the infrastructure upgrades at Isaac Schools District buildings in Maryvale and the SCN Team installed a temporary tower to provide wireless point-to-point bandwidth to the Capri Village residential property. We installed three mmWave rooftop antennas (with alignment towards Alhambra, Isaac/Maryvale, East to Phx public housing) extending Sun Corridor Network internet backhaul at ASU Fusion on First Residential Life Building at Downtown Campus.

We will continue to work in partnership with the Sun Corridor Network and the Digital Equity Institute to advance the ecosystem model inclusive of connectivity, mapping, meaningful community engagement and Community Hives like the City of Phoenix Public Housing – Edison Eastlake development. The first Hive will be located in the Mercado in the Town of Guadalupe. An SOW is under review. Similar work is advancing with Peoria, Chandler, Tempe, El Mirage, and Maricopa County Public Housing.

The Digital Equity and Social Impact group continues to advance collaborations with cities across Maricopa County. Additionally, the group received a new CDC grant from the County and is advancing a two-pronged telehealth pilot undergirded by the development of a digital health navigator training being deployed via partnerships with Central Arizona Shelter Services and One-n-Ten.

We continue to advance the digital navigator training program and are expanding to include financial literacy and support services for seniors. We finalized a successful pilot in Phoenix with Common Sense and will be moving into a multi-city phase 2 project. An ASU-focused ACP campaign for Pell-eligible students is in development.



9. Digital Infrastructure

Ensure all learners are able to connect with each other and available ASU resources to learn, work and thrive.

In Q4, Enterprise Technology continued ISTB1 migration of inventoried equipment. This effort is expected to be completed by January 2024. Additionally, network transformation continues with Physical Sciences Buildings D and E.