MINUTES
COMMITTEE ON GOVERNANCE
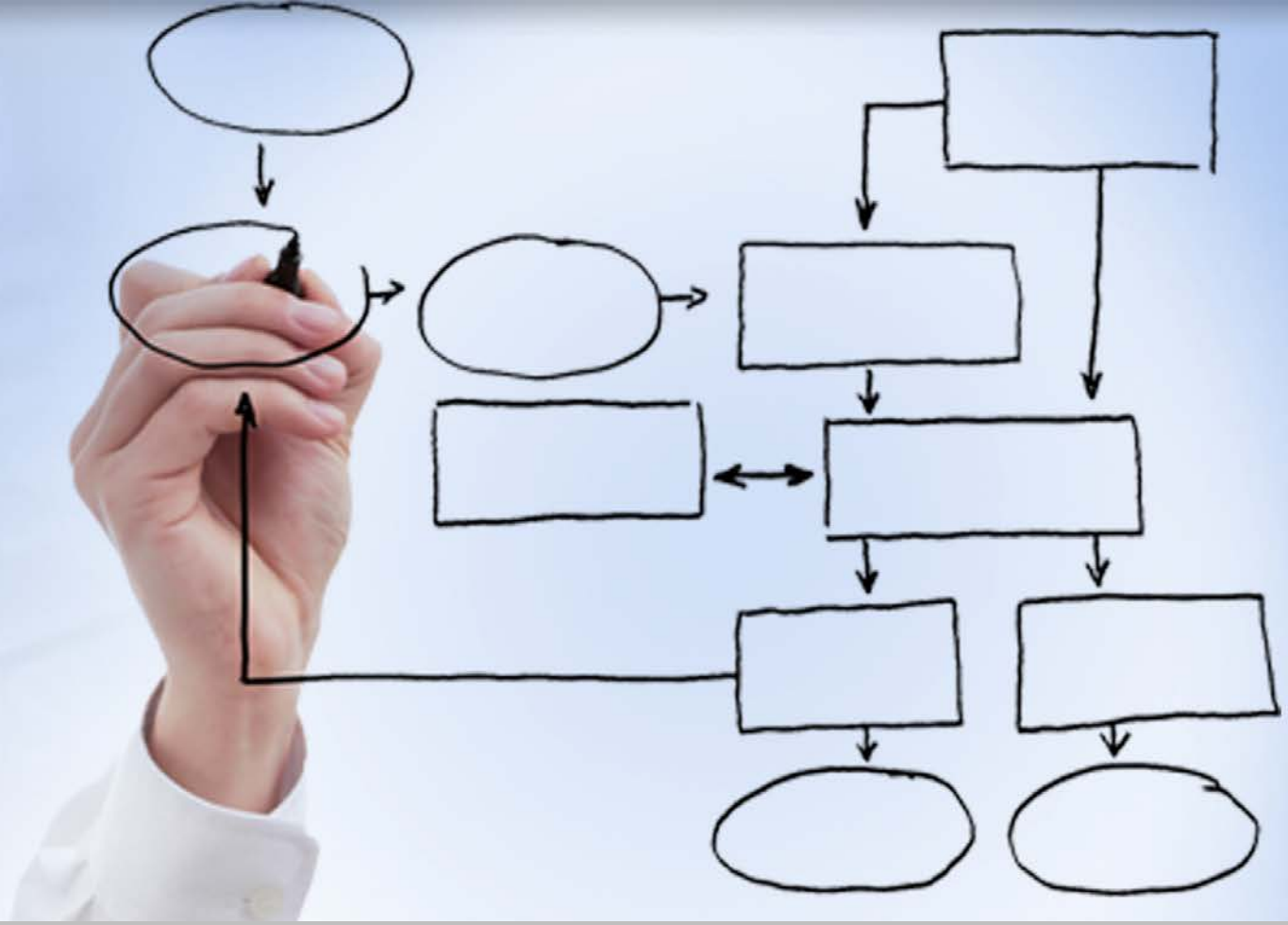Conference Call
April 7, 2010

A conference call of the Committee on Governance was held April 7, 2010. Chair
Dianna Morgan called the meeting to order at 1:03 p.m. Present on the call were:
Trustees Carlos Alfonso, Danny Ponce, Carolyn Roberts, and Steven Scott. Present in
the room were Brian Beach, Jamie Lewis Keith, and Karon Grabel.

Chair Morgan began by explaining that a new Vice President for Chief Information
Officer has been hired. The committee is charged with approval the organizational
structure of the university which includes the approval of the new VP for Chief
Informational Officer position. Chair Morgan then referred the committee to Resolution
R10-73 re the Vice President and Chief Information Officer and the accompanying power
point presentation and reminded the committee that the power point had been reviewed at
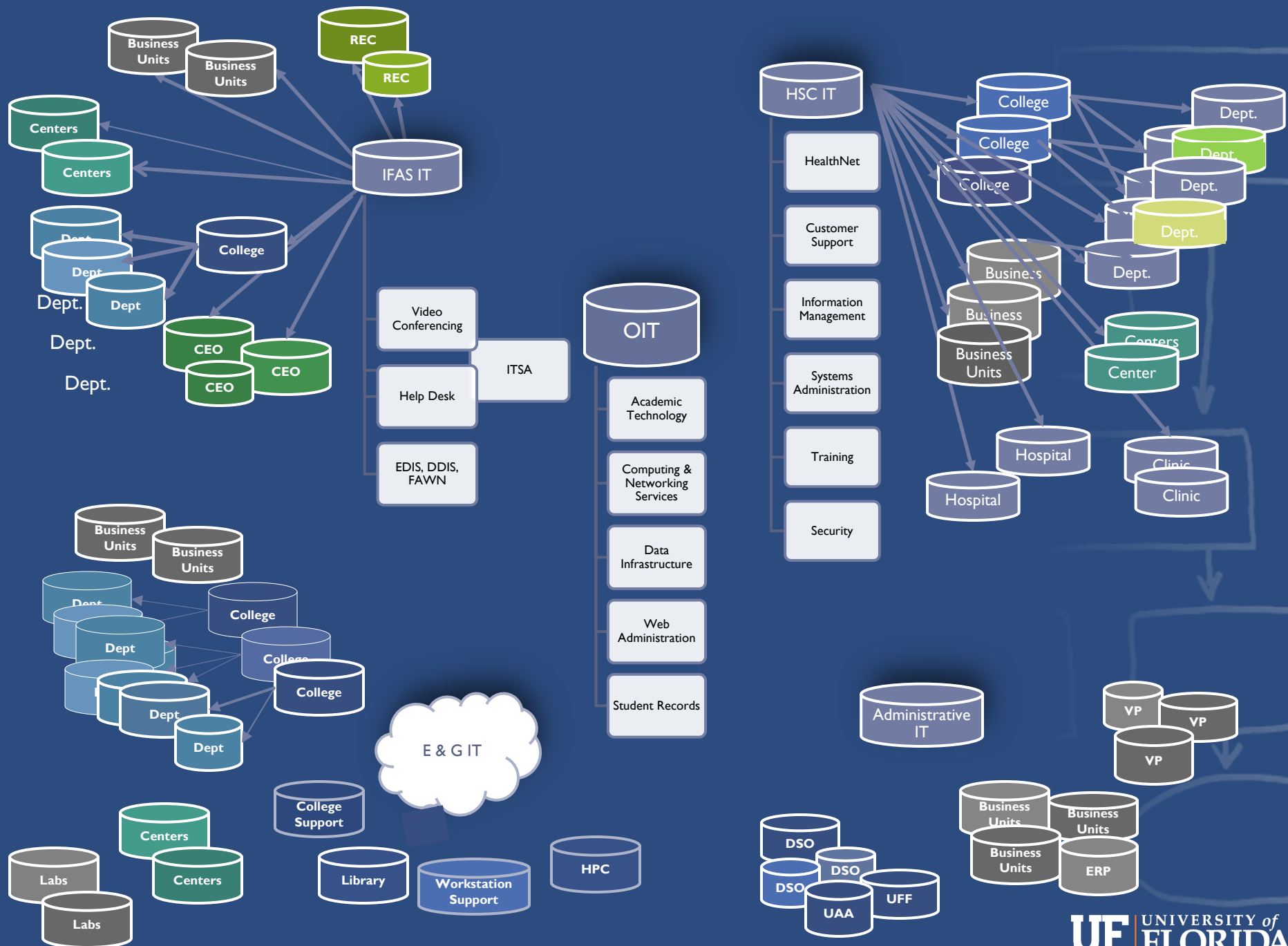an earlier time.

