DATE: 19 July 2013

TO: Chief Executive Officers
    Chief Financial Officers
    Executive Committee

FROM: Mark A. Stone
      System Chief Information Officer

RE: Deloitte Future State Recommendations – Part 1 Executive Summary

A Comprehensive IT Assessment was initiated by The Texas A&M University System to gain System-level insight into multiple facets of the IT environment across all Member Institutions and Agencies, and to develop a System-level set of recommendations designed to increase the effectiveness and efficiency of the System. This Future State Recommendations—Part 1 Executive Summary provides a description of a set of recommendations for TAMUS intended to lay a solid foundation upon which to develop, grow and innovate in the process of becoming a “world class” Information Technology organization. Core to this foundation are the principles of reducing risk, exercising fiduciary control, building trust and a sense of “System” among Members, and developing strong leadership at both the System and System Member levels.

The specific purpose of the Future State Recommendations – Part 1 Executive Summary is to provide a brief description of the 14 recommendations that will strengthen IT leadership, reduce risk, and/or improve operational efficiency for the following focus areas across all 22 in-scope System Member Institutions and Agencies.

- **Information Technology Governance** – IT Governance includes evaluating who is responsible and accountable for making and executing IT decisions and how these decisions are made, communicated and monitored
- **Information Technology Security** – IT Security includes assessing how well sensitive information and IT resources are secured and protected
- **Information Technology Network and Infrastructure** – IT Network and Infrastructure includes review of IT policies and standards, networking capabilities, and existing infrastructure architecture

The following is a list of the recommendations in this document.
IT Governance

- Recommendation 1: Reduce risk and increase leadership capability by establishing key System-level IT strategic roles
- Recommendation 2: Reduce risk, enhance trust and collaboration, and improve IT strategic alignment with comprehensive IT governance
- Recommendation 3: Improve efficiency and reduce cost by delivering in-common IT capabilities in a shared services model System-wide
- Recommendation 4: Reduce risk and increase consistency by establishing a comprehensive IT governance framework for System Members
- Recommendation 5: Reduce costs and improve efficiency through strategic sourcing for IT procurements

IT Security

- Recommendation 6: Enhance information asset protection and efficiency with a comprehensive Information Security Program and defined security roles across the System
- Recommendation 7: Increase effectiveness and reliability of IT Security via utilization of a common risk-based approach to assessments, and associated proactive monitoring
- Recommendation 8: Increase the level of incident response with a System-wide Cyber Security monitoring and reporting strategy
- Recommendation 9: Reduce risk through proactive implementation of Strategic Security Technologies and enhancement of data protection capabilities

IT Network and Infrastructure

- Recommendation 10: Reduce risk and improve efficiency by consolidating data centers to Tier-3 facilities
- Recommendation 11: Drive additional cost reductions and lower risk through the standardization of System-wide virtualization and further consolidation of servers and storage
- Recommendation 12: Increase efficiency and flexibility by using cloud resources
- Recommendation 13: Increase research wins by deploying a new research data hosting capability
- Recommendation 14: Achieve lower costs and higher reliability by adopting a cloud-hosted email solution

Attached you will find a complete copy of the *Future State Recommendations – Part 1 Executive Summary*. Upon your completed review, you should provide copies of this summary to your technology leaders.

In that Deloitte is currently completing the field work for Part 2 of the Future State Recommendations, member institutions and agencies are not being asked to undertake any projects or initiatives at this time. When both parts of the future state recommendations are released, these recommendations will provide an explanation of future system-wide efforts and serve as a tool in making member institution/agency technology decisions.

If you have any questions regarding the use of this summary, please contact me at 979-458-6440.