



VISION FOR DIGITAL CAMPUS

 **USC** University of
Southern California

OUR VISION

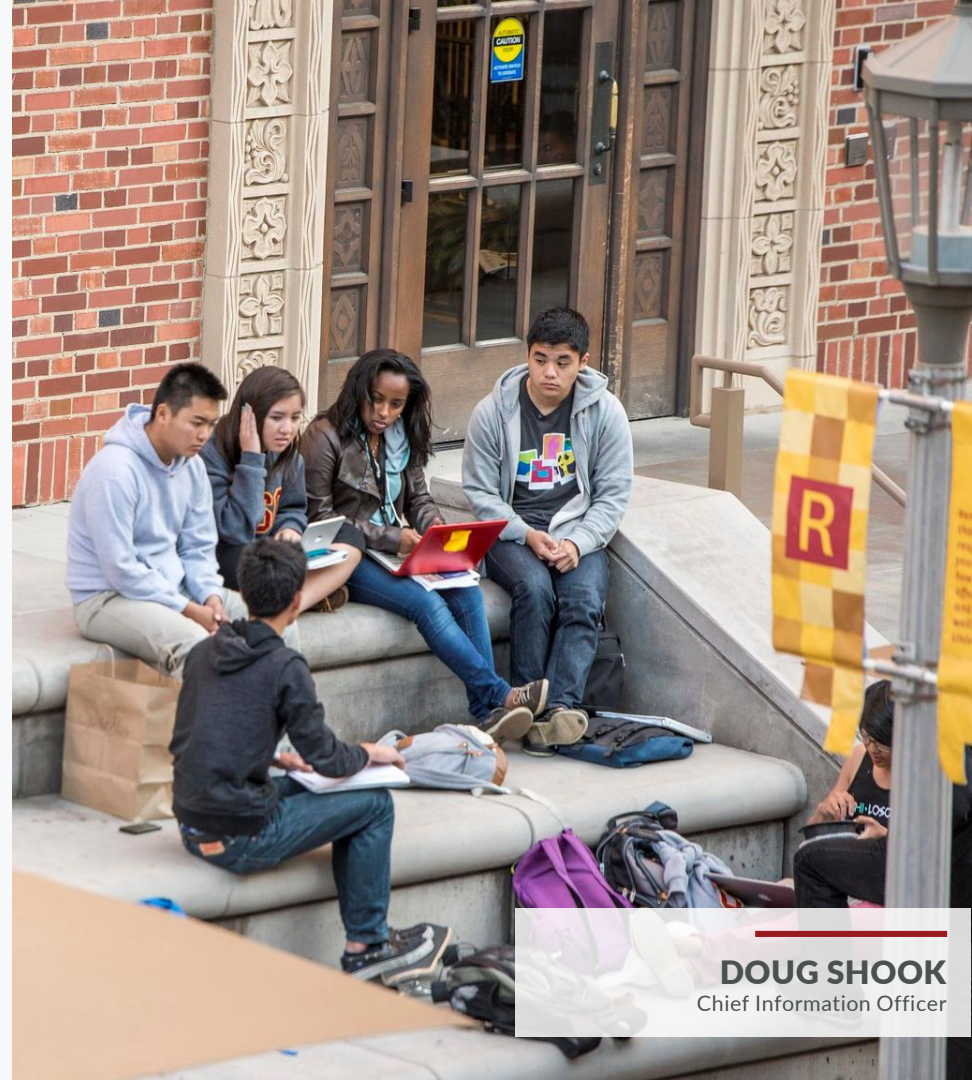
Digital Transformation (DT) is the investment of USC in the people, processes and technology of Information Technology Services (ITS) operations and services to innovate and elevate customer experience.

