

# Information Technology Governance Accountability Report

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OCTOBER 2011



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## Executive Summary

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**LOOKING BACK**—In Fiscal Year (FY) 2010-2011, IT governance committees were responsible for advising and overseeing five major Information Technology Services (ITS) capital projects with budget outlays totaling \$7 million. These major projects include implementing a new mainframe, upgrading the core data network, improving data storage capacities, developing the data center infrastructure, and investing in IT security.

In addition to the five major capital projects, IT governance committees also provided strategic and policy direction for the development of minimum classroom computing standards, network standards, and internal IT recruiting guidelines. The committees also launched a review of new Learning Management Systems (LMS) and the creation of an administrative systems master plan. The status of each of these projects is outlined in the summary table below. More information about the projects and the capital budget outlays, along with a synopsis of the individual IT governance committees, are included in the following pages of this report.

<b>Summary Status of IT Governance Priorities - FY 2010-2011</b>		
	<b>Complete</b>	<b>In Progress</b>
<b>Outsource Student Email</b>	X	
<b>Migrate to New University Data Center</b>	X	
<b>Establish Network Standards</b>	X	
<b>Continue Replacement of Aging IT Infrastructure</b>	X	
<b>Create Internal IT Recruiting Guidelines</b>	X	
<b>Fresh Look at Instructional Technologies</b>		X
<b>Define Minimum Computing Standards</b>		X
<b>Continue Investments in IT Security</b>		X
<b>Develop Voice Over Internet Protocol (VoIP) Strategy</b>		X
<b>Develop Administrative Systems Master Plan</b>		X

**LOOKING AHEAD**—In FY 2011-2012, the governance committees will advise and oversee seven major ITS capital projects with budget outlays of \$5.8 - \$8 million. These seven projects include beginning the build-out of the east hall of the data center, implementation of disaster recovery for critical services, solidification and initiation of Voice over Internet Protocol (VoIP) core technology upgrades, an upgrade of the web infrastructure, continued investments in information security, beginning the move to an open systems environment for administrative systems, and an upgrade to the building access control system. In addition to these capital projects, IT governance will also guide the creation of a mobility strategy, the provision of data management resources for campus grant writers and researchers, and the determination of a new LMS and supporting instructional technologies.

## Status of IT Governance Priorities – FY 2010-2011

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### **Outsource Student Email**

Progress: Launched UTmail powered by Google for students increasing mail box size by nearly 5,000%  
Work to be done: Service will be available for Alumni in Fall 2011

### **Migrate to New University Data Center**

Progress: Completed new Data Center and moved 806 devices to the West Hall of the facility  
Work to be done: Greater awareness that this facility is available for colleges and departments to use; second phase of the project to build-out the East Hall begins this year

### **Establish Network Standards**

Progress: Established best practices for how the network should operate  
Work to be done: Report status back to governance, colleges, and departments in order to develop long range plans

### **Continue Replacement of Aging IT Infrastructure**

Progress: Replaced mainframe, upgraded the current Learning Management System environment, upgraded the network core (wired and wireless), the Exchange email system, and the new data storage system  
Work to be done: More work is needed for disaster recovery for critical services

### **Create Internal IT Recruiting Guidelines**

Progress: Guidance for IT hiring and employee transfer was developed  
Work to be done: Testing as an exemplar for other University positions

### **Fresh Look at Instructional Technologies**

Progress: Initiated Learning Management System review, explored lecture capture, and video conferencing technologies  
Work to be done: Determine Learning Management System direction, identify a core set of lecture capture and video conferencing tools

### **Define Minimum Computing Standards**

Progress: Identified the core technology needed in general purpose classrooms, launched UTBackup service  
Work to be done: Need long range plan for classroom wireless access to meet faculty and student demand, and support course transformation

### **Continue Investments in IT Security**

Progress: Encrypted more than 40% of University owned laptops  
Work to be done: Encrypt remaining campus laptops and increase defenses against growing cyber crime, hacktivism, and state sponsored attacks

### **Develop Voice over Internet Protocol (VoIP) Strategy**

Progress: Developing comprehensive VoIP strategy  
Work to be done: Finalize business case, select technology, begin making core technical investments, and adjust telephone rates

