

UTA  Office of Information Technology

Departmental Briefing

March 2022



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About OIT

The rapidly changing path of information technology is expanding the borders of how we learn, discover, and communicate.

The Office of Information Technology (OIT) provides the advanced infrastructure to help The University of Texas at Arlington (UTA) improve the quality of education and research, prepare our students for work in the twenty-first century, expand its role in the community and around the world, and act as good stewards of the environment and university resources.


Contact Us

 oit.uta.edu

 **Trinity Hall** 800 Greek Row Drive, Room 301J Arlington, TX 76013

Get Support

 ithelp.uta.edu

 817-272-2208

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 helpdesk@uta.edu

Mission

- Provide leadership for information technology and resources planning.
- Provide the infrastructure enabling development and delivery of technology services to help UTA students, faculty, and staff work effectively as a student-centered community.
- Provide cost-effective information technology resources required to support continuous improvement in the University's ability to fulfill its diverse mission.

Vision

Our vision is to provide a resilient infrastructure, deliver remarkable service, and empower a dynamic organizational culture that supports UTA's vision of being the premier state institution in offering student-centered, research-focused, innovative solutions to the issues facing our region, state, country, and world.

Values



MavTechs Matter – Partner with our MavTechs (employees) to foster an environment where we recruit, develop, and retain talented employees to continuously adapt to UTA's evolving needs.



One IT – Work together to cultivate an atmosphere of professionalism, integrity, and optimal performance.



Valuing Each Other – Foster intentional and healthy relationships throughout IT where mutual respect, inclusiveness, and accountability are the expectation.



Mavericks First – Be responsive and proactive in working with our Maverick family to provide collaborative solutions, services, and support.



Premier Support and Solutions – Partner with the Maverick family by leveraging our expertise to guide the digital transformation of UTA as a world-class university.



Current Top Priorities

OIT Strategy

In September 2021, the Office of Information Technology IT Governance, Risk and Compliance team met with members of the IT Governance Committees and OIT to review the OIT Strategy.

It was determined that strategic IT initiatives focused on three [UTA Guiding Principles](#):



**Student Access
and Success**



**Research and
Creative Works**



**A Community
of Scholars**

OIT updated its strategic goals and operating tenets to align with these principles.

OIT Goals (Strategic Portfolios)



Enhance Digital Student Experiences – Create personalized experiences for our students when they interact with UTA’s digital systems.



Expand Recruitment and Retention Systems – Improve an applicant’s ability to become a student and graduate from UTA.



Strengthen Digital Research – Enable researchers to conduct high-quality research and publish their findings using state-of-the-art digital research services and support.



Optimize University Administrative Systems – Improve inefficient business processes, automate manual processes, and/or improve decision-making capabilities.



Prevent Security and Compliance Risks – Protect UTA from risks (security, compliance, and/or technical investments).



Fortify OIT Foundations – Continuously evolve the people, processes, and technologies to support UTA’s strategy and to attain OIT’s vision.

OIT Operating Tenets

OIT maintains a set of operating tenets that act as our guidelines for making decisions and developing technological solutions for campus. A chart displaying the relationships between OIT operating tenets is in the [Appendix](#).

As a result of focus group and OIT leadership conversations, the OIT Operating Tenets have been updated to reflect an increased focus on the following:

- Cybersecurity (Security Wise)
- Understanding business objectives prior to suggesting technology (Design for Campus Success)
- Improving technology adoption (Design for Campus Success)

Our primary focus is business needs and expected outcomes. Then, we will develop technological solutions with projects and continuous improvement approaches that consider campus priorities, critical business processes, strategic planning, and change practices.

Fit for Purpose



Security Wise – Ensure that security is top of mind in all solution designs to balance between usability and data protection.



Automate Everything – Use workflows, machine learning, and/or artificial intelligence to improve customer experiences and reduce manual processes.



Design Responsive Systems – Ensure information systems recognize the device type used by the customer and deliver an interface appropriate to the device (phone, tablet, or computer).



Integrate Critical Systems – Create connections between primary business applications to increase data sharing and reduce manual activities.



Operate Out-of-the-Box – Utilize pre-built functionality and processes to simplify upgrades and increase access to new features.

Resilient Infrastructure



Leverage Cloud Services – Pivot from on-premises to cloud services to improve reliability and uptime.

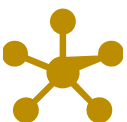


Reduce Complexity – Drive complexity out of network and computer infrastructure to prevent outages and streamline restoration of services.

Reduce Costs



Consolidate the IT Portfolio – Reduce the number of applications by expanding the features of existing software to replace redundancy.



Centralize and Standardize – Reduce UTA's total costs of ownership on point solutions by offering “common good” technologies at no or low fees.



Recover Costs – Chargeback for specialized IT solutions.



Executive Leadership

The Office of Information Technology is led by a team of:

- 1 Chief Information Officer
- 1 Assistant Vice President
- 1 Executive Director
- 5 Directors
- 9 Assistant Directors

A chart showing OIT's organizational structure is in the [Appendix](#).

Jeffery Neyland

Jeffery Neyland has served as the Chief Information Officer at UTA since 2017. He oversees the development of the structure of OIT, directs the strategic direction of the organization, and coordinates infrastructure and service delivery across the University.

Jeff has 40+ years of experience in the field of information technology and executive-level business operations. His background includes university and corporate settings, with extensive experience in business management, enterprise computing and telecommunications.

Jeff has served on numerous vendor, industry and community advisory boards and is currently involved as a member of LEARN. He is a graduate of the University of Arizona with a BS in Management Information Systems and Operations Management.

Douglas Bergère

Douglas Bergère, MSIS, has been with UTA for over 16 years and has 30+ years in IT. He is the Director of OIT Enterprise Information Services (EIS) which includes OIT Web Hosting Services (WHS), Enterprise Data Services (EDS), Research Support Services (RSS), and Enterprise Architecture Services (EAS).

Before joining OIT, he worked in Accounting and Business Services on projects related to PeopleSoft Campus Solutions (MyMav) and PeopleSoft HR/Finance (UTShare). He has frequently represented UTA as a speaker at technical conferences in Europe and the Americas.

