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
OUR CUSTOMERS

The focus of the work that we do in ITS.

Students
- 20,000 Undergraduate
- 27,000 Graduate

Faculty
- 6,430

Staff
- 15,717

Researchers
- 79 Research Centers

Parents

Community

Alumni

Patients
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
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
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
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
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
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.

CORE VALUES

CLARITY OF VISION
One vision; communicated understood, and shared.

EXCEPTIONAL CUSTOMER SERVICE
We are your reliable, responsive, and trusted partner.

ACCOUNTABILITY
Take ownership and act to build trust within the community.

TEAMWORK
One ITS: We support one another, share our goals, and feel valued for our contributions

EMPLOYEE FULFILLMENT
Nurture and empower the Whole Person.
OUR OPERATING MODEL
How we will work differently to better align with our customers.

01 TECHNOLOGY
Leverage digital innovation—RPA, chatbots and AI
Simplify and rationalize services
Provide continuous delivery through automation
Enable data driven decisions

02 TALENT MANAGEMENT
Conduct onboarding and performance management
Create learning and development curriculum
Outline succession planning and career progression

03 POSITIVE CULTURE
Live our ITS values
Focus on our employees and our customers

04 ORGANIZATION & GOVERNANCE
Engage executive and advisory bodies to ensure strategic alignment
Scale agile teams for strategic initiatives

05 CAPABILITIES & PROCESSES
Enable capabilities to support an agile and flexible work environment
Define Key Performance Indicators (KPIs) & Service Level Targets (SLTs)

06 PARTNERING & SOURCING
Broker best of breed solutions
Partner with procurement to optimize IT buying power
THANK YOU & FIGHT ON!

CONNECT WITH USC ITS