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THE UNIVERSITY OF OREGON

Information Technology

Prelude to a Strategic Plan

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THE UNIVERSITY OF OREGON Information Technology Prelude to a Strategic Plan

I. INTRODUCTION

In the summer of 2005 the position of Chief Information Officer was redefined by the University Provost to provide institutional oversight for the role of information technology (IT) resources regardless of where they are located at the institution. Dr. Donald Harris was named to this new position and began his work in August of that year. During his first few months he began a process of exploring the current state of IT on campus by meeting with IT professionals, deans and other academic leaders, and administrative officers and their respective staffs. This exercise of discovery yielded the information contained in the first few sections of this document.

Once there was a general understanding of what systems currently existed at the institution, a process was begun to analyze critical areas of weakness that needed to be addressed. These sections of the document draw on common benchmarking standards provided by associations such as EDUCAUSE, the Gartner Group, and others. The section on needed infrastructure work is not meant to be exhaustive, but rather to identify areas where we must make progress quickly. Often this work is required if we are to implement the applications described in sections that follow.

The “desired work” sections draw from conversations with individuals as well as established committees. There is a lot of pent up demand for IT products and services at the university, and this was evident during the “grand rounds” exercise by the CIO. Many see IT as a strategic and critical resource to their day to day work, as well as providing desired new services to faculty, students and administrators. There is also a great desire to work together toward improving the IT environment throughout the campus.

The goal of producing this document is to continue the conversation about what our priorities should be as an institution with regard to IT. Laying out the current state and possible choices in written form will help promote a common understanding of where we are at with regard to IT. It will also allow us to sort through the choices we have in how we invest limited resources toward ends that provide maximum benefits. At this point this is not a plan, but a resource to help facilitate a planning process. It is expected that this conversation will continue to take place in different venues over the next few months. Those who wish to provide input directly to the author of the document are invited to send comments to cio@uoregon.edu.

II. CURRENT SERVICES OFFERED BY THE INFORMATION SERVICES DIVISION

One common remark made to the CIO during his grand rounds was “we don’t really know what the computer center provides.” To answer this question the CIO worked with central IT directors in creating this list of current services. The purpose of sharing this list is to invite comment from the campus community. Are these the services the campus believes should be offered by a central IT division? Are there services that should be offered that are not on this list? And are there services offered here that are not valued and that should be discontinued to provide resources for other desired services?

Since this was an exercise in stating the current practice the services will be listed under their respective IT unit. It is understood that besides discussion of desired services, management decisions also need to be

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made regarding organizational issues. The desired process is to not deal with organizational issues until there is a clear understanding of what projects and services will be supported. Even then, organizational decisions will need to be made for the entire university so as to not reinforce the silo approach we currently have which is ineffective and inefficient.

Administrative Services

Sungard SCT Banner support

The university uses Sungard SCT Banner for administrative applications in accounts receivable, student records, finance, payroll, human resources, financial aid, and other functions. Support for these applications includes modifications and additions to the baseline product; working with the Oregon University System regarding data extracts and installation of their programs in our environment; infrastructure planning; upgrade and patch management; and on-going end user support.

Data Warehouse

Three models are maintained in finance, human resources, and student records. End users have access to the Bi-Query reporting tool to use against these data.

Custom Developed Systems

A number of applications have been written in-house for administrative and academic users. These include programs for on-line elections; faculty appointment system; printing services; student health; student loans; and housing, including family house, residence halls, and dining access systems.

Internal Systems

Other applications are created and maintained to assist in the management of IT projects and staff, and to meet audit requirements. These include service request tracking; object tracking of application source code; and programmer time entry.

Other Administrative Systems

Administrative Services supports a variety of other applications which are briefly listed here. More information will be provided on request for any of these applications.

Blackboard database support – The Blackboard application is currently maintained by the Library. IT Administrative Services provides backend support to this service by maintaining the database server which is linked to the Banner application for access to student information.

Directory Services – This includes the identity management project and LDAP (Lightweight Directory Access Protocol) project to provide authentication to university systems. Besides being important for central systems, authentication services like LDAP can be used with department and WEB based applications.

Document Imaging – This project is linked to our core administrative systems and allows on-line retrieval of scanned paper documents.

Electronic Data Interchange – “EDI Smart” is an application for the electronic transmission and receiving of student transcripts to support the University Registrar and our students.

Infinet Interface – This application supports the electronic commerce systems in place at the university. These systems include electronic billing and payment of student tuition and fees.

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OUS/PEBB – The Oregon University System Public Employee Benefits Board handles administration of benefit programs in health, retirement, and other areas. This system takes data extracts from university human resource applications and interacts with the payroll program.

OUS/SSID – The Oregon University System Statewide Student Identification project provides a student ID for their entire student experience in the state from kinder garden through university. As this program is implemented a place for the SSID will need to be part of the student record.

OUS/ORP & IAP – The Oregon University System Optional Retirement and Individual Account Programs are benefits offered to university employees. As with other OUS programs these require data extracts as well as interfaces to our human resources and payroll applications.

Resource 25 – This application is used to schedule classrooms and meeting rooms. Space characteristics, such as audio visual resources, can be part of the record, allowing the Registrar to schedule classes in spaces of appropriate size, and with desired resources.

OUS Extracts – The Oregon University System requires data extracts from many systems on an ongoing basis. These extracts are used for various reporting needs with the Office of the Chancellor as well as the State Board of Higher Education.

SCARF – The Student Centralized Administrative Reporting File is an extract from several administrative programs and is maintained for various reporting needs.

SEVIS – The Student and Exchange Visitor Information System maintains records of students and other international visitors for federal reporting purposes.

Student Loans – This application interfaces with several Banner applications including student receivables to maintain accurate records of student loan programs.

On-Line Travel Reimbursement – Primarily serving faculty and staff this application allows for the input and processing of travel expenses to be reimbursed from university accounts.

Database and WEB Infrastructure

The Administrative Services group provides ongoing support to Oracle databases and WEB infrastructure that are used in many of the above applications. This support includes planning, administering, applying upgrades and patches, monitoring and after hours support.

