Agenda

I. Welcome and introductions

II. IT Executive Board purpose and scope discussion
   - Action: Decide on purpose and scope

III. Current state of IT at USC discussion
   - Accenture Report (March 2016)
   - Progress to date

IV. IT Strategic Priorities
   - DoIT Enterprise Project Portfolio

V. Governance Update

VI. IT Guiding Principles discussion
   - Action: Decide on IT Guiding Principles
IT Executive Board Purpose

• Align **IT strategy** with the university’s academic mission
• Review key **IT trends** for impact and adoption
• Ensure consistent progress toward mature **IT governance**
• Oversee investments in **IT resources**
• Identify and effectively manage **IT risks**
IT Executive Board Scope

All Division of Information Technology activities
• Includes major projects, service improvements, and infrastructure investments

University-wide
• Includes IT strategies, investments, projects and resource allocations
Analysis Dimensions

The IT Assessment review IT performance across six primary dimensions. These analysis dimensions helped shape our recommendations and form the primary sections of our report.

1. IT Spend and Budget:
   - Benchmark USC spend against its peers and industry
   - Assess investment/funding levels and budget allocations
   - Page 23-32

2. IT Organization:
   - Assess Division of IT roles
   - Evaluate USC IT staffing levels
   - Analyze how the IT support structure fits the mission
   - Page 33-51

3. Stakeholder Needs:
   - Understand and capture stakeholder issues
   - Establish main needs by stakeholder group
   - Page 52-58

4. Governance and Portfolio:
   - Identify existing governance bodies
   - Assess existing portfolio mgmt. including projects and tools
   - Page 77-91

5. Application and Technology:
   - Conduct high-level inventory of major applications
   - Identify absent or limited technology areas
   - Page 101-106

6. IT Capability Analysis:
   - Review how USC IT executes typical activities
   - Gauge its ability to support stakeholder needs
   - Page 59-76
Findings

Interviews and benchmarking suggest IT services are constrained by lack of funding, affecting capacity and ability to meet stakeholder needs.

Analysis Section:

1. IT Spend and Budget
   1.1. Low Spend per Student – IT spend per student is lower than institutional peers, leading to difficulty meeting demand for service and new capabilities.
   1.2. Constrained Budgets – IT spend as a percentage of budget is in line with peers; however, the overall budget of USC is lower than that of peers and aspirants, suggesting that USC must focus on operating efficiently to help maximize value from constrained resources.

2. IT Organization
   2.1. Organic Growth of System and Campus Responsibilities – System and campus responsibilities are intermingled throughout the IT organization. Academic Technology is fragmented across several units.
   2.2. Understaffing – Benchmarks suggest that USC IT is understaffed, limiting its ability to maintain and grow services.
   2.3. Distribution of IT Resources – IT support is distributed; in addition to UTS, campus units and departments typically have a small team of support staff.
   2.4. Team Silos – Organizationally, departmental units and UTS units are isolated with limited pockets of collaboration and communication.
   2.5. IBM Engagement – USC and IBM arrangements have been limited by lack of engagement and dialogue.

3. Stakeholder Needs
   3.1. Respected Teams – Division of IT / University Technology Services staff are respected and acknowledged for their ability to solve issues and for their technical expertise within functional areas.
   3.2. Limited Support – Stakeholders have reported that existing services do not meet their needs or expectations; for example, classroom technology requires after-hours support, but UTS operates on 9-5 schedule.
   3.3. High Prices – Campus buyers perceive UTS rates to be high; as a result, they have started to engage and purchase services with external providers.
   3.4. Transparency and Visibility – Interviews suggest that stakeholders do not feel engaged in the decision-making process and often struggle to navigate the IT organization to find a point of contact on a particular issue.
Findings

Legacy technology within portfolio also suggests similar funding limitations, and IT capabilities outside of security reflect lower levels of maturity and investment.

### Analysis Section:

#### 4 IT Governance

4.1 **Tactical Governance with Limited Oversight** – USC IT governance is primarily based on functional/program governance; as a result, there is limited “umbrella” oversight which limits IT’s ability to establish, socialize and align to a single vision/strategy (e.g. divergence of online teaching technologies)

4.2 **Limited Innovation/Architecture Planning** – Innovation occurs within pockets with limited opportunities to cross-pollinate and fund efforts; additionally a lack of architecture governance leads to pockets of technology that are difficult to integrate

#### 5 Application and Technology

5.1 **Legacy Technology** – Several applications were custom built on older technology platforms, with capabilities the users have indicated do not meet their current and future needs

5.2 **Networking** – Stakeholders frequently report issues with wireless access coverage and capacity, particularly in classrooms

5.3 **Research Computing** – USC’s Research Cyberinfrastructure program is widely acknowledged as a strong capability meeting a critical need. Current computational and storage capacity lags significantly behind peers

5.4 **Redundancies** – Some redundancy is present across capabilities within the application portfolio, potentially leading to inefficiently in license spend and support, and fragmentation of data.