Deepika Chalemela

Deepika Chalemela is the Director of Digital Product Innovation and Development at The University of Texas at Arlington, where she and her team keep applications, products, and services up to date. This includes UTA's website, mobile app, and ITSM Service (ServiceNow).

Highlights from her 25 years in this field include establishing UTA's Project and Portfolio Management Office; establishing ServiceNow and championing Enterprise Content Management, Sitecore, and the UTA mobile app; and being the Technical Architect for completing the UE9000 product that was instrumental in Nortel Networks' ability to sell a segment of the company for \$384M.

She earned a master's in Computer Science at UT Dallas and has been at UTA for 13 years.

Keith Halman

Keith Halman is the Executive Director for Business Technology Services (BTS) at The University of Texas at Arlington. As part of the Office of Information Technology, Keith's team is responsible for servicing the University's business needs for Enterprise Systems, Collaboration and Communication tools, Business Intelligence and Reporting, Computing End Point Support, and the IT Help Desk.

Keith's area is moving to implement and modernize systems as part of a cloud-first technology strategy averaging 4-5 critical/high-priority projects per year over the past 3 years in an effort to increase UTA's service capabilities, improve customer satisfaction, increase security, and be more fault tolerant. This included projects that helped UTA through the pandemic, like Canvas LMS, Microsoft Teams, Perspective Content Modernization for Admissions, MyMav FLUID User Interface, and MyMav Guest Access Portal.

He earned a master's degree from Texas Tech University and has been utilizing his expertise for 26 years in fields including oil and gas, beauty and cosmetics, public utility, telecom, and higher education. Keith has been at UTA for 15 years.

Jason Hardy

Jason Hardy is the Director of Infrastructure and Operations at The University of Texas at Arlington, overseeing UTA's network presence including wired network, Wi-Fi, and telecommunications; network and computer security; data centers, servers, and storage devices; identity governance and administration of computer account lifecycle (NetID and email addresses); and business process scheduling and automation.

Project highlights include leading UTA's High-Performance Computing group which democratized computer resources for researchers; UTA's CEDAR Project (Central Enterprise Directory and Authentication Realm), a first-of-its-kind tool that linked all of UTA's previously disjointed computer systems; and working with UT Dallas and UT Tyler to implement the first shared-service student information system, a precursor to UT Share.

He is a retired United States Marine Corps non-commissioned officer and earned a bachelor's degree in Computer Science and Engineering, a master's in Information Systems and Operations Management, and a Cornell Leadership Institute Certificate. In addition to his work at UTA, Jason is a member of Lonestar Education and Research Network (LEARN) Technical Advisory Group and Juniper Networks' higher-education advisory board, and received the 2020 Juniper Networks Elevate Award for artificial intelligence.

Jason has been at UTA since 1997.

Erin Morgan

Erin Morgan is the Assistant Vice President for the Office of the CIO. She and her teams are responsible for the division's strategic and organizational planning; IT Governance, risk and compliance; finance and budget; technology acquisition and vendor management; and administrative services.

Erin has 25+ years of IT leadership experience with UTA spanning the Help Desk, Desktop, Applications, IT Service Management, Business Process Improvement, Project Management, Communications, Organizational Administration, and Strategy and Planning teams.

She received ITIL Foundation v3 certification in 2008 and completed a master's in Public Administration in 2011 at UTA.

Lee Pierce

Lee Pierce is the Director of the Office of Continuous Improvement at The University of Texas at Arlington, overseeing change management, business process improvement, knowledge services, and communications and web services.

Lee has been a director since 2015 and was previously at UTA as an instructor, adjunct professor, and student, graduating in 1992. Since then, he has spent his entire career utilizing his expertise in technology, communications, and management, including companies like Stream International and Special Olympics.

Projects of note include contracting with Apple to deliver seminars and training for their value-added resellers and stores, conducting special projects through Gregory Strategic for DKNY and Kate Spade New York, and assisting in the sale of Matchmaker.com to Lycos for \$64M.

Lee has also offered his services as a volunteer with several organizations including Taste of Arlington and YMCA of Arlington.



IT Governance Framework

The IT Governance committees, under the leadership of the Chief Information Officer (CIO), establish the strategic, operational, and technical decision-making process required to ensure IT enables the University to excel in its mission. IT Governance provides strategic leadership, establishes campus-wide IT priorities and policies, and is accountable and transparent to the University community.



Figure 1. The committee structure for IT Governance.

IT Governance Committees

The IT Executive Board (ITEB) presides over the following committees:

- Academic Technology Executive Committee (ATEC)
- Enterprise Systems Advisory Committee (ESAC)
- Information Security and Architecture Advisory Committee (ISAAC)
- Research Advisory Committee (RAC)

General Responsibilities

The IT Governance committees as a whole are responsible for the following:

- Establishing and communicating a campus-wide IT vision that supports the University's mission and goals
- Establishing IT policies that support strategic, campus-wide IT priorities
- Defining technical architecture and standards for the University

IT Governance Values

For IT Governance to be successful, the committees must hold the following values:

- **Transparency:** Governance structure and process must be clear. Campus must readily understand how decisions are made and who has input and decision-making rights.
- **Communication:** Communication must occur into, out of, and across the committees and with the campus.
- **Accountability:** Committees and task forces must be held accountable for delivering their responsibilities. Clear escalation paths for issue resolution must be defined and outlined in charter documentation.
- **Responsibility:** The governance structure must focus on decision-making and results more than implementation and project management.
- **Appropriate Representation:** Constituency groups across campus must be represented.
- **Active Support:** Governance structure requires staff to support the process. Agenda setting, meeting logistics, issue tracking, and communications are essential aspects of active support.

IT Governance Guide

The IT Governance Guide provides an overview of each board or committee, its charter, key activities, membership, meeting frequency, and lists of members and is in the [Appendix](#).



Campus Technology Gaps

In September 2021, the Office of Information Technology (OIT) IT Governance, Risk, and Compliance (IT GRC) team met with members of the IT Governance Committees to identify potential gaps in the IT strategy.

A Campus Technology Gap Analysis was conducted with focus group participants to identify any potential gaps in the current IT strategy. Findings were reviewed with campus leaders to determine which trends were already being addressed through current projects.

