

**UNIVERSITY OF OREGON
TECHNOLOGY AND INFORMATION SERVICES
CHARTER**

Partner Units:

**Information Services and UO Libraries in Collaboration with Office of the Vice
President for Research and Innovation and UO Communications**

EXECUTIVE SUMMARY and PREAMBLE

The University of Oregon is a comprehensive public research university committed to exceptional teaching, discovery, and service. We strive for excellence in teaching, research, artistic expression, and in the generation, dissemination, preservation, and application of knowledge, which is core to the mission of a public research university. The University's technology and information services are central to advancing these missions, research and academics.

In support of these key missions, the Board of Trustees (BOT) in conjunction with the University President challenged the University to create and implement a vision to improve technology information services by utilizing resources strategically in a more effective and efficient manner. As a result, the University is in the process of implementing the IT Strategic process as presented to the BOT on March 4, 2016. This Charter will help guide these efforts and evolve as information is collected and plans developed as part of the IT Strategic process.

This Charter documents the portfolios held by the University of Oregon's central information technology (IT) units, Information Services (IS), and the UO Libraries along with Office of the Vice President for Research and Innovation (OVPRI) and University communications. IS and the UO Libraries have been recognized by the University as central units leading, managing, and providing major components of the University's information technology (IT) infrastructure and services.

The roles of these central IT units will evolve as the Charter develops and the IT Strategic process advances. Existing IT Services, including services of the research mission, will continue to be provided to academic and administrative units including SLAs, MOUs and/or budgetary commitments currently in place. The scope of services must fit within the college's current scope of normal services. Staffing and IT resources will need to be continually assessed as new faculty are hired and additional needs are identified to ensure IT staffing is able to provide services effectively.

As part of a strategic change to improve effectiveness and gain efficiencies, many decentralized IT functions and operations throughout the University will be reorganized to report centrally to either IS, the Libraries, or the OVPRI. This Charter serves as a foundation upon which the central IT units can work toward better meeting institutional IT goals and objectives. In some cases, employees or work teams may not clearly fall under the umbrella of IS, the Libraries, or OVPRI. In these situations, a determination must be made. As the process of implementing Transform IT proceeds, these situations will be identified and assessed. Initial decisions will be reviewed and made by the IT Steering Committee (ITSC). After the ITSC reviews roles, functions, and strategy related to the function being performed, it will make a recommendation to the Provost on whether that person or work team will be included in Transform IT.

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In the Charter, IS retains its existing IT leadership role and portfolio which includes the provision of central IT strategic planning; technology infrastructure services; enterprise infrastructure services; information security; identity and access management; and application management, development, and integration. IS will take on new duties associated with consolidation of IT infrastructure and services now distributed in the colleges and schools, and consolidation of technology support services ("IT Help Desks"). New IS responsibilities will also include management and operation of the campus' open computer labs, academic computer labs, and specialized computer labs. Due to its deep integration of online education and proctoring services, as well as discipline-specific data management support and services, an exception to this rule is the Social Sciences Instructional Lab (SSIL), which will be placed into the Libraries' portfolio.

The Libraries retains its existing functions and resources associated with providing leadership, support, and services for users of the library technology and academic technology functions, including: library systems and platforms; digital collections, scholarship, and publishing; research data services; and educational technology services. Systems and services managed by the Libraries directly support students, faculty, and staff, and enable them to successfully engage in and complete mission-critical academic pursuits (i.e., teaching, learning, research), and/or support the creation, management, and curation of digital collections and exhibits. To a lesser extent, the Libraries also supports the University's public-good mission in the services provided to and the engagement with the surrounding community. The Libraries will relinquish to IS oversight and management of open computer labs in the EMU and McKenzie Hall, but in return will assume responsibilities related to the Social Sciences Instructional Lab (SSIL).

Other technology-intensive central units, such as the Office of the Vice President for Research and Innovation (OVPRI), and UO Communications (UComm), are included in this document for context but their roles and exact divisions will be discussed in more detail in the future. See *Collaboration* below. OVPRI units with grant and gift funding are outside the scope of this charter. Selected technology and information services fall outside of the IT central units. For example, BOA Banner training is a specific centralized training currently administered by the appropriate central unit.

Three IT areas, web applications development; storage; and library technology infrastructure and support could require collaborative partnerships between two or more of the central IT units. The goal is to eliminate redundancy and/or enhance collaborative efforts to create efficient and effective utilization of resources. For example, selected web services and developers will function as a collaborative group for the central IT units, and storage is often a shared resource not specifically administered by a single central IT unit.