Operations

The Computer Center machine room provides an environment for central administrative and academic servers and associated equipment and services. The operations staff performs several functions including:

- monitoring systems, notifying the appropriate people when problems arise
- controlling access to the machine room
- working with the vendor CE's during maintenance times
- performing backups of production systems and cycling tapes off site
- maintaining the status.uoregon.edu, updating status as appropriate
- overseeing shipping and handling
- accepting and processing scanner forms
- handling security for the building

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- ensuring that the power is optimally balanced in the machine room as hardware changes
- monitoring the humidity and temperature in the machine room, including the cycling of the HVAC equipment, and troubleshooting problems with Facilities

Systems

The systems group provides operating and hardware systems support for the over 70 administrative and academic servers located in the Computer Center machine room as well as the Oregon Hall switch room. Support includes setting hardware, installing upgrades, applying security patches, and setting up backup procedures. Current operating systems environments include Open VMS running on an HP AlphaCluster, Unix running on Solaris and Red Hat Linux.

This group is also responsible for:

- monitoring and maintaining systems performance and general health
- current authorization system
- generation of user accounts
- configuring email and administering the architecture in conjunction with the User Services and Network Applications group
- administration of email and filtering policies
- ensuring accurate backups of the systems
- administration and support of the SAN and NAS devices

Network Services

Core Campus Routing

Network Services operates all campus routing equipment, including routers that operate the campus network, border routers (that interface with Network for Education & Research in Oregon, the Oregon Exchange, and the Oregon Gigapop), and the Oregon Gigapop that provides Internet2 services to OSU and all SEGP institutions in the state (K12 and smaller public universities). Included in this category is wide area networking infrastructure to remote campus sites, Virtual Private Network services, and dialup modem services.

In-building Network (Local Area Networks)

With the exception of the Computer Science Department in the College of Arts & Sciences, Network Services installs, maintains, and troubleshoots all local area networking equipment on campus. They also design, install, and maintain all wireless networks. There are over 1,000 individual pieces of networking equipment that provide over 20,000 wired connections as well as wireless throughout the campus.

Network Infrastructure Services

This area includes equipment such as packet switching routers, switches, and hubs, as well as IP address assignment (DHCP), IP name service (DNS), and Windows service location (Active Directory). Other services include network management and problem annunciation, systems to operate DHCP and DNS, a trouble ticketing/work order system, and a documentation system that identifies what services are available in a specific buildings, rooms, and jacks.

Second Level Server Support

Network Services provides second level support for PC-based servers on campus. Schools, research centers and administrative departments encountering PC-based server related problems often contact Network Services for assistance and problem resolution.

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Security

The campus security group is housed within Network Services. This group provides a variety of network and host security services, including intrusion detection systems, vulnerability assessment of hosts and networking strategies and equipment, large scale incident response, planning and installation services for the campus community, and managed firewall services. The group works closely with User Services which provides acceptable use and individual host incident response services.

Cabling and Wiring Installation

Network Services installs cabling to support a variety of systems and activities on campus. Category 5e cabling is used for data and telephone networking, fiber optic cabling for data networking, cable TV cabling to support the campus cable TV system, and specialty cabling to support various other university functions (scoreboards, video, and sound systems in Autzen stadium, sound systems in studios in the school of Music, etc). This group often performs work that is part of capital construction on campus. Cable and wire installation is done in conjunction with Telecom Services which provides a similar (although a more telephone oriented) service.

Design Services

Network Services provides communications systems design and engineering services for all remodel projects, all capital construction projects, and many custom systems for the campus community. This design and engineering service is provided in collaboration with Telecom Services.

Telecommunication Services

Enterprise Telephone and Voicemail Services

The university currently has 7,162 analog stations used as regular phones, emergency phones, elevator phones, building controls, or security alarms. There are also 1,274 digital sets and 81 Voice over Internet Protocol (VoIP) stations running on the data network, primarily in remote locations. The voicemail system was replaced in 2004.

Cell phones/Pagers

Telecom supports approximately 400 cell phones and 200 pagers. Support for hand held devices like Treo's and Blackberry's are increasing. Services include troubleshooting, number portability, and ordering of hardware. Current plans are to introduce a series of cell phones that will integrate with 802.11 and enterprise telephone systems as that technology matures.

Two-way Radios

Telecom also builds and operates a two-way radio system providing roughly 500 hand-held and auto mounted radios to Public Safety, Facilities Services, Telecom, Network Services, Athletics, Housing, Mail Services, and Saferide.

Video Conferencing

A video conferencing room using IP or ISDN based video on Polycom systems is provided on a fee for service basis. This facility is used primarily for administrative meetings. The facility is also made available to the private sector in Eugene and is often used for depositions for law firms.

Cell Sites

One active and one dormant cell site are currently in place, with a collocation site recently completed. Provision is made for T1 facilities from Oregon Hall to these sites. Other communication equipment is in place to support media broadcasting athletic events.

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Payphones

There are approximately 40 payphones on campus with one year left to run on a contract with Qwest. It is likely that most of these will be removed after the end of the contract period unless someone wants to pay the monthly fees associated to retain them.

Switchroom Administration

Telecom maintains the switch room for all copper and fiber terminations, as well as equipment for the telecom system including voicemail. The room also contains racks housing the core campus network, NERO, the Oregon Information Exchange (OIX), servers for Registrar, Admissions, Business Affairs and CC backup, racks for related networking partners in the local area, and some ISP collocation racks.

Outside Cable Plant/Consortia

A number of projects completed over the past few years have put copper and fiber to a number of outlying parts of the University including Spencer View, Baker Downtown Center, Rainier Building, Athletics Complex/Autzen Stadium, Riverfront Research Park, and other buildings in the east campus area. Cooperative agreements have also been made with TCI/Comcast, Electric Lightwave, Peace Health, and the City of Eugene. NERO and the Public Agency Network (PAN) are also connected to the University fiber network.

CATV

Cable TV is administered by a consortium of campus departments. Telecom, along with Network Services, provides cabling and services to students and staff. The primary customer to this service is the housing office. A request for proposal is currently being created to examine options for the future of CATV beginning in the fall of 2006.

Directory Services

Telecom creates a telephone directory for the campus and integrates it with the online directory and the campus operator lookup system, all integrated with Banner. This past year this was expanded and revised to integrate with a new Phonetics Systems (now Nuance) voice recognition system that is named Ernestine.

User Services and Network Applications

Microcomputer Support

Provides recommendations on microcomputer purchases and help in configuring systems to work in a networked environment. Helps users to resolve questions with accounts and passwords; dialing in or using the wireless network, Ethernet, or VPN; virus infections; repair of damaged disks and files, etc. Also provides domain software from locally run software mirrors, scanning and CD burning, etc.