Any focus group recommendations that were not addressed through current projects were identified as technology gaps to be monitored by the IT Executive Board (ITEB). In some cases, the technology trends are not well aligned to campus capacity or strategy.

These gaps may be added as initiatives in the future as we monitor campus needs. The gaps will be reviewed annually with the IT Governance IT Executive Board (ITEB) to establish if further action is required and the level of priority.

Virtual Experiences

- Missing digital touchpoints in the overall virtual student journey may create situations where the student experience is negatively impacted; **Gap Owner:** IT Executive Board
- **Monitoring Plan:** Evaluate which stages of the virtual student journey will be positively impacted by current initiatives; Monitor gaps to prioritize future initiatives as needed

Cross-Lifecycle CRM

- Lack of a cohesive strategy for cross-lifecycle Constituent Relationship Management (CRM) may reduce ability to achieve a 360° view of the student; **Gap Owner:** IT Executive Board
- **Monitoring Plan:** Continue to implement the CRM; Identify vision and timeline for implementing a 360° view of the student lifecycle

Cyberthreats | Staffing

- Lack of staff to manage security tools; **Gap Owner:** Jeff Neyland
- **Monitoring Plan:** Prioritize new positions; Realign organization; Request funds if required

Cyberthreats | Security Awareness

- Lack of employee skills could result in loss of data, negatively impact UTA's reputation, and incur financial losses; **Gap Owner:** Cheryl Nifong
- **Monitoring Plan:** Develop a security-conscious culture at UTA through training and awareness activities

Chatbots

- UTA may lack awareness of the needs of departments to solve customer issues with chatbot and live chat tools; **Gap Owner:** IT Executive Board
- **Monitoring Plan:** Establish a committee to review chatbot and live chat needs for UTA; Evaluate next steps based upon findings

Hybrid Classrooms

- UTA may lack a strategy to effectively support faculty who wish to innovate in hybrid instruction; UTA may lack the organizational structure to maintain conference and classroom technology; **Gap Owner:** IT Executive Board
- **Monitoring Plan:** Evaluate future hybrid classrooms; Evaluate organizational structure needs as part of the [Classroom/Conference Technology Modernization](#) and [eLearning Transformational Model projects](#)



Department Highlights

The Office of Information Technology is comprised of the following departments:

- **Office of the Chief Information Officer:** Jeff Neyland, Chief Information Officer; Erin Morgan, Assistant Vice President; Renee Stanley, Assistant Director; Michelle Bell, Assistant Director
- **Infrastructure and Operations:** Jason T. Hardy, Director; Brad Samek, Director; Chris Cox, Assistant Director; Michael Tyler, Assistant Director
- **Business Technology Services:** Keith Halman, Executive Director; David Wallace, Assistant Director; Nikki Knight, Assistant Director; Terrill Richardson, Assistant Director
- **Digital Product Innovation and Development:** Deepika Chalemela, Director; Ana Millan, Assistant Director
- **Enterprise Information Systems:** Douglas Bergère, Director
- **Office of Continuous Improvement:** Lee Pierce, Director; Ashley Green, Assistant Director

Office of the CIO

The Office of the CIO's (OCIO) vision is to collaborate with OIT and campus stakeholders as trusted partners to aid in the identification, prioritization, design, and delivery of IT solutions.

We provide standardized, client-centered capabilities and services in the management areas of strategy, governance and risk, finance, people and resources, and service portfolios to better support the goals and mission of OIT and UTA.

Core Functions

Strategic and Organizational Planning

- Support teams in creating and maintaining strategies, capability maps, and plans that align to OIT and UTA goals
- Proactively identify and address gaps using business architecture models
- Provide organizational development through design, culture, and performance management activities

Administrative Services

- Develop and maintain consistent and standardized administrative processes
- Reduce load on senior and associated departmental employees by performing essential administrative services

IT Finance, Budget and Analysis

- Provide data, analysis, and support in forecasting, budgeting, and financial reporting
- Design and manage processes to govern spending, optimize costs, lower financial risks, and demonstrate the cost of delivering IT services

IT Governance, Risk and Compliance

- Provide a decision-making framework to ensure campus technology demands are surfaced and human and financial investments are prioritized to attain UTA's strategic objectives
- Ensure collaborative communication and feedback on OIT efforts with campus constituents
- Monitor and engage in UTA compliance, audit, security, and risk activities, and establish standards through policy and procedures
- Ensure the accessibility of UTA's electronic content

Technology Acquisition and Vendor Management

- Partner with vendors to drive innovation, collaboration, and continuous improvement
- Establish and follow principles, guidelines, standards, and support that ensure a comprehensive technology acquisition lifecycle through evaluation, procurement, invoice payment, chargebacks, monitoring, and oversight

Office of the CIO, *continued*

Accomplishments

- Introduced capability and product/service mapping
- Creation of an administrative services team
- Standardization and automation of budget processing
- Reporting and tracking of contract renewals
- Project financial reporting
- Updated IT Governance charters and engagement
- 11 meetings with strategic vendors
- Implementation of new Telecom billing system

Key Performance Indicators

- 5 IT Strategy Review focus groups
- Divested 10% and reinvested 5% of maintenance and operations budget
- 90% of OCIO financial reports automated
- 6 audit engagements
- 10 of 19 findings resolved
- 4 IT Governance Committee meetings
- 545 procurement transactions totaling \$14.4M
- 742 vouchers paid totaling \$13M
- 200 contract renewals

Infrastructure and Operations

Infrastructure and Operations (I&O) is responsible for the effective and efficient delivery of all third-party and internally managed IT infrastructure used to support all business process across the enterprise. We strive to manage and enhance enterprise infrastructure and services in support of the university's strategic, tactical, and operational goals.

