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Preface

This document is the Strategic Plan of University Technology Services (UTS). The plan includes the UTS Mission, Technology and Service Vision, Supporting Values, and Guiding Principles that provide the necessary guidance for the alignment of UTS Products and Services with the strategic missions of the Division of Information Technology and the Office of the Provost, all in direct support of the mission of the University of South Carolina.


**UTS Strategic Planning - Overview**

The University Technology Services (UTS) Leadership Team worked closely with the Division of Information Technology (CIO’s Office) to develop this Strategic Plan, which includes an associated Vision, Organizational Values and Guiding Principles from which future Information Technology (IT) investments and decisions are organized.

This Strategic Plan was developed utilizing a series of leadership planning meetings to start the annual process. Additional data was collected using customer and employee input to help identify service gaps and to develop specific initiatives. In parallel, Guiding Principles were reviewed and updated to further assist UTS in improving a framework for service excellence.

**The Strategic Planning Process**

The UTS Strategic IT planning process was developed to provide direction and clarity for the development and maintenance of the UTS Strategic Plan. This involved review of the CIO’s Blueprint for Excellence initiative. Directives and initiatives from this plan were disseminated to leadership and become the first stage of the UTS planning process. Second, strategic requirements and plans were collected and organized into the UTS Strategic-planning template. Plans and presentations were reviewed for future requirements and new strategic ideas relating to new technologies, and other best practices that may provide strategic value based on a vision for improved Customer Services, or enhanced Operational Efficiencies. In parallel, it is our commitment to continually assess UTS’ strengths, weaknesses, opportunities and threats (SWOT). Each area is evaluated and discussed in terms of identifying needs for change.

All four steps culminated in the creation of one comprehensive UTS Strategic Plan, with further details broken out by departmental areas of responsibility. Each sub-plan identifies short and long-term goals, priorities and planned initiatives in support of the UTS Mission.

**Step 1** was the review of the Office of Information Technology’s “Blueprint for Service Excellence” plan, last updated for 2012-2013. Clearly stated, the mission from which we further define our organizational goals and structure is “…to support the teaching, research, and service goals of the university.”

**Step 2** was the development of the UTS Strategic Plan and Vision document. Leveraging our strategic partnerships and relationships with UTS customers and vendors through both formal and informal planning processes and the review of current and future service needs across the USC enterprise have been identified and organized into this planning document.

**Step 3** will be the validation and “Action Planning” process, a further breakdown of IT strategies and plans for each of the departments that make up UTS. These efforts will further involve UTS customers, who will have the opportunity to further participate through on-going annual planning “summits” or specific participation via the UTS Project Management review and update process.
Step 4 is the ongoing review of this plan. The UTS Strategic Plan will be reviewed and updated and will provide input into the annual USC Budget Initiative Requests process.

University Strategic Initiatives

Focus Carolina

Focus Carolina is the University of South Carolina’s strategic plan that provides a blueprint for key decision making in the next decade and beyond.

Focus Carolina articulates the university’s quest for educational quality, leadership, innovation, diversity, access, global competition and community engagement at all eight campuses of the university system. The Focus Carolina initiatives include:

- Teaching and Learning
- Research, Scholarship and Creative Achievement
- Service Excellence
- Quality of Life on the University Campus
- Recognition and Visibility

First and foremost, UTS will align resources and priorities to partner with all the Carolina stakeholders in achieving Focus Carolina goals and objectives. Second, UTS will continue to provide core infrastructure and IT support services necessary to meet the ongoing daily operations of the university.

Next, we will continue to review and remind ourselves of the overall mission of the university, the Office of the Provost, the Division of Information Technology and University Technology Services.
Mission Statement Review

University of South Carolina Mission
The primary mission of the University of South Carolina, a multi-campus public institution serving the entire state of South Carolina, is “to educate of the state’s diverse citizens through teaching, research and creative activity and service.”

Office of the Provost Mission
The Provost Blueprint Plan for 2011-2012 states that the Office of the Provost is “dedicated to the faculty and students of the University of South Carolina and to their academic success. The primary mission of the Office of the Provost is to provide leadership for academics at the University of South Carolina and to ensure academic excellence, integrity, and fairness in educating our students, in performing our research, scholarship, and creative works, in serving our university, community, and professions, and in fostering an environment that embraces and promotes diversity of people and ideas.”

Division of Information Technology Mission
The mission of the Division of Information Technology is “to support the teaching, research, and service goals of the university.”

