ASU UTO CIO
Goals & Objectives
FY 20

1. Culture
Christine Whitney Sanchez

Q1 Cultural Weavers KPIs to be established

Q2 UTO Survey on Workplace Satisfaction to be devised

Q3 ASU-wide IT staff culture plan and alpha release (Advancing Culture Development)

Q4 IT Leadership Diversity, Equity Inclusion initial offering

2. Identity
Jess Evans | Tina Thorstenson

Q1 Identity and Access Management (IAM) Roadmap to be delivered

Q2 Build/Buy Architecture Version 1 to be completed

Q3 Produce the IAM minimum viable product (MVP), which includes modernization efforts (EDNA 2.0).

Q4 Agile IAM program of activities

3. Governance
Tina Thorstenson

Q1 Continue building momentum around IT Governance.

Q2 Policies portfolio and backlog published.

Q3 Budget priorities process for FY21 in UTO and across ASU deployed.

Q4 External governance effectiveness consultancy completed.

4. Trust
Chris Richardson | Donna Kidwell

Q1 Trust Network (TN) product strategy completed and product lead hired, with open-source licensing vetted and industry-wide consortium drafted

Q2 Scale-up of first three proof points (reverse credit, high school credit, Girl Scouts of America badging) go-to-market strategy drafted

Q3 Architecture of scalable distributed ledger for TN completed and backlog initiated

Q4 Collaborative business framework with Salesforce and core academic, institutional, and workforce partners completed

5. Automation
Chris Richardson | Jess Evans | Tina Thorstenson | John Rome

Q1 UTO-wide automation will be established, including API-first, microservices, script orchestration, containers, refactoring). A cross-functional team will be formed, with program scope approved, and timeline for sprints drafted.

Q2 Kickoff and dedicated automation team space, with Q1 tracked and backlog created

Q3 Establish the acceleration plan outlining resources required to meet 125% of the FY20 goal by the end of Q4.

Q4 Document playbook for ongoing architecture, operational excellence, continuous improvement and lifecycle management.

6. Standardization
Tina Thorstenson | Jess Evans

Q1 Leveraging governance and service catalog, establish a cross-ASU agile team to work on standardization and simplification within UTO and across the University. Draft an initial strategy that includes a backlog of products and services.

Q2 Building on the Q1 plan, formalize findings, conduct a socialization campaign and assess technology gaps that hinder the plan.

Q3 Accelerate the strategy by outlining resources required to increase adoption of standards.

Q4 Document the playbook for ongoing and continuous improvement for ASU standardization and simplification.

7. Network
Jess Evans

Q1 Stabilize network services cutover and support, complete decision framework for NGN and services equipment provider(s) and complete plan for dark fiber project.

Q2 Stabilize the NGN environment, complete a bakeoff of equipment providers, finalize NGN architecture, and test the lighting of dark fiber.

Q3 Build Software-Defined Network (SDN) cutover to the ASU fiber loop.

Q4 SDN broader deployment: Establish a plan outlining resources required to accelerate NGN over Q1 FY21.

8. Cloud
Jess Evans | Tina Thorstenson | Chris Richardson | John Rome | Sean Dudley

Q1 Complete migration of ISTB1 workloads to AWS, and advance efforts to move PeopleSoft to AWS.

Q2 Approve a playbook for continuous improvement of DevSecOps model for ASU in the Cloud, including staffing model(s). Complete PeopleSoft and Mulesoft move to AWS.

Q3 Complete "2200-0600 shut down" architecture and cost model for all dev & test environments for ASU in AWS.

Q4 Complete use case pilots with KED for UTO support of Faculty Research bursting to AWS.

9. Advisory
Jess Evans

Q1 Complete an analysis of FY19 Advisory (internal consulting) Services quantity by type and increase goals for FY20 by no less than 10%. Publish the Advisory Services catalog and rate sheet offering.

Q2 In coordination with "Standardization" workgroup (see Goal #6), assess staffing levels and business model options for both commodified services emerging in standardization and simplification workstreams, along with value-add services from web design to research computing.

