

Information Technology Governance Accountability Report

OCTOBER 2012



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Executive Summary

LOOKING BACK—In Fiscal Year (FY) 2011-2012, IT governance committees were responsible for advising and overseeing three planning and seven major Information Technology Services (ITS) capital projects with budget outlays totaling \$5 million. Of the seven capital projects, four are nearly complete including the build-out of the east hall of the data center, selection of the Voice over Internet Protocol (VoIP) core technology, implementation of disaster recovery for critical services, and continued investments in information security. The upgrade of the web infrastructure is still in progress, an upgrade to the building access control system has been postponed, and additional disaster recovery for critical services needed to be deferred to the coming year.

In addition, IT governance committees delivered a consolidated resource set for data management and planning for campus grant writers and researchers, selected a new Learning Management System (LMS), completed the Administrative Systems Master Plan, and launched the creation of a mobility strategy. The status of each of these projects is outlined below.

Summary Status of IT Governance Priorities – FY 2011-2012		
	Complete	In Progress
Provide Data Planning and Management Resources to Researchers	X	
Determine Learning Management System	X	
Begin Build-Out of the Data Center East Hall	X	
Implement Disaster Recovery for Critical Services	X	
Solidify and Initiate Voice over IP (VoIP) Core Technology Upgrades	X	
Continue Investments in IT Security	X	
Explore Building Access Control Systems Alternatives	X	
Complete Administrative Systems Master Plan	X	
Create Mobility Strategy		X
Upgrade Web Infrastructure		X
Begin Move to Open Systems Development Environment		X

LOOKING AHEAD—In FY 2012-2013, the governance committees will advise and oversee four major ITS capital projects with budget outlays of \$3.1 - 3.5 million. These projects include major campus core network upgrades, design and build of the new administrative systems technical environment, upgrade of the web infrastructure, and additional disaster recovery for critical services. In addition to these capital projects, IT governance committees will strive to complete the mobile strategy, develop data policies, and focus on new priorities outlined in this report.

Status of IT Governance Priorities – FY 2011-2012

Provide Data Planning and Management Resources to Researchers

Beginning in FY 2011-2012, a majority of Federal agency requests for grant proposals required data management plans in grant applications. Texas Advanced Computing Center, General Libraries, Office of Sponsored Projects, and Information Technology Services (ITS) worked together to develop and deliver data planning and management tools for researchers.

Determine Learning Management System and Supporting Technologies

Canvas was selected as the new Learning Management System (LMS). Canvas is an open source technology that integrates with Google Apps for Education, lecture capture technologies, social media, and other plug-ins like iTunesU and Quest. Canvas is currently being deployed.

Begin Build-Out East Hall Data Center

The second phase of the Data Center was started. The infrastructure to support future growth in the East Hall will be available in January 2013.

Implement Disaster Recovery for Critical Services

Physical and virtual servers, redundant storage, databases, Blackboard LMS, Austin Exchange Messaging Service, www.utexas.edu, and emergency.utexas.edu were made more disaster recovery capable. In March 2012, ITS also conducted a comprehensive disaster recovery drill. Additional disaster recovery capabilities have been deferred to the coming year.

Solidify and Initiate Voice over IP (VoIP) Core Technology Upgrades

A move to VoIP was endorsed by all governance committees. Over the next two to three years, campus will adopt VoIP in all units. VoIP provides access to telephony communication from nearly any location in vocal and text modes, better call and service quality, and lower rates.

Continue Investments in IT Security

During FY 2011-2012, 100 percent of campus laptops were encrypted. Box, a new cloud service, will provide secure cloud computing for campus. Back up storage for faculty and staff was increased to 120TB.

Upgrade Web Infrastructure

The existing servers that support the campus websites are more than a decade old and based on outdated technologies. In FY 2011-2012, planning for the web refresh was initiated and the upgrade is planned for the coming fiscal year.