Core Functions

- Strategic technology planning
- Optimized, automated infrastructure
- Infrastructure performance management

Service Areas

- Wired and wireless networks
- Physical infrastructure (fiber/cabling)
- User account (NetID/email) provisioning and management, secure sign on (SSO)/ multi-factor authentication (MFA)
- Enterprise directory systems
- Business automation orchestration

Accomplishments

- Migration of legacy phone system to Microsoft Teams Calling
- Deployment of Rubrik: advanced ransomware protection and backup/recovery
- AT&T Audit - reduced spend by \$250,000/year
- Data center consolidation (Fort Worth to Arlington campus)

Key Current Projects

- NAC Deployment police dispatch resiliency
- Network switch refresh
- Data center modernization - VMWare to Azure
- Automation orchestration migration - BMC to Azure Automation
- Data center utility enhancements
- Firewall (SRX) upgrade and clustering
- Network resiliency

Key Performance Indicators / Unit Effectiveness Processes

- 95% of telephony incidents to be resolved within 3 business days
- 92% of projects completed on or before planned end date
- 95% of network devices will have an average daily uptime of 99.9% or greater
- 80% of projects completed with an overall "satisfied" rating

Business Technology Services

Business Technology Services (BTS) provides administrative and academic technology support services that allow the University to communicate, collaborate, and operate at both an individual and enterprise level. At the individual level (student, faculty, staff), BTS provides computing end point support, academic computing lab services, and technology Help Desk services.

At the enterprise level, BTS provides collaboration tools (email, file sharing, workgroup collaboration tools), systems analyst support for financial, human resources, constituent relationship management, and Enterprise Resource Planning (ERP) software suites, and full lifecycle software development services for the Student Information System and data reporting tools.

Accomplishments

- Microsoft Teams/Canvas LMS auto provisioning
- Microsoft Endpoint Manager installation
- COVID-19 self-reporting tools
- COVID-19 public dashboard
- Central Advising Record enhancements for student advisors
- Procurement HUB dashboard
- CRM Phase 1

Key Current Projects

- **Student Information System:** Student Planner for Student Success; PeopleTools 8.59 upgrade; Perceptive Content Upgrade and High School Transcripts Implementation
- **Enterprise Resource Planning (ERP):** Timekeeping implementation (TCP)
- **Computing Endpoint:** Microsoft Endpoint Security
- **Reporting and Analytics:** HR Dashboard; Employee Performance Review Analysis; Budget Analysis Reporting for new budget model

Key Performance Indicators

Key performance indicators start with close monitoring of incident and request tickets, evaluating turnaround times and soliciting end user feedback on quality of services through a combination of surveys and in-person discussions. Project-based efforts follow the traditional measures of success (on-time delivery, budget performance).

However, in concert with the Office of Continuous Improvement, determining how effective user adoption of the various technology offerings is a key metric for leveraging reporting tools from host vendors such as Microsoft and Oracle to determine levels of usage.

Digital Product Innovation and Development

Digital Product Innovation and Development (DPID) applies new technologies to creatively solve business problems by creating or enhancing products and services that add value to the University's mission.

Core Functions

- Building, integrating, and innovating applications
- Establishing and implementing testing services to ensure the quality of delivered services and applications
- Providing expertise on best practices in project and program management

Accomplishments

- OIT Service Catalog Refresh for easier access for customers to order/request IT services
- Migration of the faculty profile website from Digital Measures to Sitecore
- Upgrade of Amazon Web Services (AWS) infrastructure to lower costs by \$30K/year while improving performance

Key Performance Indicators

- > 99.99% uptime for UTA main website (uta.edu)
- 111 unique sites migrated to Sitecore
- > 300K increase in screen views in UTA Mobile App in 2021

Completed Projects

- 15 critical projects completed by OIT in 2021
- Sample projects delivered by Project Management Office (PMO):
 - COVID test record storage
 - Microsoft Teams Calling
 - Web Modernization college website deployment

Enterprise Information Services

Enterprise Information Services (EIS) is a collection of services related to database, website, enterprise architecture, and research support. Each of these areas support a different segment of OIT's services to the campus.

Enterprise Data Services (EDS)

EDS has two principal areas of focus. The first is managing the University's database infrastructure. We have four full-time database administrators specializing in Oracle, MS SQL, and MySQL database servers.

The databases they support are the heart of many of the University's core systems. They make sure that the data is secure, accessible, authentic, and restorable. They manage databases both on-campus and in the cloud. Over the last few years, they have built a consolidated infrastructure to replace decentralized database servers all over campus with progress measured in the User Effectiveness Process (UEP). Their current initiatives involve the migration from on-campus servers to cloud-based services.

EDS also has three dedicated developers that provide extract, translate, and load services that move data from various sources (like MyMav, UT Share, and other enterprise data sources) into a data warehouse. Then, the data is translated into formats useful for MARS reporting and integration with other systems.

Web Hosting Services (WHS)

WHS provides web publishing services for departments, faculty, researchers, and students. WHS team supports Cascade, CampusPress, uta.cloud, utasites.cloud, Go Server, AWS and MachForms. A group of student workers are trained on Sitecore, Cascade, and WordPress. WHS has decades of legacy infrastructure to migrate to modern and secure publishing platforms as measured in the UEP. Their big project currently is to retire the on-campus web cluster. Measured metrics include website visitation and number of active servers.

Research Support Services (RSS)

RSS provides a concierge service to meet the needs of the research community. Often, these are the same services offered to any department or faculty member and they may be highly specialized to meet the unique needs of a researcher. This team must balance the fast-moving research needs with the realities of computing in the twenty-first century.

Current initiatives include maintenance of a shared high-performance computing cluster, establishment of cloud-based offerings, and a new secure computing service. This team also acts as a buffer to help researchers and decentralized IT navigate OIT's offerings.

Enterprise Information Services, *continued*

Enterprise Architecture Services (EAS)

EAS is charged with documenting the current state of the University's enterprise systems, consulting on new adventures, and making recommendations for standards and initiatives. The current projects are focused on documenting core enterprise systems including documenting customer commitments in the form of Memorandums of Understanding (MOU).

Office of Continuous Improvement

The Office of Continuous Improvement (OCI) houses Knowledge Services, Business Process Improvement, Communications, and Web Services.

