UNC Charlotte
IT Management Practices

APPENDIX S

IT MANAGEMENT FLEXIBILITY – UNC CHARLOTTE

Executive Summary

The elements necessary for managing an effective IT organization to support the missions of UNC Charlotte are described as follows:

The Planning Process

Any organization's planning process is fundamental to its success. For a department, such as Information Technology Services (ITS), which is part of both a large institution and a state-wide system, it is critical that its goals are derived directly from the strategic directions of the entire UNC system and, more specifically, from the institution's goals. It is equally important to align UNC Charlotte's IT plan with the plan of the UNC system, as all institutions collaborate in professional areas, like Information Technology (IT), and jointly plan and cooperate on major initiatives.

Section 1 highlights the major elements of UNC Charlotte's IT plan and schematically maps UNC Charlotte's initiatives to the goals of the UNC Board of Governors, the UNC IT plan, and the UNC Charlotte strategic plan.

When realized, the plan will effect UNC Charlotte's transition to a state-of-the-art IT environment that will directly enhance teaching, learning, and institutional research and foster effective processes and information-based decision making. The plan sets standards to minimize costs and encourage collaboration to arrive at a joint IT vision.

Organization

UNC Charlotte's central information technology enterprise is organized into four components: The Faculty Center for Teaching and E-learning; the User Services Department; the Infrastructure Department; and the Information Systems Department. The duties and responsibilities are outlined in section 2 of this plan.

IT professionals within these departments work with IT professionals and others in the colleges, offices, and departments throughout the University community to support the institution's computing, communication, and information needs. Each IT department and the CIO is advised by a University-wide committee. The committee structure ensures that the central IT enterprise is focused on the University's educational mission, faculty and student support and services, and the effective use of technology across the curriculum.

Infrastructure, Standards, and Policies

Today, all major University initiatives include an Information Technology component. Colleges and divisions are not only IT users, but employ IT professionals who implement and support their systems. In order to ensure a campus-wide IT environment in which all systems work together harmoniously and effectively, University-wide IT architectural principles and standards must be established. Policies must clearly

articulate standards for the acquisition, use, and deployment of institutional IT resources. Section 3 defines the University's IT architecture, technology standards, and campus-wide policies.

Management Processes

Section 4 addresses the University IT management structure. A statement that clearly defines IT staff responsibility is on the University's web site. The section reiterates the need for the involvement of top University managers (as opposed to just IT experts) in a decision process that might lead to the implementation of a major new system or significant upgrade in technology. The section addresses changes to lesser systems as well, with the purpose of preventing duplication of existing functionalities and adherence to established standards.

Assessment and Accountability

All University departments, including ITS, should prove that their services are not only a necessity, but are delivered effectively and efficiently. Section 5 provides an overview of metrics and assessment tools presently in place and those being planned to measure performance and ensure successful execution of major initiatives. Because IT systems are critical to the core processes of the University, the development and implementation of an IT Business Continuity Plan is required to assure that data and systems will be available and processes can be resumed in case of a disaster.

Funding

IT funds consist of two major components: Ongoing support of existing systems and support for new IT initiatives. The State's continuation budget and student fees fund existing systems, and the expansion budget and one-time monies are used for new projects.

Conclusion

The processes, procedures, policies, and principles that govern deployment and use of campus IT resources are as important for success as the technical expertise of IT professionals. While technical expertise will spark new initiatives, it is their successful implementation and management that will ultimately determine the contribution of the IT organization to the advancement of the University. The IT Management Flexibility Plan demonstrates that sound business practices are employed in the management of UNC Charlotte's IT resources and that IT is an integral part of all the University's planning and operational processes.

UNC Charlotte
IT Management Practices

Section 1: Planning

UNC Charlotte's IT plan identifies several strategic projects that will move the University to a web-centric education, information and service environment. The plan recommends complementing technology projects with new support organizations for faculty and students to institutionalize the use of instructional technologies across the curriculum. Proposed short-term IT initiatives such as the Student Portal will create a user centric IT environment that surrounds an aging IT infrastructure. The plan further identifies long term projects to rebuild the University's basic IT infrastructure and to set the stage for continuous improvements.