BENEFITS

Provide Exceptional Customer Experience

Modernize IT Services

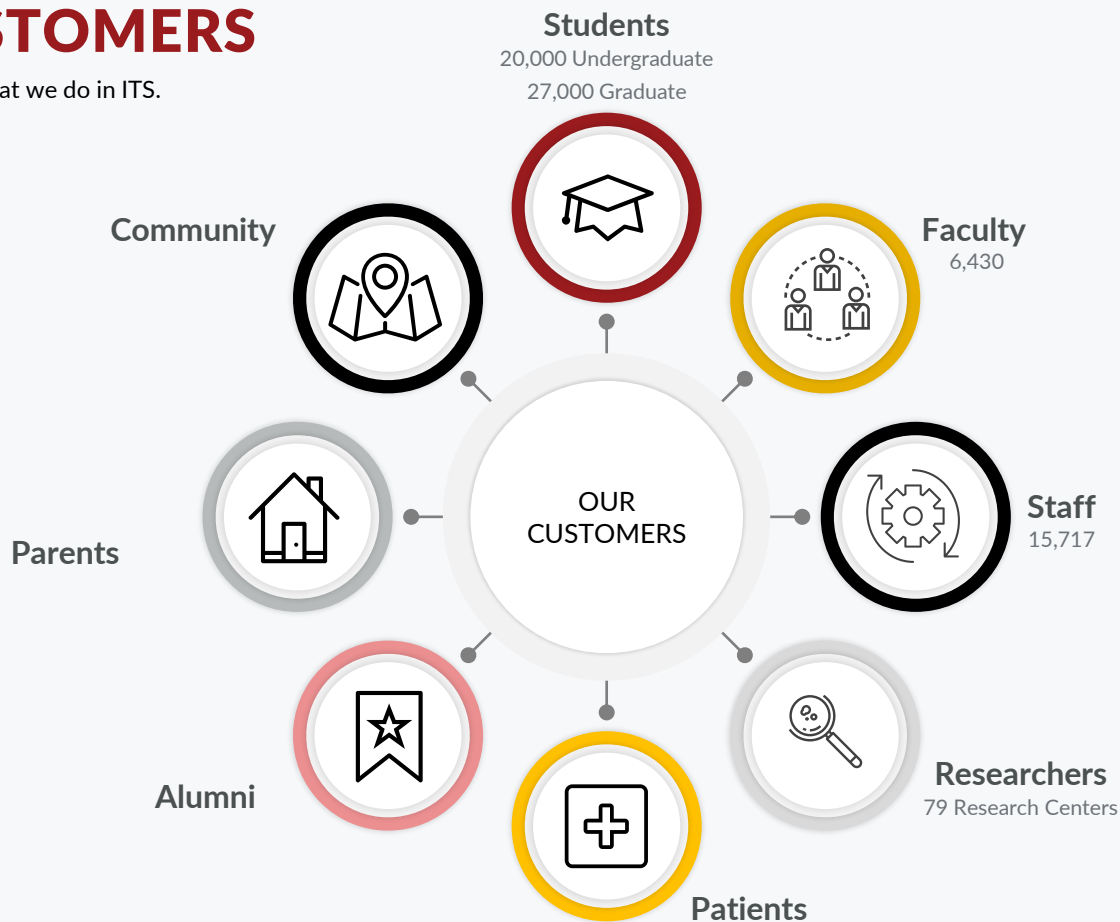
Innovate



DOUG SHOOK
Chief Information Officer

OUR CUSTOMERS

The focus of the work that we do in ITS.



OUR ORGANIZATION

APPLICATIONS



INFRASTRUCTURE



RESEARCH COMPUTING



INFORMATION SECURITY



CUSTOMER



EXPERIENCE



STRATEGY, PLANNING &
ANALYSIS



ENTERPRISE PORTFOLIO
MANAGEMENT OFFICE



ENGAGEMENT, CULTURE &
COMMUNICATIONS

SUPPORTING FUNCTIONS

MEET OUR TEAM



DOUG SHOOK

Chief Information Officer



GUS ANAGNOS

Chief Information Security
Officer



LUCY AVETISYAN

Deputy
Chief Information Officer



VERONICA GARCIA

Associate
Chief Information Officer
(Applications)



SUSAN TINCHER

Associate
Chief Information Officer
(Infrastructure)



BD KIM

Director
High-Performance Computing



MICKEY NAKAMURA

Director
Enterprise Program
Management Office



KENT SAITOH

Director
Strategic Planning & Analysis



JENNIFER FERRY

Senior Director
Engagement, Culture &
Communications

CUSTOMER EXPERIENCE

Customer Experience (CX) will focus on what **matters to our customers** and how to enhance their journeys with immediacy, personalization and convenience in mind.

