University of South Carolina
BOARD OF TRUSTEES

Ad Hoc Committee on Infrastructure – Called Meeting

November 29, 2021

The Ad Hoc Committee on Infrastructure of the University of South Carolina Board of Trustees convened in a called meeting at 3:30 p.m. on Monday, November 29, 2021, by Microsoft Teams video conference hosted from room 206B of the Osborne Administration Building.

Committee members participating via Teams were Trustee C. Dorn Smith III MD, Co-Chair; Vice President for Information Technology and Chief Information Officer Doug Foster, Co-Chair; Trustee Rose Buyck Newton; Interim Dean of the College of Arts and Sciences Joel Samuels; Strategic Advisor to the Board of Trustees David Seaton; Trustee Thad Westbrook; and Trustee Mack Whittle. Committee members participating in person were USC Columbia Faculty Senate Chair Dr. Audrey Korsgaard and University Treasurer and Associate Vice President and Chief of Staff for the Division of Administration and Finance Joe Sobieralski.

Others attending in person were Secretary Cameron Howell; Assistant Vice President of Media and External Engagement Jeff Stensland; Senior Public Relations Manager Dana Woodward; IT Production Manager Matt Warthen; and Board of Trustee support staff. Others in attendance via Teams were Division of Information Technology Chief of Staff Tina Dennis and Chief Audit Executive Pam Dunleavy.

## OPEN SESSION

I. <u>Call to Order</u>

Dr. Smith welcomed everyone and asked those in the room to introduce themselves. Secretary Howell confirmed Committee member attending via Teams.

Dr. Smith 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.

Dr. Smith called on Mr. Stensland to introduce members of the media in attendance. No members of the media were presented.

II. <u>Introductions and Purpose of Ad Hoc Committee</u>

Mr. Foster introduced Committee members. Dr. Smith stated the Committee's goal was to help organize the groundwork needed to improve USC's information technology (IT) infrastructure, specifically regarding cybersecurity.

Mr. Foster stated the purpose of the Committee was to seek guidance and engage with members of the Board of Trustees in regard to IT strategy and planning. The Committee will recommend which standing Committees of the Board of Trustees should be tasked with governance and oversight regarding specific areas within IT. He stated there were relevant audit recommendations before the Board that pertain to IT infrastructure that should be addressed.

Dr. Smith and Mr. Seaton both highlighted the importance of long-term and ongoing infrastructure funding.

III. <u>Committee Timeline and Deliverables</u>

The Committee discussed timelines and deliverables and adapted the following goals: 1) meetings 1-3 to evaluate the past, present, and future state of IT; 2) meeting 4 to identify tasks and

topics that need to come before standing Committees of the Board of Trustees; and 3) meeting 5 to established which standing Committees should be assigned which topics.

IV. <u>Historical Perspective of IT – Higher Education & UofSC</u>

Mr. Foster provided historical context for the Committee including a review of the 2016 Accenture report. The report yielded 22 recommendations, including one to "enhance IT efficiency…campus-wide."

Dr. Smith, Mr. Westbrook, and Mr. Whittle suggested future changes should be institutionalized at the Board level. Mr. Foster stated future proposed changes should also be presented in a clearer manner. He stated there is significant support for IT efficiency from IT directors across campus. Mr. Foster reviewed other recommendations from the Accenture report.

Mr. Foster discussed the downsides of an overall IT centralized department versus the need for centralizing decision rights. He pointed out that the majority of University resources are currently spent on maintaining current infrastructure, which leaves limited resources for growth and transformation.

V. <u>Conclusion – Takeaways – Next Meeting</u>

Mr. Foster reiterated the need for the Board's education and governance and discussed how the Governance Committee, Finance and Infrastructure Committee, and Audit, Compliance and Risk Committee could become engaged. Mr. Foster stated funding initiatives are already being discussed and emphasized the importance of laying a foundation that makes advancements or actions sustainable. He stated support from the Board is critical to success.

Committee members concurred the number of Committee meetings could be reduced while still meeting the Committee's goals and objectives. Secretary Howell stated the next meeting is scheduled for Tuesday, January 18th.

VI. <u>Adjournment</u>

There being no further items on the agenda for discussion, Co-Chair Smith declared the meeting adjourned at 4:25 p.m.

Respectfully submitted,

Cameron Howell
Secretary