University Technology Services Mission
The UTS mission is “to support the teaching, research and public service goals of the University of South Carolina.” University Technology Services, under the direction of the Chief Information Officer, provides services in centralized and distributed computing, communications and infrastructure, studio and digital media, pedagogical technologies for academic, research and administrative use to support and meet the needs of the students, faculty, and staff at the University of South Carolina.
UTS Values Statement

UTS has identified four distinct core beliefs by which the department is held accountable. These beliefs are the underlying assumptions and principals that influence our work, our attitudes and our behaviors, ultimately driving how we make decisions on a daily basis.

1. **We serve our customers** – students, faculty, and staff with innovative solutions and responsive services.

2. **We value our people** – by seeking talented co-workers, developing and recognizing our outstanding employees, and caring for them and their families.

3. **We operate with integrity** – by treating our customers, people and business partners in a fair and honest manner, just as we would want to be treated.

4. **We contribute to our community** – by investing our time, talents and resources to better the conditions in the diverse communities in which we work.
**UTS Guiding Principles**

The UTS Guiding Principles are the collective assumptions, values and ethics from which we hold ourselves accountable in how services will be provided and how decisions will be made within the organization. Our work environments are complex in both diverse lines of support services and related supporting technology. Every day, we face competing requests for information technology (IT) needs and we must stay diligent to carefully evaluate and ensure that UTS achieves optimal use of limited resources. This requires that our Leadership Team consider and balance the following competing aspects of our services, in light of staying focused on the mission of UTS:

1. Standardization vs. Autonomy/Experimentation
2. Innovation vs. Stability/Reliability
3. Accessibility vs. Security/Privacy
4. Consensus vs. Efficiency in decision making
5. Centralized vs. Distributed Services
6. Proprietary vs. Open Source Development
7. Commercial vs. Home Grown – Solutions and Maintenance

In this context, the following principles emerge:

1. **Responsive IT - Support for the university setting**: We will provide UTS customers with responsive IT products and services that enrich and enhance the academics, research and administrative service environments of the university.

2. **Sustainable Solutions - Integration and use of standards and best practices**: Whenever possible, UTS will look to deploy and leverage IT industry “best practices” when implementing projects or developing new solutions.

3. **Appropriate Protection - Security and Reliability**: Students, faculty, staff and university affiliates should feel secure that their intellectual property, digital assets, and electronic information will be handled in a stable, safe, and secure environment.

4. **Enhanced and Integrated Communications - Ubiquity**: UTS will ensure that essential communications exist for the entire campus, utilizing defined standards and “best practices” for the support of the university’s enterprise communications infrastructure.

5. **Ease of Use**: Developed or purchased software applications, systems, communications, and classroom technologies will be integrated and easy to use.

6. **Alignment with Priorities**: Campus priorities will drive UTS IT strategies and investments. When information technology requirements differ among our collective customers, UTS will strive to facilitate resolutions that allocate resources appropriately and accountably, anticipating, and utilizing new IT innovations/standards that provide the most value to USC as a whole.

7. **Only Service Excellence**: Students, faculty and staff deserve information technology that meets the highest standards of service excellence. We will evaluate our organizational effectiveness, performance and quality through consistent communication and feedback from our customers.
**UTS Vision Statement**

The vision of University Technology Services is to become the recognized campus leader in providing reliable and cost-effective technology services in alignment with the changing needs of our students, faculty, and staff of the University of South Carolina.

- **Goal**: Recognized leader in technology services aligned with customer needs.
- **Constraints**: We take direction from the Office of the CIO in concert with the Office of the Provost in support of the mission of the University of South Carolina
- **Quality Expectations**: Reliable and cost-effective
- **Measured by**: Feedback surveys from customers of the project management office and service desk.