Departmental Apprentice Program

Provides training and support for this program, which is supported with EdTech fees. Students are trained by User Services staff and then are assigned to academic departments to assist in supporting end users. They are jointly managed by the User Services staff and end user department.

Duckware CDs, Windows Security CD, and Antivirus CDs

Prepares and distributes CDs that contain security, antivirus, and other software for use in the UO environment. With this program we help end users run their microcomputers in a secure manner as well as provide them with current versions of web browsers and email reading programs. Versions of the software are available for both PCs and Apple operating systems.

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Large Systems Consulting

Facilitates the use of large central systems, including filers and Unix/Linux servers by faculty, students, and staff.

Administration of the Academic Compute Cluster

Administers a variety of servers, including the academic compute cluster. The current cluster runs on the Linux operating system. In addition to serving as a compute resource, the Academic Compute Cluster also serves as an informal test bed for new services or technologies.

Administration of Other Network Application Servers

User Services also has responsibility for network application servers such as the campus web cache servers, an FTP archive site, a number of Usenet News servers, and the LoCI servers.

Spam Management, Mailing Lists and Postmaster Duties, Creation of Virtual Web Hosts

Manages spam filters for university email, Majordomo mailing lists (UO hosts nearly 1,450 lists at this time), and virtual web hosts for academic and administrative departments.

Site Licensed Software

Manages a variety of site licensed software for the University. A list of products we currently site license is available online at <http://cc.uoregon.edu/sitelicense.html>

Account Maintenance and Passwords

Provides day to day support for account creation and maintenance, including support of services related to passwords. This includes creation of special accounts for student organizations or departments, dealing with Banner accounts, aging out existing accounts, and working with those with special circumstances.

Digital Audio and Video (Streaming, IP Multicast, and Video Conferencing)

Provides a variety of digital audio and video services, including streaming, IP multicast and H.323. Current work includes the Virage project with the Library, for on demand video streaming; work with KWAX and other streaming content providers on campus; Videolab for IP multicasting; and providing video conferencing within the Computer Center.

Statistical Consulting

Statistical consulting is provided for faculty and graduate students working on research or theses and dissertations.

Publications and Web Services

Creates and publishes a number of documents and handouts, including a quarterly newsletter and a variety of specialty publications/web pages.

Documents Room Library

The Documents Room Library serves as a collection and distribution point for printed and other materials, provides a convenient collection of computer and networking related materials, including books, journals, newsletters, video and DVD training materials, as well as CDs and other software media.

Electronics Shop (Hardware Repair)

Provides Level 1 Apple-authorized service, and non-warranty repairs for most Windows desktops and laptops. The Electronics Shop also handles upgrades, and sells a variety of cables, memory and other parts.

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Acceptable Use and Security Incident Response

User Services works with Network Services in policy and other matters related to network security and use. The Acceptable Use Officer in User Services often deals with violations to university policy, such as DMCA complaints, or outbound network misbehavior (e.g., cracking, abuse of compromised systems, etc.).

Campus Computing Labs

General computing labs are maintained by User Services. Two types of labs are maintained, those available on a “drop in” basis, and those primarily used for instruction. Facilities are located in the EMU, Klamath, McKenzie, and Millrace buildings.

Collaborative Support for ANTC and NSRC Activities

User Services provides collaborative support for the research activities of the division, including the Advanced Network Technology Center and the Network Startup Resource Center. This support includes hardware and system administration, unit staff serving as instructors, and grant preparation.

Network Measurement and Monitoring

The group is involved in a variety of network measurement and monitoring activities and is working with the Network Startup Resource Center and others to expand this work to overseas locations.

Software Development

Some software has been developed in-house such as the new web email.

Policy Issues

User Services drafts policies such as the Acceptable Use Policy. A number of proposed policies are pending, including a campus privacy policy, a section 508 web accessibility policy, a policy on mass email, a campus-wide comprehensive security policy, minimum standards for system administration practices, etc.

Network for Education and Research in Oregon (NERO)

The University of Oregon serves as host to the Network for Education and Research in Oregon. NERO provides network connectivity for K-12 schools, universities, and many state offices. It also provides access to Internet2 for Oregon State University and regional Oregon universities through the University of Oregon I2 connection.

The Advanced Network Technology Center (ANTC)

ANTC is involved in several research initiatives with emphasis on the study of “routeviews” of network traffic on the Internet. These activities are entirely supported by sponsored research funding.

Network Startup Resource Center (NSRC)

NSRC provides education and technical assistance for network development and management in developing countries worldwide. These activities are entirely supported by sponsored research funding.

III. CURRENT SERVICES OFFERED BY THE UNIVERSITY LIBRARIES

A number of services with information technology components are currently offered by the University of Oregon Libraries. Descriptions of services in this section have been provided by the University Librarian.

Center for Educational Technologies

The Center for Educational Technologies provides educational technology training, support, and production services for faculty who want to incorporate technology into their courses. CET's mission is to promote active learning through the use of technology. The Center has four major services: Blackboard support, hands-on consultation for faculty, content and design production services, and workshops on demand.

Blackboard Support

The Library manages the campus courseware system, Blackboard™. Blackboard has been operational since 1999, and currently supports 1172 course sites (as of Fall 05) and approximately 49,900 enrollments. Policy decisions are made in consultation with a faculty advisory group.

Consulting

The consulting staff provide support for UO Faculty and GTFs in the use of instructional technology and multimedia. Staff help faculty with web publishing, Blackboard features, presentation software, creating graphics and images, text scanning, OCR, etc.

Web and Multimedia Development

Web and multimedia development services are provided by the Interactive Media Group. The IMG envisions, develops, and deploys web-based projects for a variety of instructional, research, and presentation initiatives. The team works with faculty, programs and departments in the development of web projects, including requirements and scope development, user interface and graphic design, technology programming and production, user testing, and project deployment.

Workshops on Demand

CET organizes customized workshops for the campus community to meet technology training needs of its students, faculty, and staff, with a focus on academic and curricular topics. These workshops replace the open enrollment workshops previously offered by the Library's IT Curriculum.

Media Services

The Media Services Department provides classroom technology support and video production and distribution services including technical support for distance education.

Classroom Technology Services

Classroom technology services include design and engineering assistance, implementation, and support of classroom technology solutions to support a wide range of teaching styles and presentation requirements. Staff consult with faculty members and departments on technology purchases, and maintain and repair installations for the general use classrooms. Additional services include circulation and delivery of portable equipment to classrooms.