Major Elements of the Campus Information Technology Plans

http://www.uncc.edu/ksteinbr/Publications/PLan.htm
http://www.uncc.edu/ksteinbr/Publications/2004-2009%20Academic%20Plan.htm

1. **A University Portal** will provide seamless access to information, e-learning tools and electronic services to all University constituents. The portal will use standard directory services for single user sign-on, authentication and authorization. It will interface directly with the University's backend systems to facilitate access to timely and accurate information, e-learning tools, and services. The portal will serve as the University's integration platform that will allow diverse systems and information repositories to interface with each other. Faculty, staff, students, and alumni will receive and have access to information that is specific to their needs and circumstances.

2. **A Faculty Center for Teaching and E-learning** will institutionalize E-learning support throughout campus. The center will consolidate multiple distance and distributed learning initiatives. It will promote the utilization of technology for teaching, learning and research. It will assist and support faculty to develop online course material, promote the interchange of expertise among faculty, and ensure that best practices are applied in the use of these new resources.

3. **Shared Information Architecture**: A Data Warehouse is an essential component of the IT infrastructure's data layer and supports decision makers with fast, consistent information any time, anywhere. In combination with online reporting tools it will provide timely access to information resulting in proactive, informed and responsive decisions.

4. Improve **student IT support**: A ubiquitous student computing environment is essential to the University's e-learning goals. The plan calls for establishing a baseline level of technical support and access to computing resources for all UNC Charlotte students.

5. Implement state-of-the-art **Administrative Systems** to allow for around-the-clock online administrative services, to eliminate barriers for offering e-education and e-services opportunities, and to provide the foundation for imaging and workflow applications.

6. Improve **Lifecycle management for PCs and PC servers**: Best practices call for implementing central PC management with an automatic PC replacement cycle. This eliminates duplication in evaluating and purchasing of PCs, allows the University to take advantage of large quantity discounts, and promotes a homogenous PC platform that is less expensive to manage and to maintain.

7. **Arrive at a common communication vision – a single network strategy for data, voice and video**: Within the next five years, voice, video and data communication will share a single digital network. As the University plans many new buildings, it will implement a communication infrastructure that reflects state-of-the-art networking technologies.

8. Address **IT infrastructure, organizational issues and governance**: Critical to implementing a state-of-the-art IT infrastructure and services is an IT organization that works with departmental IT coordinators based on documented and well understood principles and processes. The IT plan proposes an IT governance model that will evaluate technology needs and opportunities in terms of educational and institutional opportunities rather than administrative and local interests. It examines the organization and responsibilities of ITS vis-à-vis distributed IT functions. This initiative will reorganize the central IT department to expand its responsibilities to include Information Management, support for Instructional Technologies and a single communications department. The new IT organization in collaboration with campus-wide IT committees will take a proactive role in developing a single campus vision for Information Technology at UNC Charlotte.

Support for UNC Charlotte, UNC IT and BOG Strategies

The University's IT plan directly supports the strategies and goals documented in the University's plan, coincides with the UNC IT strategies and supports the University System's BOG strategic directions as they relate to Information Technology. In the table below, the rows list the goals and strategies of the BOG UNC, UNC IT and UNC Charlotte. Each column represents a major UNC Charlotte IT initiative. An X in indicates that the project directly supports the listed goal.