Trustee Roberts commented that the power point was very good.

Trustee Morgan opened the floor for discussion or questions. Trustee Ponce asked if the
new Vice President for Chief Information Officer has seen the power point and it was
noted by Vice President Beach that all of the candidates had been provided this through
the search firm.

Trustee Scott motioned to approve and Trustee Ponce seconded the motion. As there was
no other business, the meeting was adjourned by Trustee Morgan.

2009 Information Technology Action Plan

Business Units · **Business Units** · **REC** · **REC**

Centers · **Centers**

IFAS IT

Dept · **Dept** · **Dept** · **College** · Dept. · Dept. · Dept.

CEO · **CEO** · **CEO**

HSC IT
- HealthNet
- Customer Support
- Information Management
- Systems Administration
- Training
- Security

College · **College** · **College**

Dept. · **Dept.** · **Dept.** · **Dept.** · **Dept.** · **Dept.**

Business · **Business** · **Business Units**

Centers · **Center**

Hospital · **Hospital**

Clinic · **Clinic**

Video Conferencing

Help Desk

ITSA

EDIS, DDIS, FAWN

OIT
- Academic Technology
- Computing & Networking Services
- Data Infrastructure
- Web Administration
- Student Records

Business Units · **Business Units**

Dept · **Dept** · **Dept** · **Dept**

College · **College** · **College**

E & G IT

Centers · **Centers**

Labs · **Labs**

College Support

Library · **Workstation Support** · **HPC**

Administrative IT

VP · **VP** · **VP**

Business Units · **Business Units** · **Business Units** · **ERP**

DSO · **DSO** · **DSO** · **UAA** · **UFF**

UF | UNIVERSITY of FLORIDA

Improving IT: A Priority for UF

- President Machen: Improving IT a priority focus for UF; included as long-term goal
- IT is fundamental to UF's future
- President Machen charged task force and steering group with developing IT action plan
- Opportunities for cost effectiveness and efficiencies
- Opportunities for standardization where practicable; consistency in our approach
- Facilitate collaboration and partnerships

Plan, Process and Timeframe
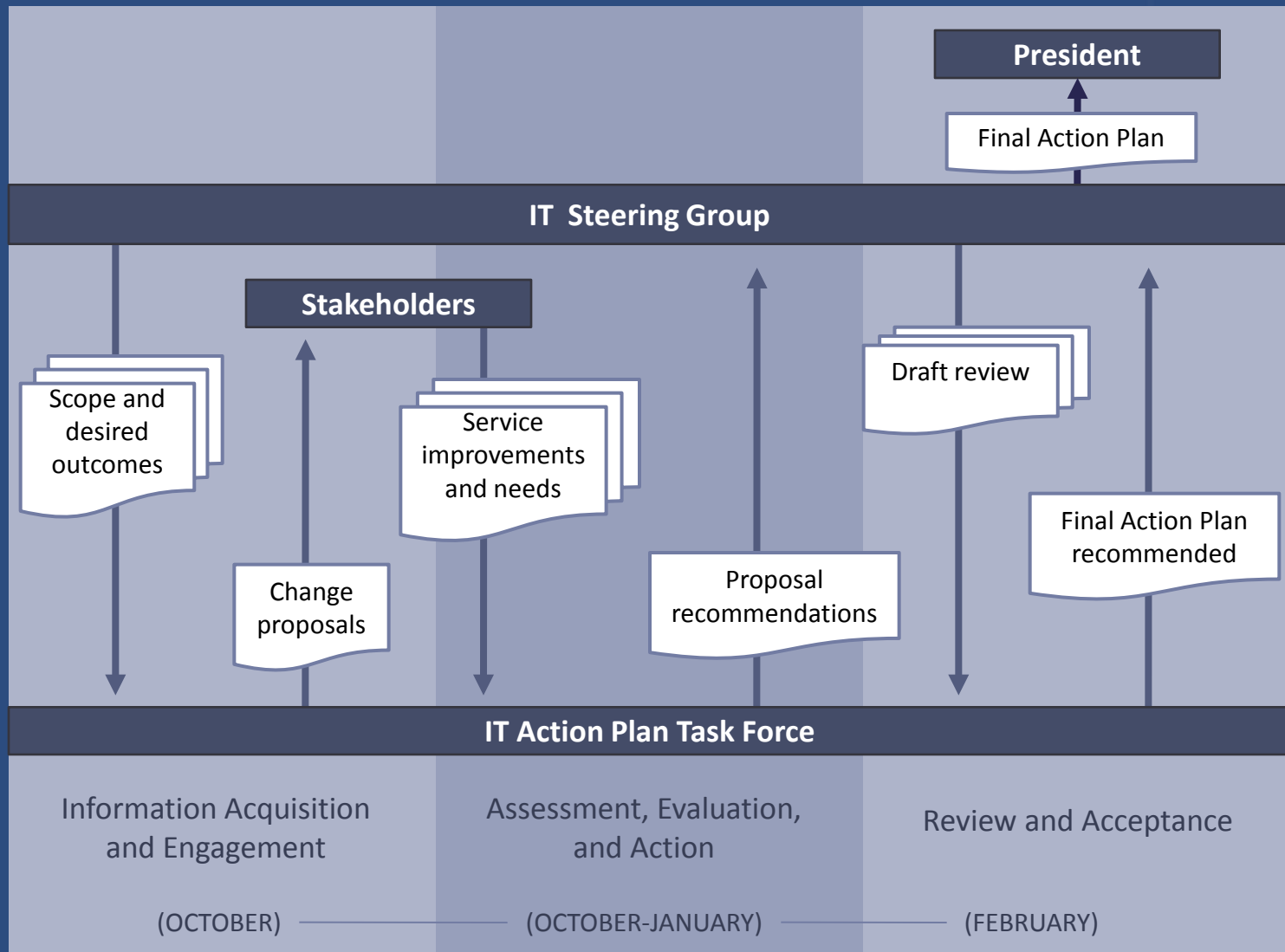
IT Steering Group

Kyle Cavanaugh, Chair
Senior VP, Administration

Larry Arrington
Interim Senior VP, Agric. and Nat. Resources

Brian Beach
Interim Senior VP, Administration

Doug Barrett
Senior VP, Health Affairs

Frank Bova
Chair, Faculty Senate

Jimmy Cheek
Senior VP, Agric. and Nat. Resources

Joe Glover
Senior VP and Provost

Matt Fajack
VP and CFO

Win Phillips
VP, Research

Ed Poppell
VP, Business Affairs

Chuck Frazier, Ex-officio
Interim CIO and Professor Emeritus

IT Action Plan Task Force

Chuck Frazier, Chair
Interim CIO and Professor Emeritus

Mike Conlon
Associate CIO, Director of Data Infrastructure

Mike Corwin
Director, UF Bridges

Tim Fitzpatrick
Associate CIO, Dir. Network and Comp. Services

Joe Joyce
Exec. Assoc. VP and Prof., Agric. & Nat. Res.