### **Develop Administrative Systems Master Plan**

Progress: Developing Master Plan for the future of our Administrative Systems  
Work to be done: Business units need to agree on the direction forward

## Total ITS Capital Budget versus Total Cost – FY 2010-2011

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Project	Total Budget	Total Cost	Notes
Implement New Mainframe	\$3,000,000	\$2,700,000	Partially financed; anticipate 5+ year lifespan
Upgrade Core Data Network	\$2,000,000	\$1,000,000	Deferred ~\$1,000,000 related to Voice Services pending decision on VoIP direction
Improve Data Storage Capabilities	\$1,000,000	\$1,000,000	Will Reduce Austin Disk rate by 44% and bulk storage will be \$0.40/GB
Migrate to New University Data Center	\$2,300,000	\$1,800,000	Latest Data Center Class network capacity; financed
Continue Investments in IT Security	\$500,000	\$504,000	More effectively detect intrusions and other security anomalies
<b>TOTALS:</b>	<b>\$8,800,000</b>	<b>\$7,004,000</b>	

## IT Governance Priorities – FY 2011-2012

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### Create Mobility Strategy

In anticipation of a growing number of mobile devices on campus and increased use of those devices in the classroom and in the business operations of the University, a strategy for providing network and other interactive data and information exchange services will be developed.

### Provide Data Planning and Management Resources to Researchers

Beginning in FY 2011-2012, a majority of federal agency requests for grant proposals will require data management plans in grant applications. Texas Advanced Computing Center, General Libraries, Office of Sponsored Projects, Information Technology Services, and others are working together to develop and deliver data planning and management services for researchers.

### Determine Learning Management System and Supporting Technologies

A new Learning Management System and associated lecture and video capture technologies were explored over the past year. Selection and implementation of a new system and tools will occur this year.

### Build-Out East Hall Data Center

The first phase of construction for the new Data Center focused on the building shell and the available server space in the West Hall. With the West hall space approaching 80% capacity with projected new customers, it is necessary to begin the second phase of the Data Center and invest in the infrastructure to support future growth in the East Hall.

### Implement Disaster Recovery for Critical Services

Physical and virtual servers, redundant storage, databases, authentication and authorization, UTDirect, www.utexas.edu, and emergency.utexas.edu will all be made more disaster recovery capable.

### Solidify and Initiate Voice over IP (VoIP) Core Technology Upgrades

This investment will begin to put into action the VoIP task force recommendations and develop a scalable infrastructure to deploy VoIP. Additional \$110,000 investment will go towards the design phase for a new Primary Network Operating Center (NOC) in the Engineering Education and Research Center.

### Upgrade Web Infrastructure

The existing servers that run the campus websites are more than a decade old and based on outdated technologies. Maintenance is difficult due to the complexities of the infrastructure, and many features customers expect are missing. This investment is to refresh the outdated web infrastructure and provide disaster recovery.

### Continue Investments in IT Security

As campus bandwidth consumption grows, so must the monitoring and sensor equipment that keeps the network secure. Management consoles currently used to oversee various sensors deployed across the campus and the state are nearing expiration and need to be expanded and refreshed.

### Complete Administrative Systems Master Plan and Begin Move to Open Systems Development Environment

As a result of the Administrative Systems Master Plan effort, a new Open Systems development environment needs to be established to support new administrative systems, interfacing architecture, and other shared infrastructure components.

### Upgrade Building Access Control System

The vendor that provides the Building Access Control System will be discontinuing the current technology. This project will fund the move to the vendor's new product.

## Planned ITS Capital Budget – FY 2011-2012

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Project	Estimated Budget
Build-Out East Hall Data Center	\$1,800,000 – \$2,200,000
Implement Disaster Recovery for Critical Services	\$1,200,000 – \$1,600,000
Solidify and Initiate Voice over IP (VoIP) Core Technology Upgrades	\$1,500,000 – \$2,000,000
Upgrade Web Infrastructure	\$500,000—\$750,000
Continue Investments in IT Security	\$300,000 – \$500,000
Complete Administrative Systems Master Plan and Begin Move to Open Systems Development Environment	\$300,000 – \$500,000
Upgrade Building Access Control System	\$250,000 - \$500,000
<b>TOTAL</b>	<b>\$5,850,000 – \$8,050,000</b>

## IT Governance Committee Reports

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### Operational Information Technology Committee

#### Charter

The Operational Information Technology (IT) Committee works closely with the Strategic IT Accountability Board (SITAB) and with the subject-area committees. While overall strategies and priorities are set by SITAB, the Operational IT Committee defines and recommends approaches to key IT issues requiring decisions. Project priorities, initiative management, and forecasting are all important responsibilities of this committee.