Core Functions

We partner with all units under OIT; the Chief Financial Officer; Information Security Office; Business Affairs; University Analytics; Human Resources; Academic Resource Planning to:

- Create and maintain comprehensive training materials
- Facilitate problem-solving projects to allow departments to review their business processes
- Inform the University community of projects and other activities under the CFO
- Maintain web pages for all CFO units
- Serve as a change management leader for the University

Accomplishments

- Modernized the Human Resources website and accompanying pages
- Finalized Timekeeping (TCP) Canvas training courses for employees and managers
- Incorporated change management methodology in business process efforts
- Certified 16 members of OCI as change management practitioners

Key Current Projects

- [Timekeeping \(TCP\) project](#)
- Human Resource process review
- [eLearning Transformational Model Program](#)
- [Classroom and Conference Room Technology](#)

Key Performance Indicators

- ServiceNow task completion
- Training enrollments and participation



Diversity, Equity, and Inclusion

The Office of Information Technology knows our greatest strengths come from the people who make up our team. We are committed to diversity, equity, and inclusion (DEI) among our staff.

While our work is far from over, the following charts show:

- Manager ethnicity distribution
- Employee ethnicity distribution
- Manager gender distribution
- Employee gender distribution

Manager Ethnicity Distribution

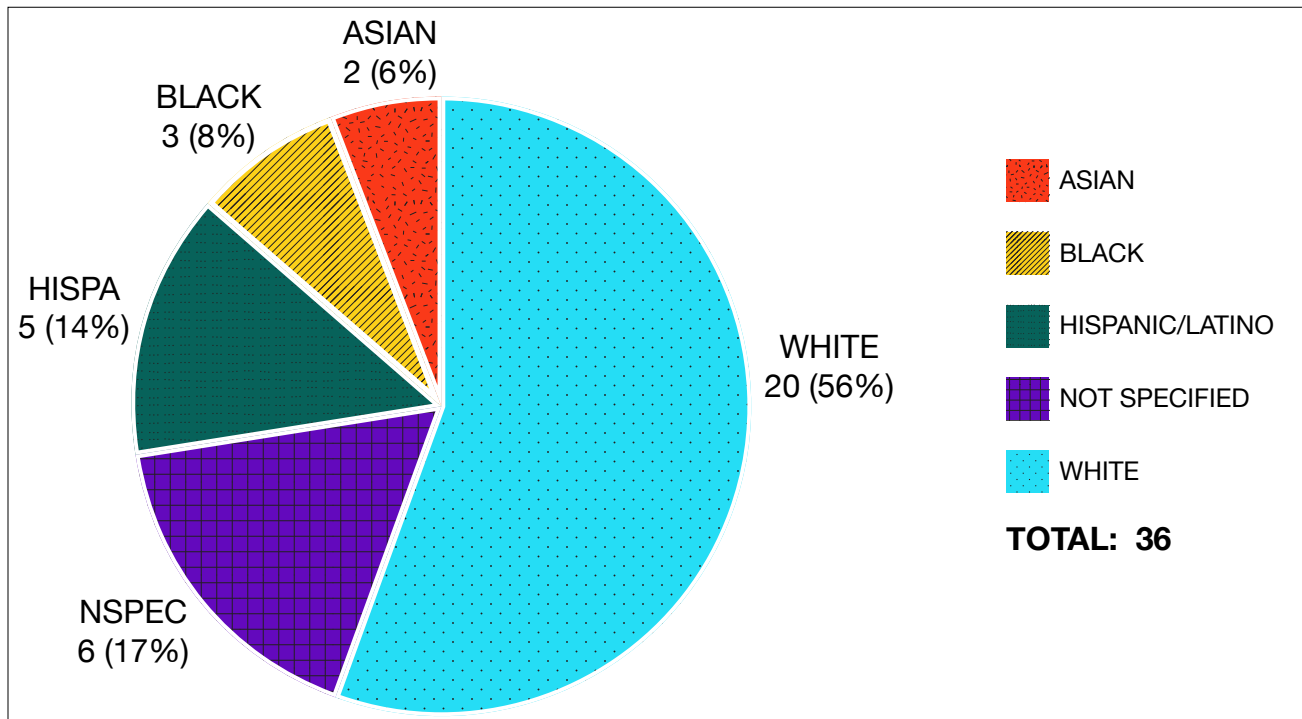


Figure 2. The ethnicity of 36 OIT managers.

Employee Ethnicity Distribution

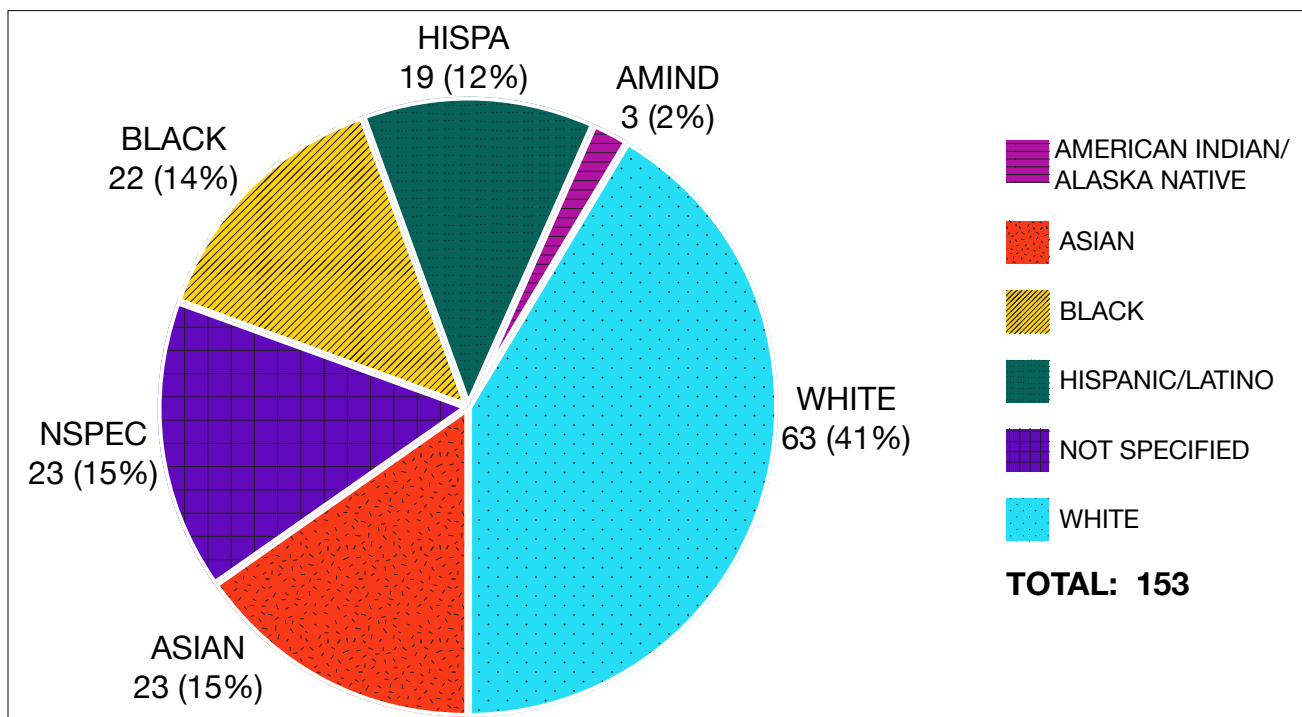


Figure 3. The ethnicity of 153 OIT employees.