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Information Services and UO Library in Collaboration with Office of the Vice President for Research and Innovation and University Communications

The detailed information technology (IT) role, scope, and responsibilities of Information Services (IS), Research and UO Libraries are described in this Charter. While each unit is primarily responsible for the services and functions listed below, all units are responsible for working together, when applicable, to deliver such services to the University of Oregon.

The University of Oregon's information technology and services are comprised of widely fragmented responsibilities and service expectations that are largely undefined. IT spending requires further alignment with strategic goals and long-term efficiency. This landscape also creates an IT structure that is more reactive than proactive, creating deferred maintenance and diminished skillsets. Streamlining fragmented IT services will lead to an optimized organizational support structure and expenditures by changing current services to better balance hardware, software, service and IT staff to align with the University's strategic goals. In summary, this process requires prioritizing University needs and shifting away from fragmented, underfunded and over-promised services.

Principles

In centralizing IT service providers on campus, we will rebalance and centralize services and support to the IT central units, a structure meant to improve both collaboration and the use of strategic resources. UO Libraries is responsible for academic and instructional technology; Information Services is responsible for technology infrastructure, business, and administrative technologies. IS and the Libraries will support the R1 research mission, inclusive of providing research faculty support in the academic units and will do so in coordination with the OVPRI. Communications will continue their movement to improve and coordinate the university messaging and story. Working closely together as partners, the units will

- work collaboratively to identify service owners;
- partner such that each unit and its staff can contribute their respective strengths to the overall service delivery;
- support each other in ensuring that these services are delivered in the best way possible to our constituents;
- work together to identify and utilize cross-functional resource teams where appropriate to provide services across domain areas.

Goals

The goal is to align IT resources to better support the University of Oregon's strategic academic and research goals and missions. The result will be more efficient, coordinated and collaborative services. To achieve this goal, we will coordinate capital and operational expenditures to ensure appropriate

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planning and long-term funding. We also aim to improve the coordination of IT staff skill-sets and deployment of personnel to provide strategically balanced support and key services in a timely and efficient manner.

Administrative Functions

Each central service provider will be responsible for their own administrative functions and staffing related to:

- management and general operations responsibilities (HR management, financial planning, project management and resource allocation, vendor contract management, procurement and inventory management, etc.) for their respective domain areas;
- staff affiliated with these functions (including administrative, clerical, and support)
- unit-level policy development, dissemination, and application;
- IT training, communications and publications including user documentation and general informational publications and related staff;
- space and facilities service requests; work orders for associated space on campus.

Accessibility: Units will conduct accessibility testing and provide accessibility-related solutions for applications, websites, and other interfaces as appropriate in respective domains.

Living Document and Regular Review: This Agreement is subject to review every two years, with mutually agreed upon updates and modifications. The review provides an opportunity for partner units to refine the Agreement as needed to reflect current goals, objectives, and management strategies.

Changes may be requested outside the two-year review cycle. The request for change should be specific to the current or proposed service and sponsored by the requester's department head. The proposing department will send a detailed request, justification, and expected service improvement to the CIO and Dean of Libraries for consideration. Changes will then be presented to the IT Steering Committee for approval and recommendation to the Provost.

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I. Information Services

Functions and resources associated with providing general support for the institution that is not specific to teaching and learning, scholarship or research applications. Generally, services included in this domain are intended to be used by any user (faculty, students, and staff).

1. Institutional technology planning and strategy
2. Technology policy development, dissemination, and application (working closely with IT Steering Committee, central administration, general counsel, registrar, UO Libraries, and OVPRI)
3. Executive IT support
4. Centralized desktop/endpoint computing (including technical support, analysis, and consulting)
5. Hardware and software to support desktop/endpoint computing (including desktop applications for information security (e.g. anti-malware, virus detection, anti-phishing, etc.)
6. User support services (including support center and/or help desk and/or knowledge base/self-help tools)
7. Computer installation
8. Departmental computing support
9. Technology research and development specific to this domain area

Exclusions:

1. Library desktop/endpoint computing management; library hardware/software support; library user-support services; library computer installations; and support for the library domain.

