

Information Technology Governance Accountability Report

OCTOBER 2013



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Executive Summary

LOOKING BACK—In Fiscal Year (FY) 2012-2013, IT governance committees advised and oversaw several major ITS capital projects with budget outlays of approximately \$3 million. These projects include major campus core network upgrades and Voice over Internet Protocol (VoIP) deployment, design of the new administrative systems technical environment, design of the new web infrastructure, and development of additional disaster recovery capacity for critical services. In addition to these capital projects, IT governance committees helped select a new administrative system, created roadmaps for the replacement of the existing administrative systems, developed staffing and resource plans for implementation of the new administrative systems, completed the mobile strategy, developed data policies and guidelines, and focused on priorities outlined in this report.

Summary Status of IT Governance Priorities – FY 2012-2013

	Complete	In Progress
Upgrade Core Campus Network and Develop Network Speed Plan	X	
Create Educational Technology Roadmap	X	
Enhance Research Computing Environment	X	
Create Administrative Systems Replacement Roadmaps	X	
Design the New Administrative Systems Technical Environment	X	
Define Universal Institutional Data Access	X	
Design for New Web Infrastructure	X	
Complete Mobile Strategy	X	
VoIP Deployment (Ongoing)		X
Drive Savings via Cooperative Software Purchasing		X
Begin to Develop Learning Analytics		X
Begin Creation of Big Data Policies		X

LOOKING AHEAD—In FY 2013-2014, governance will provide input to the IT shared services initiative, begin implementation of the new administrative systems, create an administrative system integration strategy, begin to develop learning analytics, develop systems standards, update the educational technologies roadmap, building security system replacement, and create research data preservation cloud computing strategies. Approximately \$4.4 to 4.8 million will be allocated to implementation projects including the continued deployment of Voice over Internet Protocol, identity management implementation, the Box portion of the cloud solution, and responsive web design in support of the mobile strategy.

Status of IT Governance Priorities – FY 2012-2013

Upgrade Core Campus Network and Develop Network Speed Plan

Core network infrastructure components were upgraded to handle increasing loads and a plan to move campus towards ultrafast network speeds from our current ten gigabits per second (GBPS), to 40 GBPS, and 100 GBPS has been developed.

Create Educational Technology Roadmap

The most appropriate technologies for instruction were investigated and determined for campus. A graphic of these technologies and roadmap for deployment of these preferred technologies has been created.

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, have been developed with input from campus researchers.

Create Administrative Systems Replacement Roadmaps

Administrative systems replacement roadmaps have been created. These roadmaps are driven by business plans and technologies to support increased efficiencies.

Design the New Administrative System Technical Environment

The technical environment that will support the new administrative systems has been designed. 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 have been defined.

Design Web Infrastructure Upgrade

A more robust web infrastructure for the University has been designed. The infrastructure is being replaced with an infrastructure that is responsive to multiple device interfaces and supports mobile computing on campus.

Complete Mobile Strategy

A strategy to develop and support responsive web design and applications for mobile classroom and business operations was produced in November 2012. The strategy is currently being implemented.

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. More work is needed to realize project goals.

Begin to create Big Data Policies

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

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 funded a position to strategically source software and cloud computing capabilities. More work is needed to achieve the anticipated benefits.

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

Project	Total Budget	Total Expenditures	Notes
Core Campus Network Infrastructure Upgrades	\$1,800,000-\$2,000,000	\$1,900,000	
Design Web Infrastructure Upgrade	\$500,000-\$750,000	\$250,000	Additional \$400,000 for Equipment
Design New Administrative Systems Technical Environment	\$300,000-\$500,000	\$135,000	Additional \$300,000
Implement Additional Disaster Recovery for Critical Services	\$500,000-\$600,000	\$147,000	
VoIP Deployment		\$750,000	ITS Operating Funds
TOTAL		\$3,182,000	

IT Governance Priorities – FY 2013-2014

Design and Begin to Implement IT Shared Services

Provide input to transition to a shared service model with special attention toward the development of metrics to evaluate improvements in customer service and satisfaction.

Initiate Administrative Systems Replacement

Begin the implementation of the administrative systems replacement program and the creation of the new technical environment in a phased approach involving stakeholders across the University.

Update the Educational Technologies Roadmap

Coordinate with the Center for Teaching and Learning and the Provost's Office on the development of a governance structure for educational technologies, which includes the creation of policies, guidelines, funding model, and best practices for online learning.