Manager Gender Distribution

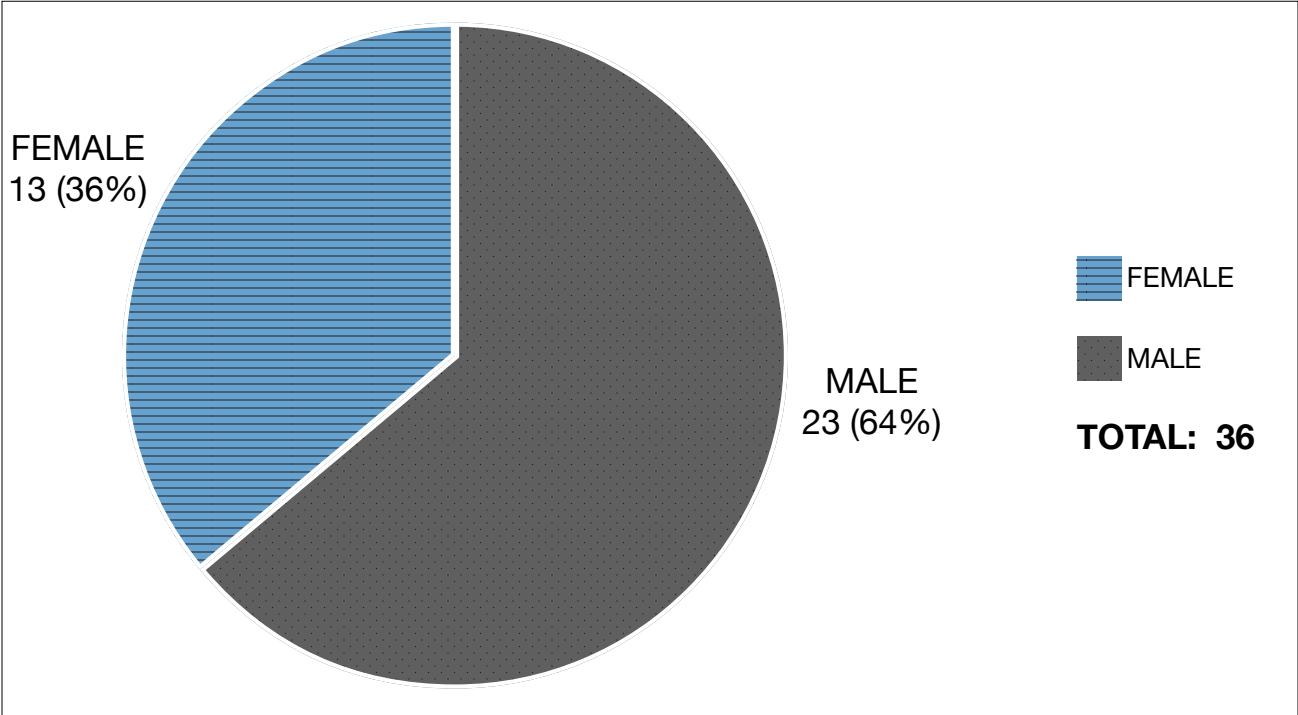


Figure 2. The gender of 36 OIT managers.