Bernard Mair
Assoc. Dean of Info. Res. & Tech. Progs., CLAS

Mark Orazem
Professor, Chemical Engineering

Jan van der Aa
Asst. VP, Info. Services/CIO, Health Science Ctr.

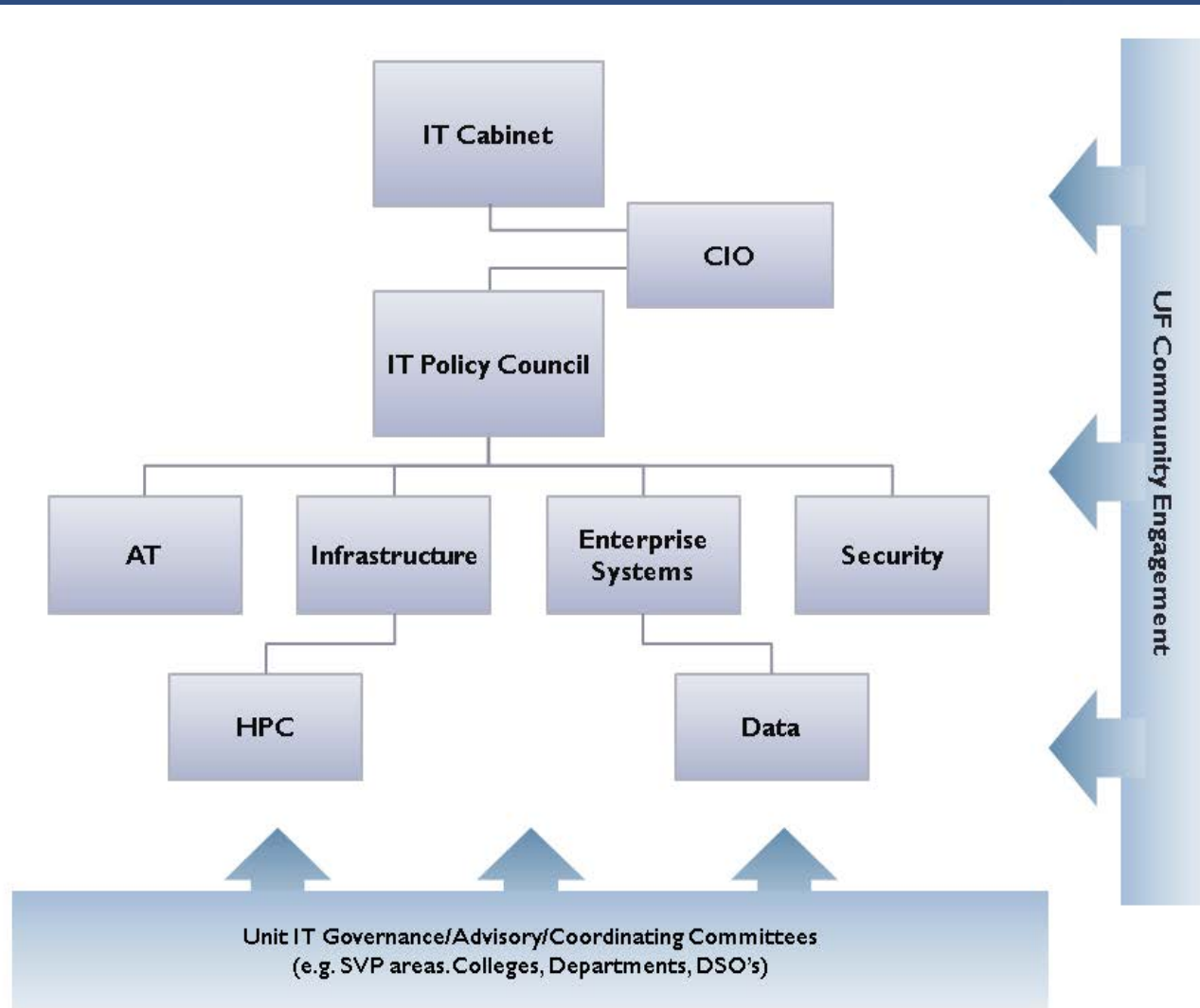**Fedro Zazueta**
Associate CIO, Prof. and Director of Acad. Tech.

Focus of Action Plan

Governance

Engagement

Organization

Funding

Priorities

Governance

- Create ... e following
  - Local le... faculty,
  - Topical academ... profess... from lo...
  - IT Polic... plannin... reps, fa...
  - IT Cabi... at least

- The IT ... and no...

IT Cabinet

CIO

IT Policy Council

AT

Infrastructure

Enterprise Systems

Security

HPC

Data

UF Community Engagement

Unit IT Governance/Advisory/Coordinating Committees
(e.g. SVP areas. Colleges, Departments, DSO's)

Organization

- Create a UF IT organization that integrates all IT at UF
- Create a reporting structure under a single CIO
- Organize core IT units under four main groups:
  - Academic Technology (Core IT Services and Support)
  - University/Enterprise Systems (Enterprise Applications)
  - Computing and Networking Services (Core Infrastructure)
  - Information Security and Compliance (merge existing units)
- Create a dual report structure (SVP and CIO) for the lead IT professionals in HSC, IFAS, Central Administration and E&G

UF UNIVERSITY of FLORIDA

TBA

Assist the CIO with strategic decision-making, presentations to the President and board, identify opportunities for use of IT in improving the university

IT Cabinet

Work with president and CIO regarding major strategic decisions for IT. IT principles and strategic alignment with university goals. See Governance.