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 a Research Data Preservation Strategy

Develop a set of guidelines at the University level to properly manage, preserve, and provide access to research data with special attention paid to open-access, open scholarship, and open-publishing.

Create a Cloud Computing Strategy

Build a framework to outline how the University will move to more cloud-based services, what infrastructure is needed, how monitoring occurs, and how those services that are appropriate will be implemented and evaluated. Specifically focus on storage, email and calendaring solutions.

Create System Standards

Create and minimum system management standards (server, desktop, laptop, etc.) to improve information security and reduce costs. Successes and challenges will be better understood by calculating the reduction in system breaches, loss of unencrypted systems, productivity, and savings.

Create a Building Security System Replacement Strategy

Develop a summary of offerings to secure buildings and create a funding strategy for implementation of the new building security system.

Implementation Projects

Projects that will be implemented or partially implemented in the 2013-2014 fiscal year include implementing the mobile strategy via responsive web design, continued deployment of Voice over Internet Protocol, implementing identity management, continued Office 365 deployment, and the Box cloud solution. Governance will monitor implementation of these projects.

Estimated ITS Capital Budget in Support of Governance Priorities – FY 2013-2014

Project	Estimated Budget	Notes
Mobile Strategy Implementation – Responsive Web Design	\$1,250,000	Includes \$400,000 for Equipment
VoIP Continued Deployment	\$1,500,000-\$1,700,000	
Identity Management Strategy Implementation	\$1,400,000-\$1,600,000	
Design New Administrative Systems Technical Environment	\$300,000	
TOTAL	\$4,450,000-\$4,850,000	

The following pages present the reports from all the IT governing committee in FY 2012-2013.

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 2012-2013

Name	Position & Organization
President William Powers, Jr.	Committee Chair
Jay Boisseau	Director, Texas Advanced Computing Center
Pat Clubb	Vice President for University Operations
Randy Diehl	Dean, College of Liberal Arts
Brad Englert	Chief Information Officer
Tom Gilligan	Dean, Red McCombs School of Business
Kevin Hegarty	Vice President and Chief Financial Officer
Steve Leslie	Executive Vice-President and Provost
Paul Resta	Chair of the C-13 Faculty Committee, Director, Learning Technology Center, College of Education
Charles Roeckle	Deputy To the President
Jerry Speitel	Operational Information Technology Chair
Frederick Steiner	Dean, School of Architecture

SITAB 2012-2013 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Endorsed the accelerated move to VoIP• Endorsed the support structure for a research computing environment that includes secure cloud technologies• Endorsed the mobile strategy and responsive web design• Endorsed the new learning management system• Endorsed identity and access management strategy

SITAB 2013-2014 Roadmap

- Endorse varied aspects of the IT shared services initiative
- Endorse plans for the implementation of new administrative systems
- Endorse an administrative system integration strategy
- Oversee educational technologies governance
- Endorse the development of learning analytics
- Endorse a strategy for research data preservation
- Endorse a cloud strategy
- Endorse system standards
- Endorse an Email strategy
- Endorse building security system replacement strategy

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 (BSC), Research and Educational Technology (R&E), and IT Architecture & Infrastructure (AIC) 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 approving the sun-setting of services that have reached end-of-life.

Committee Members – FY 2012-2013

Name	Position & Organization
Jerry Speitel	Committee Chair, Associate Dean for Academic Affairs, Cockrell School of Engineering
Pat Davis	R&E Chair
Brad Englert	Chief Information Officer
Kristi Fisher	BSC co-Chair
Fred Heath	Vice Provost and Director, UT Libraries, University of Texas Libraries
Mike Horn	Director of Digital Strategy, Office of the President
Mary Knight	BSC co-Chair
David Laude	Senior Vice Provost for Enrollment and Graduation Management, Executive Vice President & Provost
James Lewis	AIC Chair
Thor Lund	Student Body President, Mechanical Engineering, Engineering Honors
Laurie Mackey	Director - Administrative Services, Division of Housing & Food Service
Paul Newman	Sr. Associate Dean for Academic Affairs, Red McCombs School of Business
Bruce Porter	Department Chair, Department of Computer Science, College of Natural Sciences
Esther Raizen	Associate Dean for Research, College of Liberal Arts
Gretchen Ritter	Vice Provost, Executive Vice President & Provost
Dan Slesnick	Senior Vice Provost for Resource Management, Executive Vice President & Provost