Create Mobile Strategy

In anticipation of the ever growing number of mobile devices and increased use of those devices in the classroom and business operations of the University, a strategy to ensure adequate mobile web and app interfaces for the University, and a responsive web environment is in development. The strategy will be complete by the end of the 2012 calendar year.

Complete Administrative Systems Master Plan and Begin Move to Open Systems Development Environment

The Administrative Systems Master Plan was completed and endorsed by SITAB. Administrative systems replacement roadmaps are currently being created. Next, a new administrative systems technical environment will be established to support new administrative systems, interfacing architecture, and other shared infrastructure components.

Explore Building Access Control System Alternatives

Alternatives for the Building Access Control System were reviewed. Due to the volatility of the building access control software marketplace, the project will not proceed at this time. The software market will continue to be monitored and an upgrade implemented when appropriate.

ITS Capital Budget in Support of Governance Priorities – FY 2011-2012*

Project	Total Budget	Cost to Date	Notes
Begin to Build-Out East Hall Data Center	\$2,200,000	\$2,000,000	
Solidify and Initiate Voice over IP (VoIP) Core Technology Upgrades	\$2,000,000	\$2,000,000	
Continue Investments in IT Security	\$500,000	\$492,000	
Implement Disaster Recovery for Critical Services	\$1,600,000	\$1,014,000	Anticipate Additional \$585,000
Upgrade Web Infrastructure	\$750,000	Defer	FY 12/13
Begin Move to New Administrative Systems Development Environment	\$500,000	Defer	FY 12/13
Explore Building Access Control System Alternatives	\$500,000	Defer	To Be Determined
TOTAL	\$8,050,000	\$5,506,000	

*As of August 31, 2012

IT Governance Priorities – FY 2012-2013

Upgrade Core Campus Network and Develop Network Speed Plan

Replace and upgrade core network infrastructure components to move campus towards ultrafast network speeds. A network plan will be developed so the campus will realize increase in network speeds from our current ten gigabits per second (GBPS), to 40 GBPS, to 100 GBPS.

Create Educational Technology Roadmap

The most appropriate technologies for instruction will be investigated and determined for campus. A roadmap for deployment of these preferred technologies will be developed, including support and training.

Create Big Data Policies

As large amounts of big data are produced by University researchers, data policies that define how data is accessed, shared, and preserved will be explored.

Enhance Research Computing Environment

A set of guidelines, standards and capability for expanding the University research computing environment, including secure cloud computing options that enable collaboration, will be developed with campus researchers.

Begin to Develop Learning Analytics

To enhance teaching and learning, best practices and methods for tracking and using real-time data collected during the learning process will be analyzed to continually improve learning outcomes.

Create Administrative Systems Replacement Roadmaps

As business units undergo efficiency assessments, administrative systems replacement roadmaps will be developed, driven by business plans and technologies to support increased efficiencies.

Design and Build the New Administrative System Technical Environment

The technical environment that will support the new administrative systems will be designed and established. Units across campus will work together to move toward an open systems, standards-based technology environment. This environment will include the creation of the new interfacing architecture and other shared infrastructure components.

Define Universal Institutional Data Access

As data become more readily available, the question of who is allowed to use certain University data, and for what purpose, is becoming more important. Policies that communicate the University's position on the use of institutional data will be developed.

Drive Savings via Cooperative Software Purchasing

In accordance with Strategic IT Advisory Committee Initiative 2.5, campus will collaborate to drive more savings through leveraging strategic cooperative software purchasing. ITS will fund a position to strategically source software and cloud computing capabilities

Upgrade Web Infrastructure

A continuing effort will be made to implement a more robust web infrastructure for the University and augment this infrastructure to be more responsive to customer needs, including mobile computing on campus.

Complete Mobile Strategy

A strategy to develop and support responsive web design and applications for mobile classroom and business operations will be complete by the end of the 2012 calendar year.

