

25-26 Direct Report Annual Goals

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Vice President and Chief Digital Officer

Empower Responsible Bearcat AI Adoption to drive transformation

Mature and expand Bearcat Insights data program and modern data architecture

Reduce technical debt through Excellence in IT Operations initiatives while supporting Excellence in Financial Resource Management

Drive HR systems transformation to cloud solution to streamline processes and improve user experience (in partnership with HR)

Expand IT Risk Management Program and implement Secure Research Enclave to support CMMC certification requirements

Enhance UC/UC Health technology collaboration

GOAL 1

Goal Description

Empower Responsible Bearcat AI Adoption to drive transformation

Goal Type

Strategic

Hoshin?

Yes

% Weight

30

Action(s)/Initiatives(s)

Launch and develop AI pilot projects aligned with student success, research, and operational efficiencies

Rollout next phase of BearcatGPT tools

Launch new AI website

Finalize and publish UC's Responsible AI guidelines

Launch Bearcat AI Ready fluency program

Increase collaboration and strengthen partnership with Christ University around AI

Streamline high-impact administrative processes using AI and automation tools

Measurable Outcomes(s)

Launch 5+ new AI pilot projects aligned with student success, research, or operational efficiencies

Rollout of BearcatGPT tools next phase with rolebased access and use case tracking

New AI website launched

Finalized and published UC's Responsible AI guidelines and integrate into procurement and policy workflows

Collaborate with Christ University on 2-3 defined goals

Automate 3+ critical workflows using Azure Form Recognizer, ServiceNow, or Salesforce

GOAL 2

Goal Description

Mature and expand Bearcat Insights data program and modern data architecture

Goal Type

Strategic

Hoshin?

Yes

% Weight

20

Action(s)/Initiatives(s)

Expand the gold-layer model to include additional data domains

Implement data quality scorecards and lineage views in Informatica towards enhanced data governance

Launch a campus-wide Power BI dashboard portal with certified datasets and documentation links

Measurable Outcomes(s)

Expand the gold-layer model by onboarding at least 5 data domains, including Student (IR, Registrar, Enrollment), HR, and Finance

Implement data quality scorecards and lineage views in Informatica for 70% of production pipelines

Campus-wide Power BI dashboard portal with certified datasets and documentation links launched

GOAL 3

Goal Description

Reduce technical debt through Excellence in IT Operations initiatives while supporting Excellence in Financial Resource Management

Goal Type

Strategic

Hoshin?

Yes

% Weight

25

Action(s)/Initiatives(s)

Continue wi-fi improvements by finishing assessments and executing on remediation plan

Converge disparate Service Management tools and enhance process for reporting and resolving incidents to streamline user experience for faculty, staff, and students

Consolidate Service and help desks to ensure optimal use of resources while supporting customer needs

Continue to update classrooms and conference rooms with new technology

Ensure efficient management of budget to align with goals and targets for Excellence in Financial Resource Management

Measurable Outcomes(s)

Complete the wireless remediation (installation or move) of access points to enhance and extend the wireless coverage of 40 buildings across the university.

Team aligned on a minimal set of tools and new service management process rolled out to stakeholders

Create 'hub and spoke' service desk model and roll out in phases to ensure excellent customer support with optimal resource utilization

Update 20 classrooms and 10 conference rooms (convert to Teams rooms)
5. Manage budget to ensure overall targets set are being met

GOAL 4

Goal Description

Drive HR systems transformation to cloud solution to streamline processes and improve user experience (in partnership with HR)

Goal Type

Operational

Hoshin?

No

% Weight

10

Action(s)/Initiatives(s)

Finalize implementations of Employee Central, Workforce (timekeeping), and PlanSource (benefits management)

Measurable Outcomes(s)

Implementations completed and launched and rolled out to users

GOAL 5

Goal Description

Expand IT Risk Management Program and implement Secure Research Enclave to support CMMC certification requirements

Goal Type

Operational

Hoshin?

No

% Weight

10

Action(s)/Initiatives(s)

Continue growth and development of a comprehensive IT risk management program that quantifies, documents, and tracks digital risk to university assets.

Establish Secure Research Enclave to support CMMC requirements.

Measurable Outcomes(s)

Security benchmarks for critical systems and services (% compliance) in place

CMMC compliant enclave established and certified by external auditors

GOAL 6

Goal Description

Enhance UC/UC Health technology collaboration

Goal Type

Operational

Hoshin?

No

% Weight

5

Action(s)/Initiatives(s)

Identify technology pain points for folks at the intersection of both units

Conduct analysis of what it would take to fortify UC systems to receive Health information from UC Health

Measurable Outcomes(s)

Collaboration workgroup created and documented pain points

Analysis completed, and recommendation submitted to executive leadership