5.5 **Data Center** – Solutions support by the data center are viewed as stable and reliable. The data center is well maintained, standardized, and working toward adopting and implementing new technologies and concepts

5.6 **Limited Digital Technologies** – Analytic and enterprise information management capabilities are in initial stages of development. The operational data store and Cognos data marts have been established, significant work remains to link student, employee, finance and ancillary data to deliver institutional insights.

### Capability Assessment

6.1 **Strong Capabilities in Security** – Security has evolved into a mature capability that is well-embedded on campus and has a strong operational framework in place. Standardization of security architecture and

6.2 **Opportunities to Improve** – IT is improving its operations, but has room and opportunities to build out its ability to execute across a number of capabilities such as Strategic IT Alignment and Architecture
Recommendations

Across Spend/Budget and Organization, USC has opportunities to increase efficiencies to reinvest savings and restructure the organization to align accountabilities.

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. IT Spend and Budget</strong></td>
<td></td>
</tr>
<tr>
<td><strong>A. Enhance IT Efficiency:</strong></td>
<td></td>
</tr>
<tr>
<td>Initiate and sustain campus-wide program(s) to increase IT efficiencies and reinvest savings into IT strategic initiatives</td>
<td>Reduces IT operating costs through initiatives to address service redundancies, spend inefficiency. Increases ability to fund capital projects to advance technology capabilities</td>
</tr>
<tr>
<td><strong>2. IT Organization</strong></td>
<td></td>
</tr>
<tr>
<td><strong>B: Realign Organization:</strong></td>
<td>Rationalizes services to consistent, standard providers where economies of scale and talent can be achieved</td>
</tr>
<tr>
<td>Evaluate Organizational structure and reporting lines to ensure that accountabilities are tied with the ability to execute</td>
<td>Improves productivity, vendor performance and service alignment</td>
</tr>
<tr>
<td><strong>C: Restructure Service Model:</strong></td>
<td>Improves ability to meet customer needs through improved delivery service structure and methods at the campus and system level</td>
</tr>
<tr>
<td>Restructure portfolio of shared service and evaluate who should deliver each service at the system and campus level</td>
<td>Maps responsibilities to the roles that are best positioned to assume them</td>
</tr>
<tr>
<td><strong>D: Enhance IBM Engagement:</strong></td>
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</tr>
<tr>
<td>Work with IBM to define managed services and innovation governance, clarify demand expectations, and to further define the IBM engagement model</td>
<td></td>
</tr>
</tbody>
</table>
Recommendations

Key stakeholder needs may be met through evaluation of existing services, support of campus purchasing needs, and establishing an operating model to increase visibility.

**Recommendations**

**Benefits**

<table>
<thead>
<tr>
<th>Stakeholder Needs</th>
<th>Benefits</th>
</tr>
</thead>
</table>
| E: Extend Support Levels:  
Evaluate needs for end user and classroom support to scale service for growth of online, evening and weekend instruction |  
Reduces duplicative spending on external services and applications |
| F: Revisit Service Price:  
Update portfolio of services and pricing levels to establish offerings that are more in line with the needs and expectations of the campus usage (e.g., common good, basic hosting) |  
Enhances existing services to meet evolving customer needs (e.g., new hours, high-touch support) |
| G: Expand IT Purchasing Service:  
Extend the roles within the IT business operations office to facilitate local technology purchase. Coordinate and aggregate local needs through regular meetings |  
Adjusts pricing levels and offerings to match customer expectations and needs |
| H: Develop Operating Model:  
Establish a view of IT by creating a blueprint of how the organization is structured and the processes it will execute (see Organization and Capability Assessment) |  
Increases utilization of existing IT services and assets |

- Reduces risk of utilizing unknown 3rd party vendors or incorporate untested solutions into the IT ecosystem
- Increases visibility and alignment of commonly executed IT processes (e.g., resolve issues the same way across units)
Recommendations

USC IT requires a complete, defined Governance framework in order to engage stakeholders across the University and jointly craft a strategy and vision for applying technology to enable USC’s mission.

