

Information Technology Governance Accountability Report

OCTOBER 2015



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Executive Summary

LOOKING BACK—In Fiscal Year (FY) 2014-2015, IT governance completed the VoIP deployment, completed the transition to the Canvas Learning Management System (LMS), created a Technical Support Coordinator certification program, created a plan to retire under-utilized ITS services, participated in technology enhanced education governance, created a digital asset management strategy, developed a building security system funding strategy, oversaw the Administrative Systems Modernization Program (ASMP 2.0), began development of a learning data analytics strategy, and established a direction for infrastructure as a service. Approximately \$4 million was invested by ITS to complete the deployment of VoIP and to procure an identity management toolset, network upgrades, information security enhancements and a five year renewal of the campus UT Back-up solution.

Summary Status of IT Governance Priorities – FY 2014-2015

	Completed	In Progress
Complete VoIP Deployment	X	
Complete Canvas Learning Management System Transition	X	
Create Technical Support Coordinator Certification Program	X	
Create a Plan to Retire Under-utilized ITS Services	X	
Participate in Technology Enhanced Education Governance	X	
Create a Digital Asset Management Strategy	X	
Create a Building Security System Funding Strategy		X
Oversee the Administrative Systems Modernization Program		X
Develop Learning Data Analytics		X
Establish a Direction for Infrastructure as a Service		X

LOOKING AHEAD—In FY 2015-2016, IT governance will continue to oversee the ASMP 2.0, implement the ASMP technical architecture, enhance the research computing environment and campus network, build the core digital asset management system, determine a building security system replacement approach, oversee architecture and infrastructure projects, manage systems and remote support, review educational technology policies, and promote efficiency and effectiveness in business products and services. Approximately \$8 million will be invested by ITS and the UT System to refresh the data center network, complete data center upgrades, increase the campus border router capacity to 100Gbps, refresh the core network, implement identity management, and build the core digital asset management system.

IT Governance Priorities – FY 2014-2015

Oversee the Administrative Systems Modernization Program 2.0

Continued to oversee the implementation of the Administrative Systems Modernization Program and the design and implementation of the new technical environment in a phased approach involving stakeholders across the University.

Develop Learning Data Analytics Strategy

We began to develop a strategy for analyzing and using real-time data collected during the learning process to improve learning outcomes. Learning Sciences will lead this effort in the future.

Participate in Technology Enhanced Education Governance

Coordinated with the Center for Teaching and Learning and the Provost's Office on the development of a new governance structure for educational technologies. Added a plagiarism detection tool, Turnitin, to the technology roadmap for supporting teaching and learning.

Create a Digital Asset Management Strategy

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

Complete VoIP Deployment

Oversaw the deployment of Voice over Internet Protocol across campus that was completed on September 18, 2015. The two year deployment was on budget and on time. Twenty-five percent of the 23,000 telephone lines were disconnected, and the basic monthly rate has been reduced from \$21 to \$7, which will save campus \$2.5 million each year.

Create Technical Support Coordinator Certification Program

Created 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 includes continuing professional development, as IT tools used on campus evolve.

Create a Plan to Retire Under-utilized ITS Services

A Zero Based Budget was developed for ITS to identify services for retirement that are underused or providing low value. Most of the potential services for retirement will result from implementing new technologies for ASMP 2.0 and Identity and Access Management which will take several years.

Create a Building Access Control System (BACS) Funding Strategy

The BACS funding strategy was finalized and approved. Next year we will evaluate offerings to secure buildings to replace or upgrade the Building Access Control System.

Establish a Direction for Infrastructure as a Service

Determined the administrative tools, management, and access rights structure for campus computing on premise or in the cloud.

Ongoing Implementation Projects

Projects in the FY 2014-2015 year included implementing the new home web pages using responsive web design, selected Sailpoint--a new identity management toolset, continued Office 365 deployment, and completed the transition to the Canvas LMS.