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The Educational Video Group

This group supports the UO's academic and outreach programs with broadcast-standard production services and a range of distribution technologies, including IP-based videoconferencing for distance education, streaming media (video-on-demand), and uplinks to major networks via satellite and microwave.

Additional Services

Electronic Classrooms

There are several wired and wireless classrooms located in the Knight Library. All of them offer computers (either desktop or notebook) for student and faculty use, as well as a variety of media and projection equipment

Equipment Checkout

Current UO students can borrow laptop computers from the Media Services. These Windows and Macintosh laptops offer software for word processing, spreadsheets, presentations, full Internet connectivity and more. The laptops are configured to work with other equipment, such as digital cameras, that students may check out from Media Services.

Geographic Information Systems (GIS)

The GIS Laboratory in the Document Center is available for making digital maps. The GIS Lab also provides access to a full range of geospatial datasets, with an emphasis on Oregon.

Image Services

The Image Services Center offers microfilming, digitizing, and darkroom processing of fragile images and other materials. Image Services also sell reproductions from the Libraries' Special Collections and University Archives Division.

Information Technology Centers (ITC)

The Information Technology Centers are learning laboratories providing access to networked Windows and Macintosh workstations equipped with word processing, spreadsheet, graphic production tools, and more. They also provide students assistance with Blackboard courseware.

Off-Campus Access to Electronic Resources

Current UO students, faculty, and staff can connect to electronic resources from off-campus. In most cases, links to licensed electronic resources connect directly to a library Web page for authentication.

Scholars' Bank

Scholars' Bank is an open access archive for University of Oregon research, publications, and supporting materials in digital form. The archive currently contains preprints, technical reports, working papers, presentations, student theses and terminal projects, data sets, newsletters, and more. Materials added to the archive receive a unique and stable URL and most are full-text searchable.

Wireless (and Wired) Access

Both wired and wireless access areas are available at the UO Libraries. For patrons seeking wired access, the Knight Library provides 110 accessible locations. All faculty studies, group study rooms, and around the "skirts" on the fourth floor have live Ethernet jacks. Wireless access is available in most public areas in the AAA, Knight, Law, Math, and Science libraries. (This service is maintained by the Network Services unit within the Information Services Division.)

IV. SYSTEMS IN ACADEMIC UNITS AND ADMINISTRATIVE DIVISIONS

A number of information technology systems are operated independently by academic schools or departments or administrative units. Many were created for specific tasks that are local in nature. Others span the institution and can truly be considered enterprise systems. The listing below is just a sampling of what no doubt exists at the university.

College of Arts and Sciences (CASWEB)

CASWEB is a large web-based reporting tool for the College of Arts and Sciences. Data from the student and human resources data warehouses is taken and stored on the school server. Reports are then made available through easy to navigate menus.

Graduate School (GRADWEB)

GRADWEB is a web-based system to augment the admissions module of the Banner System. Besides assisting in the special needs for graduate admissions, GRADWEB assists in tracking the student through his/her program and maintains information critical to the school or department.

Office of Research Services Administration (ORSA)

Similar to CASWEB in that data is drawn from administrative data warehouses (student, financial, human resources) and used for report generation and data access.

E-Commerce

Many departments run their own e-commerce applications including: Conferences (Summer Session/Continuing Ed, Business, Architecture, Linguistics etc.); AHA International (study abroad tuition, CollegeNET); Kinesiology Publications (research subscription model); Standards for Success (college placement software); UO Press (publications); Athletics (Paciolan, Active, Camp Register); and the Oregon Bach Festival. These applications do not use a standard vendor and have not been audited for proper handling of cash and credit card payments or attention to IT security or infrastructure requirements.

Facilities

The Facilities Assets and Management Information System (FAMIS) contains data on maintenance activities, projects, and Facilities personnel.

Department of Public Safety

Several systems are run by this department, including a system with parking information that is associated with personal information, as well as the campus card access system, which locks and unlocks doors to restricted areas.

Student Union

Runs a point of sale (POS) system utilizing the University ID card. They also provide faculty, staff and student information to the Physical Activities and Recreation Services (PARS) system.

Student Health Center

Runs an in-house server that contains significant personal information on students. Interfaces to the Oregon Medical Laboratories.

Johnson Hall

Maintains a stand alone server used to support the communication and office needs of Johnson Hall occupants.

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Human Resources

Maintains its own server with personnel related data.

Schools and Research Centers

Almost every school and research center maintains its own servers. The infrastructure to support these servers as well as security and other measures to insure data won't be compromised varies throughout the campus.

Administrative Units

Likewise the number of servers in administrative offices is numerous. These servers are often supported by one person and may contain sensitive data. There has not been an inventory of these systems or an evaluation of the security issues that might be present in these installations.

V. MAJOR PROJECTS IN PROGRESS BY INFORMATION SERVICES

Several major initiatives were in progress during the creation of this document. These projects will need to be completed or new resources added if additional projects are to be undertaken.

Administrative Services

Document Imaging

Work continues on this project to provide virtual storage for the Registrar and other campus offices.

Identity Management

Central authorization (account management) is a major undertaking for the campus. While this is a high priority for the group, vacant positions and other projects are delaying the progress we would desire.

Resource 25

Deployment of WEB modules will begin once the cleanup work from the Banner upgrade is complete.

Housing Residence Hall System and Family Housing System

These systems are being rewritten at the request of the Housing Office with new functionality.

Dining System

Major modifications are being made in this system to allow for roll over points in the dining halls.

Housing Point of Sale System

Food services will issue an RFP for a POS system that can be integrated into their off-the-shelf inventory product and the soon-to-be rewritten dining system.

Electronic Data Interchange (EDI Smart)

Enhancements are being made to the system based on end user feedback.

Operations

Machine Room

A number of racks in the machine room are being moved to maximize space and make for a more efficient operating environment.

Systems

Server Replacement

Work continues on replacement of the servers and associated infrastructure that supported the campus email and web services system. The new configuration uses multiple servers, network storage, and load balancing and failover to provide a more robust environment. Besides system reliability and robustness, the new approach will all for an increase in disk quotas for email users.

Other Projects

Many of the projects identified in the administrative services list above have systems components to them. The systems group will be actively involved in supporting these projects in the coming months. Besides this, the group is expanding coverage for on-call as well as reworking internal systems to provide for better notification of production critical servers and applications.