Goals and Strategies	UNC Charlotte IT Initiatives

BOG UNC	1. Univ. Portal	2. FCTeL	3. Shared Inform. Arch.	4. Student Support	5. Admin Systems	6. Lifecycle PC/Server Mgmt.	7. Commun.- Single Network	8. Org. & Gov.
1.Ensuring Access	X	X		X	X			
2.Intellectual Capital foundation	X	X	X					
3. K-16 Education	X	X		X			X	X
4. Creation and Transfer of Knowledge	X	X	X	X			X	X
5, Internationalization	X	X			X		X	
6 Transformation and Change	X	X	X	X		X	X	X
UNC IT								
1.TLT	X	X		X	X		X	X
2. E-Learning	X	X			X		X	
3. Data Warehousing			X		X		X	X
4. E-services	X		X	X	X		X	
5. Network Infrastructure						X	X	X
UNC Charlotte								
1. Improve educational opportunities	X	X		X	X		X	X
2. Increase research			X			X	X	X
3. Improved services	X	X	X	X	X	X	X	X
4. Expand physical and financial infrastructure						X	X	
5. Support for faculty and staff development	X	X	X			X	X	X
6. Enhance student and community life	X			X			X	X
7. Improve learning	X	X	X	X		X	X	X
8. Enhance public knowledge	X		X		X		X	X

Section 2: Organization

IT Organization Chart and Functional Responsibilities

The Information Technology Services department (see Figure 1) at UNC Charlotte is led by the University's CIO, who reports to the Provost. However, the position is clearly identified as having a campus-wide role. To ensure that the CIO can effectively set and implement strategic IT initiatives across campus, the CIO meets regularly with all Vice Chancellors. The emphasis on University-wide IT cooperation is further supported by the way all major ITS departments work collaboratively with a campus-wide IT committee.

The office of the CIO includes administrative support for budgeting and human resources and an associate CIO who assists the CIO with IT planning and manages all major IT projects.

ITS identifies, enhances and supports educational and institutional opportunities. It consists of four major departments:

- The Faculty Center for Teaching and E-learning (FCTeL) directly assists faculty in efforts to integrate technology into the curriculum and manage the University's course management system (CMS) software and its integration with the SIS and Portal
- User Services (US) is in charge of baseline IT support through the help desk, the Student Computer Support Center and IT training
- The Infrastructure department manages the campus' servers, Operating systems, storage systems, collaboration software, PCs, voice and data network and security
- Information Systems (IS) manages administrative systems, handles information management and reporting, and coordinates the integration of departmental systems using portal technologies

Designated IT committees with experts from across the University support each department to ensure alignment with campus-wide goals.

IT Staffing and Job Descriptions

ITS is adequately staffed to support core information systems and technologies across campus. Each major department within ITS is led by a director with a staff from eight to thirty professionals. ITS could benefit from additional staff as technology is integral to all University initiatives and IT centralization allows for better resource allocation and promotes standards and integration.

As technology changes, it is important for the IT staff to be flexible and to assume new responsibilities when needed. Rigid organizational structures and job descriptions are barriers for talented IT staff and it is critical to develop 'can do' attitudes and organize staff into project teams with members furnished by staff within ITS and across the University. UNC Charlotte is fortunate to have an excellent IT staff. The recent downturn in the economy, particularly in technology fields, has allowed the public sector to hire more high quality staff to its relatively lower paying jobs.

All IT job descriptions and classifications have been developed in consultation with the University's HR office and comply with the state's HR classification system.

Standing Committees

http://www.uncc.edu/ksteinbr/Committees.htm

A central IT organization does not operate in a vacuum in its support of institutional and departmental goals. Users need to know what the IT organization is responsible for, how to initiate and approve new projects, and how to use IT tools effectively. To that end, the University implemented an IT committee structure and decision making process.

The IT committee structure matches the ITS organizational structure where each major department described above works closely with a designated committee that is representative of all University areas on matters of new IT initiatives, standards, policies and best practices.

- The **IT Management Team** (ITMT) with senior level technical representatives from all colleges, divisions and the central IT organization reviews campus-wide IT initiatives and infrastructure changes, and evaluates new technologies as to their suitability to the campus. The team will also develop and/or recommend IT policies, IT decision making processes, collaboration principles and Service Level Agreements.

- The **IT Infrastructure Committee** (ITIC) ensures that the campus has a common, standard based IT infrastructure, evaluates new technologies, initiates new projects, defines infrastructure standards and develops and/or recommends policies that ensure appropriate use of the campus IT infrastructure.