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

Project	Estimated Budget	Expenditures	Notes
Complete VoIP	\$1,000,000	\$1,000,000	On Budget
Identity Management	\$1,400,000 - \$1,700,000	\$1,500,000	SailPoint Selected
TOTAL	\$2,400,000 - \$2,700,000	\$2,500,000	

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

Project	Estimated Budget	Expenditures	Notes
Network Upgrades	\$250,000 - \$300,000	\$387,000	
Information Security Enhancements	\$500,000	\$270,000	
UT Back-up	\$628,000	\$628,000	5 year CrashPlan Renewal
TOTAL	\$1,378,000 - \$1,428,000	\$1,285,000	

IT Governance Priorities – FY 2015-2016

Oversee the Administrative Systems Modernization Program 2.0

The Business Services Committee (BSC) will oversee the implementation of modern administrative systems leveraging Workday. Workday is a cloud-based Software as a Service (SaaS) solution for human resources, payroll, finance, and procurement. The target date for go-live is January, 2017. In the coming year, requirements for a Student Information System will be created, the Change Coordination Committee will be launched, and a funding framework for campus transition and readiness to Workday will be developed.

Implement the Technical Architecture for the Administrative Systems Modernization Program

The BSC and the IT Architecture and Infrastructure Committee (AIC) will oversee implementation of the new technical architecture for administrative systems, including ServiceNow. ServiceNow is a cloud-based SaaS which will become the core service management tool for improving service delivery on campus. Applications will continue to migrate off the mainframe.

Enhance the Research Computing Infrastructure

Based on input from the Research and Educational Technology (R&E) Committee and C-13, partner with ITS, the Texas Advanced Computing Center and UT System to enhance and increase the research computing infrastructure.

Build Digital Asset Management Core System

Build the Digital Asset Management System in the open-source Islandora environment. Develop funding, resource, and contracting structure for the new digital asset management system, which will be hosted in partnership with UT Libraries.

Determine the Building Security System Replacement Approach

Last year, a funding strategy for the on-going operation of the Building Access Control System was developed and approved through IT governance. This year, we will begin to remove BACS alarm points where no longer needed, and determine how to replace or upgrade the current system.

IT Architecture and Infrastructure Project Oversight

Several ongoing ITS projects will receive oversight from the AIC including the implementation of the SailPoint authorization tool, managed Drupal, two-factor Duo, and Office 365 improvements.

Campus Network Enhancements

Increase the network speed to 100Gbps. Develop evolutionary network enhancements including the new data center network architecture, wired auto-portal configuration/802.1x, and Network Address Translation changes to advance the campus network infrastructure and reduce support costs.

Systems Management and Remote Support

AIC will assess systems management and remote access tools and define the requirements, privileges, and expectations that come with various IT roles across campus. Leverage remote support solutions, like Bomgar, to address incidents.

Research and Educational Technology Policy Review

R&E, C-13, and C-14 committees will review policies related to online learning solutions, cloud computing, drone usages for research and educational purposes, iClicker, web conferencing, and rules of engagement for learning analytics.

Efficiency, Effectiveness, and Excellence in Business Information Products and Services

The BSC will ensure alignment with the President's stated goals of Efficiency, Effectiveness, and Excellence in business information products and services.

Implementation and Ongoing Projects

Projects that will be implemented or partially implemented in the 2015-2016 fiscal year include continued Office 365 deployment, expansion of the Box cloud-storage solution, and retirement of under-utilized ITS services. UT Learn, our new staff training system will be deployed.

Estimated ITS Capital Budget in Support of Governance Priorities – FY 2015-2016

Project	Estimated Budget	Notes
Refresh Data Center Network	\$2,000,000	UT System Funded
University Data Center Upgrades	\$700,000	UT System Funded
Add Campus 100 Gbps Border Routers	\$2,000,000	UT System Funded
Core Network Lifecycle Refresh	\$1,000,000	
Implement Identity Management	\$2,000,000	External Assistance to Implement Sailpoint
Digital Asset Management System	\$200,000	
TOTAL	\$7,900,000	\$4,700,000 funded by UT System

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 2014-2015

Name	Position & Organization
President William Powers, Jr.	Committee Chair, University President
Betsy Greenberg, Ph.D.	Chair of C-13, McCombs School of Business
Brad Englert	University Chief Information Officer & ITS Chief Operating Officer
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 2014-2015 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Oversight of the Administrative Systems Modernization Program• Oversight of the completed VoIP deployment• Oversaw the completed transition to Canvas• Considered technology enhanced education governance recommendations• Considered a digital asset management strategy• Endorsed a building security system funding strategy• Considered retirement recommendations for under-utilized ITS services• Endorsed network architecture change