CIO

The CIO is responsible for development and execution of IT strategy, policy, IT workforce and IT operations university-wide

IT Policy Council and its subcommittees

Recommend IT policy, applications, operational improvements. See Governance

Academic Technology

- Help Desk
- Classroom Support
- Faculty Dev.
- Instructional Design
- IT Training

University Systems

- ERP Systems
- Student Systems
- Course Management
- Identity Management
- Business Intelligence

Computing and Networking Services

- Infrastructure
- Data network
- Phones
- Video Network
- Data Center

IT Security and Compliance

- Policy
- Surveillance
- Remediation
- Risk Assessment
- Compliance

Web Administration

- Institutional Websites
- Web Policy
- Web Standards
- Outreach

Health Science Center IT

- Support six colleges
- Voice/data networks
- Clinical resources
- Research resources

Administrative IT

- Support business units
- Workstation support
- Specialty systems
- Web Sites

IFAS IT

- Support Coll. of Agric.
- Extension support
- Research support
- Server/web support

HSC, Admin, IFAS and E & G IT report to the corresponding Sr. VP and to the CIO for policy, compliance and IT program development

E & G IT

- Support nine colleges
- Workstation support
- HPC
- FCLA Library

Funding

- Total annual expenditures for IT services are $100M, split roughly 50-50 between Core and Distributed IT
- Current revenue sources used to fund the "cost-to-continue" ongoing operations in Core IT are not always recurring
- Stabilize $14.2M as baseline funding for Core IT ongoing operations
- Provide $4M additional baseline funding for IT improvements and innovations
- Locate responsibility to the proposed IT Cabinet for major IT projects and funding decisions

Priority Projects

- Improve IT security and compliance

- Improve support for instruction

- Improve support for enterprise systems

- Build a second off-site data center

Next Steps

- Begin plan execution; establish new IT organization with new direct reports
- Form Information Security & Compliance Group
- Begin formation of University Systems Group
- Off-site data center
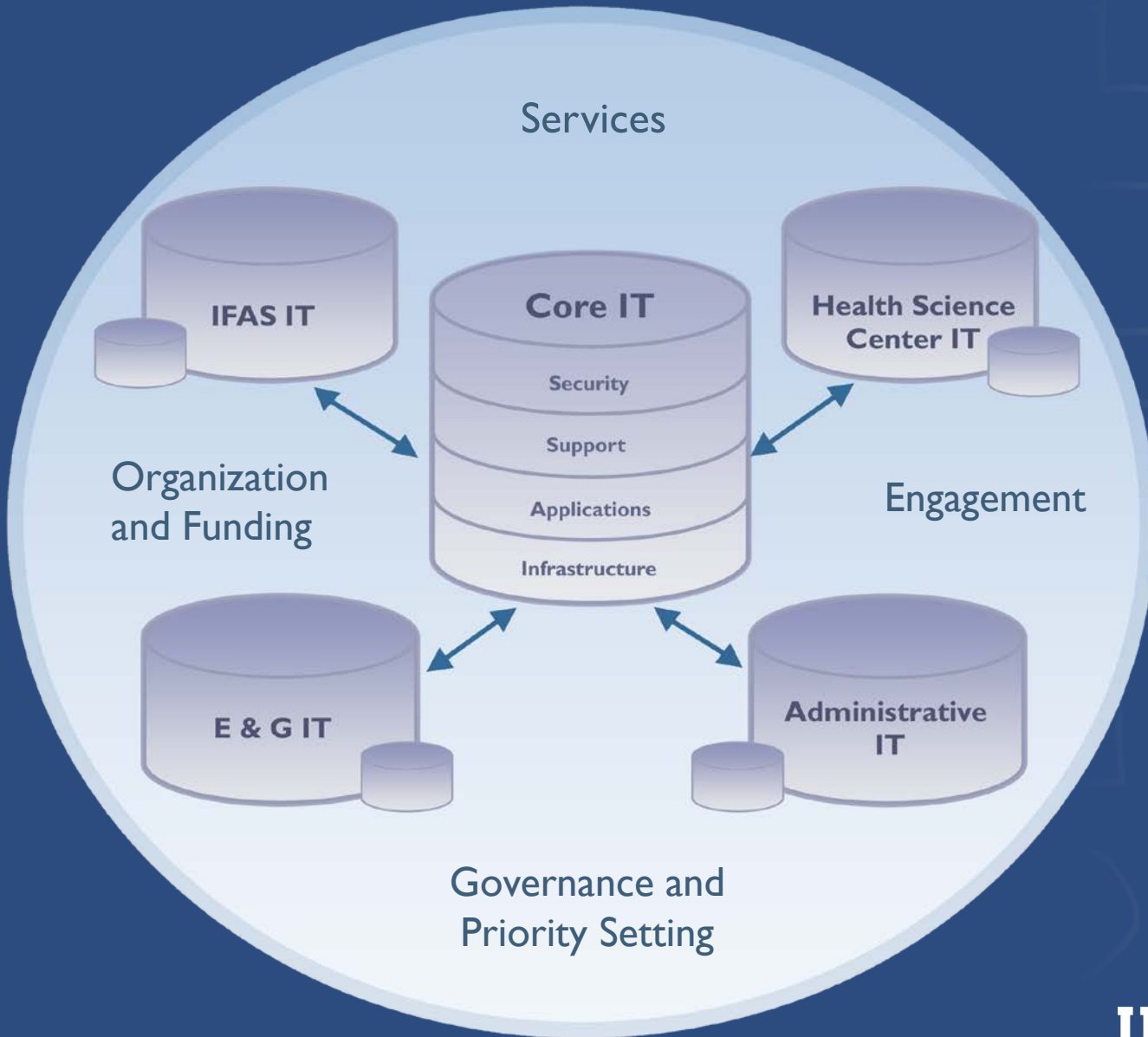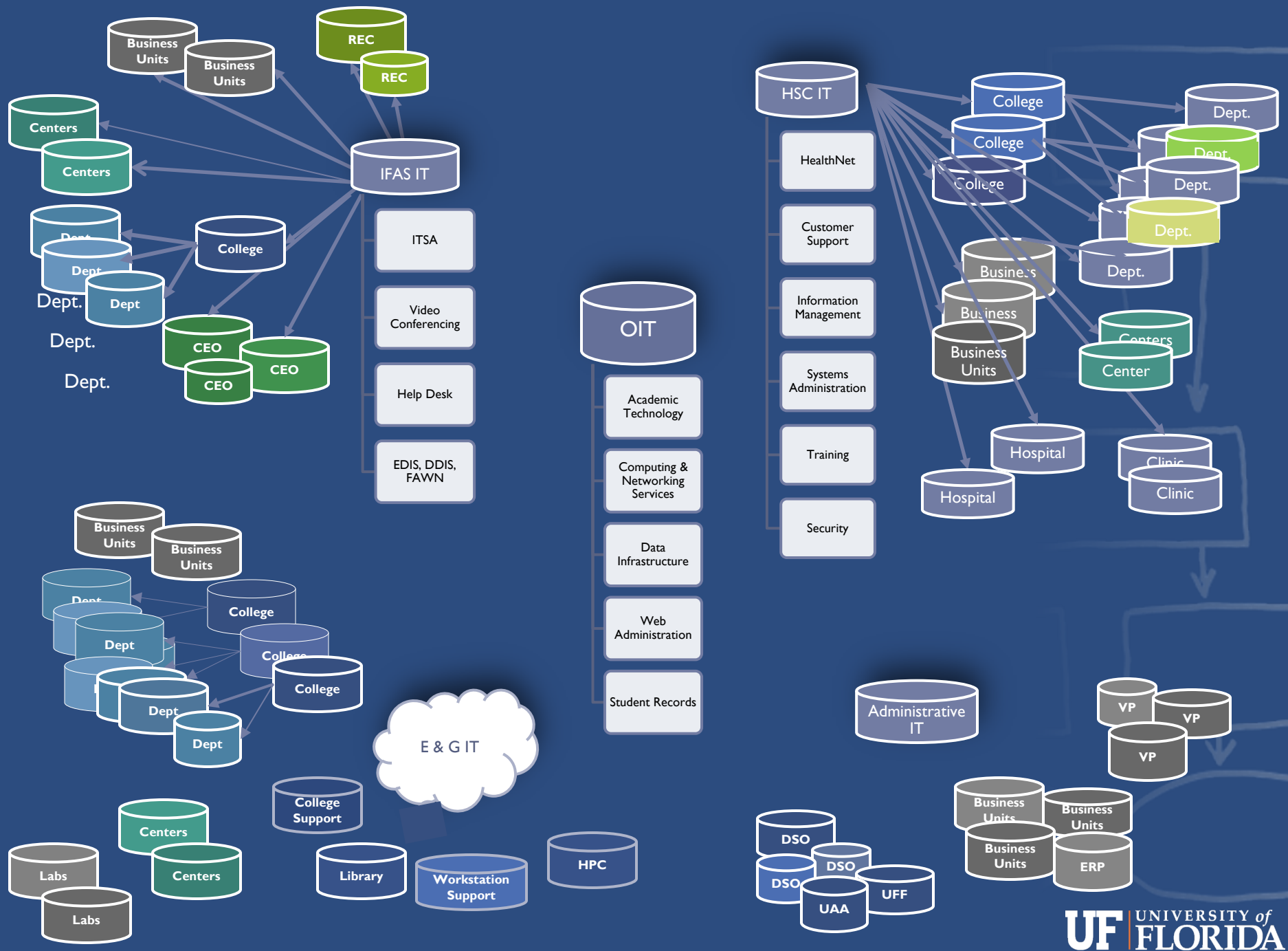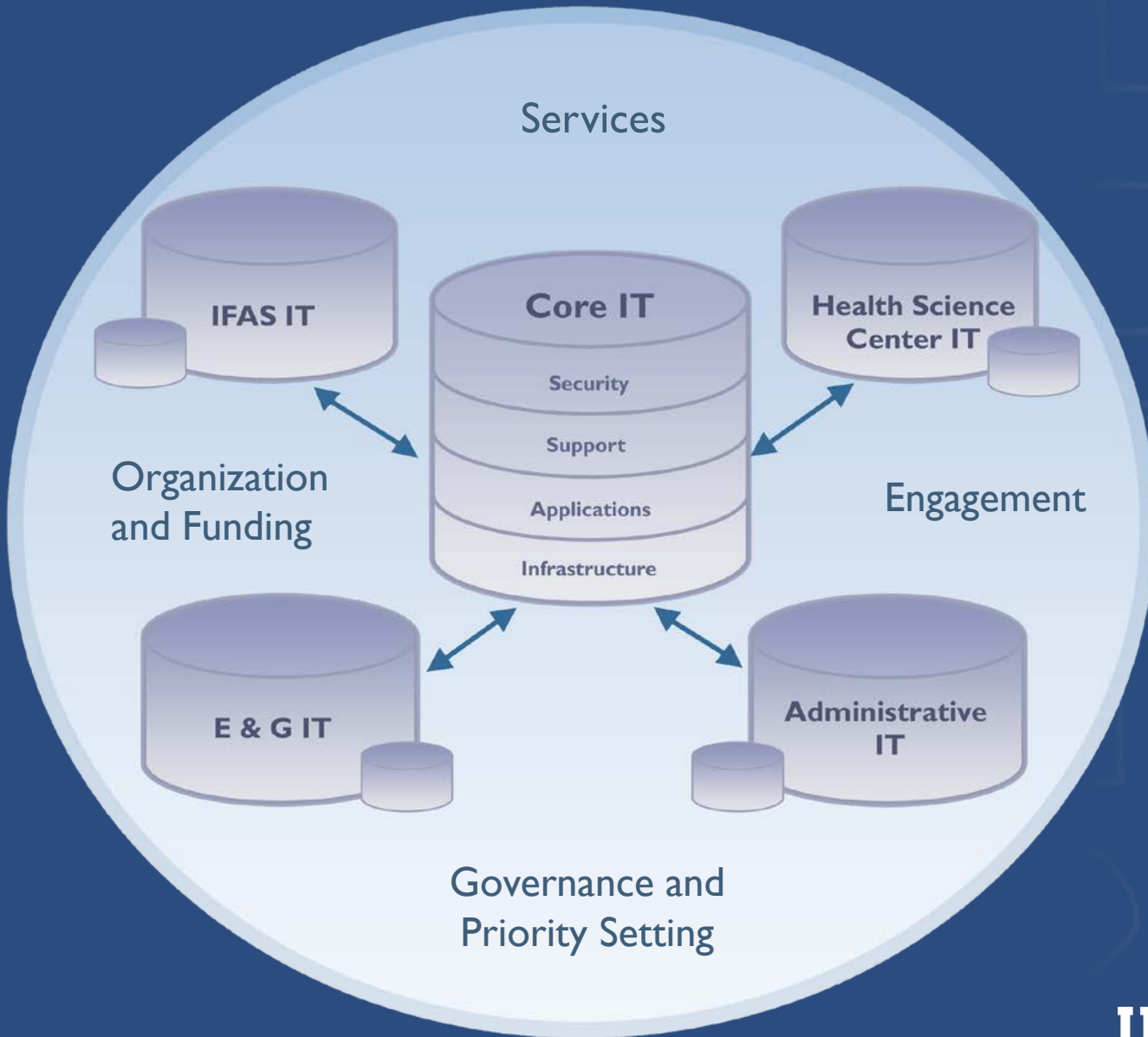
Appendix