Network Services

Gigabit Network Upgrades

This project seeks to install single mode fiber to all core campus buildings as well as to connect the building network to the campus network with gigabit Ethernet services. We are currently in the last phrase of this project and are placing equipment in the final set of academic buildings.

Wireless Network Expansion and Upgrades

We continue to expand the coverage areas of the campus wireless network. The current focus is on expanded coverage in the science buildings. Additionally, a back-end system is being installed to assist with the management of the radio frequency utilization and power to improve the performance and usability of the existing wireless network.

Campus Cable TV Replacement

Working with Telecommunications to explore options to replace the 12 year old cable TV system. Current contract for TV programming expires at the end of this academic year. Both Network Services and Telecommunications would be involved in a rebuild of the current system.

Upgrade Security Infrastructure

This service scans for vulnerabilities across the network and also observes network traffic. New products are being considered to make the environment much less susceptible to viral and other attacks. These new products will include Intrusion Prevention Systems and network admissions control systems.

Preparing for Converged Networking

This is a collaborative project with Telecommunication Services to explore alternatives for a future environment where one network carries all phone and video conferencing traffic, in addition to data network traffic. Besides wiring and other infrastructure considerations, services like 911 need to be carefully thought through with this new approach.

Collaborations with External Entities

Collaborative efforts continue with other entities in the Willamette Corridor. Currently Network Services and Telecommunications Services are working with the Public Agency Network (PAN) that provides a DWDM-based fiber network for most public entities in the Eugene/Springfield metro area. They are also working with other telecommunications providers and local businesses to develop a rich fiber-based network in the community.

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Living Learning Center

The installation of fiber optic and telephone cables to the building will begin in January 2006, with phone, data and cable TV within the building to follow. The project should be complete in a June/July timeframe.

Gilbert Peterson Remodel

This project is slated to begin in April 2006 with similar work to what was done for the Living Learning Center.

Telecommunication Services

Open Source SIP Investigation

A project with Network Services and the Advanced Network Technology Center to explore future alternatives for providing voice services to the campus. Part of this exploration includes operation of a test environment with open source software.

Layer 1 Project

A project to upgrade the communications closet infrastructure on campus and to upgrade some cabling to Voice over Internet Protocol standard. Besides making changes to communications equipment, this project also includes working with Facilities to adjust and upgrade HVAC where necessary. New buildings and renovations are also being addressed with this project.

E911/Mapping/Dynamic ALI middleware

An updated inventory is being made of all phone jacks on campus, and this information is being integrated into a geographical information system. The purpose of this exercise is to set the stage to be able to handle emergency 911 calls in an integrated Voice over Internet Protocol system. The work being done will also assist us in real time tracking of changes made to support user needs.

PBX Self Maintenance

The University has been instrumental in moving the Oregon University System to implement telecommunications self maintenance. This produces an annual savings of over \$150,000.

Switchroom Upgrades

Telecommunications Services has enlarged the space available in Oregon Hall to accommodate network equipment and application servers. To accommodate the cooling and power needs related to this equipment, plans have been made to upgrade HVAC and UPS/power facilities that serve the space.

VI. WORK TO ADDRESS IT INFRASTRUCTURE NEEDS

Many of the elements that are common to university IT environments are not present at the University of Oregon. Some of these areas are listed below. It is critical that these areas be addressed prior to development of some administrative and academic applications.

Common WEB Presence for Information Technology

There is not a link on the university home page to information technology resources. A new institutional IT web site needs to be created that would then link to central IT and school sites. These sites need to be redesigned and refreshed. Tools need to be provided to allow easy navigation to information for faculty, students and staff.

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One Stop Help Desk for Information Technology Needs

IT help desk operations are spread throughout the institution without any regard for coordination or information sharing. This creates an environment that is both confusing and frustrating to faculty, students and staff on who to call for any given problem. While it may pay to continue to have local IT support personnel maintain help desk operations for environments with special needs, having a common help desk and single point of contact with end users would be a welcome change for many.

Problem Management System

A critical component to having a common help desk location, phone number, and email address would be to have a software package that would allow for logging and managing problems by the entire university IT community. Such a system should allow for hand-offs, problem escalation, and building of a knowledge base where common problems and their solutions could be referenced. The system should also provide for system status alerts to critical personnel when systems or services are down.

Change Management System

Making changes to any system has the potential for unintended outcomes to other related systems. This is true whether the change being made is to a program or some part of the IT infrastructure such as network components or the data center environment. To minimize risk management processes need to be put in place to alert others to changes being planned and invite communication should others see potential problems. These types of processes need to be put in place not only in central IT but in all areas that provide mission critical information to the campus.

Uniform Personnel IT Job Descriptions

One present difficulty at the university is that IT job descriptions are not uniform and as a result there may be misuse of job titles and associated pay grades. A review of all IT job descriptions needs to take place with more consistent use of titles and pay grades. A reorganization of IT personnel at the university level should examine this issue further.

Professional Standards for Production Systems

Many IT systems maintained in central IT as well as in schools and administrative units are critical to the operation of the university. Often these systems provide services that must be available without interruption. It is thus important that professional standards for IT infrastructure be maintained that will provide for systems that are robust, have build in redundancy, have properly maintained operating systems and databases, upgrades to applications, etc. Many of our systems need to be brought up to these standards and then be maintained with schedule refresh cycles for hardware in the coming days.

Expanded Coverage for Data Center and Key Services

To this point in time the computer center has operated as a Monday – Friday 8:00 a.m. to 5:00 p.m. operation. While some services are monitored after hours and staff respond to critical needs, the limited number of staff can only cover so many hours in a given week. As use of information technology resources expands we must consider expanding the coverage of the data center and support for critical systems.

Cultivation of Vendor Relationships

The university has benefited in the past from relationships it had with IT vendors. Besides equipment donations or deep discounts, this pattern of cooperative working relationships allowed us to be on the leading edge of technology advancements in networking, telecommunications, and other areas. We need to rebuild some of those relationships in the coming days in ways that will help us further the agenda we have for moving the university forward in the days to come.

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Network for Education and Research in Oregon

Substantial progress has been made in the past few months in completing optical upgrades within the state and planning for changes in the national network environment. Attention needs to be made in the coming months to adding staff to the NERO team, determining how NERO will “play” within the national landscape, and shoring up the financial model that supports NERO operations.