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I: Bolster Governance:</strong></td>
<td>Reduces duplicative spending, low value work or rework as a result of conflicting decisions</td>
</tr>
<tr>
<td>Define and charter a complete Governance framework that involves the right set of decision makers to make and manage align technology-related decisions across campus</td>
<td></td>
</tr>
<tr>
<td><strong>J: Define Technology Vision:</strong></td>
<td>Improves customer engagement and transparency of decision-making process</td>
</tr>
<tr>
<td>Through governance, jointly define a cohesive vision of the future USC’s technology footprint and high-level strategic imperatives across USC campus and system; requires the creation of University-wide strategy</td>
<td></td>
</tr>
<tr>
<td><strong>K: Grow Innovation:</strong></td>
<td>Improves awareness of technology trends and new products; faster decision-making processes</td>
</tr>
<tr>
<td>Encourage dialogue and investigation of innovative technologies by establishing team to investigate, champion and mobilize implementation of new opportunities</td>
<td>Establishes technology vision that executes on USC University strategy across units and DoIT</td>
</tr>
</tbody>
</table>
## Recommendations

Application and technology initiatives are targeted at enhancing and advancing technology capabilities while rationalizing duplicative systems.

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>L: Identify Target Application Portfolio:</strong>&lt;br&gt;Establish a detailed application inventory for the system, and identify opportunities to modernize the portfolio while eliminating redundancy</td>
<td>$\rightarrow$ Reduces cost of managing consolidated application and infrastructure footprint</td>
</tr>
<tr>
<td><strong>M: Enhance Networking:</strong>&lt;br&gt;Conduct effort to enhance the enterprise network architecture and upgrade access points to increase service quality</td>
<td>$\rightarrow$ Increases availability of networking to resolve major end-user complaint and ability to use analytics to enhance student experience</td>
</tr>
<tr>
<td><strong>N: Expand Research Computing:</strong>&lt;br&gt;Invest in expanding the research computing footprint to provide compute and storage capacity in line with peer group.</td>
<td>$\rightarrow$ Addresses major areas of need voiced by both Academic and Administrative customers</td>
</tr>
<tr>
<td><strong>O: Grow Analytic Insight:</strong>&lt;br&gt;Align efforts to develop business intelligence capabilities and implement data governance. Focus initial efforts on building analytics across the student lifecycle</td>
<td>$\rightarrow$ Improves faculty/researcher retention and talent acquisition arising from competitive research computing offerings</td>
</tr>
<tr>
<td><strong>P: Realign PeopleSoft Program:</strong>&lt;br&gt;Focus on stabilizing finance and restoring control over the HCM implementation project</td>
<td></td>
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### Recommendations

Across its capabilities, USC IT has opportunities to improve maturity through multiple initiatives.

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Q: Strengthen Security Architecture:</strong> Implement a security reference architecture along with a single automated identity management solution.</td>
<td>Decreases system support costs through standardized technology (e.g., less need for complex interfaces)</td>
</tr>
<tr>
<td><strong>R: Automate Provisioning and De-provisioning:</strong> Integrate workflow into onboarding and off-boarding processes in order to grant or remove access based on employee status and status changes</td>
<td>Improves integration of data and university systems resulting in opportunities for automation and streamlined services/processes</td>
</tr>
<tr>
<td><strong>S: Build Enterprise Architecture Function:</strong> Develop roles and processes to support architecture planning, standardization and governance to guide implementation of technology solutions</td>
<td>Supports consist technology offerings with single point of contact resulting in improved customer experience</td>
</tr>
<tr>
<td><strong>T: Report Performance Metrics:</strong> Define a performance management framework (e.g. Balanced Scorecard) that enables IT to articulate value and performance to the campus in qualitative terms</td>
<td>Increases standardization and documentation resulting in more efficient/quicker response and resolution</td>
</tr>
<tr>
<td><strong>U: Formalize Change Management:</strong> Create a formal organizational Change Management process/function to introduce new services to the broader campus and system and deliver IT-related communications</td>
<td>Reduces security risks through use of robust identity and access management solutions and creation of standardized architecture</td>
</tr>
<tr>
<td><strong>V: Implement Relationship Management:</strong> Establish function regular meetings with campus customers to review performance, share ideas, and manage expectations</td>
<td>Provides IT with the ability to scale/modify technology quickly based on defined blueprints and designs</td>
</tr>
</tbody>
</table>

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Accomplishments

- Multifactor Authentication
- More secure VPN
- Improved Data Center security
- IT Security awareness program
- SPAM filter and identity protection
- New research cluster
- RCI seminars and partnerships
- Data Center capacity expansion
- Enterprise MATLAB and Qualtrics licenses
- Beyond the Classroom Matters
- Blackboard updates
- Wireless network expansion
- Banner 9 Admin pages
- Identity and Access Management
- PeopleSoft HR-Payroll
- Data Management
- Technical Review Board
- Introduction of ServiceNow
- Self-Service Catalog expansion
Strategic Priorities

Over the next four years, the Division of Information Technology will focus on the following Strategic Priorities...