A Vision for UF IT

An academic community empowered by IT to discover, teach, learn and engage.

Core and Decentralized Services
as appropriate to the UF mission
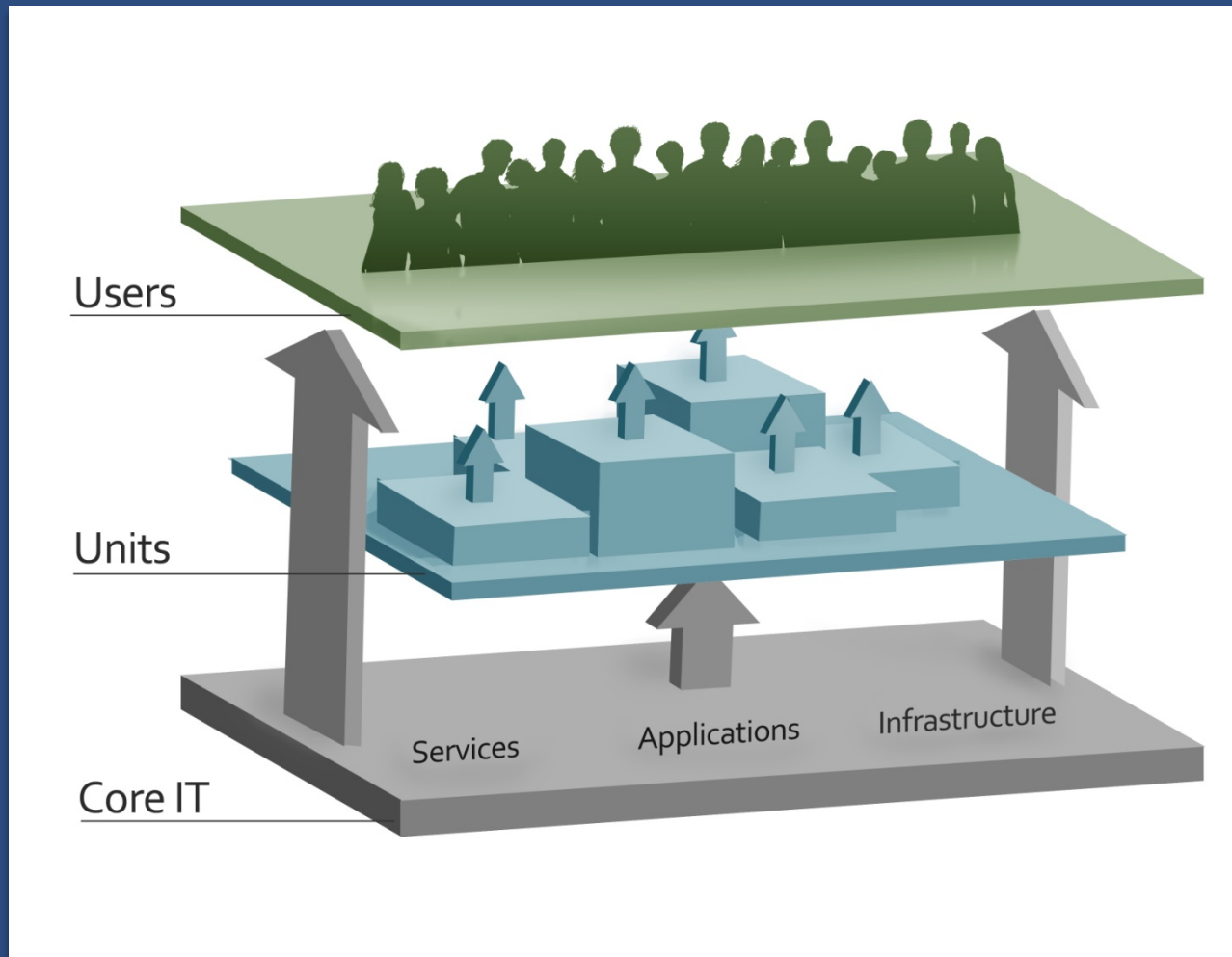
Ensuring the Community's Participation