Planned ITS Capital Budget in Support of Governance Priorities – FY 2012-2013

Project	Estimated Budget
Core Campus Network Infrastructure Upgrades	\$1,800,000 – \$2,000,000
Upgrade Web Infrastructure	\$500,000 - \$750,000
Design and Build the New Administrative Systems Technical Environment	\$300,000 - \$500,000
Implement Additional Disaster Recovery for Critical Services	\$500,000 - \$600,000
Total	\$3,100,000 - \$3,580,000

In addition to the large capital budget items above, ITS will dedicate \$750,000 in operating funds in FY 2012-2013 to accelerate the Voice over Internet Protocol (VoIP) implementation on campus.

The following pages present the reports from all the IT governing committee in FY 2011-2012.

IT Governance Committee Reports

Strategic Information Technology Accountability Board (SITAB)

Charter

The Strategic IT Accountability Board meets quarterly to approve the enterprise IT vision and overall IT budget structure, set key IT priorities for campus, endorse IT principles and policies, resolve enterprise-wide strategic IT issues, and establish accountability for enacting decisions. The Board consists of executive-level positions from across campus and serves as the definitive decision-making body for IT on campus. The Board ensures IT alignment with the central mission of the University.

Committee Members– FY 2011-2012

Name	Position & Organization
William Powers, Jr.	Committee Chair, President
Fred Heath	OIT Chair, Vice Provost and Director of UT Libraries
Steve Leslie	Executive Vice-President and Provost
Kevin Hegarty	Vice President and Chief Financial Officer
Pat Clubb	Vice President for University Operations
Jay Boisseau	Director, Texas Advanced Computing Center
Charles Roeckle	Deputy To the President
Betsy Greenberg	Chair of the C-13 Faculty Committee, Associate Professor, McCombs School of Business
Frederick Steiner	Dean, School of Architecture
Andrew Dillon	Dean, School of Information
Gregory Fenves	Dean, Cockrell School of Engineering
Brad Englert	Chief Information Officer

SITAB 2011-2012 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Endorsed VoIP Core Technology Upgrades• Endorsed Administrative System Master Plan• Retired University Mailbox Services (UMBS) for Students, Faculty, Staff, and Retirees• Endorsed Learning Management System• Endorsed Mobility Strategy Launch• Endorsed Build-Out of the Data Center East Hall• Provided Input on Investments in IT Security• Provided Input on the IT Security Personally Identifiable Data Breach Plan

SITAB 2012-2013 Roadmap

- Endorse the accelerated move to VoIP
- Endorse support structure for a research computing environment that includes secure cloud technologies
- Endorse plan to increase network speed
- Endorse big data policies and guidelines
- Endorse learning analytics strategy
- Endorse institutional data access policies
- Endorse upgrade plans for web infrastructure
- Endorse mobile strategy
- Endorse inventory processes

Operational Information Technology (OIT) Committee

Charter

The Operational Information Technology Committee works closely with the Strategic IT Accountability Board (SITAB) and with the subject-area committees. While overall strategies and priorities are set by SITAB, the Operational IT Committee defines and recommends approaches to key IT funding issues, project priorities, initiative management, and forecasting.

The Operational Information Technology Committee expects the Business Services, Research and Educational Technology, and IT Architecture & Infrastructure committees to take the lead in exploring new IT opportunities, resolving IT issues, and recommending courses of action. Additionally, the OIT launches special-interest task forces to address and make recommendations on issues that span all three areas. The Operational IT Committee also governs the exploration and funding of new IT services, as well as sun-setting services that have reached end-of-life.