OIT 2012-2013 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Recommended an accelerated move to VoIP• Supported research computing environments that include secure cloud strategies• Endorsed plan to increase network speed• Advised the creation of institutional data access policies• Endorsed upgrade plans for web infrastructure• Endorsed the mobile strategy• Endorsed new survey tool service (Qualtrics) <p>Sunset Services and Projects</p> <ul style="list-style-type: none">• Endorsed retirement of laptop checkout service• Endorsed retirement of Public Network Access service• Endorsed retirement of Survey Station

OIT 2013-2014 Roadmap

- Provide input and planning for the shared services initiative
- Advise the administrative systems implementation
- Endorse the administrative system integration strategy
- Advise and endorse educational technologies governance
- Monitor the development of learning analytics
- Endorse the strategy for research data preservation
- Advise and endorse a cloud strategy
- Advise and endorse system standards
- Advise and endorse an Email strategy
- Endorse building security system replacement strategy

Implementation Projects

- Monitor implementation of the mobile strategy
- Continued monitoring of the VoIP deployment

Research and 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 IT 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 2012-2013

Name	Position & Organization
Pat Davis	Committee Chair, Senior Associate Dean, College of Pharmacy
Mark Bernstein	Associate Dean/Associate Professor, College of Communication
Bill Corrigan	Program Director for Instructional Technology and Course Design, College of Natural Sciences
Aaron Choate	Head, Technology Integration Services, University of Texas Libraries
Jose Rafael Dominguez	Student Government Representative, Biochemistry, Plan II Honors, Pre-Med
Brad Englert	Chief Information Officer
Sam Gosling	Professor, Department of Psychology, College of Liberal Arts
Matthew Lease	Assistant Professor, School of Information
Alan Lloyd	Professor, Section of Molecular Cell and Developmental Biology, College of Natural Sciences
Matt Mangum	Director I, Cockrell School of Engineering
Mia Markey	Associate Professor, Biomedical Engineering, Cockrell School of Engineering
Russ Poldrack	Director, Imaging Research Center, College of Liberal Arts
Sam Scarpino	Doctoral Candidate, Integrated Biology
Cathy Stacy	Assistant Dean, Division of Statistics and Scientific Computation, College of Natural Sciences
Ross Strader	Director of Educational Technology, Center for Teaching and Learning

R&E 2012-2013 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Provided input on campus network upgrade and speed plan• Created educational technology roadmap, including the recommendation to move to Canvas, the new learning management system• Enhanced the research computing environment• Discussed big data policies and guidelines• Began to develop learning analytics strategy• Completed mobile strategy• Selected 2013-2014 LIFT Awardees

2012-2013 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/>

R&E 2013-2014 Roadmap

- Provide input and planning for the IT shared services initiative
- Participate in educational technologies governance
- Guide the development of learning analytics
- Create a strategy for research data preservation
- Determine 2014-2015 LIFT Awardees

Implementation Projects

- Monitor the implementation of the mobile strategy

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 custom-developed, application-packaged, and hosted (cloud-based) administrative systems. The committee consists of the leaders of University business operations.

Committee Members – FY 2012-2013

Name	Position & Organization
Mary Knight	Committee Co-Chair, Associate Vice President, Office of the Chief Financial Officer
Kristi Fisher	Committee Co-Chair, Associate Vice Provost, Information Management and Analysis
Michael Bos	Associate Athletics Director
Cynthia Brown	Assistant Vice-President, Vice-President for Research
Brad Englert	Chief Information Officer
Kathy Foster	Academic Budget Officer, Office of the Provost
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
Debra Kress	Associate Vice President for Human Resources
John McCall	Associate Vice President, University Development Office
Mark McFarland	Director for Information Technology – College of Natural Sciences
Athena Reynolds	Chair, Administrative IT Leaders Committee
Shelby Stanfield	Associate Vice President and Registrar, Office of the Registrar
Jamie Southerland	Assistant Dean, College of Liberal Arts
Renee Wallace	Associate Vice President, Office of the Executive Vice President and Provost

BSC 2012-2013 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Defined requirements and selected new administrative systems• Created administrative system replacement roadmaps• Endorsed administrative systems standards and methodology recommendations• Developed institutional data access policies, and institutional data strategy• Provided input on development of new web architecture design• Provided input on the campus network upgrade and speed plan