There are many academic, business and technological components that make up the sum total of UTS. The following items represent “Statements of Vision or Direction” as it applies to where UTS envisions aligning future products and services in support of current and future customer needs. The UTS vision includes enhancements and work towards addressing these topics:

**UTS Service Enhancements**

- Customers – one-stop support, service orders, updates, delivery, billing, and surveys
- Full life-cycle self-services
- Enhanced communications – one-stop information, common planning process
- USC IT Advisory Committee – campus-wide IT planning process
- Published performance metrics and monitoring
- Resource management and reporting
- Expanded service offerings – UTS project management methodology
- Enhanced communications for customers and staff
- Operational progress reporting
- Enhanced service management and standards
UTS SWOT Assessments – Strengths, Weaknesses, Opportunities and Threats

UTS must adopt a strategy of continued process improvement if we are to achieve our vision of becoming “the recognized campus leader in providing reliable and cost-effective technology services.” This process includes the assessment of strategic organizational “Strengths” and “Weaknesses.” Once assessed, “Opportunities” can be identified that when acted upon, will assist UTS in reaching our goals. Finally, we recognize that potential roadblocks and unforeseen obstacles will confront us in our endeavors. If UTS properly identifies known “Threats,” and monitors for developing “Threats” then mitigation planning can take place to avoid, or at least minimize, the impact of those “Threats” on UTS and our customers.

Strengths:
- Employees care for customers and coworkers
- Teamwork within internal UTS teams
- Pockets of thriving customer relationships
- Problem solving to address issues promptly
- Training opportunities for staff across the organization

Employees Care: UTS is a large organization and has a number of strong team members who understand that their job is to take care of our customers. They understand that providing excellent customer services requires both “servant leadership” and “self-sacrifice” for the good of the enterprise first, departments and organizations second, individual customer needs third, teams and co-workers fourth. For this model to operate at the highest levels of success, UTS must also recognize an equal level of importance placed on recognition and valuing of our employees. Though we demonstrate strengths on overall “care” for customers, there are still a number of team members with a lesser understanding of this type of service model.

Teamwork: Similar to strengths identified in “employees care” are the strengths that are found in individual departments in the area of teamwork. Over the years, as teams were self-reliant and focused on “team only” functions, an opportunity was missed for development of enterprise level teamwork skills as the IT industry moved towards an enterprise integrated model. Our challenge is to expand our teamwork model outside the departments while keeping the already successful departmental teamwork operating at maximum levels.

Customer Relationships: With a very broad spectrum of customers and service needs, UTS has created some very strong customer relationships with customers in our traditional lines of service. Without impacting these positive pockets of service, UTS must recognize that there are varying levels of service and relationships that need further development. This will require organizational clarity on who our customers are and what our services include. Current challenges include underlying opinions that UTS is “all things to all people.” This strategy degrades customer service, service quality and reliability.
Problem Solving: UTS is currently an organization that is weak in operational measurements and lacking in depth of staff and skills to support the ongoing growth of products and services needed at USC. These strategic weaknesses give rise to the daily challenges of keeping the university’s daily systems up and operational. This leads to a reactive versus proactive system of management and survival services. In “survival” mode you learn to sharpen and utilize your “problem solving” skills in order to just keep core systems operational. UTS must re-focus these energies from reactive to proactive while maintaining “problem solving” skills to serve us when needed.

Training: Traditionally, UTS has invested in training and conferences as a means of expanding and investing in knowledge and skills within the organization. While UTS needs to continue this strategy, UTS can improve in the overall effectiveness by linking the overall training strategies and balance of investments with organizational goals and career path management.

Weaknesses:
- Strategic planning lacks holistic perspectives across the service life-cycles
- Operations management lacking metrics and reporting
- Financial management lacks planning, budgets, trends, and flexibilities
- People programs are needed to continue care and feeding for staff
- Resource and asset management is not fully developed

Strategic Planning: Traditionally, UTS has planned and operated at a departmental level. This has given way to a strategy of operating on “auto-pilot” at the enterprise level. If the university is to compete for the best and brightest, and improve its overall ranking as a prominent university in comparison to peer universities, then IT needs to be seen as strategic in accomplishing its mission. Aligning IT to any mission will not be achieved without a deliberate planning and monitoring process to focus and re-focus the efforts and resources of UTS.

We will accomplish better strategic planning through the awareness and implementation of information technology best practices. Providing a metrics driven approach for our leadership to use as they monitor service life-cycles is a first step toward the continual service improvement processes, that will allow us to focus on our mission, in addition to our daily operations.

Operational Metrics: UTS is currently an organization that does not measure and assess operational metrics and is developing the in-depth skills to support the ongoing growth of products and services. This strategic weakness gives rise to the daily challenges of keeping the enterprise systems up and operational. This leads to a reactive versus proactive system of management and survival based services.

