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University of South Carolina
BOARD OF TRUSTEES

Ad Hoc Committee on Information Technology

April 9, 2021

The Ad Hoc Committee on Information Technology of the University of South Carolina Board of Trustees met at 10:15 a.m. on Friday, April 9, 2021, in the Pastides Alumni Center Ballroom and by Microsoft Teams.

Committee members present were Trustee Leah B. Moody, Co-Chair; Chief Information Officer Doug Foster, Co-Chair; Assistant to the President for System Affairs Eddie King; Senior Associate Provost for Social Innovation and eLearning Diana Hill-Mitchell; Trustee C. Dorn Smith III, Board Chair; and Trustee Thad H. Westbrook, Board Vice Chair. Committee members participating via Microsoft Teams video conference were Clinical Assistant Professor and McNair Institute for Entrepreneurism and Free Enterprise Faculty Director Dirk Brown; Senior Associate Dean for Academics and Research Mark Ferguson; Trustee Rose Buyck Newton; and Board of Trustees Strategic Advisor David Seaton. College of Engineering and Computing Dean Hossein Haj-Hariri was absent.

Other Board members in attendance were Mr. Alex English; Dr. C. Edward Floyd; Mr. Brian C. Harlan; Mr. Richard A. Jones Jr.; Mr. Toney J. Lister; Mr. Hubert F. Mobley; Ms. Emma W. Morris; Mr. Robin D. Roberts; Mr. John C. von Lehe, Jr.; Mr. Eugene P. Warr, Jr.; Mr. Mack I. Whittle Jr.; and Mr. Charles H. Williams. Ms. Molly M. Spearman participated via Microsoft Teams video conference and Mr. C. Dan Adams participated via Microsoft Teams audio conference.

Also present were USC Columbia Faculty Senate Chair Dr. Mark Cooper and USC Columbia Student Government President Alex Harrell.

Others attending in person were President Robert L. Caslen Jr.; Acting Secretary Cameron Howell; Vice President of Human Resources Caroline Agardy; Assistant Vice President Health and Wellness and Executive Director of Student Health Services Deborah Beck; President's Chief of Staff Mark Bieger; Executive Director of Strategic Initiatives Jack Claypoole; USC Upstate Interim Chancellor Derham Cole; Facilities Manager Jason Cone; Vice President for Development and Alumni Relations Monica Delisa; Chief Audit Executive Pamela Dunleavy; Palmetto College Chancellor Susan Elkins; Associate Vice President of Finance and Budget Kelly Epting; University Architect, Associate Vice President of Facilities Planning, Design and Construction Derek Gruner; USC Alumni Association Chief Executive Officer Wes Hickman; Interim Director for Academic Programs and Director of the Office of Distributed Learning Trena Houp; University Controller Mandy Kibler; Executive Director; Office of Economic Engagement Bill Kirkland; Senior Director of Strategic Partnership for Military and Government Programs Todd McCaffrey; Associate Vice President and Chief Procurement Officer Venis Manigo; Senior Deputy Athletics Director Chance Miller; Vice President for Research Prakash Nagarkatti; University of South Carolina Beaufort Chancellor Al Panu; General Counsel and Executive Director of Compliance Programs Terry Parham; Chief Operating Officer Jeff Perkins; Vice President for Student Affairs and Vice Provost Dennis Pruitt; Interim Executive Communications Director Amy Rogers; Immediate Past USC Columbia Student Government President Ms. Issy Rushton; College of Arts and Sciences Interim Dean Joel Samuels; Special Assistant to the President James Smith; University Treasurer, Assistant Vice President of Administrative Operations and Chief of Staff Joe Sobieralski; Assistant Vice President of Media and External Engagement

Jeff Stensland; Director of Athletics Ray Tanner; Executive Vice President for Academic Affairs and Provost Bill Tate; and Associate VP for Law Enforcement and Safety Chris Wuchenich.

OPEN SESSION

I. Call to Order

Co-Chair Moody called the meeting to order, welcomed those in attendance, and asked everyone at the table to introduce themselves. Acting Secretary Howell confirmed Committee and Board members participating via Microsoft Teams video and audio conference.

Co-Chair Moody called on Mr. Stensland to introduce members of the press joining in person and by Microsoft Teams audio conference. Mr. Stensland introduced Andy Shane with the *Post and Courier* and Tyler Fedor with the *Daily Gamecock*.

Co-Chair Moody stated notice of the meeting had been posted and the press notified as required by the Freedom of Information Act, the agenda and supporting materials had been circulated, and a quorum was present to conduct business.

