

Information Technology Governance Accountability Report

OCTOBER 2014



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Executive Summary

LOOKING BACK—In Fiscal Year (FY) 2013-2014, IT governance committees initiated the replacement of administrative systems, updated the educational technologies roadmap, created research data preservation options and recommendations, developed systems standards, provided input to the IT shared services initiative, and developed a funding strategy for the building security system. Work started towards developing a cloud computing platform strategy. Approximately \$4.1 million was invested by Information Technology Services (ITS) towards the continued deployment of Voice over Internet Protocol (VoIP), new web infrastructure, identity management implementation, the Box portion of the cloud solution, network upgrades, information security enhancements, and the transition from on-premise Exchange to the cloud-based Office 365 email and calendaring solution. Little progress was made on developing learning analytics.

Summary Status of IT Governance Priorities – FY 2013-2014

	Complete	In Progress
Initiate Administrative Systems Replacement	X	
Update the Educational Technologies Roadmap	X	
Create a Research Data Preservation Strategy	X	
Create System Standards	X	
Design and Begin to Implement IT Shared Services	X	
Create a Building Security System Replacement Strategy (Funding Strategy Complete)		X
Create a Cloud Computing Strategy		X
Begin to Develop Learning Analytics		X
VoIP Deployment (Ongoing)		X

LOOKING AHEAD—In FY 2014-2015, IT governance will oversee the Administrative Systems Modernization Program, develop a learning data analytics strategy, participate in technology enhanced education governance, create a digital asset management strategy, complete the VoIP deployment, create a technical support coordinator certification program, retire under-utilized ITS services, complete, develop a building security system replacement strategy, and establish a direction for infrastructure as a service. Approximately \$4 million will be invested by ITS to complete the deployment of VoIP, procure an identity management toolset, network upgrades, information security enhancements and a five year renewal of the campus UT Back-up solution.

IT Governance Priorities – FY 2013-2014

Initiate Administrative Systems Replacement

Selected Workday, a cloud-based Software as a Service (SaaS) solution for human resources, payroll, finance and procurement. This selection was made by a large number of stakeholders across the University. The Administrative Systems Modernization Program (ASMP 2.0) started in the summer of 2014.

Update the Educational Technologies Roadmap

The Research & Educational Technology committee confirmed the educational technologies which will be supported on campus.

Create a Research Data Preservation Strategy

Developed 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 System Standards

A task force established by the IT Architecture and Infrastructure committee created minimum system management standards (server, desktop, laptop) to improve information security and reduce costs. In FY 2014-2015, the task force will use these standards to build a Technical Support Coordinator (TSC) certification program.

Design and Begin to Implement IT Shared Services

The Provost's Office is piloting IT shared services in by leveraging Academic Technology Support (ATS) –ATS is a collaboration between Liberal Arts Instructional Technology Services (LAITS) and Information Technology Services Customer Support Services (ITS CSS) to deliver academic technology support.

Create a Building Security System Replacement Strategy

A funding strategy for the on-going operation of the Building Access Control System (BACS) was developed and approved through IT governance. Next year, we will begin to remove BACS alarm points where no longer needed, evaluate building security system options, and create an implementation funding strategy.

Create a Cloud Computing Strategy

The decision was made to investigate cloud platform as a service. More work is needed to build a framework for how the University will move to more cloud-based services, what infrastructure is needed, how monitoring occurs.

Begin to Develop Learning Analytics

Little progress was made on this priority.

Implementation Projects

Projects that were implemented or partially implemented in the 2013-2014 fiscal year include the continued deployment of VoIP, implementation of UT Login, continued Office 365 deployment, expansion of the Box cloud-storage solution. In addition, ITS and the Center for Teaching and Learning are half way through the two year transition from Blackboard to Canvas, the University's new Learning Management System (LMS).