A. Technology Infrastructure Services

1. Internet2 network services
2. Wire and cable infrastructure for data, voice and/or video networks
3. Campus data network
4. Wireless network
5. Remote access (VPN)
6. Commodity Internet
7. Network management (including capacity planning, performance monitoring, change management, etc.)
8. IPv6
9. Unified communications and collaboration
10. Telephone Services (VoIP or conventional)
11. Session Initiation Protocol (SIP) trunking
12. Voicemail
13. Cellular and paging services
14. Telecommunications (consulting, design)
15. Cable TV

16. Network, phone, and cable TV delivery and operation in residence halls in conjunction with University Housing
17. Digital signage software server (Four Winds)
18. Digital signage (training, user support)
19. Digital signage hardware (training, user support)
20. E-mail for faculty, staff, or students
21. Calendaring
22. Video and web conferencing
23. Infrastructure for communication and collaboration technologies (e.g. Listserv, SharePoint, shared web browsing, Google Docs, MS OneDrive)
24. General academic and open computer labs

Exclusions:

1. Specialized public labs (visualization labs, makerspaces, data support labs, GIS labs, etc.) that provide academic technology services for all UO constituents. – *See II. UO Libraries*
2. Specialized support centers and facilities (e.g. audio preservation, digitization labs, or facilities that support the use of specialized hardware or software. - *See II. UO Libraries*
3. Social Sciences Instructional Lab (SSIL) – *See III. UO Libraries / Information Services Collaborations*

Inclusions: This portion of the document is under development with the central IT units inclusive of OVPRI to provide a more encompassing support model.

B. Enterprise Infrastructure and Services

Functions and resources associated with developing, managing, and operating the core IT infrastructure for the institution. Core infrastructure includes data centers, servers, storage, databases, etc. as outlined below.

1. DHCP and DNS
2. Enterprise storage
3. Enterprise systems administration, operations, system backup and recovery, servers
4. Data center, operations
5. Data center environmental support systems such as HVAC, UPS and backup power supply, and systems monitor in partnership with Campus Operations
6. Virtual desktop infrastructure
7. Infrastructure as a service (IaaS) contract management
8. Storage and back up of faculty research, scholarship, and creative activity for those faculty that have modest to moderate needs. This would include, at a minimum, all faculty that are currently being provided back-up and storage support by a school or college.

C. Information Security

1. Security planning, design and implementation
2. Security policy and process development
3. Security consulting

4. Coordinating responses to security incidents or inappropriate use of information or information technology per the Acceptable Use Policy
5. Vulnerability analysis
6. Security infrastructure development and support
7. Intrusion detection and prevention
8. Secure computing
9. Network perimeter detection
10. Network behavior analysis
11. Security information and event management (SIEM)
12. Server- or system-level anti-malware, virus detection, and/or anti-phishing solutions
13. Security awareness and training programs

D. Identity and Access Management

1. Identity Management Enterprise Solutions
 - a. Authentication services
 - b. Account administration (including account provisioning and de-provisioning)
 - c. Authorization services
 - d. Directory services
 - e. Single sign-on
 - f. Federated identity
 - g. Password management
 - h. Identity management

E. Application Management, Development, and Integration

1. Application support including:
 - a. Implementation and support of these systems
 - b. Mobile interfaces for these systems
 - c. Training of users of these systems
 - d. Programming support related to these systems
 - e. Business process/systems analysis specific to this domain area
2. Administrative/business applications including:
 - a. Enterprise decision support (e.g. business intelligence and analytics, data warehouse, data integration, etc.)
 - b. Enterprise Resource Planning including:
 - i. Human Resources
 - ii. Payroll
 - iii. Finance (accounting, accounts payable, fixed assets, grants module in BANNER, purchasing)
 - iv. Accounts Receivable
 - v. Student information systems (including admissions, financial aid, advising, registration, student records, course and degree information)
 - c. Degree Audit and Course Transfer
 - d. Lifetime engagement application systems (CRM) and other mass communication technologies
 - e. Job scheduling
 - f. Room scheduling and events management
 - g. Document/content management and workflow systems

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- h. Auxiliary systems (e.g. housing, dining, travel management systems, etc.) in conjunction with stakeholder unit(s)
3. Web application, web services, API development specific to this domain area
 - a. Data and process integration
4. Web support services dedicated to this domain area including:
 - a. Content management application infrastructure (i.e. managing Drupal environment and UO Blogs)
 - b. Web application management and administration
 - c. Content Delivery Network (CDN)
5. Collaboration software
 - a. Wiki
6. Application data management
7. Application database administration
8. Middleware development, management, and support

Exclusions:

1. Learning management systems, applications, integrations (*see II. UO Libraries*)
2. Library systems and application development in support of library and academic technology (*see Section II. UO Libraries and Section III. UO Libraries/Information Services Collaborations*)
3. Highly specialized research applications used only by a few faculty or a single unit

Inclusions: This portion of the document is under development with the central IT units inclusive of OVPRI to provide a more encompassing support model.