The Operational Information Technology Committee asks the Business Services, Research and Educational Technology, and IT Architecture & Infrastructure Committees to take the lead in exploring new IT opportunities, resolving IT issues, and recommending courses of action. Additionally, the committee launches special-interest task forces to address and make recommendations on issues that span all three areas. The Operational IT Committee also governs the exploration and funding of new services as well as sun-setting services that have reached end of life.

#### Committee Members – FY 2010-2011

<b>Name</b>	<b>Position &amp; Organization</b>
Alex Albright	Chair, Operational IT Committee
Brad Englert	Chief Information Officer
Fred Friedrich	Chair, Business Services Committee
Bryan Harold	Director for Information Technology, College of Natural Sciences
Mike Harvey	Chair, IT Architecture & Infrastructure Committee
Fred Heath	Vice Provost, University of Texas Libraries
John McCall	Associate Vice President for Development
Emily McTavish	Graduate student representative
Kevin Ramos	Undergraduate student representative
Clark Penrod	Executive Director, Applied Research Laboratories
Chris Plonsky	Athletics Director
Soncia Reagins-Lilly	Senior Associate Vice President and Dean of Students
Charles Roeckle	Deputy to the President
Dan Slesnick	Representative, Provost's Office
Dan Stanzione	Chair, Research & Educational Technology Committee



## OIT 2010-2011 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none"><li>• New Student Email Solution (UTmail) from Google for Students and Alumni</li><li>• Network Standards</li><li>• Data Storage</li><li>• Classroom Technology Standards</li><li>• Service Retirements: PC Repair, Drop-Off Service, and UMBS (@mail.utexas.edu)</li></ul>

## OIT 2011-2012 Roadmap

- Endorse Identity Management Strategy
- Endorse VoIP Core Technology Upgrades
- Endorse Administrative System Master Plan and Move to an Open Systems Development Environment
- Retire University Mailbox Services (UMBS) and Transition for Faculty, Staff, and Retirees
- Endorse Learning Management System and Supporting Technologies
- Endorse Mobility Strategy
- Endorse Build-Out East Hall Data Center
- Advise Investments in IT Security
- Advise IT Security Personally Identifiable Data Breach Plan

## Research & Educational Technology Committee

### Charter

The Research and Educational Technology Committee focuses on coordination and communication to support research and educational technologies across campus. This group provides leadership for the University's research capabilities, learning management system, teaching and collaboration tools, and classroom technology tools. Through the Longhorn Innovation Fund for Technology (LIFT), the committee leads the effort to identify initiatives and allocate seed money to innovative technology projects that support students and faculty at the University.

### Committee Members – FY 2010-2011

<b>Name</b>	<b>Position &amp; Organization</b>
Dan Stanzone	Chair, Research & Educational Technology Committee
Anitesh Barua	Mr. and Mrs. William F. Wright, Jr. Centennial Professor for Management of Innovative Technology and Distinguished Teaching Professor, McCombs School of Business
Jon Bass	Assistant Vice President, Institute for Computational Engineering and Science
Dennis Dillon	Associate Director for Research Services, University of Texas Libraries
John Ekerdt	Associate Dean for Research, Cockrell School of Engineering
Brad Englert	Chief Information Officer
Catherine Hamer	Interim Associate Director for User Services, University of Texas Libraries
Jim Kerkhoff	Assistant Dean for Information Technology, College of Fine Arts
Russ Poldrack	Director, Imaging Research Center
Bruce Porter	Chair, Department of Computer Science
Paul Resta	Director, Learning Technology Center
Samuel Scarpino	Graduate student representative
Susan Wyatt Sedwick	Associate Vice President for Research, Office of Sponsored Projects
Michael Sweet	Director of Instructional Development, Center for Teaching and Learning
Joe TenBarge	Assistant Dean for Technology, College of Liberal Arts