STRATEGIC FOCUS

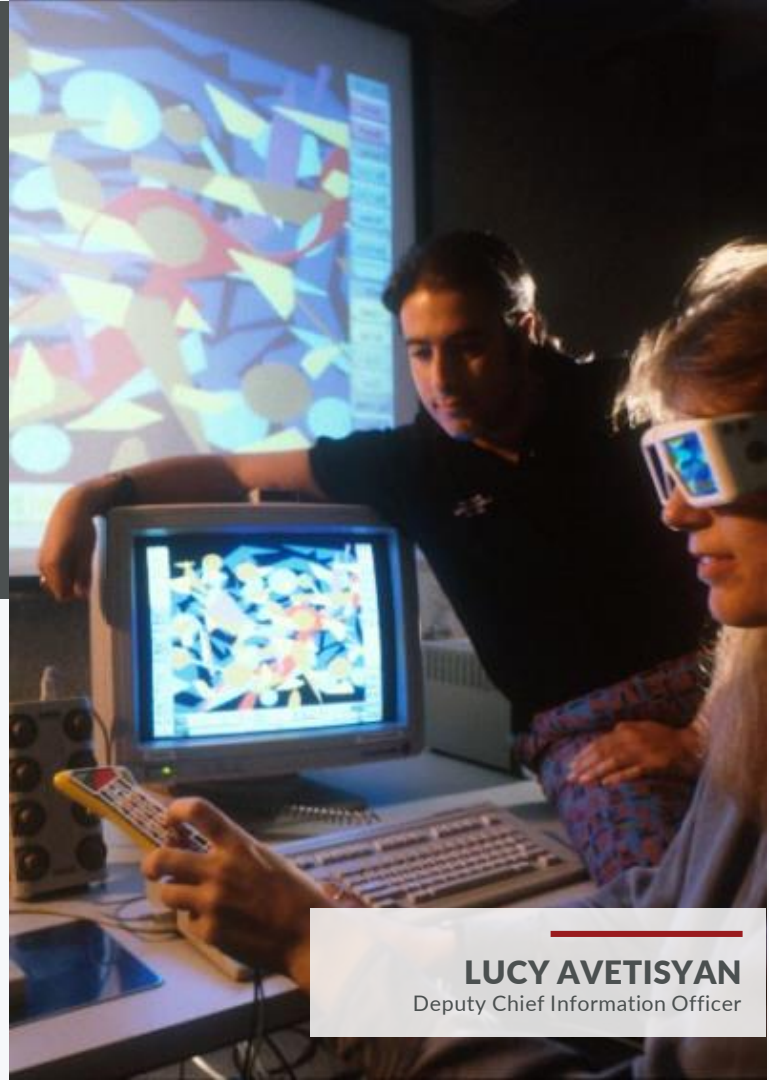
- A customer centric culture and a single source of customer insight.
- Alignment between customer demands and IT decisions.
- Leverage digital innovation to deliver exceptional customer experience.

INITIAL GOALS

- Services Portfolio Rationalization
- Service Level Targets (SLTs), Key Performance Indicators (KPIs) and Metrics
- Self-Service Capabilities
- Enhanced Digital Signage Services
- Standardized Desktop Support Services

FUTURE OUTLOOK

- Customer Journey Maps
- Proof of Concept (POC) Testbeds for Learning Space Innovations
- CX Governance & Advisory Bodies
- Service Management Center of Excellence (COE)
- Continuous Improvements



LUCY AVETISYAN

Deputy Chief Information Officer

APPLICATION SERVICES

Application Services is a human-centered design organization focused on the design and delivery of products and services that enable **world-class experiences** for our customers.

STRATEGIC FOCUS

- **Amplify customer voices** into innovative solutions.
- Make the university's information **accessible**.
- **Continuous improvement** through technical agility.
- **Inclusive applications by design**.

INITIAL GOALS

- Technical Standards for Continuous Improvement
- Best-in-Class Data Core
- Process Automation for Key Operations
- Web Technologies Transformation
- Student Experience Platform

FUTURE OUTLOOK

- Decision Support through Augmented Learning
- Cloud Center of Excellence
- Application Solutions Transformation & Continuous Improvement
- Design Thinking Program
- Enablement of Finance Transformation
- Support People Insights through Customer Relationship Platform



VERONICA GARCIA

Associate Chief Information Officer



SUSAN TINCHER

Associate Chief Information Officer

INFRASTRUCTURE SERVICES

Infrastructure Services provides world-class, secure, high-performing, and hyper-converged network and systems infrastructure. We provide differentiating communication and collaboration technologies that connect our university through an innovative digital workplace and campus.

