



UNIVERSITY OF  
**SOUTH CAROLINA**

IT Strategic Priorities 2018-2021

# Strategic Priorities

Over the next four years, the Division of Information Technology will focus on the following Strategic Priorities...

1 Advance the academic and research missions of the university

2 Enhance the student digital experience

3 Improve administrative efficiencies

4 Establish a best-in-class service delivery model

5 Provide a reliable and flexible technology infrastructure



# **Strategic Priority 1:** **Advance the academic and research missions of the university**

*The preeminent priority of the Division of Information Technology will be to make substantive contributions to the teaching and research missions of the university.*

## **OBJECTIVES:**

- A. Collaborate with teaching organizations across campus**
- B. Improve the efficacy of the classroom resources**
- C. Incorporate new tools into learning environments**
- D. Expand research and high-performance computing capabilities**
- E. Design and implement storage solutions that directly support research initiatives**
- F. Strengthen pre- and post-award processes and systems**



# Advance the academic and research missions of the university

## Objective 1A: Collaborate with teaching organizations across campus

### ACTION ITEMS:

1. Define clear roles and responsibilities for all teaching support groups
2. Work with teaching support groups to rationalize service offerings
3. Develop clear marketing and communication for teaching support services



# Advance the academic and research missions of the university

## Objective 1B: Improve the efficacy of classroom technological resources

### ACTION ITEMS:

1. Assess current classroom technology environments and tools
  - Develop a classroom technology roadmap
2. Improve adoption of current classroom technology
3. Develop comprehensive training and support models for learning enhancement tools
4. Implement responsive classroom technology support model
5. Collaborate with the Provost's Classroom Enhancement and Scheduling Committee



# Advance the academic and research missions of the university

## Objective 1C: Incorporate new tools into learning environments

### ACTION ITEMS:

1. Assess current teaching tools with relevant governance groups
2. Close gaps in current teaching technology tools
3. Establish research and development function to evaluate current tools
4. Build software development capabilities to fill gaps in the marketplace



# Advance the academic and research missions of the university

## Objective 1D: Expand research & high-performance computing capabilities

### ACTION ITEMS:

1. Establish IT Research Council to prioritize investments in IT research
2. Develop a plan for sustainable research infrastructure investment
3. Build-out sustainable research support resources
4. Develop marketing and communication tools for IT research assets
5. Expand participation at national high-performance computing centers
6. Form partnerships with commercial and government organizations
7. Support development of research data management plans



# Advance the academic and research missions of the university

**Objective 1E: Design and implement storage solutions that directly support research initiatives**

## **ACTION ITEMS:**

1. Implement best practices for research data storage
2. Develop clear guidelines on data management solutions
3. Offer tiered research storage solutions
4. Leverage cloud for research computing and storage





# Advance the academic and research missions of the university

## Objective 1F: Strengthen pre- and post-award processes and systems

### ACTION ITEMS:

1. Assess current pre- and post-award systems
2. Build roadmap for best-in-class processes and systems
3. Collaborate with key stakeholders for input and system adoption



# Strategic Priority 2:

## Enhance the student digital experience

*The Division of Information Technology will equip students with the technology necessary to achieve academic success.*

### OBJECTIVES:

- A. Engage students in governance processes
- B. Develop a wireless roadmap
- C. Establish consistent use of learning tools
- D. Develop a technology portal that combines various resources into one centralized, searchable location
- E. Develop student-centric applications



# Enhance the student digital experience

## Objective 2A: Engage students in governance processes

### ACTION ITEMS:

1. Assess student needs through the Student IT Advisory Committee
2. Place student representatives on various IT governance bodies



# Enhance the student digital experience

## Objective 2B: Develop a wireless roadmap

### ACTION ITEMS:

1. Build-out Wi-Fi
2. Monitor and rationalize network traffic
3. Continually benchmark our performance against peer institutions and industry standards



# Enhance the student digital experience

## Objective 2C: Establish consistent use of learning tools

### ACTION ITEMS:

1. Establish preferred solutions in classroom technology
2. Create a Classroom Technology Governance Council
3. Develop a technology adoption plan and related metrics



## Enhance the student digital experience

**Objective 2D: Develop a technology portal that combines various resources into one centralized, searchable location**

### **ACTION ITEMS:**

1. Establish the process and governance structure for the portal build-out



# Enhance the student digital experience

## Objective 2E: Develop student-centric applications

### ACTION ITEMS:

1. Build an application portfolio to meet student needs
2. Employ students in the development of technology
3. Continually consult and learn from individuals who have grown up with easily-accessible technology (digital natives)



# Strategic Priority 3:

## Improve administrative efficiencies

*We will work to streamline administrative systems and processes to minimize overhead and duplicated work.*

### OBJECTIVES:

- A. Improve business processes
- B. Integrate university systems
- C. Improve business intelligence and analytics capabilities
- D. Eliminate redundant technologies