## R&E 2010-2011 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none"><li>• New Student Email Solution (UTmail) from Google for Students and Alumni</li><li>• Longhorn Innovation Fund for Technology (LIFT) Awards</li><li>• Classroom Technology Standards</li></ul>

## 2011-2012 LIFT Awardees

- Transforming UT's Award Winning DigiMorph.org into a National Repository for 3D (Voxel) Datasets
- CLARITY- Technology for Enhancing Oral Communication
- Development of a Health Information Technology Interoperability Laboratory Field
- Reaching Undergraduates with Research: Remote Observing on a 36" Telescope
- Bridging the Gap in Arts Integration Theory and Practice: A "Crowdsourcing" Approach to Digital Resource Development for Texas Educators

## R&E 2011-2012 Roadmap

- Create Mobility Strategy
- Determine Learning Management System and Supporting Technologies
- Advise IT Security Personally Identifiable Data Breach Plan
- Provide Data Planning and Management Resources to Researchers
- Provide Input on the Administrative Systems Master Plan and Move to Open Systems Development Environment
- LIFT Awards (2012-2013)

## Business Services Committee

### Charter

The Business Services Committee identifies and prioritizes technology-based solutions for shared business needs, sets priorities, and ensures coordination on the effective use of information technology resources to meet the operational and strategic needs of the University. This committee is responsible for timely and coordinated deployment of business information systems for the benefit of the University community. The Business Services Committee has primary governance over all custom-developed and application-packaged administrative software. The committee consists of the leaders of University business operations.

### Committee Members – FY 2010-2011

<b>Name</b>	<b>Position &amp; Organization</b>
Fred Friedrich	Chair, Business Services Committee
Michael Bos	Assistant Athletics Director
Debra Kress	Acting Director, Human Resource Services
Brad Englert	Chief Information Officer
Kristi Fisher	Associate Vice Provost, Information Management and Analysis
Kathy Foster	Academic Budget Officer
John McCall	Associate Vice President, University Development Office
Bob Harkins	Associate Vice President, Campus Safety and Security
Kedra Ishop	Vice Provost and Director of Admissions, Office of Admissions
Mary Knight	Associate Vice President and Budget Director, Budget Office
Steve Kraal	Senior Associate Vice President, Office of Campus Planning & Facilities Management
Shelby Stanfield	Associate Vice President and Registrar, Office of the Registrar
Tim Tashjian	Chair, Administrative IT Leaders Committee
Renee Wallace	Associate Vice President, Office of the Executive Vice President and Provost

## BSC 2010-2011 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none"><li>• Change Management Pilot Project</li><li>• Centralized Authentication System Assessment (CASA) Strategy</li><li>• Enterprise Resource Planning (ERP) User Interface Recommendation</li><li>• Create Internal IT Recruiting Guidelines</li><li>• Software Developer Training Plan Approach</li></ul>

## BSC 2011-2012 Roadmap

- Complete Administrative Systems Master Plan and Begin Move to Open Systems Development Environment
- Oversee ERP User Interface implementation
- Advise CASA Strategy Implementation
- Develop Software Application Change Management Software and Processes
- Advise IT Security Personally Identifiable Data Breach Plan

## IT Architecture & Infrastructure Committee

### Charter

The Information Technology (IT) Architecture & Infrastructure Committee oversees data and voice networks, data storage, administrative computing infrastructure, applications, and security issues. Fostering communication across these areas improves understanding of the shared infrastructure and facilitates campus-wide input on architecture and infrastructure issues. IT architecture and infrastructure is not isolated to one area of the University. In order to share the responsibility and accountability for the seamless delivery of IT services to campus, the committee consists of representatives from across campus.

### Committee Members – FY 2010-2011

<b>Name</b>	<b>Position &amp; Organization</b>
Mike Harvey	Chair, IT Architecture & Infrastructure Committee
Cam Beasley	Information Security Officer
David Burns	Director of Computer Services, McCombs School of Business
Huapei Chen	Director, ITS Systems
Mike Cunningham	Director, ITS University Data Center
Brad Englert	Chief Information Officer
William Green	Director, ITS Networking & Telecommunications
Ty Lehman	Senior Systems Analyst, Department of Geological Sciences
Mark McFarland	Associate Director for Digital Initiatives, University of Texas Libraries
Roland Rocha	Senior IT Manager, Department of Electrical & Computer Engineering
Roy Ruiz	Director of Technology Resources, University Operations
Charles Soto	Director of Technology Services, College of Communication
Shannon Strank	Research Engineering/Scientist Associate IV, Center for Electromechanics
Angela Svoboda	Director, Office of Admissions
Julienne VanDerZiel	Director, ITS Applications