- The **Information System Committee** (ISC) includes the directors of administrative applications. It evaluates new application software, develops standards for application selection and implementation, defines application integration standards and develops policies and standards for information access and dissemination.

- The **User Support Committee** (USC) represents departmental IT consultants. The committee develops, approves and coordinates best processes for faculty, staff and student support. It develops a list of supported products and various levels of support provided and determines the support responsibilities assigned to ITS and to departmental IT professionals. It will develop policies that govern the use of IT resources.

- The **E-learning Committee** represents e-learning specialists from all colleges and evaluates and implements methodologies, systems and support structures to promote e-learning among faculty. It will develop guidelines and standards for the campus' e-learning architecture and support structure.

Section 3: IT Infrastructure, Standards and Policies

IT Architecture

UNC Charlotte has developed an IT Architecture http://www.uncc.edu/ksteinbr/architecture.htm that documents architectural principles and lays the foundation for University-wide IT technical standards, best practices and collaboration among ITS and departmental IT professionals.

Technical Standards

Technical Standards (http://www.uncc.edu/ksteinbr/Enterprise%20Standards_files/Enterprise%20Standards.htm) are guided by architectural principles; however, they more specifically identify the type of networking protocols, server and PC operating systems, database management systems, or e-mail systems that are accepted University-wide. Standards allow the University to easily exchange and upgrade any component of the IT infrastructure and help IT professionals throughout the University evaluate new IT systems to ensure they are compatible with existing hardware and software.

IT Policies

In collaboration with the above mentioned IT committees, UNC Charlotte has revised existing and developed new IT policies http://www.uncc.edu/ksteinbr/policies.htm such as:

Responsible Use of University Computing and Elecronic Communication Resources - #66

Responsible Use of University Computing and Electronic Communication Resources

Data and Information Access and Security - #102

http://www.uncc.edu/ksteinbr/Policies/Data%20and%20Information%20Access%20and%20Security%20-%20Policy%20102.htm

Copyright Laws and Software License Agreements - #67

http://www.uncc.edu/ksteinbr/Policies/Copyright%20Laws%20and%20Software%20License%20Agreements.htm

Electronic Mail Policy - #20

http://www.uncc.edu/ksteinbr/Policies/Electronic%20Mail%20Policy.htm

Network Security - #10

http://www.uncc.edu/ksteinbr/Policies/Network%20Security.htm

WWW Policy - #8

http://www.uncc.edu/ksteinbr/Policies/WWW%20Policy.htm

Approved policies have been reviewed by the Attorney's office and approved by the Executive Staff and UNC Charlotte's Board of Trustees. All policies are subject to regular review as changes in technology and/or circumstances dictate.

Section 4: Management Processes

Central IT Responsibilities

Distributed IT professionals and central IT staff greatly benefit when they clearly understand that their responsibilities complement each other rather than duplicate existing efforts. To that end, an IT responsibility statement http://www.uncc.edu/ksteinbr/responsibilities.htm for the central IT organization clearly defines which IT services and support functions are provided centrally.

IT Decision Making Process

All IT initiatives originate from the University's strategic planning process. Major, campus-wide IT projects require a different decision making process than smaller ones that can often be dealt with at the department level.

Decision Process for Major IT Initiatives:

IT initiatives that deal with campus-wide IT infrastructure changes such as the implementation of a new administrative system or a new e-mail system are often triggered because the old systems don't work any longer or the University needs to employ a new, strategically important technology, such as web based services or e-Learning.

The University's strategic planning process provides a framework for bringing these initiatives to the attention of the major decision makers and for assessing the importance of the project. Once they are identified in the University's strategic plan, IT committees will discuss the correct approach, appropriate technology, and implementation schedule.

Designated professionals will develop a project plan and budget. Because these projects normally require substantial resources, the decision to go ahead is made by the University's Chancellor after review with the vice chancellors.