II. UO Libraries

Functions and resources associated with providing support and services for users of the library and academic technology organization. Systems and services managed by the library directly support students, faculty, and staff, and enable them to successfully engage in and complete mission-critical academic pursuits and/or support the creation, management, and curation of digital collections and exhibits. To a lesser extent, the Libraries also supports the University's public-good mission, in the services provided to and the engagement with the surrounding community and general public.

A. Library Technologies and Systems

Functions and resources associated with developing and managing systems and technologies required to support the full domain of library and academic technology systems and services.

1. Library platforms and systems, e.g. integrated library system/library management systems, proxy services, interlibrary loan applications, etc. Some of these systems are managed collaboratively with the Orbis Cascade Alliance and other partners.
2. Digital asset management and repository systems, including applications for the campus institutional repository but excluding working code repositories: e.g. Scholars' Bank, for archival materials and collections, digital collections, e.g. Oregon Digital. Some of these

systems are managed collaboratively with partner libraries and/or the Orbis Cascade Alliance.

3. Advanced visualization hardware, software support.
4. Makerspace hardware, software, and support.
5. "Campus pay for print" application, currently Pharos- a printing service in open computing and lab areas. (Centralized printer management for staff and faculty will be managed by IS.)
6. Public computing and classroom computing in all branches of UO Libraries.
7. Specialized room scheduling and event management for library and academic technology spaces.
8. Application/API development, programming and services required to support library, academic technology, and digital scholarship projects.
9. Web support services for library and academic technology projects including
 - a. Content design and web-based publication
 - b. Content management support
 - c. Web server/application support
 - d. Web-based applications design and interface
 - e. Mobile application design and development
 - f. Application/API development
10. Desktop computing/endpoint computing and peripherals supporting library and academic technology systems, services, staff, and facilities.
11. Server and system administration, operations, backup and recovery specific to library/academic technology domain functions.

B. Educational Technology Services

Functions and resources associated with and specific to supporting teaching and learning at the institution.

1. Instructional technology support and faculty development, including:
 - a. Instructional support staff, technologists and designers
 - b. Instructional technology used by faculty, including learning management system, integrations, and support, e-portfolios, assessment systems, etc.
2. Enterprise learning management systems
3. AV design, engineering, installation, and support
4. Library classroom and event management/support
5. Special initiatives and projects supporting and/or transforming instruction (e.g. accreditation and assessment projects, Open Educational Resources, LTI integration, and other initiatives in partnership with Academic Affairs, Teaching Engagement Program, Science Literacy Program, and schools/colleges, etc.)
6. Specialized training for faculty and students in instructional technologies and digital scholarship
7. Distance education, e-learning, online learning and/or hybrid learning support and related technology (e.g. proctoring and assessment software)
8. TV production and broadcasting

9. Specialized support centers and facilities in the UO Libraries or assigned to the UO Libraries (e.g. audio preservation, digitization labs, or facilities that are support use of specialized hardware or software)
10. Learning analytics (likely in collaboration with IS and other campus partners)
11. Assessment and Scantron services

C. Digital Scholarship, Publishing and Research Data Services

1. Research data management planning support and training (in collaboration with OVPRI and IS for storage). The details of this and the exact division of labor and activities will be developed as the Transform IT process continues.
2. Large-scale research data management support and services, e.g. SHARE, ICPSR, SSIL, etc. Storage and backup services for in-scope datasets and files” (in collaboration with IS, OVPRI). The details of this and the exact division of labor and activities will be developed as the Transform IT process continues.
3. Specialized labs (visualization labs, Makerspaces, data support labs, GIS labs located in the libraries, etc.) that provide academic technology services for all UO constituents. This also includes the Social Sciences Instructional Lab (SSIL), due to its deep integration of online education and proctoring services.
4. Data presentation, archiving, and stewardship support. The scope and division of labor around this activity will be developed as the Transform IT process continues in collaboration with faculty and OVPRI.
5. Authoring teaching and learning objects.
6. Training in support of library and academic technology services.
7. Digital scholarship and publishing systems, production, and workflows (e.g Open Journal System, open-access journals, media asset management systems, etc.) associated with the Libraries’/academic units’ scholarly communication, faculty creative/research pursuits, educational purposes, and library-related needs, including support for the design, production, deployment, discoverability, and preservation of content in audio, still image, animation, video, and interactive formats, often in combination with text.