UTS must focus our efforts from re-active to pro-active in order to better understand where efforts are needed for improvements and further investments. Process documentation, service operations manuals, responsibility models, and report monitoring will be outcomes of the service management project beginning spring of 2013.
**Financial Planning:** UTS follows the USC annual budget process, which culminates with a “request for funding” initiative based on project priorities and justified needs. Significant work has been started, and must continue, to further categorize where commitments should be allocated versus the annual discretionary spending for all departments and all “fund” types. Other customer service improvement opportunities include the UTS billing processes, rates management and communications and contracts management.

The new UTS senior leadership training program, developed in 2013, will focus on the importance of understanding governmental accounting, expense and revenue trending, procurement and customer billing.

**People Programs:** UTS has put into practice new management processes and tools to assess and analyze employee confidence and concerns related to the employee’s work environment, compensation, and career opportunities. In 2012, we identified the following human resources initiatives that will begin comprehensive changes:

- Career development planning (initiative completed)
- Compensation evaluations
- On-boarding processes
- Employee rewards program
- Additional employee feedback opportunities

UTS expects that there will be additional opportunities for management to address survey-related issues and will continue to consider new ideas to further define a quality personnel management program. During this planning period, UTS will improve strategic human resources functions to include recruiting, onboarding, and training.

**Resource and Asset Management:** It is the desire of UTS to better utilize the skills, time, talents and tools of its staff members. This will require the tracking and analysis of data associated with those same categories.

Work has begun in both Resource and Asset Management and will continue until:

- All UTS resources can be accounted for in areas of historical assignments and performance, present job assignments with performance to date, and future job assignments.
- Operational vs. project resource allocations can be measured, evaluated and reported.
- Inventory procurement, storage and deployment are integrated into the workflow and billing process.
- Inventory/staff tools and equipment are accountable by department and name.

**Opportunities:**

- Assess needs of customers and staff to deliver better service
- Organizational communications improvement to clarify the mission
- Focus on our staff to include compensation, career development and training
- Align mission and philosophies for current and future positions
- Financial management to better utilize resources
• Training and development of staff to prepare for market changes
• Security enhancements for business and technical strategies

**Assessing Customer and Staff Needs:** With an evolving workforce comes opportunity for change. UTS must engage both customers and staff in creating an environment where communications have a direct impact on creating better customer services and creating a better place to work. UTS will work to achieve:
  • Direct inquiry and assessments with customers on services and communications
  • Direct inquiry and assessments with staff on work place issues and career path management.

**Organizational Communications and Clarity:** By the creation of an annual UTS strategic planning document and associated UTS departmental and customer involvement, UTS will be able to provide clear and concise direction as to “Where we are going?” and “How we will get there?” Additional communications at all levels will encourage employees to take a more active role strategically in the direction of their teams by understanding the link between team objectives and the mission of UTS.

**Focus on Our People (UTS Team):** UTS has put into practice new management processes and tools to assess and analyze employee confidence and concerns related to work environment, compensation, and career opportunities. In 2012, employee satisfaction and leadership evaluations surveys were identified that will allow UTS to gather metrics to drive future decisions. These surveys are expected to be completed in spring of 2013. UTS expects that there will be additional opportunities for management to address survey related issues and will continue to consider new ideas to further define a quality personnel management program.

**Mission Aligned Philosophies:** UTS has a renewed focus on career development, staff training and strategic planning. Our leadership is being shaped to execute goals in the most efficient ways possible to continue to meet align with the changing business needs. With this opportunity comes the responsibility to identify the leadership, business, technical skills and values necessary to deliver on the mission of UTS.

**Financial Management:** UTS recognizes the importance of financial management. We believe that a management team with strong financial management skills will yield better use of our entrusted resources. To maintain financial management skills, UTS encourages leadership to enhance their career development planning to include the following skill sets:
  • University fund accounting
  • Product and service development and yield management
  • Return on investments
  • Budget development and management

**Training and Development:** Possibly the greatest challenge in providing the best value and service to our customers and staff is in providing an environment that can keep up with the rate of change. We believe change starts and must be lead from the top down. The following areas have
been identified as areas for significant opportunity in creating environments conducive of positive change:

Leadership Development:
- By using a variety of assessment tools and techniques, on-going training will be designed to improve leaders’ knowledge, awareness, and performance
- Continue to utilize the Career Development Plan and encourage employees to actively participate in their development paths
- Monthly meetings will continue to be held with existing leadership in the organization to focus on areas of opportunity and awareness identified through assessments
- Quarterly meetings will be held for emerging leaders to disperse consistent messages concerning knowledge, awareness and performance messages, as shared with existing leadership