Major Stakeholder Groups and Engagement / Communication Mechanism	
Stakeholder Groups	Engagement Mechanism
Deans and Directors	Report to SVPs, Deans and Director's Meetings
Faculty	Report to Faculty Senate, ITAC Subcommittees, Direct Communication, Open Forums, Focus Groups, Newsletters, Website and Wiki
Students	Discussions with Student Government, Direct Exchange, Website and Wiki
Major Stakeholders, Business Units and Service Providers	Direct Exchange with IT Action Plan Task Force, Open Forums, Focus groups
IT Community	Open Forums, Focus Groups, Listserv, Newsletters, Website and Wiki

ROLES AND RESPONSIBILITIES OF THE CIO

- Development and execution of IT Strategy in alignment with University mission.

- Development of an effective and efficient IT workforce.

- Development and enforcement of IT policy.

- Delivery of appropriate, effective, efficient, sustainable and secure IT services to the UF community.

Table 2

CORE IT CURRENT FUNDING SOURCES (01/06/09)

Source	Expense	Revenue					Total
		BASELINE State allocation	CHARGEBACK auxiliary "real"	CHARGEBACK aux + IDC "pseudo" (1)	PROJECT grant commitment	PROJECT other Commitment	
CNS + Telecom							
Computing	5,900,000	3,800,000	400,000	1,700,000	0	0	5,900,000
Networking	5,900,000	4,000,000	100,000	1,800,000	0	0	5,900,000
Information Security	500,000	500,000	0	0	0	0	500,000
Contract Services	1,000,000	0	1,000,000	0	0	0	1,000,000
Telecommunications	5,200,000	0	5,200,000	0	0	0	5,200,000
	18,500,000	8,300,000	6,700,000	3,500,000	0	0	18,500,000
Bridges							
Bridges (2)	14,325,000	3,625,000	0	10,700,000	0	0	14,325,000
Deferred Maintenance	See note 3	0	0	0	0	0	0
	14,325,000	3,625,000	0	10,700,000	0	0	14,325,000
Academic Technology							
CITT	837,000	428,000	0	0	0	409,000	837,000
Teaching Center and Testing	2,612,000	523,000	0	0	1,629,000	460,000	2,612,000
Customer Support	5,258,000	3,771,000	1,255,000	0	78,000	154,000	5,258,000
Classrooms and Labs	1,393,000	1,213,000	180,000	0	0	0	1,393,000
Deferred Maintenance	See note 3	0	0	0	0	0	0
	10,100,000	5,935,000	1,435,000	0	1,707,000	1,023,000	10,100,000
CIO							
Student Systems	1,700,000	1,700,000	0	0	0	0	1,700,000
Web Administration	600,000	600,000	0	0	0	0	600,000
Active Directory and Exchange	220,000	220,000	0	0	0	0	220,000
OIT and HPC	555,000	555,000	0	0	0	0	555,000
	3,075,000	3,075,000	0	0	0	0	3,075,000
Total -- Core IT	46,000,000	20,935,000	8,135,000	14,200,000	1,707,000	1,023,000	46,000,000

(1) "pseudo chargeback" is a catch all for auxiliary (fund 144) and IDC (fund 211) fixed amount internal transfers. It is not revenue generated from measured usage, not some quantity of service sold at some unit-price. It is a mix of legacy "taxes and transfers", long ago committed and still used to pay for a variety of central services.

(2) "additional spending" from the Bridges budget, for Finance & Admin related purposes ($4M/yr), is not included here.

(3) "deferred maintenance" for Bridges ($1M), Classrooms ($2M), and CITT- Faculty Support ($1M) is also not included here.

Table 3
CORE IT STABILIZED FUNDING MODEL (Step 1)

Source	Expense	Revenue					Total
		BASELINE State allocation	CHARGEBACK auxiliary "real"	CHARGEBACK aux + IDC "pseudo" (1)	PROJECT grant commitment	PROJECT other Commitment	
CNS + Telecom							
Computing	5,900,000	5,500,000	400,000	0	0	0	5,900,000
Networking	5,900,000	5,800,000	100,000	0	0	0	5,900,000
Information Security	500,000	500,000	0	0	0	0	500,000
Contract Services	1,000,000	0	1,000,000	0	0	0	1,000,000
Telecommunications	5,200,000	0	5,200,000	0	0	0	5,200,000
	18,500,000	**11,800,000**	**6,700,000**	**0**	**0**	**0**	**18,500,000**
Bridges							
Bridges	15,325,000	14,325,000	0	0	0	1,000,000	15,325,000
	15,325,000	**14,325,000**	**0**	**0**	**0**	**1,000,000**	**15,325,000**
Academic Technology							
CITT	837,000	428,000	0	0	0	409,000	837,000
Teaching Center and Testing	2,612,000	523,000	0	0	1,629,000	460,000	2,612,000
Customer Support	5,258,000	3,771,000	1,255,000	0	78,000	154,000	5,258,000
Classrooms and Labs	3,393,000	1,213,000	180,000	0	2,000,000	0	3,393,000
Deferred Maintenance	See note 3	0	0	0	0	0	0
	12,100,000	**5,935,000**	**1,435,000**	**0**	**3,707,000**	**1,023,000**	**12,100,000**
CIO							
Student Systems	1,700,000	1,700,000	0	0	0	0	1,700,000
Web Administration	600,000	600,000	0	0	0	0	600,000
Active Directory and Exchange	220,000	220,000	0	0	0	0	220,000
OIT and HPC (2)	1,555,000	555,000	0	0	1,000,000	0	1,555,000
	4,075,000	**3,075,000**	**0**	**0**	**1,000,000**	**0**	**4,075,000**
Total -- Core IT	**50,000,000**	**35,135,000**	**8,135,000**	**0**	**4,707,000**	**2,023,000**	**50,000,000**

(1) Replace "pseudo chargeback" with baseline funding ("pseudo chargeback" amount from Table 2 was added to the baseline column.)