STRATEGIC FOCUS

- Transition to be a **managed service provider** that optimizes costs and uses process standardization
- Achieve our goals through **automation, orchestration, security, cost optimization and process rigor** framed by customer service excellence and high service levels
- Provide **seamless services** across technology silos

INITIAL GOALS

- Digital Workplace: Enterprise Slack and Zoom
- Metrics as an indicator of performance
- High-Performing and Hyper-Converged Compute and Storage Technology Stacks
- Digital Transformation Business Plans
- Seamless shift to managed OC

FUTURE OUTLOOK

- 99.99% Service Availability
- Business Practices with Transparent Charging
- Reliable, Ubiquitous, Wired, Wireless and Cellular Services with Security Controls to Support Internet of Things (IoT)
- Data Recovery through Automation
- Hybrid Cloud Computing Model (Cloud Smart)
- Further Digital Workplace Technologies and Adoption

INFORMATION SECURITY

The Office of the Chief Information Security Officer (OCISO) is a high-performing service oriented team that seeks to elevate security across higher education, while enabling the success of the business and academic needs of USC.

STRATEGIC FOCUS

- Protect what matters most
- Manage risk at the right level
- Right access at the right time to the right people
- Inspire security awareness

INITIAL GOALS

- Security Operations
- Governance & Risk Management
- Identity & Access Management
- Vulnerability Management
- Data Protection
- Security Architecture

FUTURE OUTLOOK

- Repeatable Processes
- Agile Expansion Based on Evolving Threats
- Reduce Friction
- Information Security Policies and Standards
- Security Awareness Training for All
- Advisory, Adoption, Standardization & Enforcement



GUS ANAGNOS

Chief Information Security Officer

RESEARCH COMPUTING

Our mission is to support computational and data-enabled science and engineering research at USC by providing advanced cyberinfrastructure, computational expertise and comprehensive customer services.

STRATEGIC FOCUS

- **New & Improved Cyberinfrastructure:** Enabling Scientific Breakthrough at Scale
- **Enhanced Customer Support:** Better Customer Experiences and Faster Adoption of Tools/Technologies
- **Extended Collaboration:** Help Increase Research Productivity of USC Scholars

INITIAL GOALS

- Implement new systems, services and roadmap
- Develop in-house computational expertise to support research
- Create online customer portal—a unified access point for customer services and information
- Build a trusted partnership with the USC research community

FUTURE OUTLOOK

- Continue effort on new technical capabilities
- Support and collaborate with research groups in various disciplines
- Extend our support to university-wide initiatives
- Work with regional/national research computing programs and develop opportunities for external funding



BD KIM

Director, High Performance Computing



KENT SAITOH

Director, Strategic Planning & Analysis

STRATEGIC PLANNING & ANALYSIS

Strategic Planning & Analysis collaborates with a broad range of cross-functional teams to take ownership and accountability for **strategic, financial, and technology roadmaps, institutional initiatives, and continuous improvement** of ITS services.

STRATEGIC FOCUS

- **Set priorities:** work with leadership team to prioritize our needs
- **Allocate resources:** apportion resources to tackle priorities
- **Initiate action:** with the right assets in place, we move forward to accomplish our goals
- **Track and manage metrics:** continuously assess and improve environment

INITIAL GOALS

- Manage Digital Transformation Strategic Plan
 - **Finance** (e.g., operational budget, capital expenses, investment runway)
 - **Organization** (e.g., market benchmarking, onboarding)
- Standardize Financial Management Practices
 - Budget Request Cycle for 2020
 - Budget Management
 - Cost Management

FUTURE OUTLOOK

- Drive Effective IT Cost Transparency
- Reinvest Harvested Savings
- IT Hardware, Software, and Service Spend Cost Reduction
- Institute IT Financial Management Practices and Awareness
- Technology Business Management Tool
- Scale Professional Services

ENTERPRISE PMO

Enterprise Portfolio Management Office (EPMO) leads, manages, and implements **strategic initiatives, portfolios, programs, and projects**.