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

Project	Estimated Budget	Expenditures	Notes
Mobile Strategy Implementation – Web Infrastructure (hardware, software, consultant)	\$1,250,000	\$1,000,000	Plus \$250,000 invested in FY 2012-2013
VoIP Continued Deployment	\$1,500,000- \$1,700,000	\$1,100,000	Plus a \$1.3 million unit investment for VoIP
Identity Management Strategy Implementation	\$1,400,000- \$1,600,000	\$30,000	\$1.4-1.7 million in FY 2014-2015
Design New Administrative Systems Technical Environment	\$300,000	To Be Determined	Part of Administrative Systems Master Program
TOTAL	\$4,450,000- \$4,850,000	\$2,130,000	

ITS Capital Budget in Support of IT Operations – FY 2013-2014

Project	Estimated Budget	Expenditures	Notes
Network Upgrades	\$550,000	\$545,000	TACC now connected to Internet 2 at 100 Gbps
Information Security Enhancements	\$415,000	\$310,000	
Virtual Machine Expansion	\$250,000	\$150,000	
University Data Center	\$265,000	\$235,200	Continued expansion of the East Hall
Office 365 Migration	\$800,000	\$1,002,000	
TOTAL	\$2,280,000	\$2,242,200	

IT Governance Priorities – FY 2014-2015

Oversee the Administrative Systems Modernization Program

Continue the implementation of the administrative systems modernization program and the creation of the new technical environment in a phased approach involving stakeholders across the University. Implement the Change Coordination board and process.

Develop Learning Data Analytics Strategy

To enhance teaching and learning, a strategy for analyzing and using real-time data collected during the learning process will be developed to improve learning outcomes.

Participate in Technology Enhanced Education Governance

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 technology enhanced learning.

Create a Digital Asset Management Strategy

A task force will provide insight into the requirements, use cases, best practices, products available, and products used by peer institutions to manage digital assets. A strategy that outlines the lifecycles, workflows, and systems for digital asset management and storage of digital assets will be developed.

Complete VoIP Deployment

The deployment of Voice over Internet Protocol across campus will be completed by the summer of 2015.

Create Technical Support Coordinator Certification Program

Create a training and certification program for all staff members who perform IT support to ensure that these staff are professionally trained in using the approved IT toolsets. Training will include continuing professional development as IT tools used on campus change.

Retire Under-utilized ITS Services

ITS Services that are underused or providing low value will be retired.

Create a Building Security System Replacement Strategy

Evaluate offerings to secure buildings and create a funding strategy for replacing or upgrading the building security system.

Establish a Direction for Infrastructure as a Service

Determine the administrative tools, management, and access rights structure for campus computing on premise or in the cloud. Incorporate Linux and other alternative operating systems into the campus IT management structure.

Ongoing Implementation Projects

Projects in the FY 2014-2015 year include implementing the new core web pages using responsive web design, continue to implement identity management, continued Office 365 deployment, and complete the transition to the Canvas LMS. As part of the implementation projects, Linux and other alternative operating systems will be considered for into the campus IT management structure.

Estimated ITS Capital Budget in Support of Governance Priorities – FY 2014-2015

ITS Capital Budget in Support of Governance Priorities – FY 2014-2015

Project	Estimated Budget	Notes
Complete VoIP	\$1,000,000	
Identity Management	\$1,400,000 - \$1,700,000	
TOTAL	\$2,400,000 - \$2,700,000	

ITS Capital Budget in Support of IT Operations – FY 2014-2015

Project	Estimated Budget	Notes
Network Upgrades	\$250,000 - \$300,000	Plus \$1 million unit investment to upgrade wireless access points
Information Security Enhancements	\$500,000	
UT Back-up (5 year CrashPlan Renewal)	\$628,000	
TOTAL	\$1,378,000 - \$1,428,000	

The following pages present the reports from all the IT governing committees in FY 2013-2014.