II. Vision Statement / Align with UofSC's Strategic Plan

Co-Chair Moody stated the charters and matrices developed by each Board committee will be reviewed in terms of the Board's governance structure. She encouraged committee chairs to add Information Technology (IT) to each of their matrices in preparation for that review. Five IT governance domains Co-Chair Doug Foster identified for the Board were presented: 1) Strategic Alignment – verify that IT strategy is aligned with business strategy; 2) Performance Measurement – measure IT performance and the contribution of IT in the business; 3) Value Delivery – document the value received from each IT investment; 4) Risk Management – assess and report IT-related risk and organizational impact; and 5) Resource Management – ensure that IT has competent, sufficient and efficient resources (i.e.,

applications, information, infrastructure, and people). Co-Chair Moody stated as the University's delivery of online education and teaching pedagogies evolve, robust discussions around IT governance will be necessary.

Dr. Cooper stated there are many opportunities to be mindful and intentional in implementing IT-related policies and governance to improve compliance in areas where it matters.

III. Review of Matrix

Co-Chair Moody presented the IT Ad Hoc Committee draft matrix. Goals are to review IT policies and achieve clarity around the role of IT, strategic plan alignment related to Board governance domains and Online Programs Management (OPM) Enterprise, and development of Committees' IT governance domains. In addition to individual committee IT governance domains, the Finance and Infrastructure Committee would have oversight of investment, expenditures, and budget; the Audit, Compliance and Risk Committee would have oversight of IT framework; and the University System Committee would have oversight of administrative services coordination, University online coordination, and establishment of the OPM Enterprise goal. The Ad Hoc Committee on Information Technology will plan to meet monthly to develop recommendations to be presented to the full Board for consideration and approval in August 2021.

Discussion ensued as to additional IT governance domain issues. Mr. Westbrook suggested strategic plan alignment falls under the Governance Committee. Mr. Whittle suggested adding risk management. Committee members Dr. Brown, Dr. Mitchell, and Mr. King agreed with Mr. Westbrook and Mr. Whittle's suggestions.

Mr. Whittle suggested scheduling meetings going forward at 8:30 a.m. the third Wednesday of the month. Committee members voiced their availability and Co-Chair Moody stated the next meeting would be held Wednesday, April 21.

III. Industry Experts in the Ad Hoc Process

Co-Chair Moody stated rather than adding an IT industry expert to the Ad Hoc Committee on Information Technology, it would be more appropriate for individual committees to engage industry experts in the areas of IT procurement, legal, and substantive fields. Mr. Westbrook indicated with respect to the Governance Committee, Co-Chair Doug Foster's level of expertise would be sufficient. Mr. Whittle felt it would be beneficial to engage alumni with IT expertise to review and provide feedback on systems and processes being considered. Co-Chair Foster stated there will be a cross-pollination of issues. For example, Health Insurance Portability and Accountability Act (HIPAA) compliance will be relevant for the Health and Medical Affairs Committee as well as the Audit, Compliance and Risk Committee. A determination needs to be made as to under what committees those cross-pollination issues land and how they are parsed, Foster noted. Mr. Whittle and Co-Chair Moody suggested it would be beneficial to assess how three or four universities considered leaders in best practices map their flow charts and the software they utilize. Dr. Cooper stated he and Mr. Foster have served five years together on the Faculty Senate IT Committee and what he has learned is that IT issues touch every aspect of the University. He cautioned against mission creep and suggested the Ad Hoc Committee on Information Technology should remain focused on launching the big picture initiative. Learning and understanding how the University touches every aspect of the University is a longer-term project. Mr. Westbrook liked the idea of the Ad Hoc Information Technology Committee remaining focused on handing off the IT governance domains to the individual committees and sunsetting the

Committee in August. Mr. Whittle noted because technology will continue to change very rapidly, Mr. Foster should report to the Board at least annually on the implementation status of new systems as well as new technologies that are available. Co-Chair Moody stated an IT Continuing Education could be built into the System Affairs Committee to allow for semiannual reports to the Board. Board Chair Dorn Smith reiterated the need for semiannual reports to ensure timely Board oversight of the project.

IV. Review Information Technology Procurement Policy (IT 1.00)

Co-Chair Moody presented IT Policy 1.00 reflecting proposed revisions. The policy comprehensively sets forth the UofSC System's Information Technology Program Management (SITP). Revisions include a provision for the VP of IT and University CIOs to report periodically on the status of all SITP implementation and compliance to the Board of Trustees and other senior UofSC Officials, such as the President's Cabinet and the Chief Audit Executive. Co-Chair Moody asked the Committee to review the proposed revised policy and provide feedback. The revised policy will be incorporated into the Committee's recommendation to the full Board for approval.

V. Other Matters

Co-Chair Moody asked if there were any other matters to discuss. There were none.

VI. Adjournment

There being no other matters on the agenda, Chair Moody adjourned the meeting at 10:45 a.m.

Respectfully submitted,

Cameron Howell
Acting Secretary