## AIC 2010-2011 Summary

Item	Outcome
Completed Projects/Approvals	<ul style="list-style-type: none"> <li>• Data Storage</li> <li>• Data Center Steering Committee</li> <li>• Virtual Desktop (vDesk) Phase 1 and 2</li> <li>• IT Maintenance Blackout Dates Policy</li> <li>• Video Security System Policy</li> <li>• Network Standards</li> <li>• Desktop Standardization, Acquisition, and Management</li> <li>• Centralized Authentication System Assessment (CASA) Strategy</li> </ul>

## AIC 2011-2012 Roadmap

- Advise CASA Strategy Implementation
- Create Technical Staff Training and Certification Program
- Provide Input on Internet Protocol version 6 (IPv6) Strategy
- Oversee Virtual Desktops for Campus Labs (vDesk) Project, Phase 3
- Endorse VoIP Core Technology Upgrades
- Identify Cloud Services Best Practices
- Advise IT Security Personally Identifiable Data Breach Plan
- Advise Disaster Recovery for Critical Services Effort
- Advise Learning Management System and Supporting Technologies
- Advise Desktop and Laptop Backup
- Direct Web Infrastructure Initiative
- Provide Input on the Administrative Systems Master Plan and Move to Open Systems Development Environment

## Faculty Council Information Technology Committee (C-13)

### Charter

To recommend to the president, and to the Chief Information Officer, and to the Faculty Council changes in policies regarding information technology; to consult with and advise the chief information officer about policies and procedures pertaining to information technology at The University.

### Committee Members – FY 2010-2011

Name	Position & Organization
David Neubert	Chair, Professor, School of Music
Simone A. Browne	Assistant Professor, College of Liberal Arts
Luis Francisco-Revilla	Assistant Professor, School of Information
Betsy Greenberg	Associate Professor, Information, Risk, and Operations Management, Red McCombs School of Business
Shyamal Mitra	Lecturer, Department of Computer Science
Paul Resta	Ruth Knight Millikan Centennial Professor, College of Education and Director of the Learning Technology Center
Gary B. Wilcox	John A. Beck Centennial Professor in Communication, Department of Advertising, College of Communication
Darlene Wiley	Professor, School of Music (Replaced Athena H. Reynolds effective May 2, 2011)
Philip Doty	Associate Professor, School of Information
Cynthia Osborne	Associate Professor, LBJ School of Public Affairs
John D. Boldovici	Senior LAN Administrator, Center for Teaching and Learning
Chad Fulton	Program Coordinator, Center for Teaching and Learning
Joseph Howe	Senior IT Manager, Engineering
Meghan E. Sitar	Instruction and Outreach Librarian, Libraries
Adam J. Hagerman	Senate of College Councils Representative
Molly O. Hardy	Graduate Student Assembly Representative
Kevin F. Ramos	Student Government Representative
Frederick R. Chang, ex officio (Non-Voting Member)	Representative College and School Technology Coordinators, Associate Dean, Natural Sciences
Brad Englert, ex officio (Non-Voting Member)	Chief Information Officer
Shan W. Evans, ex officio (Non-Voting Member)	Director, Center for Teaching and Learning
Alice Hatfield, ex officio (Non-Voting Member)	Senior Software Developer/Analyst, Budget Office (financial affairs representative)



## Annual Report

Summary from David Neubert (Chair)

During the 2010-11 academic year, the C-13 committee played an active role in providing input for the ongoing information technology (IT) programs that were being reviewed by the Information Technology Program as outlined in the 2009 Strategic Information Technology Advisory Committee (SITAC) report. Dr. David Neubert, School of Music, served as chair of the committee and Dr. Betsy Greenberg, McCombs School of Business, was elected vice chair.

The committee met monthly during the year to consider and develop ideas that would address the IT needs of faculty and students. The committee met on the following dates: September 9, October 4, November 5, December 3, January 14, February 4, March 4, April 1, and May 6. One goal of the committee was to have meetings that were open and transparent to the faculty. Detailed minutes of each meeting were prepared and made publicly available.