Decision Process for Departmental IT Initiatives:

Department-specific IT initiatives follow a structured decision making process that flows through the University's IT committee structure. The process ensures that new projects do not duplicate existing functionalities, adhere to accepted standards, and have resources available for implementation and ongoing support.

Colleges and Departments:

- Define projects
- Analyze and estimate resource requirements
- Specify desired schedule
- Rank importance to the University's, department's mission
- Submit requests for projects to appropriate committee: ITIC or ISC

IT Committees:

- Review projects
- Formulate policies
- Consult with ITS professional staff where appropriate
- Refine plans and review and refine project resource requirements
- Rank projects
- Decide if a project should be submitted to the IT Management Team (ITMT)

IT Management Team

- Review a project's value to the University as compared to its costs
- Rank projects
- Recommend for implementation

ITS

- Prepare budget, capital and maintenance costs
- Specify HR requirements, initial and ongoing support
- Schedule projects and incorporate them into IT plan

ITS Organization & Departmental IT Coordinators

- Carry out detailed project planning
- Allocate and schedule resources
- Implement
- Monitor and report on project progress
- Communicate with University community

Process for major acquisitions for IT goods and services

Except for life cycle replacements, acquisition of major IT assets is driven by approved IT projects. As projects are approved, a detailed project plan is developed that includes start up, capital expenditures, human resource requirements, and estimated five-year project costs.

The selection of hardware and software is guided by the IT architecture and accepted IT standards. For example, requests for proposals for application software clearly define the environment in which the new system will work and with which it must interface.

Project Management for major IT initiatives

The Associate CIO at UNC Charlotte is the project manager for all major IT initiatives. Before a project is initiated, that officer will work with the project team and develop a comprehensive project plan. The ACIO will define the project scope, identify resources required and, based on resource availability, develop an implementation plan. Throughout the implementation, the ACIO will meet on a regular basis with the project teams to monitor project progress, ensure that the scope of the project has not expanded, modify the project plan when necessary, ensure that resources become available when called for, and report regularly to the CIO and other University officers.

IS/IT Audit performance

UNC Charlotte completed an IT Audit in December 2001 and has resolved the two issues identified.

Minor audit recommendations are also being worked on: (1) To ensure professional and consistent server administration, ITS will reallocate critical remote servers into the computer center over the next two years. (2) A newly established IT security unit will enforce IT security policies and monitor the integrity and security of UNC Charlotte's IT infrastructure.

IT Life Cycle Management

The implementation of IT life cycle management has been proposed in the University's IT plan. The plan calls for establishing a reasonable useful life for all PCs, servers, and networking equipment. At the end of its useful life the equipment will be replaced.

Prior to equipment replacement, the University will carefully evaluate whether an in kind replacement is appropriate or whether new technology developments allow for achieving objectives with different equipment, e.g. instead of automatically replacing PCs every three years, one should examine if new technologies can provide the same functionalities at a lower cost.

A complete list of all IT equipment (PCs, Servers, routers, hubs, switches), their replacement cost, and expected useful life is being assembled. Based on this data the University will calculate the amount of funds to be set aside each year to maintain an up-to-date IT infrastructure.

IT professional development and training efforts

Given the rapid evolution of technology, professional development for IT staff is critical. However, training for training's sake may not contribute directly toward achieving the University's objectives. IT training and development at UNC Charlotte goes hand-in-hand with new IT initiatives, and training costs are considered part of the project budget. This ensures that IT professionals acquire the skills appropriate for a given project.

In addition to 'just-in-time' training, it is recommended that each IT professional attend at least one conference a year to broaden perspectives and to develop new insights.

Further, ITS has contracted with an outside training company to provide professional on-site training for commonly used technologies and applications both for IT and non-IT faculty and staff.

Finally, ITS has contracted with a third party online IT education provider. Using the Web, all University faculty and staff can take courses in basic and advanced IT systems on their own time.

Section 5: Assessment and Accountability

Project assessment and accountability are linked to the strategic plan. Projects initiated as a result of the strategic plan define clear outcomes and they are not considered complete unless defined outcomes are met.