SITAB 2015-2016 Roadmap

- Oversee the Administrative Systems Modernization Program (ASMP)
- Oversee the implementation of the ASMP technical architecture
- Oversee campus network enhancements
- Endorse enhancements to the research computing infrastructure
- Oversee building of the core digital asset management system
- Endorse building security system replacement approach
- Consider recommendations for educational technology policies
- Evaluate efficiency, effectiveness, and excellence in business information products and services
- Consider recommendations for systems management and remote support
- Oversee IT Architecture and Infrastructure projects like ServiceNow, Duo, and SailPoint

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 2014-2015

Name	Position & Organization
Mike Horn	Committee Chair, Director of Digital Strategy, Office of the President
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
Deanna T Schexnayder	Assistant Dean for Finance and Administration
Esther Raizen, Ph.D.	Associate Dean for Research
Gage Paine, Ph.D.	Vice President for Student Affairs
Janice Daman	Assistant Dean
Jerry Speitel, Ph.D.	Associate Dean for Academic Affairs
Kimberly Biar	Assistant Dean for Financial Affairs
Marla Martinez	Co-Chair BSC, Associate Vice President, University Operation
Mike Horn	Director of Digital Strategy, Office of the President
Pat Davis, Ph.D.	Chair R&E, College of Pharmacy
Shannon Strank	Chair AIC, Assistant Director, Center for Electromechanics
Susie Brown	Associate Dean for Business Affairs, McCombs School of Business

OIT 2014-2015 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none"> • Oversight of the Administrative Systems Modernization Program 2.0 • Monitored IT governance participation in technology enhanced education governance • Provided input on digital asset management strategy • Endorsed the building security system funding strategy • Considered retirement of under-utilized ITS services • Monitored the creation of a technical support coordinator certification program • Monitored web site transitions to the new UT Web infrastructure • Continued to monitor the VoIP deployment through completion • Continued to monitor the transition to Canvas through completion • Endorsed network architecture change

OIT 2015-2016 Roadmap

- Oversee the Administrative Systems Modernization Program 2.0
- Oversee the implementation of the ASMP technical architecture
- Oversee campus network enhancements
- Endorse recommended enhancements to the research computing infrastructure
- Oversee building of the core digital asset management system
- Endorse the building security system replacement approach
- Consider recommendations for educational technology policies
- Evaluate efficiency, effectiveness, and excellence in business information products and services
- Consider recommendations for systems management and remote support
- Consider recommendations for IT Architecture and Infrastructure projects like ServiceNow, Duo, and SailPoint

Implementation Projects

- Continue to oversee the retirement of under-utilized ITS services

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 2014-2015

Name	Position & Organization
Pat Davis	Committee Chair, Senior Associate Dean, College of Pharmacy
Ann Molineaux, Ph.D.	Curator, Jackson School of Geosciences
Ariel Schwartz	Doctoral Student, LBJ School of Public Affairs
Bill Barth, Ph.D.	Research Scientist, TACC
Brad Englert	Chief Information Officer and ITS Chief Operating Officer
Craig Chase, Ph.D.	Associate Professor, Department of Electrical & Computer Engineering
Emily Cicchini	Project Manager, College of Liberal Arts
James Henson, Ph.D.	Director of Texas Politics Project, Department of Government
James Pennebaker, Ph.D.	Professor, Department Chair, Department of Psychology
Jeremi Suri, Ph.D.	Professor, LBJ School, College of Liberal Arts
Kelly Crews, Ph.D.	Associate Professor, Department of Geography and the Environment
Ken Tothero	Associate Director of Educational Technology, Center for Teaching and Learning
Matt Mangum	Director I, Cockrell School of Engineering
Matthew Lease, Ph.D.	Assistant Professor, School of Information
Nancy Guilloteau, Ph.D.	Lecturer, College of Liberal Arts
Rashish Tandon	Graduate Student, Computer Science

R&E 2014-2015 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Participated in technology enhanced education governance• Evaluated and awarded FY 2014-2015 Longhorn Innovation Fund for Technology (LIFT) grants• Monitored the implementation of the new web infrastructure• Oversight of the complete transition of the Canvas LMS• Endorsed the sharing of campus technology survey findings with Educause.