Exclusions: Research data storage, support, and computing services covered in Section IV. as well as the storage and back up of faculty research, scholarship, and creative activity for those faculty that have modest to moderate needs (see section IB).

D. Digital Collections and Publishing Services

1. Digital collection curation, production, description, and access
2. Information standards systems, expertise, etc., needed to support and manage metadata and discovery of scholarly communication, library collections, and digital objects
3. Digital preservation
4. Media production
5. Digital library leadership
6. Institutional repositories

7. Electronic journal publication (usually open-access)
8. Electronic theses and dissertations

III. UO Libraries / Information Services Collaborations

Some functions and services are most efficiently and effectively provided in collaboration. To best serve the best interest of the faculty, staff, and students of the University, Information Services and the UO Libraries will partner to deliver these services in such a way that each will be positioned to apply their respective professional expertise and work together in cross-functional teams.

A. Web Applications Development

Recognizing that both IS and the UO Libraries have their respective specialized web application development needs, each unit will have its own specialized developers on their staff. IS provides web applications development services that support business, finance, operations, data integration, and compliance. (UO Communication manages the UO Web site and provides content management and user experience design services for University level, school/college, departmental and/or general UO Web sites). UO Libraries specializes in web application development that supports and strategically furthers library domain functions, including collection development, preservation, discovery and access of library collections, digital humanities and scholarship, online learning, and teaching and learning. Programmers from both units will meet as a cross-functional unit to collaborate on shared projects, thus allowing each unit to contribute their expertise and strengths to shared projects. Details of the cross-functional partnership will be worked out by two managers: one manager (TBD) each from both IS and the UO Libraries.

B. Storage

The UO Libraries and Information Services has signed a memorandum of understanding in which Information Services provides storage to the UO Libraries. The University is exploring a university-wide storage system to work in tandem with the central research storage assets housed in the OVPRI.

C. Library technology infrastructure and support

Technology is deeply embedded in every aspect of the Library's vision, mission, and philosophy of service; as information professionals, librarians and library staff have a deep reliance on in-house technology expertise, which allows it to lead and develop specialized and/or innovative information systems, software, and interfaces required in the library environment. To most effectively and efficiently support the information needs of this campus, the UO Libraries will manage its own server environment, image and manage desktops/endpoint computing, and provide computing support for its own staff and faculty as well as in all UO Libraries branches and facilities. The UO Libraries collaborates with Information Services in procuring standards-based hardware and software and relies on centrally provided imaging services such as SCCM and Casper.

Technology-Intensive Central Units

IV. Office of the Vice President for Research & Innovation (OVPRI)

The Office of the Vice President for Research & Innovation (OVPRI) promotes excellence in research at the University of Oregon. Research, both basic and applied, is fundamental to the mission of the University. OVPRI manages the High Performance Computing Research Core Facility (HPC); and IT associated with research administration. In addition, some centers and institutes within the OVPRI support their own IT needs. OVPRI also provides advocacy and advice to ensure that other units support the research mission of the university.

1. High Performance Computing, which includes
 - a. Central research clusters
 - b. Performant storage (adequate or excellent level of performance or efficiency)
 - c. Networking (in partnership with Information Services)
 - d. Research computing facilitation including HPC-specific education and user training
2. Research administration including sponsored project compliance
3. Research data management support (in partnership with UO Libraries)

Exclusions: Statistical consulting. Research services provided and funded by centers, institutes and other grant-funded units are out of scope for Transform IT.

V. UO Communications

UO Communications will be responsible for institutional web communications for the University. As a technology intensive central unit, UO Communications routinely may provide the following services as related to digital communications:

1. Institutional-level web support services and training
2. Content design and web-based publications
3. Support for content management systems: design & content
4. Web content development or interfaces
5. Coordination and development of common user experience standards and tools integrating with central services where possible
6. Consultation on the look and feel of UO Mobile application design and development in coordination with other departments (e.g. Campus GIS and Mapping for UO Mobile App)
7. Communication strategy and oversight for social media, media relations, official university communications
 - a. Training and consultation in best practices including marketing and communications analytics
8. Video production and photography for marketing and communications

Exclusions:

1. Web support services, user experience/usability functions, programming, platforms, applications development/management, content, or publications associated with scholarly communication, faculty creative/research pursuits, educational purposes, and library and academic technology-related needs (*see Section II. UO Libraries*)
2. Content Delivery Network (CDN) administration (*see Section I. Information Services*)

Signed:

_____ Date: _____
Scott Coltrane, Provost