Employee Gender Distribution

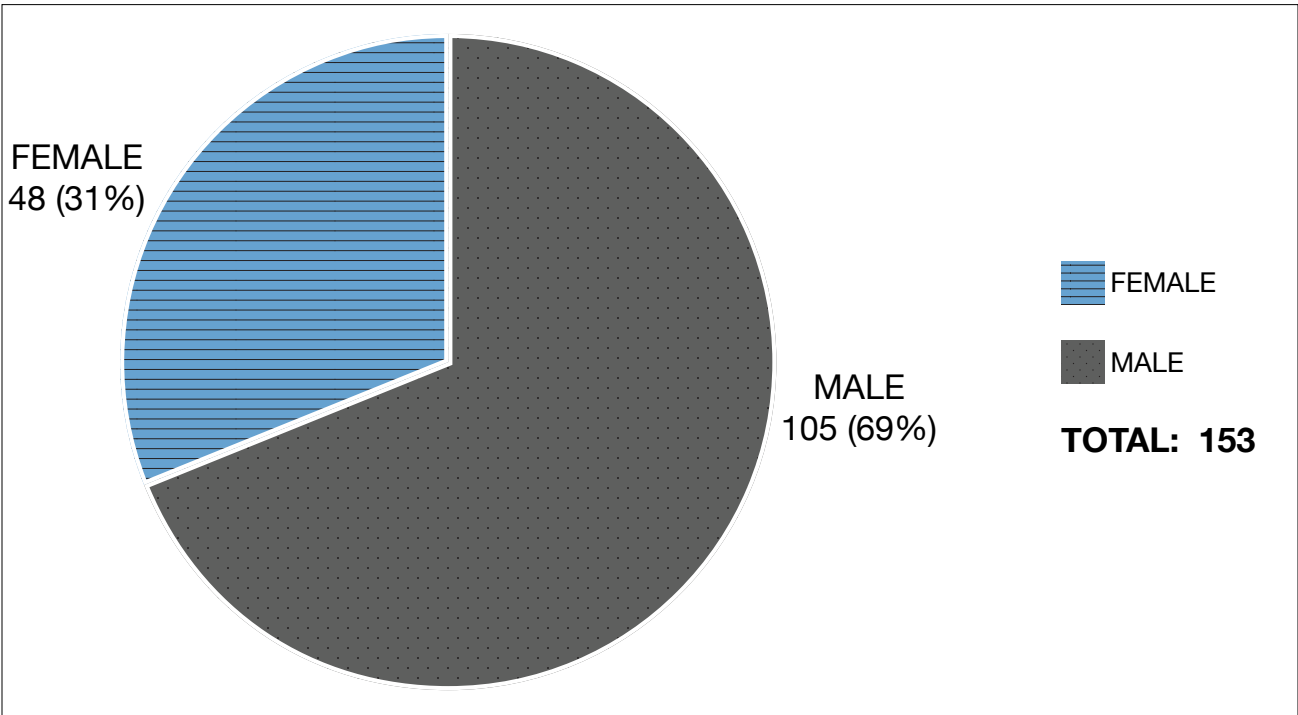
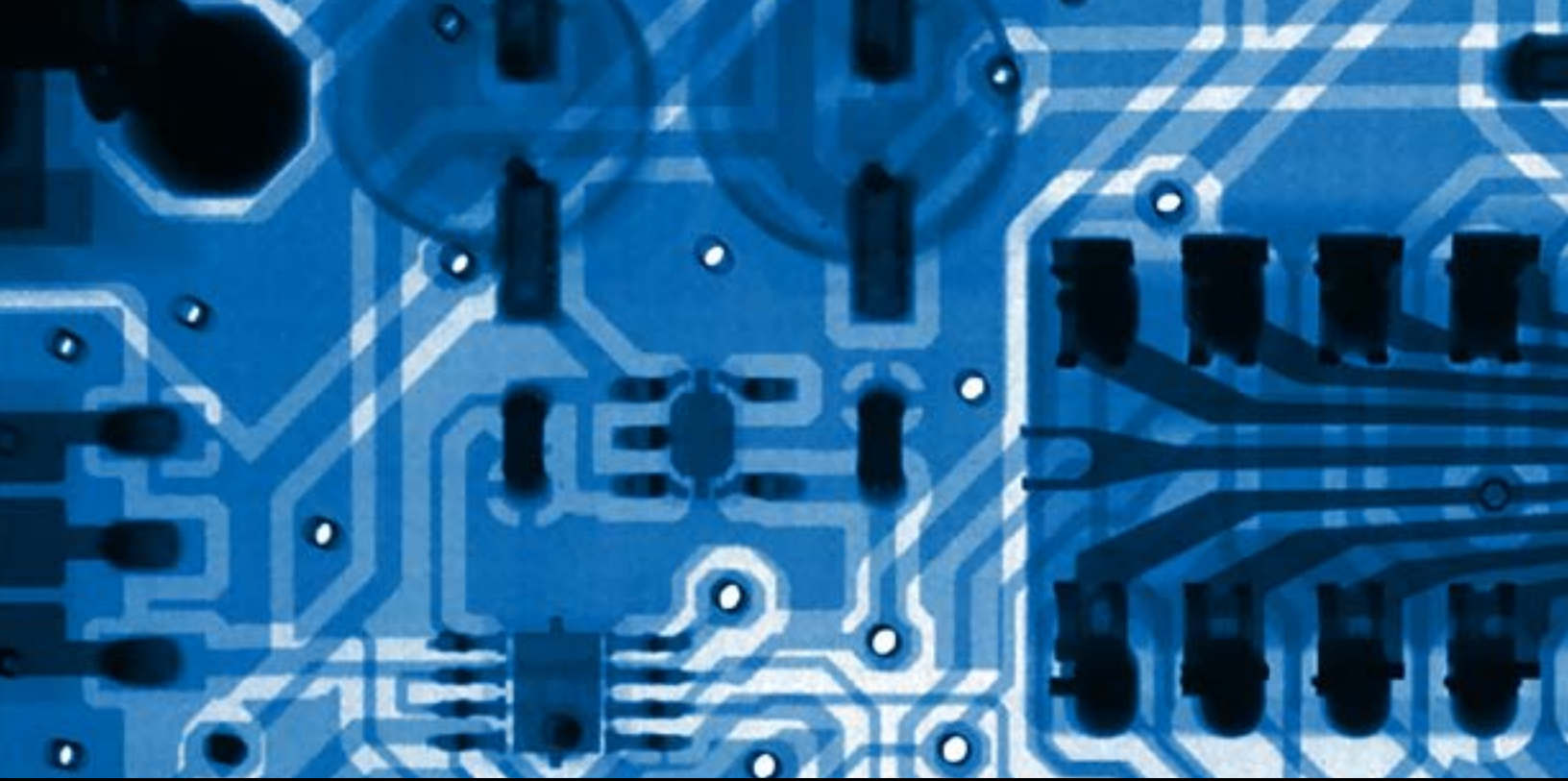
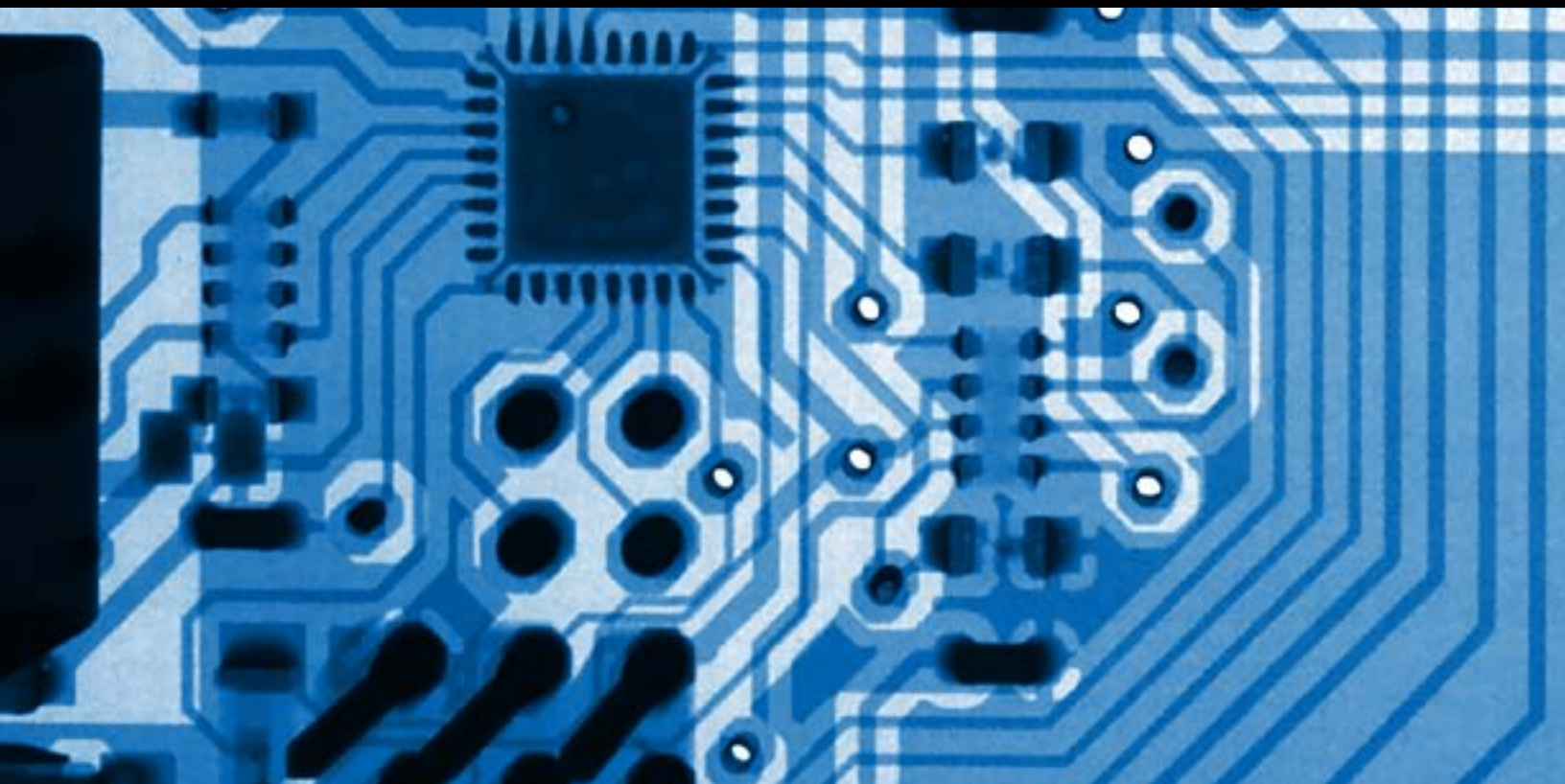