VII. POSSIBLE ADDITIONAL IT INFRASTRUCTURE SERVICES

Examination of our current environment and input received from IT professionals and the campus community has identified these as infrastructure needs for the future.

A New Data Center

The present computer center building is inadequate and needs to be replaced. Our current environment would suffer major damage in a seismic event, is difficult to secure, and does not allow partitioning to accommodate those who may wish to locate their equipment in the center. Offices in the building are set up in a configuration more appropriate for faculty than teams that need to communicate and work together on a daily basis. The best solution would be the consideration of a new facility.

Moving Administrative Systems off of Open VMS

Our database management software, Oracle, will no longer support Open VMS after Oracle 10g release 2, which is scheduled for release during spring 2006. Oracle typically continues to support products for one year after the current release, which means the campus will need to be in production on another platform by spring of 2007. This migration will require substantial investment in hardware and software.

Certificates of Participation (COPS) funds have been requested to assist in the financial investment needed for his project.

Campus Network Upgrade

The campus needs to upgrade the core network to 10 Gigabit, including selective 10 Gigabit upgrades to some campus buildings. Upgrades will provide capacity to meet escalating demands on network infrastructure from both research and educational users. Certificates of Participation (COPS) funds have been requested to assist in the financial investment needed for his project.

Identity Management

The identity management project is needed to authenticate users and ensure adequate control and access to licensed software product and content databases. While this project is being undertaken with an initial focus on central IT systems, substantial benefit will be realized by schools and administrative units when it is complete. Certificates of Participation (COPS) funds have been requested to assist in the financial investment needed for his project.

E-Mail Upgrade

In the spring of 2006 a redesign took place to support email usage of all faculty, students and staff. While the new infrastructure offers substantial improvements, the exponential growth in usage of email by the entire university community means that we must continue to consider how to further improve this environment. This discussion can not take place without consideration how collaborative and group space (discussed below) will “play” within our environment.

Converged Networking

As identified in earlier sections a new approach will need to be taken with data and voice communications on campus. This will mean an eventual replacement of the telecommunications switch as well as

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associated programs like voicemail. This will mean a substantial investment of both technology and staff time in the near future, and will also mean a convergence of the Network Services and Telecommunications Services units in the long run.

Managed Server Service

This new service would include management of servers by central IT staff so that others could focus their attention on the applications used in teaching, research or administration. Central IT approved equipment would be housed in an environmentally safe home in the data center and run with standard based operating systems and database software.

Server Backup Service

Another new service would provide back up storage in the data center or off-site for servers maintained by central IT or another unit. This could be part of a disaster recovery program of a school, center, or administrative unit, especially if the back-up was made to an off-campus location.

Collaborative Software

Interest has been expressed on campus for IT “groupware” that allows teams to work together on a project in virtual space. This can be especially useful when working with a team that may be in several locations such as colleagues at other institutions or those who travel extensively.

Group Space

Access to documents and files is often a problem when groups work together. This software allows a secure site where groups can store their documents or data files and share them with others, even allowing limited access to those outside the team.

Video Conferencing

It is expected that video conference facilities will come into more demand with the expansion of programs in Portland as well as international initiatives. Besides a video link a modern conferencing center should allow for exchange of several types of information such as a document camera, “smartboard”, computer monitor, etc. during the session.

Desktop Management Service

This new service would take care of basic issues related to desktops in an office or lab. Computers under a desktop management service would receive updates to software, security measures and backup of critical files on a scheduled basis. When problems arise a support technician would service the machine.

Security and Firewall Management Service

In our present environment security and firewall management is relegated to schools and departments. This is inefficient and ineffective as most at the local level are not familiar with managing a firewall in a server environment. This new service would provide for this by the central IT security team using specialized management software. Servers supporting firewalls would also be managed in this service.

Disaster Recovery Off-Site Facility

Like many data centers the university takes a very traditional approach to back up and off site storage. Given the experience of some in recent disasters caused by nature or criminal activity, we should consider taking a much more aggressive strategy in this area. One reasonable step in this regard would be to move from off site storage of tapes to on-line backup of disks at a remote location. This could be done using one of the other OUS sites as our location in exchange for offering them space in our data center. Further recovery steps would involve co-locating servers at the remote location to allow limited production should the Eugene site be unusable.

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Enterprise Calendaring

Meeting scheduling at the university is a time intensive activity because of the lack of a standard calendaring software package. Substantial time could be saved by support personnel if a standard was determined and used by even the administrative staff of the institution. To be effective the established standard will need to interface with Palm Treo and Blackberry devices used by many administrators.

Campus Microcomputer Replacement Cycle

The landscape of desktop and laptop machines is uneven. While a few areas have a standard refresh cycle of three or four years, many are using equipment that is five or six years old. The cost in productivity to faculty members as well as IT support personnel for this is staggering. In addition the security risk of using machines not running current operating systems that are properly patched is dangerous. This program would establish an institutional program to purchase machines in bulk with large volume discounts, and put all faculty and staff on a standard equipment refreshment cycle. Details would need to be worked out and funding secured if this proposal was to move forward.

VIII. NEW PROJECTS WITH INFORMATION TECHNOLOGY COMPONENTS

2008 Olympic Trials

Preparations for the Olympic track and field trials will include upgrades to Hayward Field and other facilities. Many of these upgrades (e.g., new scoreboard, added press facilities) will involve IT infrastructure, especially in network and telecommunications areas. As these plans are determined and projects created central IT staff will need to be involved in several of these projects.

Research Initiatives

Initiatives of the Advanced Network Technology Center have the potential to grow substantially in the coming years. This is especially true with the "Route Views Project", which is seeing more interest from granting agencies. If we are to be involved in expansion of this initiative we will need to address issues related to staffing, space, security and systems support.

IX. WORK TO ADDRESS ADMINISTRATIVE SYSTEMS NEEDS

New Recruitment and Tracking System

Like most systems, Banner has limited functionality in the recruitment phase of the student admissions process. The Admissions staff would like to purchase a new module that specializes in this area. Prospective students could be identified and tracked as contact is made and interest expressed. This process would continue until a decision is made to offer admissions, and if positive, would provide for entry of the student to the Banner system if they become a UO student.

Campus Portal for Students & Employees

SCT Banner has a WEB portal which is currently being used at Portland State University. The portal allows for easy access to information of interest to students, customizing the screens so that they only see what pertains to them and their program. Portals have been used as effective communication tools for messaging when the school wants to get specific information to a target audience.