# Improve administrative efficiencies

## Objective 3A: Improve business processes

### ACTION ITEMS:

1. Establish a Business Process Improvement Center of Excellence
2. Adopt formal Business Process Improvement methodology
3. Establish a formal Change Management methodology
4. Create a business case for process improvements
5. Improve access to and understanding of university data



# Improve administrative efficiencies

## Objective 3B: Integrate university systems

### ACTION ITEMS:

1. Assess current systems and their benefit to the organization
2. Develop a current application portfolio
3. Draft an application disposition roadmap to assess current systems and their benefit to the organization
4. Implement a standard integration technology solution
5. Eliminate obsolete systems



# Improve administrative efficiencies

## Objective 3C: Improve business intelligence and analytics capabilities

### ACTION ITEMS:

1. Build a Business Intelligence/Analytics Center of Excellence
2. Establish a community of practice across the system
3. Develop a roadmap and establish standards for Business Intelligence/Analytics
4. Enhance and improve compliance reporting capabilities



# Improve administrative efficiencies

## Objective 3D: Eliminate redundant technologies

### ACTION ITEMS:

1. Establish a Technical Review Board
2. Develop a Technical Reference Model
3. Eliminate redundancies where possible



# Strategic Priority 4:

## Establish a best-in-class service delivery model

*The services offered by the Division of Information Technology should be easily accessible, competitively priced, and repeatable.*

### OBJECTIVES:

- A. Implement a robust Service Management program
- B. Recruit, retain, and develop top talent
- C. Develop sustainable billing/funding model
- D. Identify and eliminate duplicate IT service offerings
- E. Establish a solid governance model



# Establish a best-in-class service delivery model

## Objective 4A: Implement a robust Service Management program

### ACTION ITEMS:

1. Implement incident, problem, configuration, change, resource and portfolio management processes across the division
2. Establish a clear training and awareness program



# Establish a best-in-class service delivery model

## Objective 4B: Recruit, retain, and develop top talent

### ACTION ITEMS:

1. Improve Performance Management
2. Develop clear career paths for DoIT staff
3. Establish sustainable training and development program for DoIT staff



# Establish a best-in-class service delivery model

## Objective 4C: Develop sustainable billing/funding model

### ACTION ITEMS:

1. Develop financial reporting to capture sources and uses for DoIT
2. Review billing rates/services across the division
3. Develop clear processes for strategic initiatives, budget development, and rate revisions





# Establish a best-in-class service delivery model

## Objective 4D: Identify and eliminate duplicate IT service offerings

### ACTION ITEMS:

1. Work with comprehensive universities and Palmetto College campuses, as well as colleges and schools at the Columbia campus, to create collective Service Catalog
2. Build roadmap for service transitions



# Establish a best-in-class service delivery model

## Objective 4E: Establish a solid governance model

### ACTION ITEMS:

1. Continue to implement governance advisory groups and councils
2. Develop an ongoing feedback and improvement model for governance groups
3. Create an awareness campaign for IT governance groups



# Strategic Priority 5:

## Provide a reliable & flexible technology infrastructure

*The Division of Information Technology will plan for future growth and innovation by providing a technology infrastructure that can be expanded, upgraded, and replaced to meet growing needs.*

### OBJECTIVES:

- A. Develop Tier 2 data center capabilities
- B. Develop and publish a cloud strategy (research, storage, applications)
- C. Continually improve network capabilities
- D. Implement massively parallel database environment
- E. Maintain best-in-class information security programs



# Provide a reliable & flexible technology infrastructure

## Objective 5A: Develop Tier 2 data center capabilities

### ACTION ITEMS:

1. Assess the current capabilities of the data center
2. Develop a roadmap and investment plan
3. Establish a necessary skills matrix
4. Aggregate disparate data centers to one
5. Bolster security of the university data center



# Provide a reliable & flexible technology infrastructure

**Objective 5B: Develop and publish a cloud strategy (research, storage, applications)**

## **ACTION ITEMS:**

1. Pilot capabilities with major cloud providers (Google, Amazon, Microsoft, IBM)
2. Develop a roadmap for cloud workloads
3. Establish processes and organization to support cloud roadmap



# Provide a reliable & flexible technology infrastructure

## Objective 5C: Continually improve network capabilities

### ACTION ITEMS:

1. Engage stakeholders in infrastructure governance to determine future needs and outcomes
2. Establish roadmaps for wired/wireless networks
3. Build performance metrics for network performance
4. Establish a “common good” funding structure



# Provide a reliable & flexible technology infrastructure

## Objective 5D: Implement massively parallel database environment

### ACTION ITEMS:

1. Engage a Business Intelligence/Analytics governance group in database design
2. Assess, design, and implement organization model to support “Big Data”
3. Partner with academic and research leaders to structure a center of excellence
4. Work with key stakeholders to establish best-in-class data management practices



# Provide a reliable & flexible technology infrastructure

## Objective 5E: Maintain best-in-class information security programs

### ACTION ITEMS:

1. Design improvements that address the greatest IT security threats to the university
2. Ensure security measures are incorporated into all relevant projects