Q3 Complete socialization of proposed new UTO advisory services business model.

Q4 Advance internal staff migration to augment Advisory Services offering and establish FY21 Goals.

10. DevSecOps
Chris Richardson | Jess Evans | Tina Thorstenson | John Rome | Christine Whitney Sanchez

Q1 Establish a leadership team to design and develop a vision for organizational model(s) for agile DevSecOps: Development, Security and Operations.

Q2 Distribute vision document and host off site on new organization model to advance agile DevSecOps.

Q3 Establish a finance model to support and advance the new organizational model.

Q4 Propose FY21 organization evolution.

11. Smart
John Rome | Chris Richardson

Q1 Co-design and organize the Smart Region Summit (with IDP and Center for SCCR for 11/13 - 11/15).

Q2 Smart Region Summit 11/13-11/15 with announcements on corporate, city partners and challenge activities

Q3 Accelerate the plan to deploy $500K of AWS credits in FY20.

Q4 Design and disseminate ASU UTO Smart Campus, City and Region (SCCR) playbook.

12. Innovation
Heather Haseley/Dan Munnerley | UTO Executive Team

Q1 Led by the Innovation Collaboratory (IC), design, solicit, review, and recommend $xxxK (non-recurring). Align innovation investments and ASU priorities focused on student experience and faculty.

Q2 Assess Q1 outcomes. Led by the IC, design, solicit, review and recommend $xxxK (non-recurring) of innovation investments in alignment with ASU priorities that focus on digital fluency, next generation learning spaces, teaching commons, and XR across the curriculum.

Q3 Assess Q2 outcomes. Led by the IC, design, solicit, review and recommend $xxxK (non-recurring investments) in alignment with ASU priorities that focus on the transformation of the Computing Commons into a Creativity Commons and Adaptive/Active Learning.

Q4 Assess Q3 outcomes. Led by the IC, design, solicit, review and recommend $xxxK (non-recurring investments) in alignment with ASU priorities focused on FY20 with a lens toward both internal and external partnerships that advance innovation through a multiplicative effect of UTO's continuous commitment and investment in Innovation.

13. Finance
Jess Evans

Q1 Align UTO budget planning to new ASU Budget Office methodology. Engage a third party to evaluate options for UTO financial strategy and budget planning as one set of activities and procurement, accounting, data entry, tracking of transactions and services through Workday.

Q2 Develop a quarterly reporting template for management that illustrates spend vs. budget, revenue analysis, capital investment across all sources, and overall P&L. Create a detailed roadmap for Student Success 2.0, including, but not limited to data elements in ASU Data Lake. Demonstrate data flow from student mobile app through Data Lake to decision support related to student engagement and success.

Q3 Drive a mid-year review of FY20 spending against detailed review of goals, programs, projects, staffing, and one-time charges. Detail recommendations on accelerating FY20 and 1/3/5 year playbook for the second half of FY20.

Q4 In partnership with work in Governance, the establishment of FY21 priorities, and the University Budget Office, orchestrate a comprehensive and consistent set of presentations on investment opportunities and financial resources required for FY21.

14. Engagement
Chris Richardson | John Rome | Donna Kidwell

Q1 In partnership with the Marketing Hub and EdPlus [Donna Kidwell], develop and publish a detailed roadmap and product sprints to accelerate ASU's integrated approach to digital marketing to realize and engage 100K online students.

Q2 Establish agile project plans for scoped work with Enrollment Services to digitize manual process to deliver better student experience related to financial aid. Advance Q1 goals. Publish.

Q3 Deliver version 1.0 of Retention/Graduation Rates Data Mart for SSS 2.0

Q4 Demonstrate the use of AI/ML and bots for no less than five projects in FY20 that advance student experience and success.

15. Learning
Heather Haseley/Dan Munnerley | Donna Kidwell | Jess Evans | Chuck Kazilek | Chris Richardson

Q1 Advance detailed roadmap to design and deploy the use of collaborative tools, including Slack, Zoom, and Canvas across the entire learning ecosystem at ASU. Establish and deploy tiger team for FY20, including but not limited to UTO and EdPlus staff. Establish a baseline of tools use.