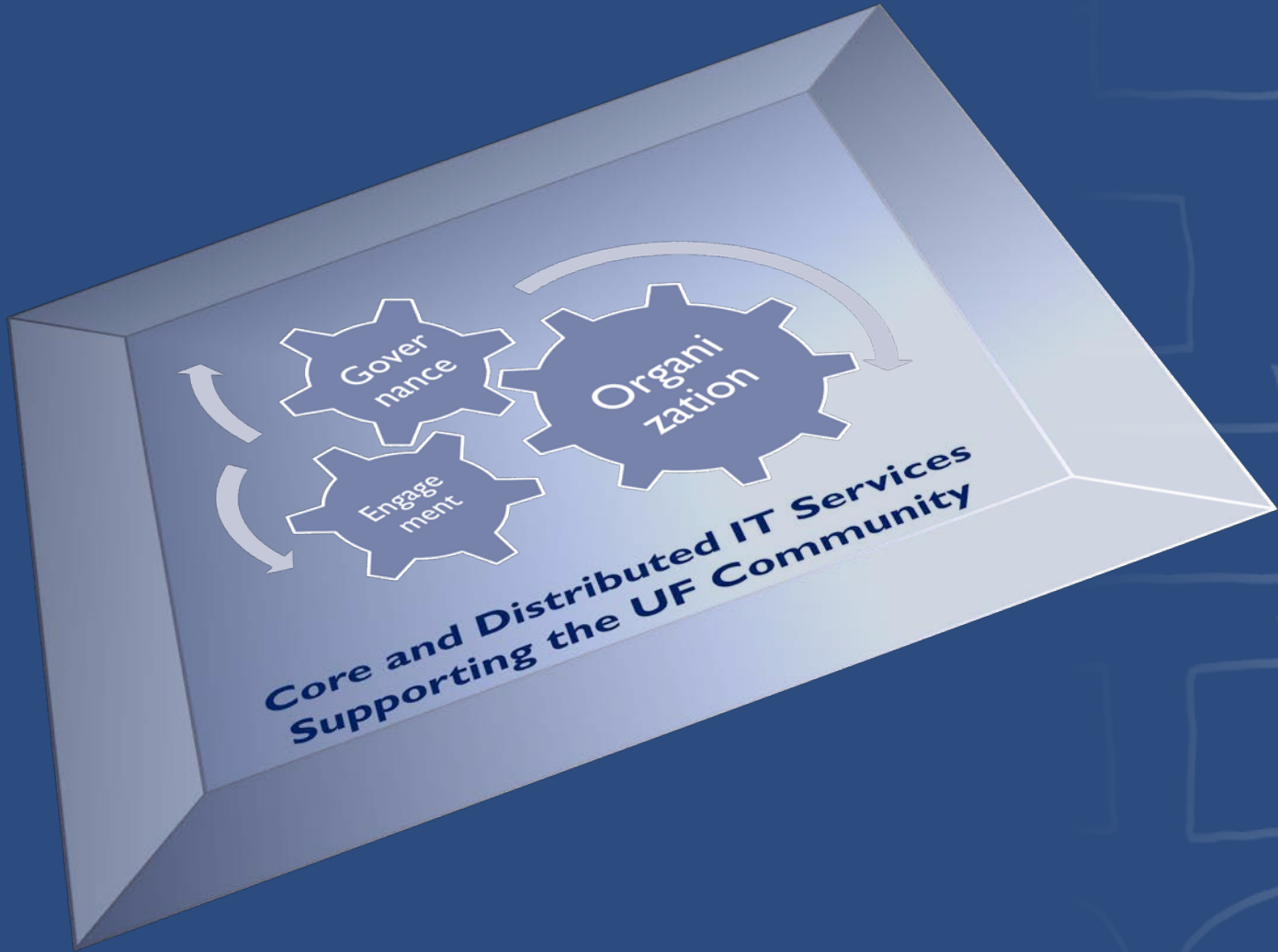(2) Add Strategic Investment Funds to sponsor new technology initiatives ($1M/yr).

(3) Add Deferred Maintenance Funds for enterprise system upgrades ($1M/yr) and classroom technology upgrades ($2M/yr).

Table 4
FUNDING MODEL FOR RESTRUCTURED OIT (Step 2)

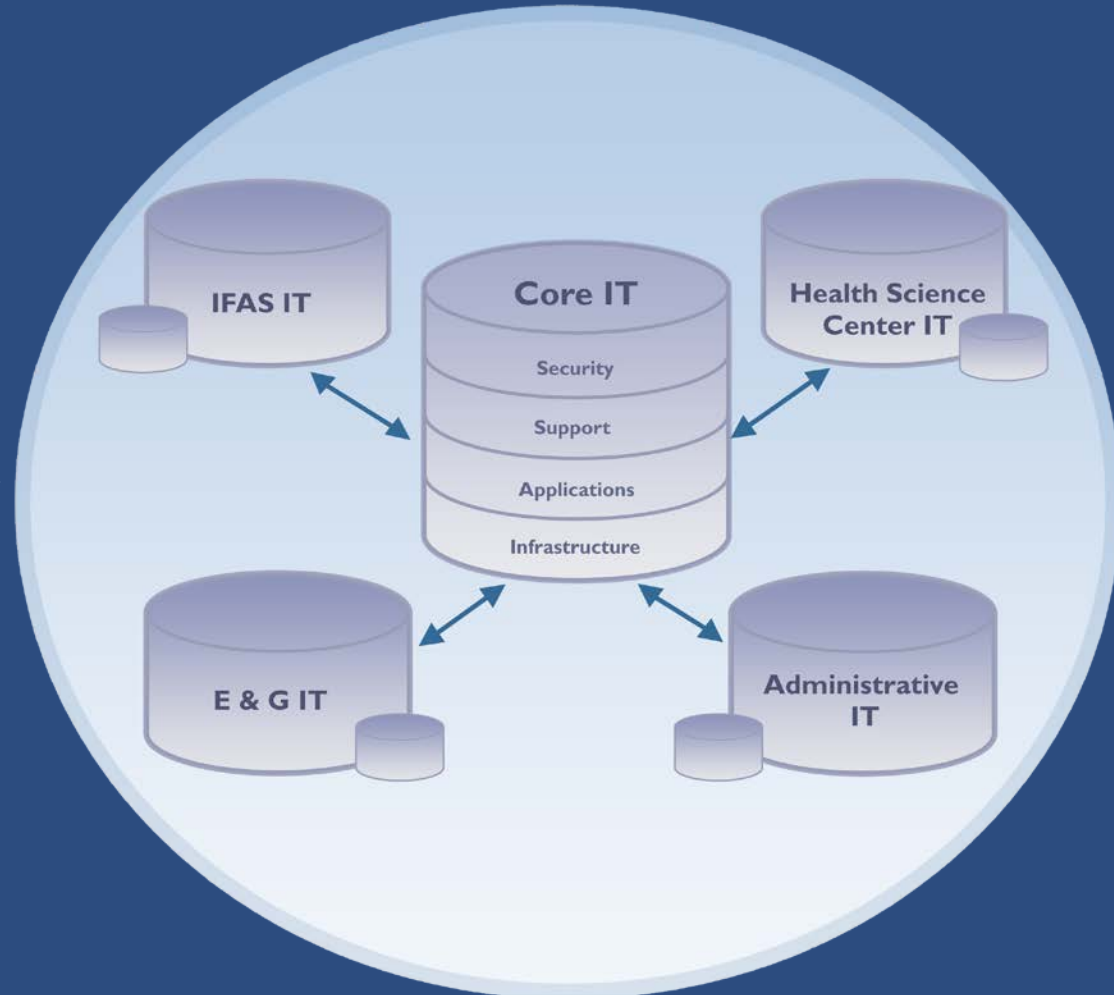| Source	Expense	Revenue					Total
		BASELINE State allocation	CHARGEBACK auxiliary "real"	CHARGEBACK aux + IDC "pseudo" (1)	PROJECT grant commitment	PROJECT other Commitment	
CNS + Telecom							
Computing	9,700,000	9,300,000	400,000	0	0	0	9,700,000
Networking	5,900,000	5,800,000	100,000	0	0	0	5,900,000
Contract Services	1,000,000	0	1,000,000	0	0	0	1,000,000
Telecommunications	5,200,000	0	5,200,000	0	0	0	5,200,000
	21,800,000	15,100,000	6,700,000	0	0	0	21,800,000
University Systems							
Bridges	11,325,000	10,325,000	0	0	0	1,000,000	11,325,000
Student Systems	1,700,000	1,700,000	0	0	0	0	1,700,000
Web Administration	600,000	600,000	0	0	0	0	600,000
Active Directory and Exchange	420,000	420,000	0	0	0	0	420,000
	14,045,000	13,045,000	0	0	0	1,000,000	14,045,000
Academic Technology							
CITT	837,000	428,000	0	0	0	409,000	837,000
Teaching Center and Testing	2,612,000	523,000	0	0	1,629,000	460,000	2,612,000
Customer Support	5,258,000	3,771,000	1,255,000	0	78,000	154,000	5,258,000
Classrooms and Labs	3,393,000	1,213,000	180,000	0	2,000,000	0	3,393,000
	12,100,000	5,935,000	1,435,000	0	3,707,000	1,023,000	12,100,000
CIO							
OIT and HPC	1,555,000	555,000	0	0	1,000,000	0	1,555,000
	1,555,000	555,000	0	0	1,000,000	0	1,555,000
IT Security & Compliance							
IT Security and Compliance	500,000	500,000	0	0	0	0	500,000
	500,000	500,000	0	0	0	0	500,000
Total -- Core IT	50,000,000	35,135,000	8,135,000	0	4,707,000	2,023,000	50,000,000