2015-2016 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 2015-2016 Roadmap

- Recommend enhancements to the research computing infrastructure
- Oversee building of the core digital asset management system
- Work with C-13 and C-14 to recommend changes to educational technology policies

Implementation Projects

- Evaluate proposals and award grants for the Longhorn Innovation Fund for Technology

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 2014-2015

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
Carolyn Connerat	Associate Vice Provost, Executive Vice President and Provost
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 Ontiveros	Associate Vice President, Utilities and Energy Management
Kathy Chawner	Chair of Administrative Business Leasers (ABL), Director II, Human Resource Services
Kathy Foster	Academic Budget Officer, Office of the Provost
Mark McFarland	Director for Information Technology, College of Natural Sciences
Marla Martinez	Committee Co- Chair, 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

BSC 2014-2015 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Oversight of the Administrative Systems Modernization Program 2.0, including the design of the new technical architecture• Created a building security system funding strategy• Endorsed the creation of the Change Coordination Process subcommittee• Endorsed the ASMP 2.0 steering committee, which meets monthly

BSC 2015-2016 Roadmap

- Oversee the Administrative Systems Modernization Program (ASMP 2.0)
- Oversee the implementation of the ASMP technical architecture
- Create the building security system replacement approach
- Build and evaluate efficiency, effectiveness, and excellence in business information products and services

Implementation Projects

- Oversee the implementation of ServiceNow

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 2014-2015

Name	Position & Organization
Shannon Strank	Committee Chair, Assistant Director, Center for Electromechanics
Adam Norwood	Senior Software Developer/Analyst
Athena Reynolds	Assistant Director, Budget Office
Brad Englert	Chief Information Officer and ITS Chief Operating Officer
Cam Beasley	Chief Information Security Officer
Francis McGrath	Senior Software Developer/Analyst
Gabe Hernandez	Manager of Systems Services, Department of Electrical & Computer Engineering
Greg Baker	IAM Committee Chair, Information Technology Services
James Coombes	Assistant Director, McCombs School of Business
Julienne VanDerZiel	Director, ITS Applications, Information Technology Services
Ladd Hanson	Head of Library Systems, University of Texas Libraries
Michael Caldwell	WITI Committee Chair, Office of Admissions
Roy Ruiz	Director, Technology Resources
Sandra Germenis	Director, Customer Support Services, Information Technology Services
Scott Messec	Senior IT Manager, Cockrell School of Engineering
Tim Fackler, Ph.D.	Sr. Info Tech Manager, College of Liberal Arts
Tod Maxwell	Assistant Director, Internal Audit
Trice Humpert	Director of Systems, Information Technology Services
William Green	Director of Networking and Telecommunications, Information Technology Services

AIC 2014-2015 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none">• Created a technical support coordinator certification program• Monitored the deployment of Voice over Internet Protocol (VoIP)• Monitored the implementation of the identity management strategy• Monitored implementation of the new web infrastructure• Oversight of the technical architecture design and build for ASMP 2.0• Oversight of the continued migration to Office 365• Endorsed the permission systems changes for Next-Gen Net management• Endorsed UT Austin Web Linking Policy• Endorsed UT Web, Web Central, And UTS retirement

AIC 2015-2016 Roadmap

- Oversee the implementation of the ASMP technical architecture
- Oversee campus network enhancements
- Consider building security system replacement approaches
- Make recommendations for systems management and remote support
- Oversee IT Architecture and Infrastructure projects like ServiceNow, Duo, and SailPoint

Implementation Projects

- Oversee the implementation of SailPoint authorization tool
- Oversee the implementation of ServiceNow
- Oversee the implementation of Duo
- Oversee the implementation of Office 365 improvements
- Oversee the expansion of the Box cloud-storage solution

Faculty Council Information Technology Committee (C-13)

Charter

Recommend to the President, 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 2014-2015 Annual Report

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

http://www.utexas.edu/faculty/council/2014-2015/reports/annual_rpt/annual_rpt.html