Brad Englert, *ex officio* member of the committee and chief information officer for the University, provided comprehensive updates as to the progress of IT programs and actions being taken. Liz Aebersold, IT assistant, provided additional input when Brad Englert was unavailable so the committee was always well informed throughout the year.

In addition, special presentations were invited to help the committee understand the current issues, trends, and context of IT at the University. Some of these presentation and discussion topics included:

Harrison Keller, vice provost for higher education policy and research, acting director, Center for Teaching and Learning, discussed the current Learning Management System (LMS) program, *Blackboard*, becoming the primary system over the now unsupported grading program, *e-Gradebook*.

Mario Guerro, information technology specialist, Center for Teaching and Learning, demonstrated and reviewed some of the important grading features and upgrades that will soon be available using *Blackboard*, currently the University standard LMS. This prompted the need to explore a more efficient, cost-effective LMS.

Michael Cunningham, director of the University data center, offered a tour of the new, state-of-the-art data center. This provided a major resource for addressing a secure, centralized server platform for the entire University. New installations were ongoing throughout the year as we move more towards an open-source system. Additional secured faculty data storage was also made available.

Implementation of the digital measures initiative included mandatory encryption of all portable laptop devices. This is being done throughout the University for enhanced security of important data. *Google* has been chosen as the new student email system providing considerable support and options. This committee provided both student and faculty input during the selection phase.

Betsy Greenberg, vice chair, McCombs School of Business, brought up the issue of available wireless bandwidth during busy class periods. Several other committee members agreed with this issue, and it has been directed to the Architecture and Infrastructure Technology Committee to resolve.

Darlene Wiley, music, brought up the need for maintaining minimum classroom computing and presentation standards across campus. There seems to be a lot of disparity between colleges. This has also been redirected to the Research and Education Technology Committee. The new IT governance structure is apparently working very well.

David Neubert, IT director for Butler School of Music and chair of this committee, provided a demonstration of a free cloud computing program (called *TokBox*) for doing multi-video chat sessions. *TokBox* supports up to twenty webcam users, and a five-way chat session was shown to demonstrate live orchestral instruments to various public school classrooms. This particular educational program has been supported by the Austin Symphony and a grant from the Dell Corporation. Dr. Neubert also demonstrated an open-source lecture capture system (called *Panopto*) to both this committee and the Research and Education Technology Committee that has prompted further investigation. *Panopto* is one of several such programs that supports other LMS systems and uses less expensive cloud computing technology.

David Moss and Jennifer Jobst, ITS projects team, opened the discussion on the current LMS (*Blackboard*) – pros and cons. This has led to five programs that were presented and are currently being reviewed. Input is now University-wide, including faculty, staff and students. This is an example of how the 2009 subcommittees' recommendations to enhance the effectiveness of the new governance structure are working.

The new IT governance structure provides for the C-13 chair to serve as a member of the Strategic IT Accountability Board (SITAB). David Neubert attended the SITAB meetings and found them to be quite informative. This also provided a platform for further input from the committee and a means to interrelate directly with the other IT governance committees.

The composition of the C-13 committee was due to be increased in size and scope during this past academic year. This change, legislation proposal (D 8074-8075), had been approved by President Powers in September 2010. Three additional members for the C-13 committee would be chairs of college and school faculty IT committees. During the review process of new programs and learning management systems, additional input is essential to accommodate the vast array of divergent programs offered at the University.

During the May meeting, the committee elected Dr. Betsy Greenberg as chair elect. She will begin her term as chair at the beginning of the 2011-12 academic year. The issues that are suggested for the committee to consider next year include a final review of the five learning management systems, including *Blackboard*, *Moodle*, *Desire2Learn*, *Canvas*, and *Sakai*; open education resources, including lecture capture, to support instruction; VoIP (voice/video over internet protocol) development for enhanced communication; the support of mobile device technology and related technologies for faculty and student use; and meeting the ever demanding needs for campus wireless networking and off campus bandwidth capacities.

In summary, the C-13 committee has had a productive year. It has provided an effective means to articulate the needs and views of faculty and to offer recommendations to help ensure that the new governance structure will meet the needs of faculty, staff, and students.