BSC 2013-2014 Roadmap

- Provide input and planning for the IT shared services initiative
- Plan and monitor the implementation of new administrative systems
- Develop an administrative system integration strategy
- Define roadmap for non-administrative system mainframe applications
- Develop building security system replacement strategy
- Develop building security system future offerings

IT Architecture and 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 2012-2013

Name	Position & Organization
James Lewis	Committee Chair, Senior Information Technology Manager, College of Liberal Arts
Ryan Baldwin	Senior Information Technology Manager, Learning Technology Center, College of Education
Cam Beasley	Chief Information Security Officer
Steven Boren	Director of Computing Services, Population Research Center, College of Liberal Arts
Rich Bredahl	Associate Director - Information Technology, Division of Housing & Food Service
Huapei Chen	Director of Systems, Information Technology Services
Brad Englert	Chief Information Officer
William Green	Director of Networking and Telecommunications, Information Technology Services
Mark Gunn	Associate Director, School of Law
Ladd Hanson	Head of Library Systems, University of Texas Libraries
Rich Janes	Associate Director of Software Development and Implementation, Technology Resources
Fred Jeziorkowski	Senior Information Technology Manager, School of Biological Sciences, College of Natural Sciences
Brad Johnston	Help Desk Specialist, College of Fine Arts
Juan Ortiz	Associate Director, Financial Information Systems
Randy Rife	Senior Information Technology Manager, Department of Chemical Engineering, Cockrell School of Engineering
Patti Spencer	Director, Department of Computer Science, College of Natural Sciences
Julienne VanDerZiel	Director, Applications, Information Technology Services
Kamran Ziai	Director, College of Pharmacy

AIC 2012-2013 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Provided input on and endorsed campus network upgrade and speed plan• Provided input on educational technology roadmap• Designed and endorsed the technical open, standards-based environment that will support the new administrative systems• Provided input on web infrastructure design• Provided input on cloud solutions (ex. Box, Office 365, Qualtrics)• Lead development and endorsed the common administrative systems software development methodology• Completed video captioning recommendation and endorsed implementation

AIC 2013-2014 Roadmap

- Provide input and planning for the IT shared services initiative
- Monitor the design of the administrative systems technical environment
- Create an administrative system integration strategy
- Create a cloud strategy
- Develop system standards
- Create an Email strategy, including calendaring

Implementation Projects

- Monitor the implementation of Voice over Internet Protocol (VoIP)
- Monitor the implementation of the identity management strategy
- Monitor the implementation of the Box portion of the cloud solution
- Monitor implementation of web infrastructure
- Monitor network port auto-configuration and security changes

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 2012-2013

Name	Position & Organization
Paul Resta, Chair	Ruth Knight Millikan Centennial Professor, College of Education and Director of the Learning Technology Center
Betsy Greenberg	Associate Professor, Information, Risk, and Operations Management, Red McCombs School of Business
Marc Bizer	Associate Professor, French and Italian
Derek Chiou	Associate Professor, Department of Electrical & Computer Engineering, Cockrell School of Engineering
Chang Liu	Associate Professor, Department of Communication Sciences and Disorders, College of Communication
Patrick Davis	Professor, College of Pharmacy
Clayton Shorkey	Professor, Social Work
Karen R. Blaney	Safety Specialist, Facilities
John B. Chambers	Senior Software Engineer, Department of Computer Science
Jeb Kedrick	Administrative Associate, Parking and Transportation
Stuart Tendler	Graduate Admissions Coordinator, Government
Frank Male	Graduate Student Assembly Representative
Paul Tyger	Student Government Representative
Farzad Yousefi	Senate of College Councils Representative
Brad Englert, ex officio	Chief Information Officer
Prabhudev Konana, ex officio	Chair, IROM
Joe TenBarge, ex officio	Assistant Dean, LAITS (College and School Technology Coordinators Representative)
Ross Strader, ex officio	Director, Center for Teaching and Learning
Angela Newell, ex officio	Coordinator, Information Technology Services

C-13 2012-2013 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Provided input on the mobile strategy• Shared ideas and best practices developed from the course transformation program• Advised the educational technology roadmap and online learning tools (for example, EdX)• Endorsed the move to Canvas

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 2013-2014 Roadmap

- Provide input and planning for the IT shared services initiative
- Participate in educational technologies governance
- Monitor and provide input for the development of learning analytics
- Develop a strategy for research data preservation