Committee Members – FY 2011-2012

Name	Position & Organization
Fred Heath	Committee Chair, Vice Provost and Director, UT Libraries, University of Texas Libraries
Ryan Baldwin	AIC Chair; Senior Information Technology Manager, Learning Technology Center, College of Education
Natalie Butler	Undergraduate student representative, Comm. Studies, Plan II Honors Program, College of Liberal Arts
Brad Englert	Chief Information Officer
Mark McFarland	(Replaced Bryan Harold), Associate Director for Digital Library Services, University of Texas Libraries
Mary Knight	BSC Chair; Associate Vice-President and Budget Director
Paul Newman	Sr. Associate Dean for Academic Affairs, Red McCombs School of Business
Clark Penrod	Executive Director, Applied Research Laboratories
Chris Plonsky	Athletics Director
Russ Poldrack	R&E Chair; Director, Imaging Research Center, College of Liberal Arts
Bruce Porter	Department Chair and Professor, Department of Computer Science, College of Natural Sciences
Esther Raizen	Associate Dean for Research, College of Liberal Arts
Gretchen Ritter	Vice Provost for Undergraduate Education; Professor, College of Liberal Arts
Dan Slesnick	Vice Provost; Professor, Department of Economics, College of Liberal Arts
Gerald Speitel	Associate Dean for Academic Affairs, Cockrell School of Engineering

OIT 2011-2012 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Endorsed VoIP Core Technology Upgrades• Endorsed Administrative System Master Plan• Retired University Mailbox Services (UMBS) for Students, Faculty, Staff, and Retirees• Endorsed Learning Management System• Endorsed Mobility Strategy Launch• Endorsed Build-Out of the Data Center East Hall• Provided Input on Investments in IT Security• Provided Input on the IT Security Personally Identifiable Data Breach Plan• Approved the Box File Sharing Service

OIT 2012-2013 Roadmap

- Support and accelerate the move to VoIP
- Support research computing environments that include secure cloud technologies
- Endorse plan to increase network speed
- Advise the creation of big data policies and guidelines
- Endorse learning analytics approach
- Advise the creation of institutional data access policies
- Support cooperative software purchasing
- Endorse upgrade plans for web infrastructure
- Endorse mobile strategy
- Align inventory processes to increase efficiency and so that device tracking is easier in a manner that addresses any disparities between IT policy, inventory policy, purchasing policies, and in some cases state policies

Research & Educational (R&E) Technology Committee

Charter

The Research and Educational Technology Committee focuses on coordination and communication to support research and educational technologies across campus. This group provides leadership for the University's research capabilities, learning management system, teaching and collaboration tools, and classroom technology tools. Through the Longhorn Innovation Fund for Technology (LIFT), the committee leads the effort to identify initiatives and allocate seed money to innovative technology projects that support students and faculty at the University.

Committee Members – FY 2011-2012

Name	Position & Organization
Russ Poldrack	Committee Chair, Director, Imaging Research Center, College of Liberal Arts
Jon Bass	Assistant Vice President, Institute for Computational Engineering and Science
Pat Davis	Senior Associate Dean, College of Pharmacy
John Ekerdt	Associate Dean for Research, Cockrell School of Engineering
Brad Englert	Chief Information Officer
Jim Kerkhoff	Assistant Dean for Information Technology, College of Fine Arts
Harrison Keller	Vice Provost for Higher Education Policy and Research, Department of Educational Administration, College of Education
Alan Lloyd	Professor, Molecular Cell and Developmental Biology, College of Natural Sciences
Mia Markey	Associate Professor, Biomedical Engineering, Cockrell School of Engineering
Paul Resta	Director, Learning Technology Center; Professor, Department of Curriculum and Instruction, College of Education
Samuel Scarpino	Graduate student representative, Ecology, Evolution and Behavior, School of Biological Sciences
Dan Stanzione	Deputy Director, Texas Advanced Computing Center
Joe TenBarge	Assistant Dean for Technology, College of Liberal Arts
Laura Wright	Undergraduate student representative, Biology, Plan II Honors Program

R&E 2011-2012 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Launched creation of a Mobile Strategy• Recommended the new Learning Management System• Provided Input on the IT Security Personally Identifiable Data Breach Plan• Provided Data Planning and Management Resources to Researchers• Provided Input on the Administrative Systems Master Plan• Awarded Longhorn Innovation Fund for Technology (LIFT) Awards (2012-2013)• Recommended the Box File Sharing Service

2011-2012 LIFT Awardees

A description of LIFT and an overview of all projects funded can be found in the following link:

<http://www.utexas.edu/cio/itgovernance/lift/>

- From Corpus to Classroom: Developing a Pedagogical Interface for the SPinTX Corpus
- Appsoma – an innovative "cloud-based" approach to promote online coding, sharing and learning, jumpstart research activities, and perform research computations with reproducible results
- Online Text to Learning Management System: Transforming the Texas Politics Online Text
- Online Components for Intensive Language Learning
- Electronic Tools for Increasing University-based Innovation, Technology Development and Commercialization

R&E 2012-2013 Roadmap

- Provide input on campus network upgrade and speed plan
- Create educational technology roadmap
- Enhance research computing environment
- Develop big data policies and guidelines
- Begin to develop learning analytics strategy
- Complete mobile strategy
- Determine 2013-2014 LIFT Awardees

Business Services Committee (BSC)

Charter

The Business Services Committee identifies and prioritizes technology-based solutions for shared business needs, sets priorities, and ensures coordination on the effective use of information technology resources to meet the operational and strategic needs of the University. This committee is responsible for timely and coordinated deployment of business information systems for the benefit of the University community. The Business Services Committee has primary oversight for all custom-developed and application-packaged and hosted, cloud-based administrative systems. The committee consists of the leaders of University business operations.

Committee Members – FY 2011-2012

Name	Position & Organization
Mary Knight	Committee Chair, Associate Vice President, Budget Office
Michael Bos	Associate Athletics Director
Brad Englert	Chief Information Officer
Kristi Fisher	Associate Vice Provost, Information Management and Analysis
Kathy Foster	Academic Budget Officer, Office of the Provost
Jerry Fuller	Assistant Vice President, Office of the Vice-President and Chief Financial Officer
Bob Harkins	Associate Vice President, Campus Safety and Security
Kedra Ishop	Vice Provost and Director of Admissions, Office of Admissions
Steve Kraal	Senior Associate Vice President, Office of Campus Planning & Facilities Management
Shelby Stanfield	Associate Vice President and Registrar, Office of the Registrar
John McCall	Associate Vice President, University Development Office
Renee Wallace	Associate Vice President, Office of the Executive Vice President and Provost
Debra Kress	Associate Vice President for Human Resources
Athena Reynolds	Chair, Administrative IT Leaders Committee

BSC 2011-2012 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Completed Administrative Systems Master Plan• Oversaw ERP User Interface implementation• Advised the Centralized Authentication System Assessment (CASA) Implementation• Endorsed the Software Application Change Management Processes• Provided input on the IT Security Personally Identifiable Data Breach Plan

BSC 2012-2013 Roadmap

- Create administrative system replacement road maps
- Develop institutional data access policies, and institutional data strategy
- Drive campus savings via cooperative software purchasing
- Oversee development of robust central and supporting web services
- Provide input on the campus network upgrade and speed plan

IT Architecture & Infrastructure Committee (AIC)

Charter

The Information Technology Architecture & Infrastructure Committee oversees standards for data and voice networks, data storage, administrative computing infrastructure, applications, and information security issues. Fostering communication across these areas improves understanding of the shared infrastructure and facilitates campus-wide input on architecture and infrastructure issues. IT architecture and infrastructure is not isolated to one area of the University. In order to share the responsibility and accountability for the seamless delivery of IT services to campus, the committee consists of representatives from across campus.

Committee Members – FY 2011-2012

Name	Position & Organization
Ryan Baldwin	Committee Chair, Senior Information Technology Manager, Learning Technology Center, College of Education
Cam Beasley	Information Security Officer
Huapei Chen	Director, ITS Systems
Brad Englert	Chief Information Officer
William Green	Director, ITS Networking & Telecommunications
Bob Gloyd	IT Director, Cockrell School of Engineering
Mike Harvey	Assistant Dean of Information Technology, School of Law
Brad Johnston	Help Desk Specialist, College of Fine Arts
James Lewis	IT Manager, College of Liberal Arts
John Lovelace	Interim Director, ITS User Services
Mark McFarland	Associate Director for Digital Library Services, University of Texas Libraries
Roy Ruiz	Director of Technology Resources, University Operations
Ron Russell	Senior IT Manager, Jackson School of Geosciences
Charles Soto	Director of Technology Services, College of Communication
Patti Spencer	Associate Chair for Operations, Department of Computer Science