A continuous feedback mechanism assures that the central IT organization meets the needs of its user community: Using a help desk system, all user requests and problem reports are centrally recorded and analyzed. Analyses of the data captured by the system are used to identify substandard or missing services and/or needs for enhancements or new services.

Measures for successful IT use

ITS has developed two user satisfaction surveys, one for students and one for faculty and staff. The surveys not only measure user satisfaction, but also who is using which services and to what extent they are used. The results of the survey help ITS to improve its services and pinpoint the need for new services and support.

The survey will be administered once a year as a vehicle to measure improvements in service utilization and user satisfaction.

ITS will implement a set of IT metrics of Web, email, network, data access, e-learning and other IT services and capabilities.

Accountability measures for the use of IT

IT metrics provide a quantitative snapshot of the services and systems offered by the central IT organization. A wide range of IT metrics will be captured monthly to provide quantitative statistics of work and services provided by the IT staff. The following table shows a sample of IT metrics:

Data Network
- Number of hubs
- Number of routers
- Number of switches
- Number of nodes
- Cost per connection
- Number of moves, adds and changes
- Network traffic statistics

Telecom
- Long Distance minutes & cost per minute
- Local Minutes & Cost per minute
- Revenue by phone type and number of phones
- Number/cost of digital lines
- Number/cost of student lines
- Number/cost of analog lines (non student)
- Number/cost of voice mail messages
- Number/cost of voice mail messages per line

Distributed Systems - Operations
- Inventory of servers (processors, RAM, disk capacity, backup device), Operating Systems, Software
- Number of user-ids/central server
- Number of simultaneous users (morning, midday, afternoon, night)
- Printed pages
- Printed pages for 10 most used printers
- Number of UNIX printers connected to network
- Number of email messages and size; students and non students

WWW
- Ten most used WWW pages
- Number of hits
- # WWW users
- # of access/day
- # of access/week
- # of access/month
- Average time of visit

PC/ Server Support
- Number of servers,
- Number of users/server
- Number of calls, upgrades (what is a server call?)
- Number of PCs - FT staff, faculty
- Number of PCs – PT faculty, staff, student workers
- Number of PCs – Labs, classrooms
- PC distribution by processor for
  - FT faculty, staff
  - Labs, classrooms
- Printers
  - FT faculty, staff
  - Labs, classrooms
- Number of calls
- Number of new PCs
- Number of PC upgrades
- Number of PC fixes

User Support
- Number of training classes
  - By type
- Number of people attended
- Number of calls
  - By type
- Time it took to resolve problem by type of problem
- Number and % of problems resolved by help desk staff
- Number and % of problems referred
- By department call was referred to

Project Management
- Project updates
  - Project name
    - Capital planned, used to date, needed to complete
    - HR planned, HR used to date, needed to complete
    - scheduled completion date, projected/actual completion date

FCTeL
- Number of faculty served
- Number of seminars, attendees
- Number of courses helped to set up
- Number of WebCT courses

Information Management
- Data Warehouse size
- Number of tables
- Usage statistics by department
- Information Access
- # of online retrievals using canned queries
- # of newly developed queries

ERP Support
- Usage statistics by department
- Number of requests for modifications
- Average time to resolve request
- Number of vendor required updates
- Average time to install and test update

Metrics further reflect trends in increased or decreased use of specific systems and thus help to make informed decisions regarding service offerings and equipment purchases.

IT Business Continuity Plan

As discussed above, a University Business Continuity Plan is under development. The central IT organization has developed a disaster recovery plan http://www.uncc.edu/ksteinbr/Publications/Disaster%20Recovery%20Plan.doc that addresses IT business continuity in case of a disaster. The primary objective of the Disaster Recovery Plan is to help ensure the continued operation of the University by providing the ability to successfully recover IT services in the event of a disaster.

Specific goals of the Plan relative to an emergency include:

1) To detail the correct course of action to follow,
2) To minimize confusion, errors, and expense to the University, and
3) To effect a quick and complete recovery of services.