Q2 Advance Q1 goals. Slack will be available to 95% of all students/courses, with learning adoption at 20,000 students, Zoom will be available to 95% of all students/courses, with learning adoption increased by 10% over the baseline by January 2020, with a goal of 1 million minutes of Zoom use in AY19/20. Support the re-design of 300 courses in Canvas in AY19/20 to include collaborative and additional adaptive tools.

Q3 In partnership with ODT leaders, complete re-design of Tech Studios into 'genius' experience bars for Student Success. Advance Q2 goals. In partnership with the IC and University Library, establish a program to catalyze adoption and scalability of use of learning sandbox tools. Complete version 1 release of learning channel in ASU mobile app to include Canvas calendar and integration to Slack. Design and host Slack for Learning national convening.

Q4 Advance Q3 goals. In partnership with the IC, design and complete a call for summer 2020 joint learning fellows program of faculty and students focused on the development of faculty- and student-generated best practices in the use of collaboration tools for 21st century learning.

16. Research
Sean Dudley | Jess Evans | Donna Kidwell | John Rome | Tina Thorstenson

Q1 Develop a detailed roadmap for UTO support for ASU research, including, but not limited to, advanced networks research, wireless research, computational research, IoT instrumentation, GIS, learning design, and SCCR.

Q2 Socialize UTO partnership for research success at ASU with key stakeholders.

Q3 Through Governance (Tina Thorstenson), establish the level of support and likely investment for FY21 and develop a priority set accordingly.

Q4 By the end of FY20, UTO (in partnership with KED) will have supported $100m in grants for research submissions.

17. Faculty
Chuck Kazilek | Heather Haseley/Dan Munnerley | Tina Thorstenson

Q1 Establish a faculty engagement leadership and advisory group to be part of UTO's overall engagement and governance model.

Q2 Support faculty and administrative use of Interfolio suite of products and services AY19/20.

Q3 Complete review and selection of next gen academic integrity tools to be deployed across ASU.

Q4 Develop and circulate a whitepaper regarding faculty engagement in the universal learning arc of activities.

18. EdPlus
Donna Kidwell | Chris Richardson | John Rome

Q1 Create roadmap of FY20 collaboration opportunities.

Q2 Detail plans on agile approach and team formation to advance the Trust Network, digital content management, Action Lab/Student Success 2.0, technology stack for digital marketing, next gen online learning, and other initiatives.

Q3 Advance and report along timeline.

Q4 Partner to deliver FY21 priorities.

19. Communications
Samantha Becker | UTO Executive Team

Q1 Develop the execution plan of an overall brand and communications strategy for UTO.

Q2 Develop an editorial calendar to drive UTO storytelling -- coordinating website posts, social media, ASU Now articles, etc.

Q3 Establish formal orchestration of strategic communications partnership efforts with the ASU Marketing Hub, Media Relations and Strategic Communications, and other communications nodes across the university, serving as the direct liaison.

Q4 Evaluate the effectiveness of UTO communications, devising a clear set of KPIs for FY21 and providing reports of communications activities that track engagement.

20. Maturity
Jess Evans | Tina Thorstenson | John Rome | Chris Richardson

Q1 Engage a third party to assess organizational maturity model and recommend a method and strategy for advancing measurable digital transformation maturity efforts.

Q2 Working with a third party, establish cross-organizational agile work team to advance findings of Q1 and establish a detailed roadmap and MVP for UTO organizational maturity model release.

Q3 Complete a professional development plan for ITIL 4 for UTO staff with an intent to support efforts at digital transformation maturity.

Q4 Leverage FY20 outcomes to plan a detailed effort to drive further maturity of the digital transformation effort in FY21.

Annual review of Goals and Objectives along with merit and other compensation considerations will be tied to demonstrated success for individual deputies and the deputy CIOs as a team.

Operations Excellence   **Customer Delight**   **Innovation**