Staff Enhancement Programs:
- Employee recognition programs are currently in development to acknowledge positive efforts of staff
- Staff morale initiatives and special events, such as Corn Hole Tournaments and Chili Cook-offs, are designed to allow staff to interact across the organization regardless of position or tenure and to foster an environment of teamwork, cooperation and collaboration
- Town Hall and All Hands meetings will be held as needed to disperse consistent messages to all staff
- Communications plans are in development to increase staff awareness of current initiatives, topics of interest and leadership messages

Security (Business and Technical Strategies): Over the years, the intense focus on IT security continues to require an increased focus on resources and training across the campus in both centralized and de-centralized computing environments. In 2007, UTS took steps to empower a security team as a first step towards an active IT security presence at USC. In 2008, UTS conducted and promoted a campus-wide security awareness initiative that culminated with a foundation for continued efforts in security awareness, and action plans from which to take additional next steps. In 2010, UTS assisted with the revisions of the new University Data Access policy and the Data Administration Advisory Committee policy. Within the past few years, UTS has successfully adopted virtual servers, updated IT policies to ensure consistent application of procedure and implemented a process for proactive detection and prevention from malicious software. In addition, UTS implemented the first phase of an improved intrusion detection system, which will allow the University Information Security Office to more effectively and comprehensively detect attacks against university computing infrastructure.

In 2012, UTS launched the SecureCarolina initiative to enhance security at the University of South Carolina. This comprehensive initiative will:
- Implement measures for greater security
- Implement measures for added privacy
- Enhance our existing information security programs
• Ensure processes are updated to support enhanced security monitoring
• Place more security automation in the field
• Increase security awareness at all levels of the university

Threats:
• Historical organizational culture
• Rate of change
• Attitudes towards change – individual vs. team
• Resource constraints

**Historical Organizational Culture:** If UTS is going to re-invent itself into an organization that values its customers, staff and community, traditional business and employment practices will have to change. Without change, we are destined to repeat our past and remain passive when challenged to adopt newer and more progressive service and support strategies. To mitigate this threat, UTS is actively working on leadership development and staff enhancement programs to encourage cultural changes at all levels throughout the organization. UTS recognizes cultural changes are more complex than changing behaviors and we must promote positive changes from executive leadership all the way to the grassroots in the organization.

**Rate of Change:** We are a university of many valued traditions that afforded our university family many years of predictable academic and business operations. Market and cultural influences now find us having to effect change at rates much faster than our previous practices allowed. John P. Kotter, author of the international bestseller *Leading Change* and co-author of *The Heart of Change*, advises organizations in similar situations of rapid change. The introduction of concepts of managing change is scheduled for 2013. Another mitigation strategy will include the future development of employee and leader competencies to support the existing employee performance management system in place today to focus on flexibility and adaptability as an expectation.

**Attitudes: Individual vs. Team:** If UTS desires to achieve goals that exceed the sum total of all its individual efforts, then an attitude shift must take place that values the result of the organization and team greater than oneself. Past practices have rewarded individual efforts at the expense of the team, as individuals sought to carve out positions and roles as mission critical players based on individual knowledge and expertise, which was not typically shared with others. Future rewards and programs, currently in development, will focus incentives to the promote teamwork. Again, another mitigation strategy will include the future development of employee and leader competencies to support the existing employee performance management system in place today that will focus on teamwork as an expectation.

**Resource Constraints:** UTS, over the past few years, has endeavored to increase its performance and service reputation by taking on more and more work, requiring ongoing maintenance support. Since there has been no additional increase in recurring budget support, UTS has created a type of “service grid-lock” by spreading the organizational resources over to many projects and operational requirements thus creating single points of failure, reduced product and service expertise, reduced
service response times, reduced reliability. Without the introduction of an enterprise change control process for all IT products, services and standards across the university, continued demand for new and expanded IT services will only be met with lower organizational performance, status quo/subpar IT services and growing risk of catastrophic IT outages. Better resource planning will be achieved through the multi-year Resource and Asset Management initiative described on page 12.
UTS Goals, Priorities and Initiatives

Goals
Goals help define UTS, give direction, and avoid confusion. Goals can help motivate team members by communicating what the organization is striving for as well as providing a basis of recognizing accomplishments and successes. Organizations that set goals are more effective in recruiting members. Goals are statements describing what an organization wishes to accomplish, stemming from a mission and vision. Goals are the ends toward which efforts will be directed and may change from year to year, depending on the nature of the types of goals and the priorities of the university.