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. 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 2013-2014

Name	Position & Organization
President William Powers, Jr.	Committee Chair
Brad Englert	Chief Information Officer and ITS Chief Operating Officer
Chang Liu, Ph.D.	Chair of C-13, College of Communication
Charles Roeckle, Ph.D.	Deputy To the President
Greg Fenves, Ph.D.	Executive Vice-President and Provost
Dan Stanzione, Ph.D.	Executive Director, Texas Advanced Computing Center (TACC)
Kevin Hegarty	Vice President and Chief Financial Officer
Lynn Crismon, Pharm.D.	Dean, School of Pharmacy
Pat Clubb, Ph.D.	Vice President for University Operations
Randy Diehl, Ph.D.	Dean, College of Liberal Arts
Esther Raizen	Chair, OIT, College of Liberal Arts
Tom Gilligan, Ph.D.	Dean, Red McCombs School of Business

SITAB 2013-2014 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Endorsed plans for the implementation of new administrative systems• Provided oversight on the transition from Blackboard to the Canvas Learning Management System• Endorsed a strategy for research data preservation• Endorsed information security policy changes to improve IT resource management and security via system standards, better asset controls, and certification• Endorsed a building security system replacement funding strategy• Endorsed the High Speed Network Connectivity Roadmap• Provided oversight on the web redesign and infrastructure projects

SITAB 2014-2015 Roadmap

- Oversee the Administrative Systems Modernization Program
- Oversee the completion of VoIP deployment
- Oversee the complete transition to Canvas
- Consider a learning data analytics strategy
- Consider technology enhanced education governance recommendations
- Consider a digital asset management strategy
- Consider a building security system replacement strategy
- Evaluate retirement recommendations for under-utilized ITS services
- Consider recommendations for the recommended direction of infrastructure as a service
- Oversee the creation of the technical support coordinator certification program

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 endorsed 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 2013-2014

Name	Position & Organization
Esther Raizen, Ph.D.	Committee Chair, Associate Dean for Research, College of Liberal Arts
Brad Englert	Chief Information Officer and ITS Chief Operating Officer
Bruce Porter, Ph.D.	Department Chair, Department of Computer Science
Dan Slesnick, Ph.D.	Senior Vice Provost for Resource Management
David Laude, Ph.D.	Senior Vice Provost for Enrollment and Graduation Management
Deanna T Schexnayder	Assistant Dean for Finance and Administration
Gage Paine, Ph.D.	Vice President for Student Affairs
Jerry Speitel, Ph.D.	Associate Dean for Academic Affairs
Kristi Fisher	Chair BSC, Information Management and Analysis
Laurie Mackey	Director - Administrative Services, Division of Housing & Food Services
Mike Horn	Director of Digital Strategy, Office of the President
Pat Davis, Ph.D.	Chair R&E, College of Pharmacy
Paul Newman	Sr. Associate Dean for Academic Affairs, Red McCombs School of Business
Rich Janes	Chair AIC, Technology Resources
Kathy Foster	Co-Chair BSC, Associate Vice Provost for Academic Business Affairs

OIT 2013-2014 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none"> • Endorsed the Qualtrics survey tool as a Common Good • Approved retirement of the ITS laptop check-out service, and re-direction of funds to support Qualtrics • Provided oversight of the VoIP implementation and transition to the Canvas LMS • Approved the retirement of WebSpace service • Endorsed the Network Speed Plan • Endorsed the Wireless Access Point Refresh project • Endorsed the strategy for research data preservation • Provided oversight of the UT Web Infrastructure project • Endorsed system standards and new information security policies • Provided oversight of the UT Login and the Toopher two-factor authentication projects • Endorsed building security system replacement funding strategy • Provided input into the IT shared services pilot approach • Monitored progress of moving commodity servers to the University Data Center

OIT 2014-2015 Roadmap

- Oversee the Administrative Systems Modernization Program
- Provide input on the learning data analytics strategy
- Monitor IT governance participation in technology enhanced education governance
- Provide input on digital asset management strategy
- Provide input on the building security system replacement strategy
- Approve retirement of under-utilized ITS services
- Provide input on the direction for infrastructure as a service
- Monitor the creation of a technical support coordinator certification program

Implementation Projects

- Monitor web site transitions to the new UT Web infrastructure
- Continue to monitor the VoIP deployment through completion
- Continue to monitor the transition to Canvas through completion

Research and Educational (R&E) Technology Committee

Charter

The Research and Educational Technology Committee focuses on coordination and communication of IT services to support research, teaching and learning 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 award approximately \$500,000 in seed money to innovative technology projects that support students and faculty at the University.