AIC 2011-2012 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Advised the CASA Strategy Implementation• Provide Input on Internet Protocol version 6 (IPv6) Strategy• Monitored Virtual Desktops for Campus Labs (vDesk) Project, Phase 3• Endorsed VoIP Core Technology Upgrade• Identified Cloud Services Best Practices (e.g., Box)• Provided Input on the IT Security Personally Identifiable Data Breach Plan• Provided Input on Disaster Recovery for Critical Services• Provided Input on Learning Management System• Provided Input on Desktop and Laptop Backup Approaches• Directed Web Infrastructure Upgrade Initiative• Provided Input on the Administrative Systems Master Plan

AIC 2012-2013 Roadmap

- Provide input on campus network upgrade and speed plan
- Provide input on educational technology roadmap
- Design the technical open, standards-based environment that will support the new administrative systems
- Upgrade web infrastructure
- Provide input on cooperative software purchasing and cloud solutions
- Lead development of the common administrative systems software development methodology
- Drive savings via cooperative software purchasing

Faculty Council Information Technology Committee (C-13)

Charter

Recommend to the president, and the Chief Information Officer, and the Faculty Council changes in policies regarding information technology; to consult with and advise the Chief Information Officer about policies and procedures pertaining to information technology at the University.

Committee Members – FY 2011-2012

Name	Position & Organization
Betsy Greenberg , Chair	Associate Professor, Information, Risk, and Operations Management, Red McCombs School of Business
Simone A. Browne	Assistant Professor, College of Liberal Arts
Derek Chiou	Associate Professor, Department of Electrical & Computer Engineering, Cockrell School of Engineering
Luis Francisco-Revilla	Assistant Professor, School of Information
Paul Resta	Ruth Knight Millikan Centennial Professor, College of Education and Director of the Learning Technology Center
Gary B. Wilcox	John A. Beck Centennial Professor in Communication, Department of Advertising, College of Communication
Anthony L. Brown	Assistant Professor, Department of Curriculum and Instruction, College of Education
Chang Liu	Associate Professor, Department of Communication Sciences and Disorders, College of Communication
Karen R. Blaney	Safety Specialist, Facilities
John B. Chambers	Senior Software Engineer, Department of Computer Science
Chad Fulton	Program Coordinator, Center for Teaching and Learning
Joseph Howe	Senior IT Manager, Engineering
Michael Morton	Senate of College Councils Representative
Amardeep Kahlon	Graduate Student Assembly Representative
Ashley Carlisle	Student Government Representative
Harrison Keller	Director, Center for Teaching and Learning
Brad Englert, ex officio	Chief Information Officer
Alice Hatfield, ex officio	Senior Software Developer/Analyst, Budget Office (financial affairs representative)
Joe TenBarge, ex officio	Assistant Dean, LAITS (College and School Technology Coordinators Representative)

C-13 2011-2012 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Provided Input on VoIP Core Technology Upgrades• Provided Input on the retirement of University Mailbox Services (UMBS) for Students, Faculty, Staff, and Retirees• Endorsed Learning Management System• Endorsed Mobility Strategy Launch• Provided Input on Laptop Encryption• Provided Input on Lecture Capturing and Classroom Response Systems• Provided Input on Cloud File Sharing

The full Annual Report for C-13 can be found in the following link:
www.utexas.edu/faculty/council/2011-2012/standcom/C-13.html

C-13 2012-2013 Roadmap

- Provide input on mobile strategy
- Assist in launching learning analytics
- Share ideas and best practices developed from the course transformation program
- Advise the educational technology roadmap and online learning tools (for example, EdX)