STRATEGIC FOCUS

- **Partner with leaders, key stakeholders, and customers** translating strategy and ideas into reality with an **agile, value-added best practice framework**.
- **Implement and optimize** ITS enterprise program and project best practices, robust methodologies, and tools to drive **high quality, rapid implementations**.
- **Sustain and advance USC/ITS** thought leadership by **coaching/mentoring** others with best practices and “teaching others how to fish”.

INITIAL GOALS

- New ITS Enterprise PMO and People Talent
- ITS Strategic Program/Project Governance
- Program/Project Management - Inflight Projects
- ITS Master Portfolio of Strategic Projects and Enterprise Prioritization guidelines
- ITS Project Standards, Best Practices, Lifecycles
- EPMO Center of Excellence and Toolkit

FUTURE OUTLOOK

- Enterprise Program/Project Reporting and KPIs
- Automation, Resource and Time Management
- LEAN, Agile Continuous Improvement Framework
- Quality Assurance & Compliance
- Customer Outreach, Coaching & Mentorship
- Innovation and Benefits Realization
- USC-wide "PMO of PMOs" Community



MICKY NAKAMURA
Director, Enterprise PMO



JENNIFER FERRY

Senior Director, Engagement, Culture & Communications

ENGAGEMENT, CULTURE & COMMUNICATIONS

Engagement, Culture, & Communications (ECC) leads change management, communication, learning and development, and culture-building efforts for ITS.

STRATEGIC FOCUS

- Inform, educate and prepare USC for technology that contributes to their success.
- Engage stakeholders to **strengthen community** and foster a culture of information sharing.
- Drive strategy that **supports performance management** and **employee development**.
- Provide programs that **promote values, Diversity & Inclusion (D&I) and sustainability**— in support of a positive work culture.

INITIAL GOALS

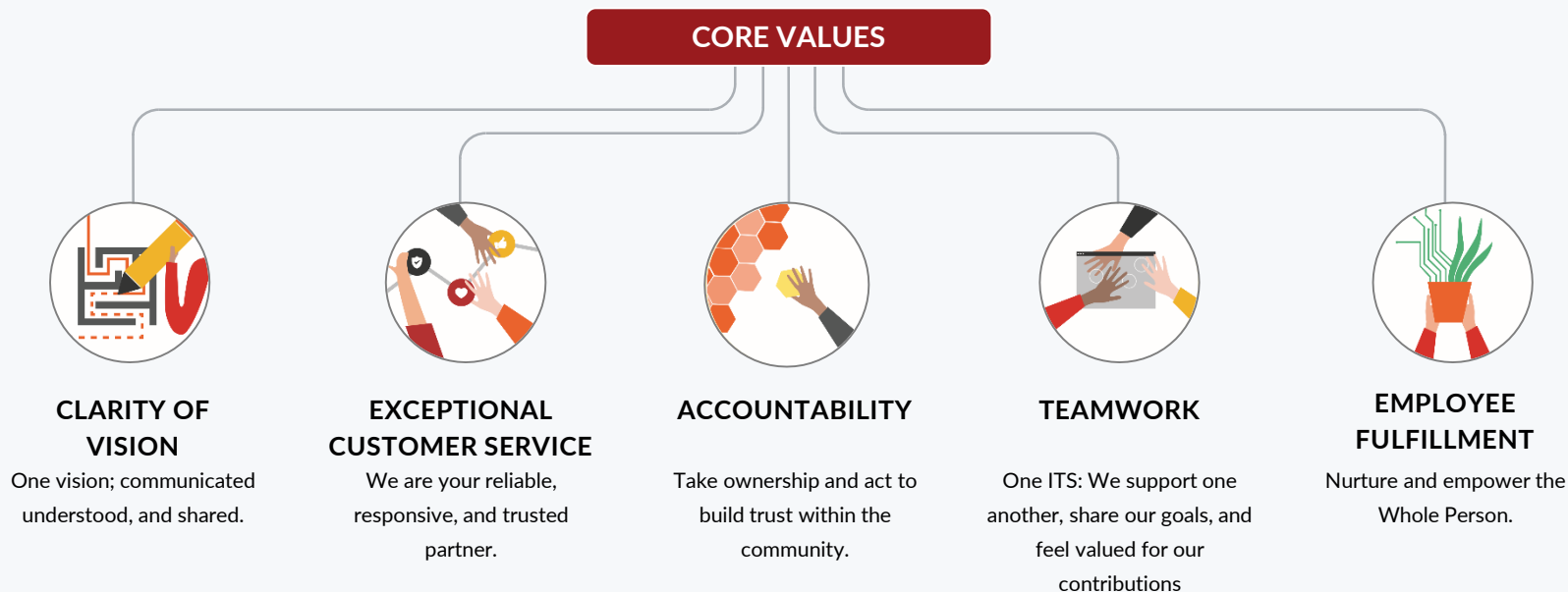
- Comprehensive Communication Program
- Stakeholder Engagement Plan
- Business Relationship Manager Strategy
- Enterprise Change Management Office (ECMO)
- ITS Academy Curriculum & Platform
- Culture Strategy—including D&I and Sustainability Priorities