Secondary objectives of this Plan are:

1) To reduce risks of loss of services,
2) To provide ongoing protection of institutional assets, and
3) To ensure the continued viability of this Plan.

The following is a brief description of each of the seven sections in the plan:

SECTION 1 - THE READINESS TEAM

This section describes the establishment of an organization of personnel known as the Readiness Team. This Team is responsible for constructing and maintaining the Disaster Recovery Plan, for managing the disaster recovery activities, and for the continued viability of the Plan.

SECTION 2 - MAJOR APPLICATIONS AND RESPONSIBILITIES

This section includes a list of major applications and the groups responsible for them.

SECTION 3 - GENERAL PROCEDURES FOR POTENTIAL INTERRUPTIONS

Potential, non-major interruptions of service are described and general instructions for handling each type of interruption are provided. Typical interruptions include fire, power outage, and telecommunications failure.

SECTION 4 - POLICIES FOR REDUCING RISKS

Included in this section are policies designed to reduce risks (1) of disasters occurring, (2) of excessive damage when they do occur, and (3) of failing to recover from a disaster.

SECTION 5 - CONTINGENCY SITE DESCRIPTION

The contingency site is detailed. This section includes a description of the facilities provided and all requirements associated with the use of the site.

SECTION 6 - RECOVERY PROCEDURES FOR A MAJOR DISASTER

Instructions and procedures to be followed in the event of a major disaster are described in this section. Included are activation of emergency procedures, establishment of computer operations at the contingency site, and subsequent restoration of normal operations.

SECTION 7 - TESTING AND MAINTENANCE OF THE PLAN

This section contains the policies and procedures needed to ensure that the Plan remains viable as the business environment evolves.

Section 6: Funding

IT funding sources

Funding sources for ITS are:

- State allocations for the continuation budget
- State allocation for special projects – e.g. online student services
- One time monies – these are funds that the institution has not expended as planned
- Student fees

Uses of centrally provided IT funds

- State allocations for the continuation budget

These funds are used for ongoing operational expenses such as salaries, maintenance, professional development, supplies, repairs, and other ongoing expenditures

- State allocation for special projects

  As implied, these funds are used for specific projects, such as the student portal. In accordance with guidelines issued by the Office of the President, requests for the 2003-05 expansion budget have been submitted for initiatives in the University's IT plan

- One-time monies – continuation funds that the institution has not expended as originally planned

  These monies are used in the same way as State allocations for special projects. As the state allocations do not fund all required IT initiatives, one-time monies are used when available.

- Student fees

  Student fees are used to provide computer equipment and support to UNC Charlotte's students. As these funds are predictable, it has allowed ITS to implement life cycle management for public PC labs in all colleges. Where possible, these resources fund projects to improve online student services.

- State IT bond Issues

  IT bond money has been allocated and is being used to upgrade the campus communication network and to extend the network to all planned buildings.

Like most UNC campuses, telephone services at UNC Charlotte are fully self supporting and customers pay for the level of services they receive. ITS is developing partnerships with IT vendors and will work with UNC Charlotte's development office to identify opportunities for additional funding.

Section 7: Conclusion

The central IT organization at UNC Charlotte: ITS has implemented an IT governance that clearly defines IT management principles for the University. The IT governance structure provides a framework for formulating and realizing common IT strategies in support of the University's and the UNC BOG strategic goals.

Major components of the IT governance include:

- IT committee structure and responsibilities of each committee

- IT decision making process
- Responsibilities of the central IT organization
- IT Business Continuity Plan
- Documented IT processes
- Metrics that establish IT performance criteria
- Infrastructure architecture and standards used for selecting, deploying and maintaining the University's network, computer hardware and software
- Project Management standards
- Policies that govern the use of the University's IT resources
- Principles for collaboration between the central and departmental IT organizations

All IT processes, policies, and responsibilities undergo regular review to ensure that the IT organization meets the need of the institution and is aligned with its mission at all times.