1. Advance the academic and research missions of the university
2. Enhance the student digital experience
3. Improve administrative efficiencies
4. Establish a best-in-class service delivery model
5. Provide a reliable and flexible technology infrastructure
Strategic Priority 1: Advance the academic and research missions of the university

The preeminent priority of the Division of Information Technology will be to make substantive contributions to the teaching and research missions of the university.

OBJECTIVES:

A. Collaborate with teaching organizations across campus
B. Improve the efficacy of the classroom resources
C. Incorporate new tools into learning environments
D. Expand research and high-performance computing capabilities
E. Design and implement storage solutions that directly support research initiatives
F. Strengthen pre- and post-award processes and systems
Strategic Priority 2: 
Enhance the student digital experience

The Division of Information Technology will equip students with the technology necessary to achieve academic success.

OBJECTIVES:

A. Engage students in governance processes
B. Develop a wireless roadmap
C. Establish consistent use of learning tools
D. Develop a technology portal that combines various resources into one centralized, searchable location
E. Develop student-centric applications
# DoIT Enterprise Projects

<table>
<thead>
<tr>
<th>A</th>
<th>Priority</th>
<th>Project/Initiative</th>
<th>Description/Current Effort</th>
<th>Sponsor</th>
<th>PM</th>
<th>Start Date</th>
<th>Target Date</th>
<th>Stage</th>
<th>Overall</th>
<th>Scope</th>
<th>Schedule</th>
<th>Budget</th>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>IAM from the Mainframe (part of the Mainframe Decommission program)</td>
<td>Move identity management off of the mainframe</td>
<td>James Perry</td>
<td>Al Crothers</td>
<td>1/2/2016</td>
<td>1/1/2019</td>
<td>Executing</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>Peoplesoft HCM</td>
<td>Implementing Peoplesoft HR/Payroll</td>
<td>Jeff Fernham</td>
<td>John Schell</td>
<td>4/16/2018</td>
<td>7/7/2018</td>
<td>Executing</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>DCO Redesign Upgrades</td>
<td>Upgrading Cooling, Security, Power, etc.</td>
<td>Ron Scherba</td>
<td>Dexter Kennedy</td>
<td>5/30/2017</td>
<td>6/30/2018</td>
<td>Executing</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>5</td>
<td>6</td>
<td>Office365 Mail Migration</td>
<td>Preparing for dual email account migrations in early Sept 2018; plans to establish hybrid environment and start single account user in October 2018</td>
<td>Ron Scherba</td>
<td>Al Crothers</td>
<td>1/3/2016</td>
<td>12/31/2018</td>
<td>Executing</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>6</td>
<td>7</td>
<td>Wireless Infrastructure Upgrades - Phase 3</td>
<td>Phase 3 of wireless network upgrades has been finished</td>
<td>Ron Scherba</td>
<td>Rick Lambert</td>
<td>9/4/2017</td>
<td>6/18/2018</td>
<td>Complete</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>7</td>
<td>8</td>
<td>Beyond the Classroom Matters v4.1</td>
<td>Build BTM Experience Learning data collection template and validation process; currently, resolving any outstanding UAT concerns; will deploy when complete; will create a new project for additional requirements</td>
<td>Doug Foster</td>
<td>Al Crothers</td>
<td>1/16/2018</td>
<td>7/1/2018</td>
<td>Executing</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
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</tr>
<tr>
<td>8</td>
<td>9</td>
<td>Historical Data Migrations (part of the Mainframe Decommission program)</td>
<td>Migrate historical data and plan for mainframe shut down</td>
<td>Randy Shelley</td>
<td>Renee Swedendorf</td>
<td>5/9/2017</td>
<td>1/31/2020</td>
<td>Executing</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>9</td>
<td>10</td>
<td>FireEye Enhanced Threat Protection</td>
<td>Upgrade internet security tools for email environments is complete; team is working on user concerns and issues</td>
<td>Ron Scherba</td>
<td>Rick Lambert</td>
<td>7/1/2017</td>
<td>student email - 10/16/17; Fac/Staff email - 6/2/18</td>
<td>Executing</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
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<tr>
<td>10</td>
<td>11</td>
<td>Network Access Control - Phase 1</td>
<td>Upgrade Network Access Control</td>
<td>Ron Scherba</td>
<td>Rick Lambert</td>
<td>1/13/2018</td>
<td>8/31/2018</td>
<td>Executing</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>11</td>
<td>12</td>
<td>Juniper VPN Decommission</td>
<td>The Juniper SAM500 SSL VPN is “End of Support” as of 12/31/2017 and will be decommissioned</td>
<td>Todd McSwain</td>
<td>Rick Lambert</td>
<td>12/27/2017</td>
<td>TBD</td>
<td>Executing</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>12</td>
<td>13</td>
<td>As-is TRM (part of TAR)</td>
<td>Technical Reference Module - draft requirements for document complete - working with Michelle Foster on delivery message</td>
<td>Doug Foster</td>
<td>Anthony Rysa</td>
<td>TBD</td>
<td>TBD</td>
<td>Executing</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>13</td>
<td>14</td>
<td>Accessibility - A11 (9b)</td>
<td>Legal requirement - draft requirements for document complete - working with Michelle Foster on delivery message</td>
<td>Mike Kelly</td>
<td>Michelle Foster</td>
<td>TBD</td>
<td>TBD</td>
<td>Executing</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>14</td>
<td>15</td>
<td>Data Cookbook/Data Dictionary - Current Phase</td>
<td>Working with S&amp;D to establish integration with the Data Cookbook and establish Data Governance as a service. Setting up the workflows, templates, as well as developing the data dictionary content with the functional areas.</td>
<td>Mike Kelly</td>
<td>Jeremy Knotts</td>
<td>9/28/2018</td>
<td>9/28/2018</td>
<td>Executing</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>16</td>
<td>17</td>
<td>Governor's building</td>
<td>Exploring need for additional governance groups like High Performance Computing and Executive Council</td>
<td>Doug Foster</td>
<td>Michelle Foster</td>
<td>12/31/2018</td>
<td>12/31/2018</td>
<td>Executing</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
<td>Green</td>
</tr>
<tr>
<td>17</td>
<td>18</td>
<td>Advancement Project</td>
<td>Customer working thru procurement process</td>
<td>Paula Bettea</td>
<td>Stuart Arnold</td>
<td>TBD</td>
<td>TBD</td>
<td>Procurement</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>18</td>
<td>19</td>
<td>Network Core Redesign</td>
<td>Architectural design, pending budget (~$10M)</td>
<td>Ron Scherba</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>Potential</td>
<td>Red</td>
<td>Red</td>
<td>Red</td>
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</tr>
</tbody>
</table>
Strategic Priority 3: 