FUTURE OUTLOOK

- Communication Content Management System
- Communities of Practice
- CM/Communications Consulting Services to USC
- Leadership Development and Technical Skill Building Curriculum
- Business Resource Group (BRG) Strategy

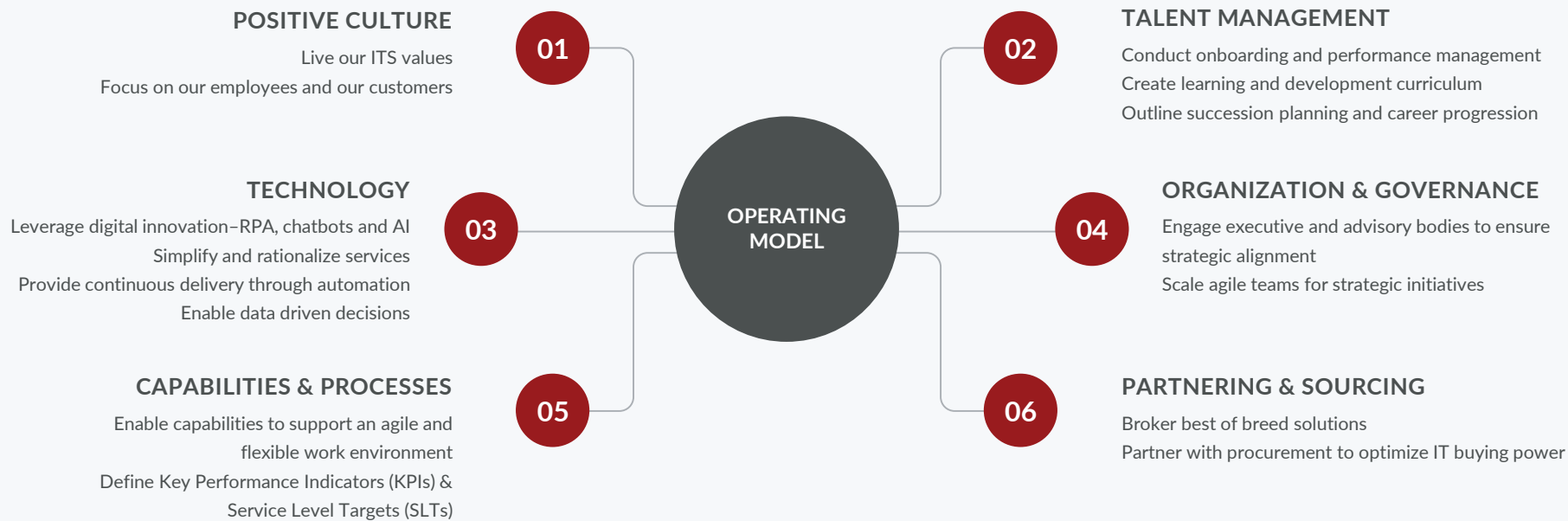
OUR VALUES

How we show up to work each day in support of one another and our customers.



OUR OPERATING MODEL

How we will work differently to better align with our customers.





USC University of
Southern California

THANK YOU & FIGHT ON!

CONNECT WITH USC ITS