Campus Portal for Alumni

As with current students, a portal for alumni might allow them to sign up for specific interest areas like sports, music events, or alumni meetings. Having a portal for alumni is one way to keep them in contact with the university and allows for the type of long term identification that often leads to donor activity.

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Because we do not run the Banner development module, and software for advancement is run out of the UO foundation, a portal would need much discussion about organization as well as technical matters.

Business Intelligence Software

The university is in need of a software tool that would provide for data extraction and reporting from current data warehouses and production environments. The new tool needs to be easy to use for the occasional user, with WEB menus a requirement, as well as powerful for the sophisticated user. A team is currently looking at user needs in this area and should have a request for proposal to software firms by the summer of 2006.

New Development Application for Advancement (Foundation)

The Advancement application currently in use needs to be replaced. Several “best of breed” software packages are available, many operating in environments similar in size and complexity to our own. Because this function operates out of the UO Foundation selection and implementation must take place in that environment. But because the university provides data feeds to this system some involvement will be necessary.

New Faculty Evaluation System

The current scantron system for faculty evaluations is dated and operating on a machine and operating system no long supported by the vendor. There is some interest in moving this to a WEB based application, although questions have arisen regarding the desire to conduct evaluations in a truly anonymous format. Legal and policy questions must be decided before a decision can be made on this application.

Banner Workflow

Workflow is about how offices capture and process information in their accomplishment of administrative tasks. While many institutions install software without implementing workflow modules, they can never really gain the efficiencies and effectiveness desired with computer based systems without taking this important step. Evaluating workflow is a very involved process and requires much time and energy by the administrative users. In many respects it is far more of an end user project than a technical one.

Replace Current Data Warehouse Access Software with WEB enabled product

Along with the procurement of a Business Intelligence application, substantial work needs to be done on our data warehouse environment. The new environment needs to be WEB enabled as well as perhaps incorporate data from Banner or other systems currently missing. Substantial work will need to be done by administrative and academic end users as well as technical staff to accomplish this task.

Digital Asset Management System

A task force of UO communications professionals has identified a pressing need for a centralized, web-based system to manage the university’s growing stock of digital imagery. A digital asset management system will provide a central repository for all campus digital imagery, categorized in ways that make it easily searchable. The imagery will be accessible by a number of users, with varying levels of privileges. The necessary investment includes a software system, hardware with sufficient capacity and security, and personnel to set up and maintain the system.

Other Administrative Needs

The Banner Coordination Group (BCG) has created a planning document which more precisely identifies departmental, multi-departmental and enterprise-wide administrative projects. Only some projects from that document are identified in this section. Others may be obtained from the minutes of this group posted on the web at <http://ccadmin.uoregon.edu/banner.shtml>.

X. ACADEMIC SYSTEMS AND SERVICES NEEDS

Collaborative and Multimedia Computing Labs

While traditional computing labs exist at a number of locations on campus, there is a lack of facilities that would encourage students working together in groups. New spaces are needed that would allow small teams or groups of 6-8 to work together. Technology such as interactive “smart boards” using rear screen displays or plasma screens with overlays, “smart” white boards, and other multimedia would be complemented by flexible seating and an environment that would be warm and inviting. Additionally, since so many projects involve multimedia presentations, facilities to create digital editing and desktop publishing would add to this environment.

Specialized Labs in Schools and Departments

There are a number of specialized labs in schools and departments that have special needs related to their academic programs. Often these labs are run in isolation and funding is sporadic. Staffing can also be a problem due to turnover or dependence on one individual to perform all functions of the lab. A more coordinated effort among school and department labs could gain operating efficiencies as well as enhance offerings to faculty and students.

Library Learning Commons

There is interest in the Library to develop a “learning commons” space, and a joint committee of Library and central IT staff are exploring options in this regard. At the current stage they are exploring recent projects at other universities in order to gain ideas that might be helpful at Oregon. It is expected that the space that will be designed will have elements of the collaborative and multimedia labs described above, perhaps with close connection to resources in the Library already available to support research and learning in a Library environment.

New Research Computing Cluster

Many research center directors reacted positively to the concept of a more powerful research computing cluster in a recent survey conducted by the CIO. Such a resource would allow researchers to run programs with high computational needs on a machine that is maintained within the data center by central IT personnel. The benefits of this approach are that it allows the researcher to focus on the application rather than on the “care and feeding” of IT resources, it more efficiently uses computing resources for the campus, and it maintains expensive equipment in a proper environment.

Enhanced Blackboard License and Functionality

The current Blackboard course management software is not at the enterprise level, and as such we are not receiving the functionality popular at many other intuitions. Besides added functionality for users the enterprise version of Blackboard offers many features attractive to those who need to support the product from a systems and database perspective. Such features would assist in running this software in a production environment.

Enhanced Networking and IT Services for the New Portland Facility

As the university considers a new Portland facility networking and other IT services should play a significant role in the planning process. Besides wishing our Portland faculty and students to have the same robust environment as those in Eugene, one would expect that there will be more need for communication between the Portland and Eugene campuses with services like video conferencing. In many ways the Portland campus can allow us to test many remote strategies that may make their way into plans we have with international endeavors.

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Academic Computer Lab Renovations

General purpose labs maintained by central IT are in need of renovation work. In the Millrace Lab a proposed removal of an interior wall would increase the space available for multimedia classes. In the Klamath Lab a proposal would remove a wall to allow it to connect with the Science Library space. This project would require acceptance of final plans from the Library. We may also wish to examine the use of space in McKenzie and the student union to better support new initiatives. Outside of these changes schools and the Library may have other proposals for new or different labs to address academic needs.

Classroom Design and Multimedia Resources

Significant improvements have been made to some classroom spaces in recent years with regard to multimedia equipment and support. New construction, such as the business school, has also incorporated multimedia into classroom design. Yet we are still far behind as a campus in having classrooms that support high end multimedia, including the ability to do more than project from one source. The Multimedia group within the Library continues to work with the Vice Provost for Academic Affairs and the EdTech committee in this area.

XI. NEEDED SKILL SETS

In a discussion with central IT Directors as well as members of the campus several areas were identified where additional personnel resources are needed if we are to move forward with many of the above projects and initiatives. All agree that we are very understaffed at the university with regard to IT personnel. The list below is then only a “short list” of critical positions that need to be added in the near future.

System Administration

There is currently a focus on production systems and even in this regard we are understaffed. We do not have the staff to address any new projects or services addressed in this report. In building this group we need to consider management level personnel who also have strong technical skills in areas where we see ourselves moving in the coming days.