Committee Members – FY 2013-2014

Name	Position & Organization
Pat Davis	Committee Chair, Senior Associate Dean, College of Pharmacy
Bill Barth, Ph.D.	Research Scientist, TACC
Brad Englert	Chief Information Officer and ITS Chief Operating Officer
Bruce Pennycook, D.M.A.	Professor, Director of Digital Arts, College of Fine Arts
Cathy Stacy, Ph.D.	Assistant Dean, Division of Statistics and Scientific Computation, CNS
Craig Chase, Ph.D.	Associate Professor, Department of Electrical & Computer Engineering
Jeremi Suri, Ph.D.	Professor, LBJ School, College of Liberal Arts
Ken Tothero	Associate Director of Educational Technology, Center for Teaching and Learning
Mark Bernstein, Ed.D.	Associate Dean/Associate Professor, College of Communication
Matt Mangum	Director I, Cockrell School of Engineering
Matthew Lease, Ph.D.	Assistant Professor, School of Information
Rashish Tandon	Graduate Student, Computer Science
Sam Gosling, Ph.D.	Professor, Department of Psychology, College of Liberal Arts
Zach Booth Simpson	Research Engineer, Center for Systems and Synthetic Biology
Zach Schmitz	Student Government Representative, McCombs School of Business
Aaron Choate	Head, Technology Integration Services, University of Texas Libraries
Emily Cicchini	Project Manager, College of Liberal Arts
Nancy Guilloteau	Lecturer, College of Liberal Arts

R&E 2013-2014 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Provided input and planning for the IT shared services initiative• Endorsed the student bandwidth allocation changes• Participated in educational technologies governance by endorsing the IT tools in support of teaching and learning• Created a strategy for research data preservation• Evaluated and selected the FY 2014-2015 LIFT Awardees• Provided input on the IT shared services approach• Provided input to the video captioning task force recommendations• Provided input on the Toopher two-factor authentication implementation• Monitored progress of moving commodity servers to the University Data Center• Provided input on the proposed Technology Enhanced Education governance (Faculty Council Committee 14)• Established the Digital Asset Management Task Force

2014-2015 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 2014-2015 Roadmap

- Develop a learning data analytics strategy
- Participate in technology enhanced education governance
- Create a digital asset management strategy
- Evaluate and select FY 2015-2016 LIFT awardees

Implementation Projects

- Monitor the implementation of the new web infrastructure
- Oversee the complete transition of the Canvas LMS

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 2013-2014

Name	Position & Organization
Kristi Fisher	Committee Co- Chair, Associate Vice Provost, Information Management and Analysis
Bob Harkins, ED.D.	Associate Vice President, Campus Safety and Security
Brad Englert	Chief Information Officer and ITS Chief Operating Officer
Cynthia Brown	Assistant Vice-President, Vice-President for Research
Debra Kress	Associate Vice President for Human Resources
Jamie Southerland	Assistant Dean, College of Liberal Arts
John McCall	Associate Vice President, Medical Center
Juan Ortiz	Chair, Administrative IT Leaders Committee
Kathy Foster	Academic Budget Officer, Office of the Provost
Kedra Ishop, Ph.D.	Vice Provost and Director of Admissions, Office of Admissions
Mark McFarland	Director for Information Technology, College of Natural Sciences
Marla Martinez	Associate Vice President, University Operations
Mary Knight	Associate Vice President, Office of the Vice-President and Chief Financial Officer
Michael Bos	Associate Athletics Director, Athletics
Renee Wallace	Associate Vice President, Office of the Executive Vice President and Provost
Shelby Stanfield	Associate Vice President and Registrar, Office of the Registrar
Steve Kraal, Ph.D.	Senior Associate Vice President, Office of Campus Planning & Facilities Management
Lee Bash	Executive Director of Operations, Office of Campus Planning & Facilities Management
Karen Chawner	Chair of Administrative Business Leasers (ABL), Office of Development