**Improve administrative efficiencies**

*We will work to streamline administrative systems and processes to minimize overhead and duplicated work.*

**OBJECTIVES:**

A. Improve business processes
B. Integrate university systems
C. Improve business intelligence and analytics capabilities
D. Eliminate redundant technologies
Strategic Priority 4: Establish a best-in-class service delivery model

The services offered by the Division of Information Technology should be easily accessible, competitively priced, and repeatable.

OBJECTIVES:

A. Implement a robust Service Management program
B. Recruit, retain, and develop top talent
C. Develop sustainable billing/funding model
D. Identify and eliminate duplicate IT service offerings
E. Establish a solid governance model
Strategic Priority 5: Provide a reliable & flexible technology infrastructure

The Division of Information Technology will plan for future growth and innovation by providing a technology infrastructure that can be expanded, upgraded, and replaced to meet growing needs.

OBJECTIVES:

A. Develop Tier 2 data center capabilities
B. Develop and publish a cloud strategy (research, storage, applications)
C. Continually improve network capabilities
D. Implement massively parallel database environment
E. Maintain best-in-class information security programs
IT Governance Model

Executive Board

Faculty Senate IT Committee:
- Student Systems Council
- Business Systems Council

Faculty & Staff Advisory Committee:
- Faculty Senate IT Committee

Student Advisory Committee:
- IT Security Advisory Committee
- Business Intelligence Council
- Research Computing Council
- Teaching & Learning Council

Colored boxes:
- Blue: Advise, research and propose
- Green: Review, approve and prioritize
- Red: Solve conflicts, prioritize and approve complex projects
## Governance Maturity