Security

The development of a security team at the university was very late in coming and we need to add personnel and skill sets to this group. Specifically we need a senior technical resource who could also help shape the policy work that needs to be done in this area.

Business Analysts

While the central IT organization has good resources in several areas it seems to be lacking personnel who have as their primary function helping the end user community to make use of IT resources in their administrative work. We need pro-active members of the IT organization who will seek to better understand the needs of our end user community and represent those needs to the technical staff.

Academic Support Staff

The academic units of the campus are interested in partnering with central IT on projects and services. In the coming days we need to reposition the old “computer center” model to one that able to engage in these new partnerships. To do this new positions need to be created in cooperation with academic units and discussions need to take place on how central IT can best support the work of the academic programs of the university.

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WEB Development

There is a growing need for WEB development on campus and a growing call for central personnel to provide this service. Central IT also sees the need for WEB development expertise to assist with academic and administrative projects, many of which are identified in this document. While it is unclear how a development service would operate without some central funding, all agree that we need to expand the personnel resources in this area. There is also agreement that we need more technically skilled staff to support the “back end” of this area, such as database programmers, multimedia specialists, etc.

Vice Provost Support Staff

Typical positions found in many IT operations are missing at UO, including central support personnel for the Chief Information Officer. For example, we could use a projects administrator to not only keep track and report on central IT projects, but also those of other areas on campus. A marketing or public relations position can also be invaluable in the all important area of communication. Important tasks for human resources administration are currently being done part time by someone and could be combined with requirements for legal and policy issues to form a new position. And with the increasing amount of research work done in IT a grant writer could be invaluable. Finally, a deputy CIO or Chief Operations Officer may need to be part of any reorganization for the campus to allow the CIO to focus on IT strategic planning and policy issues.

XII. INFORMATION TECHNOLOGY GOVERNANCE STRUCTURE

Information technology is critical to the work of the university; in teaching and research, as well as administrative and support functions. Because of the importance of IT, as well as the significant amount of financial and personnel resources deployed in this activity, institutional oversight and management is vital. The position of University Chief Information Officer was redefined in 2005 to provide for this function. The IT governance structure defined in this document will assist the CIO and senior administration to ensure that university IT resources are used in an effective and efficient way to address university goals and objectives.

The scope of the information technology governance structure is inclusive. All computer based systems, regardless of where they are located or how they are run on a school, division, or department basis are within the management purview of the University CIO and the IT Policy & Planning Council. It is the responsibility of the CIO and this council to establish and maintain a committee structure to assist them in providing management oversight for the institution.

Proposed council and associated committees:

IT Policy & Planning Council

Serves as a decision-making body to the Provost and CIO for policy matters related to information technology. Reviews and approves the IT strategic plan for the University; reviews and approves IT policies for the institution; reviews and makes final decisions on major projects recommended by committees; and creates and manages the remaining IT committees and task forces in the governance structure. Membership: Provost, CIO (Chair), General Counsel, Vice Presidents of Academic Affairs, Research, Finance & Administration, Student Affairs, and Advancement. [Note: Replaces the Strategic Information Technology Issues group]

IT Administrative Advisory Committee

Advises the CIO and Vice President for Finance & Administration on IT matters related to administrative issues; provides input to and reviews the administrative sections of the IT Strategic Plan; establishes

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priorities of administrative projects brought before the committee; participates in the development of IT standards, guidelines, and procedures related to administrative information technology; and helps facilitate communication across the campus on all IT related matters. Membership: IT Director of Administrative Services, representatives from schools and administrative departments as selected by the VP for Finance & Administration and the CIO. [Note: Replaces the Banner Coordinating Group which becomes a task force]

IT Academic Advisory Committee

Advises the CIO, Provost, and Vice President for Research on IT matters related to academic teaching/learning issues as well as research support; provides input to and reviews the academic sections of the IT Strategic Plan; establishes priorities of academic projects brought before the committee; participates in the development of IT standards, guidelines, and procedures related to academic information technology; and helps facilitate communication across the campus on all IT related matters. This committee should also interact with the Council of Deans on any projects of significance and of importance to the schools. Membership: IT Director of Academic Services, representatives from schools, research centers, students, and administrative departments as selected by the Provost, VP for Research, and CIO.

IT Teaching/Learning Subcommittee

Performs tasks as assigned by the Academic Advisory Committee. These might include review of grant proposals, evaluation of teaching facilities, or consideration of new programs or services to be offered to faculty and students. Membership: committee members from the Academic Advisory Committee interested in teaching/learning issues, augmented by additional faculty, staff and/or students as appointed by the Academic Advisory Committee chair. [Note: Replaces the Educational Technology Committee]

IT Research Subcommittee

Performs tasks as assigned by the Academic Advisory Committee. These might include evaluation of the IT infrastructure to support research at the university, recommending new products or services to support researchers, and seeking ways to support collaborative and inter-disciplinary initiatives. . Membership: committee members from the Academic Advisory Committee interested in research issues, augmented by additional faculty, staff and/or students as appointed by the Academic Advisory Committee chair.

Proposed Task Forces and other Workgroups:

Banner Coordinating Group

A task force reporting to the Administrative Advisory Committee charged with operational issues related to the Banner administrative systems. The group may prioritize and manage tasks in Banner systems related to upgrades, maintenance and small projects. Suggested changes requiring programming time past xx hours or requiring additional funding should be taken to the Administrative Advisory Committee for approval. Membership: key stakeholders in Banner systems with representation from the end user community (i.e., schools and other administrative offices that use the systems).

IT School Directors

A workgroup hosted by the CIO to provide him with direct contact with IT directors in the schools. This group will meet to share information, discuss needs in academic units, and work together on projects of mutual interest. Membership: key representatives from each of the schools with allowance for Arts & Sciences to have multiple representatives.

Departmental Computing

DeptComp, as it is referred to, is an open forum for information sharing among all those on campus who provide IT support. The DeptComp listserv provides for electronic communication and regular meetings

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of the group provide for communication and updates on projects of interest. Membership: open to the campus community.

Other Groups

Other workgroups or task forces may be created as need for specialized projects or functions. Examples of possible groups include one for WEB Developers, Library Learning Commons, Information Security, Business Intelligence, etc. These groups may be created by the IT Policy and Planning Council or the Administrative or Academic Advisory Committees.