BSC 2013-2014 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Provided input and planning for the IT shared services pilot• Provided input on the approach, organization, and staffing for the new administrative systems implementation program• Endorsed the Change Coordination process• Evaluated and selected Workday, a cloud-based solution for human resources/payroll, finance and procurement.• Evaluated and selected Workday implementation partners• Monitored progress of moving commodity servers to the University Data Center• Defined a roadmap for non-administrative system mainframe applications• Developed building security system replacement funding strategy• Provided input to the UT Web Infrastructure project• Provided input on UT Login and the Toopher two-factor authentication implementation• Formalized the role of the Administrative IT Leaders

BSC 2014-2015 Roadmap

- Oversee the Administrative Systems Modernization Program 2.0
- Create a building security system replacement strategy

Administrative Systems Modernization Program (ASMP) 2.0

A description of ASMP 2.0 can be found in the following link: <http://www.utexas.edu/asmp>

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 2013-2014

Name	Position & Organization
Rich Janes	Committee Chair, Associate Director of Software Development and Implementation
Brad Englert	Chief Information Officer and ITS Chief Operating Officer
Cam Beasley	Chief Information Security Officer
Fred Jeziorkowski	Senior Information Technology Manager, School of Biological Sciences
Greg Baker	IAM Committee Chair, Information Technology Services
Trice Humpert	Director of Systems, Information Technology Services
James Coombes	Assistant Director, McCombs School of Business
Graham Chapman	Assistant Director for Information Technology, Student Financial Services
Julienne VanDerZiel	Director, ITS Applications, Information Technology Services
Kamran Ziai	Director, College of Pharmacy
Ladd Hanson	Head of Library Systems, University of Texas Libraries
Mark Gunn	Associate Director, School of Law
Michael Caldwell	WITI Committee Chair, Office of Admissions
Randy Rife	Senior Information Technology Manager, Department of Chemical Engineering
Rich Bredahl	Associate Director - Information Technology, Division of Housing & Food Service
Roy Ruiz	Director, Technology Resources
Sandra Germenis	Director, Customer Support Services, Information Technology Services
Steven Boren	Director of Computing Services, Population Research Center, College of Liberal Arts
Tim Fackler, Ph.D.	Sr. Info Tech Manager, College of Liberal Arts
Tod Maxwell	Assistant Director, Internal Audit
William Green	Director of Networking and Telecommunications, Information Technology Services

AIC 2013-2014 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none"> • Provided oversight of the VoIP implementation • Approved the retirement of the WebSpace service • Endorsed the Network Speed Plan • Endorsed the Wireless Access Point Refresh project • Provided input on the strategy for research data preservation • Provided oversight of the design and implementation of the UT Web Infrastructure project • Developed system standards and supported the new information security policies • Provided oversight of the UT Login and the Toopher two-factor authentication projects • Provided input to the IT shared services approach • Provided oversight of the SharePoint 2013 project • Approved the Office 365 project remediation plan • Established an Email and Calendaring strategy task force • Provided input to the Austin Active Directory remediation and refresh project • Monitored progress of moving commodity servers to the University Data Center • Provided oversight of the UT-Virtual Self-Provisioning project • Provided input on the ASMP 2.0 program

AIC 2014-2015 Roadmap

- Complete VoIP deployment
- Establish a direction for infrastructure as a service
- Create a technical support coordinator certification program

Implementation Projects

- Monitor the implementation of Voice over Internet Protocol (VoIP)
- Monitor the implementation of the identity management strategy
- Monitor implementation of web infrastructure
- Monitor network port auto-configuration and security changes
- Oversee the technical architecture design and build for ASMP 2.0
- Oversee the continued migration to Office 365

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.

C-13 2013-2014 Annual Report

The full Annual Report for C-13 can be found in the following link:

<http://www.utexas.edu/faculty/council/2013-2014/reports/standcom/standcom.pdf>