UTS is currently focused on three specific goals:
1. Improve customer service
2. Increase operational efficiency
3. Improve employee job satisfaction

Priorities
Establishing priorities gives clear direction of what takes precedence when faced with multiple decisions. UTS is consistently faced with internal and external project demands. In order to position UTS to take on new forms of Information Technology products and services, core services must be stabilized and long-standing projects must be completed to make room for future demands for UTS resources. The Project Review Team currently reviews status of formal IT Projects. Currently, operational priorities are under the direction of operational departments. This is problematic for managing broader portfolio priorities and does not lend support for effective matrix management. This year UTS has identified the following priorities for both project and operational activities:

1. Improve leadership effectiveness
2. Improve staff work environments and staff development opportunities
3. Improve planning and resource management.
4. Support SecureCarolina
5. Support OneCarolina
6. Support UTS Service Management

Support priorities:

SecureCarolina is a multi-year effort focused on improving information security and privacy throughout all campuses. The SecureCarolina project includes the implementation of measures that will provide greater security and privacy. This project is intended to enhance the university’s existing information security program.

OneCarolina is a multi-year project to modernize, streamline, and enhance academic and administrative services. This project will create an integrated digital community linking the university’s eight campuses. It strives to support the university’s primary mission as a multi-campus public institution serving South Carolina’s learners, educators, and community. UTS has committed substantial resources to support OneCarolina and ensure its success. UTS will continue to partner with project stakeholders through implementation and beyond.
UTS Service Management is a multi-year project that focuses on the operations within UTS. This project will allow UTS to standardize processes based on industry best practices. By incorporating best practices and service lifecycle management, UTS will be better able to serve customers’ needs because we will enjoy more consistent operations, documented processes and governance over changes.

**Initiatives**
The following list represents strategic initiatives identified by both customers and operational staff that will be reviewed and updated on an annual basis. Based on resource constraints and ongoing university priorities, initiatives will either be scheduled or deferred accordingly. Balancing the external view of service (customer view of service) with the internal view of service (IT operational view of service) is essential in ensure the organization can keep up with the demands of the business. The table below shows the top five initiatives for each:

<table>
<thead>
<tr>
<th>External View</th>
<th>Internal View</th>
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</thead>
<tbody>
<tr>
<td>1. SecureCarolina</td>
<td>Leadership Development</td>
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<tr>
<td>2. OneCarolina</td>
<td>Service Management Project</td>
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<tr>
<td>3. Establish a collaborative research IT</td>
<td>Standardize IT security policies and practices</td>
</tr>
<tr>
<td>4. Centralize all UTS customer interface points</td>
<td>Establish long term data center services strategy</td>
</tr>
<tr>
<td>5. Establish specific industry best practices based on ITIL with associated SLAs and metrics</td>
<td>Staff enhancement initiatives (career development, employee recognition, etc.)</td>
</tr>
</tbody>
</table>
Appendix A - UTS Strategic Planning Diagram

The following diagram shows the process for strategic planning at UTS. The process begins with the mission of the University of South Carolina, compliments the plans of the Provost, and aligns with the Blueprints developed by the Chief Information Officer. Once at the UTS level, the diagram outlines how the plan flows through the values, mission, vision and goals for each department and ultimately each member of the UTS team.
## Appendix B - UTS Roadmap Diagram

The UTS Roadmap provides a visual timeline of projects, initiatives and operational efforts categorized by the type of business effort. The types of business efforts are Academic – Business Systems, Technology – Hardware Infrastructure, and Quality and Process Improvement.

### UTS Roadmap 2013 - 2017

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<tr>
<td>Secure Carolina</td>
<td>14 Initiatives</td>
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<td>One Carolina</td>
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<td>Palmetto College</td>
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<td>Data Warehouse</td>
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<td>Regulatory Compliance</td>
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<td>Lecture Capture</td>
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<td>Service Outsourcing</td>
<td>Internal / External</td>
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<td>UTS Dept Systems HR &amp; Business Office Services</td>
<td>Training</td>
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<td>Technology - Hardware Infrastructure</td>
<td>Mainframe Retirement</td>
<td>All Hardware - Software</td>
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<td>Portfolio &amp; Resource Metrics</td>
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<td>Customer Feedback</td>
<td>Tech Qual Survey (Student – Faculty – Staff)</td>
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