

**Academic Services Committee  
Monthly Meeting Minutes  
November 18, 2013**

**Committee Members Present:** Sonit Bafna (committee president), Kristen Butler, Amy D'Unger, Peter Hesketh, Arjun Meka, Susan Wells Parham, Michelle Powell (Executive Board liaison), Carrie Shepler

**Not present:** Denise Johnson Marshall and Helena Mitchell

**Guest:** Robert Gerhart—College of Architecture (25%) and Director, IT & Facilities (75%)

Sonit Bafna called the meeting to order at 12:05pm.

The *October meeting minutes* were presented. Susan Parham motioned to approve them, and Michelle Powell seconded. The committee voted unanimously to approve the minutes.

Robert Gerhart (RG) presented a draft (working document) of the IT master plan to the committee. Highlights of the discussion are outlined:

- The Institute never before has developed an over-arching plan that looked at strategic planning and how technology underpins the Institute mission.
- Strategic Technology Investment Committee (STIC)
  - STIC initiated the master plan project last year and appointed RG as director. Primary work began in February 2013 and is on-going.
    - To date, some 200 interviews (including town hall meetings) have been conducted.
      - Data has been sorted to identify themes and suggest goals
        - "How can technology make your life easier?"
        - Where will technology be in 2035? We must be dynamic enough to adapt to changes that cannot be conceived of at this point (for example, MOOCs did not exist five years ago)
      - Benefits of having an IT master plan include having a guiding philosophical framework to support the vision and mission of the Institute as well as greater transparency
      - Some raised concerns or expressed skepticism about alignment and implementation of the policy
    - In addition to the document provided to the committee at this meeting, a 43 page environmental scan has been generated.

- The process of developing the IT master plan followed a strategic to tactical model with short (1-3 year) and long term (3-5) goals including:
  - Vision (what is to be created)
    - Georgia Tech's IT will advance learning, teaching, research, and innovation for the 21st century global community.
  - Mission (reason for IT to exist)
    - IT is integral to the Institute's ongoing achievements in academia, research, and administration. IT will deliver and support the Georgia Tech community with the systems and services to foster innovation, productivity, and success.
  - Strategies (approaches to achieving institute goals)
  - Objectives (actionable decisions given direction by strategies)
  - Outcomes (represent what has been achieved; deliverables)
- Values:
  - Partnerships and collaboration
  - Trust in and from [IT] constituents
  - Progress through creativity and innovation
  - Reliability, security, and quality
- Hierarchy of IT strategies:
  - Research and academics (top)
  - Enterprise systems/services
  - Infrastructure/core services
  - IT people, processes, and capabilities
  - Leadership and governance (bottom)
- Strategies:
  - Strategy 1: Enhance and sustain the systems needed to advance the successful outcomes of research activities.
    - Michelle Powell asked about the InCommons, an identity management federation (<http://www.incommon.org/index.html>) since some agencies (NSF) are encouraging institutions to pursue the use of it rather than the agency having to manage it. There are some challenges with the model tied to how individuals on campus provide support to their faculty members.
      - RG's responded:
        - The campus-wide challenge is support
        - Administrative staff will upload materials, and faculty may share log-in information. This will be direct violation of the policy.
        - There is no clear-cut policy about using Gmail, apps, etc.
        - Discussions will be needed about policy vs. technical tools
      - Susan Parham commented that the issues include policy *and* services.

- Strategy 2: Provide effective services and support to enhance instructional methodologies, processes, and outcomes.
- Strategy 3: Establish enterprise systems that are sustainable, secure, and user friendly and that reduce administrative overhead.
  - Michelle Powell asked about export control issues.
    - RG replied that this is one of the biggest challenges. Restrictions have to be put into place. Current conversations revolve around calendars and contacts in them.
- Strategy 4: Develop and maintain a scalable, reliable, cost-effective, and secure infrastructure that meets the needs of a globally connected research institution.
- Strategy 5: Enhance institutional effectiveness through the development of IT people, processes, and capabilities.
- Strategy 6: Cultivate credible and transparent leadership and governance of information technology decision-making processes and decisions.
  - Sonit Bafna asked about timeline.
    - RG responded that all strategies will be addressed simultaneously

A brief discussion took place after the presentation. Main points of the discussion included:

- Michelle Powell was glad to see how strongly research was represented in the master plan
- Susan Parham was glad to see library well represented, as well.
- Sonit Bafna discussed previous areas/concerns that the ASC had mentioned in relationship to the IT master plan:
  - Governance (the draft plan addresses this)
  - Research (the draft plan addresses this)
  - Accessibility (the draft plan does NOT address this issue)
    - RG responded that accessibility will be approached two ways:
      - There is a guidance philosophy that is not currently part of draft plan. It includes that everything will be evaluated from the accessibility perspective.
        - –There are 4-5 guiding principles that are part of all decisions (accessibility, use-ability, etc.)
      - Michelle Powell commented that it must be policy—anything that is built or procured must be done so under specific guidelines.
        - RG responded that both physical and virtual accessibility must be considered.
      - Sonit Bafna asked whether there was to be specific policy towards ensuring privacy of collected data, particularly if the institute replaces office phones with personal devices that can log location and activity.

- RG responded that he would be interested in hearing how everyone is going to deal with that. There must be a balance between public accessibility and maintaining some level of privacy. Susan Parham added that students have less concerns about privacy, and RG responded that they also have greater expectations of accessibility
- Peter Hesketh commented that there are many strategies, but he questioned by whom they will be implemented.
  - RG responded that this was a good question to which there currently is not an answer.
    - Answering that question is the second phase of the process. Some strategies are very specific to OIT, but some will come out of research incubators. The challenge will be in determining process, getting ideas into pipeline, getting community engagement, and then having a custodian of that implementation. The critical mission is to streamline processes. The master plan needs to be a living document.
      - Sonit Bafna asked who will maintain the master plan, if it is conceived as a living document? STIC? RG responded that the Georgia Tech community should make the decision.
- RG asked for first impressions from the committee. Do we think the master plan is headed in the right direction?
  - *Action Item:* Sonit Bafna responded that the committee will discuss via email and get back to RG.
- RG asked how the committee wants to be involved.
  - Sonit Bafna responded that perhaps we could have a liaison to the IT master plan committee.

Per the agenda, Susan Parham was slated to give an updated on the Open Access Policy implementation committee. This will either be taken care of via email or Susan will provide the update via email.

The last agenda item was the December meeting agenda. We will take care of this via email.

Sonit Bafna adjourned the meeting at 12:59pm.

Minutes respectfully submitted by,

*Carrie Shepler*

Carrie Shepler  
Secretary, Academic Services Committee