Major restructuring changes include:

Consolidate infrastructure by moving hardware, software, and systems-administration from Bridges to CNS.

Consolidate applications by merging Bridges, Student Systems, Web Administration, and Active Directory/Exchange.

Continue support services within Academic Technology including the Helpdesk and IT community engagement activities.

Consolidate information security as recommended in the IT Organization Proposal.

Improve information security policy compliance by repositioning Information Security reporting directly to the CIO.
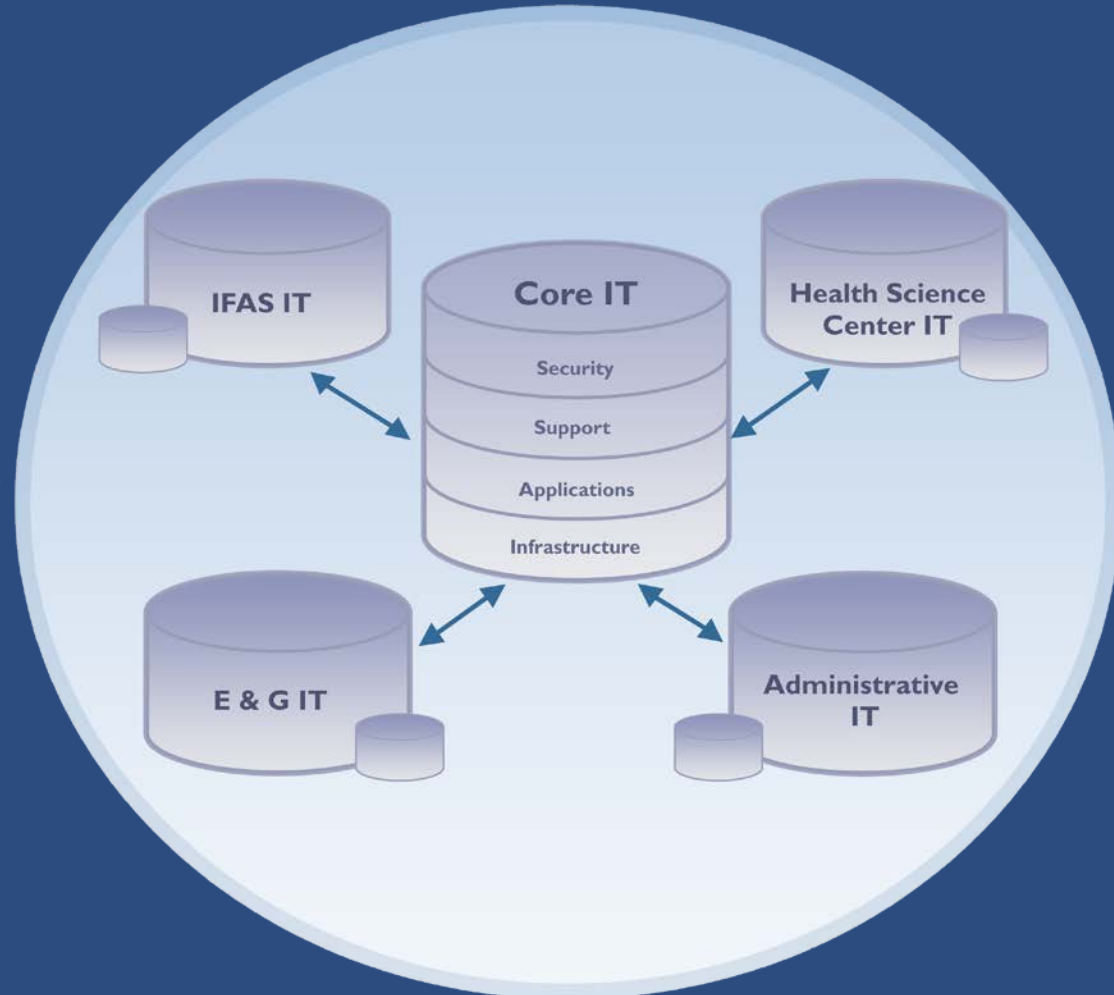
Gover nance

Organi zation

Engage ment

Core and Distributed IT Services
Supporting the UF Community

UF | UNIVERSITY of FLORIDA

The Mandate

"President Machen announced that he will be putting a major focus on improving information technology this year."

IT Action Plan Charge: "...to develop a set of actionable recommendations that will structure UF IT to operate under a CIO and build a firm base for further development. The plan groups should consider issues such as sustainable funding, efficiency and performance measurement, IT governance and priority setting, combining like functions and services, and cost effectiveness. "

Engageme...

- Create a UF I...
all stakehold...
interval for e...
utilizes metri...