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 0</td>
<td>Non-existent</td>
</tr>
<tr>
<td></td>
<td>The organization has realized the need to address IT governance issues. There are no standardized processes, and oversight is done through ad-hoc methods on a case-by-case basis. Senior leaders are only involved when there is a major failure or success. Monitoring and assessment are not yet implemented.</td>
</tr>
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<table>
<thead>
<tr>
<th>Level 1</th>
<th>Initial Ad-hoc</th>
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<tbody>
<tr>
<td></td>
<td>Regular governance and performance indicators are in development, but rely mostly on the initiative of IT managers, with voluntary participation from other stakeholders. Basic assessment and measurement methods have been identified, but not yet generally adopted.</td>
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<table>
<thead>
<tr>
<th>Level 2</th>
<th>Repeatable but Intuitive</th>
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<tr>
<td></td>
<td>An organizational and process framework has been defined for oversight and management of IT department activities. Baseline governance and performance indicators have been defined, implemented, and tracked, leading to enterprise-wide improvements. Procedures are still relatively simple.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 3</th>
<th>Defined Process</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>IT governance issues are fully understood at all organization levels, supported by formal training. Executive leadership works towards maximizing IT value delivery, and regular IT assessments have delivered results that tangibly improved IT’s performance. IT processes are aligned with institutional strategy.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 4</th>
<th>Managed and Measurable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>IT is used in an extensive, integrated, and optimized manner to improve workflow. Continuous IT improvement is embedded in the organization’s culture. The implementation of optimized policies has resulted in a versatile and competitive enterprise. Processes have been refined to the point of external best practice as a result of continuous comparison with other institutions.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Level 5</th>
<th>Optimized</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Source: EAB.COM</td>
</tr>
</tbody>
</table>
Current State – created groups

<table>
<thead>
<tr>
<th>Committee</th>
<th>Scope</th>
<th>Attendees</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty &amp; Staff Advisory Committee</td>
<td>All IT issues</td>
<td>27 Faculty, staff, IT members</td>
<td>Ideas, investigation, recommendation</td>
</tr>
<tr>
<td>Student Advisory Committee</td>
<td>Student digital experience</td>
<td>15 student representatives</td>
<td>Ideas, pain points, “A day in the life”</td>
</tr>
<tr>
<td>CIO Roundtable</td>
<td>System IT efficiency</td>
<td>Comprehensive CIOs, Palmetto College</td>
<td>Planning, ideas</td>
</tr>
<tr>
<td>Technical Review Board</td>
<td>IT technical standards</td>
<td>10 central IT architects</td>
<td>Current state</td>
</tr>
</tbody>
</table>
# Current State – pre-existing groups

## Faculty Senate Research Committee
- **Scope:** Initial HPC build, storage
- **Attendees:** Dean Haj-Hariri, research faculty
- **Current:** Needs to be reconstituted

## Faculty Senate IT Committee
- **Scope:** All IT issues
- **Attendees:** Simon Tarr, Faculty Senate members
- **Current:** Strategic alignment

## IT Security Advisory Committee
- **Scope:** IT security
- **Attendees:** 19 cross-functional members
- **Current:** Security program input

## Classroom Enhancement & Scheduling
- **Scope:** Classroom technology investment
- **Attendees:** Faculty, Registrar, IT
- **Current:** Investment allocation
Next Steps

**Executive Board**

**Scope:**
Strategy, System-wide, Investment

**Attendees:**
Provost, COO, Dean, Chancellor, VP Student Affairs, CIO, faculty, student

**Data and Information Strategy Council**

**Scope:**
Data governance

**Attendees:**
Executive level, system-wide

**Current:**
Establish strategy, ratify policy, data processes

**Faculty Research Advisory Committee**

**Scope:**
Research compute, network, storage

**Attendees:**
Research faculty - HPC

**Current:**
Research Infrastructure Roadmap
IT Guiding Principles

**Academic Mission First**
IT exists to support the mission of the university. Teaching and research investments will be the highest priority.

**Appropriate Solutions Design**
Our first choice is to acquire solutions rather than build them ourselves. We will implement process changes rather than modify software. We will limit the number of solutions with similar functionality in order to reduce complexity and cost.

**Data is an Institutional Asset**
Data will be managed as an institutional asset. There will be clear authoritative sources for institutional data. Data will be stored in as few secure, easily accessible locations as possible.

**Service Rationalization**
All service offerings will be designed to serve either scale or innovation requirements. Services will be sourced from appropriate providers based on scale and innovation capabilities.

**IT Governance**