Figure 3. The gender of 153 OIT employees.



Appendix



Jeff Neyland
Chief Information Officer

Jason Hardy
Director
Infrastructure Operations

Keith Halman
Executive Director
Business Technology Services

Erin Morgan
Asst. Vice President
Office of the CIO

Deepika Chalemela
Director
Digital Product Innovation

Douglas Bergère
Director
Enterprise Information

Lee Pierce
Director
Continuous Improvement

Brad Samek
Director
Campus Infrastructure

David Wallace
Asst. Director
Business Support and Analysis

Renee Stanley
Asst. Director
Admin. Services and Vendor Mgmt.

Ana Millan
Asst. Director
Project Mgmt.

Edward Gonzales
Manager
Research Services

Ashley Green
Asst. Director
Communications

Chris Cox
Asst. Director
Identity and Access Mgmt.

Nikki Knight
Asst. Director
CX and Instructional Technology Services

Michelle Bell
Asst. Director
Finance

Clay Flanagan
Manager
Application Development

Amy Irvin
Manager
Enterprise Data Services

Karen Kusler
Manager
Business Process

Michael Tyler
Asst. Director
Network and Operational Security

Terrill Richardson
Asst. Director
Collaborative Services

Robert Leitgeb
Manager
Governance, Risk, & Compliance

Rick Desantis
Manager
Enterprise Content Mgmt.

Howard Prince
Manager
Web Hosting Services

Kosima Ketchum
Manager
Training

Lonnie Simpson
Cloud Architect

Pavel Mizilin
Application Architect
Application Development

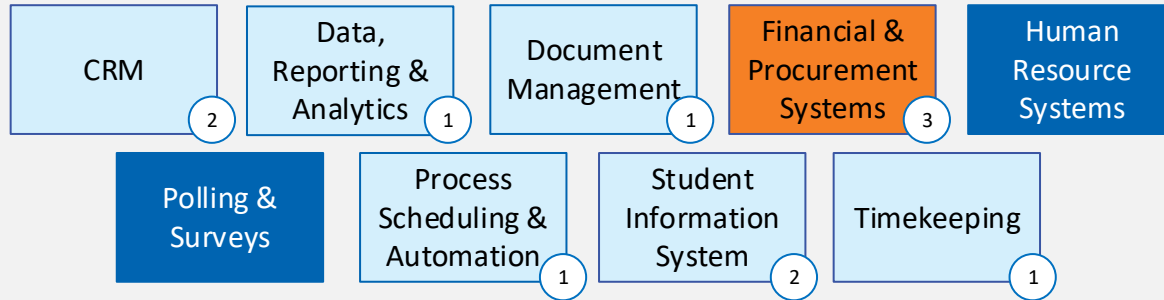
James Payne
Enterprise Architect
Enterprise Architecture

Muhammad Kahn
Lead Network Engineer

Alan Sneary
Senior Business Analyst
Digital Product Innovation

OIT Initiatives to Improve Service & Product Portfolio

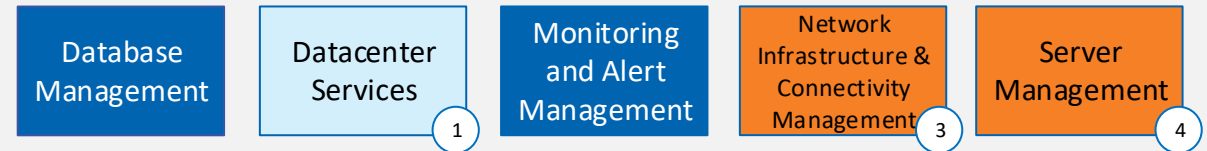
Administrative Systems & Reports



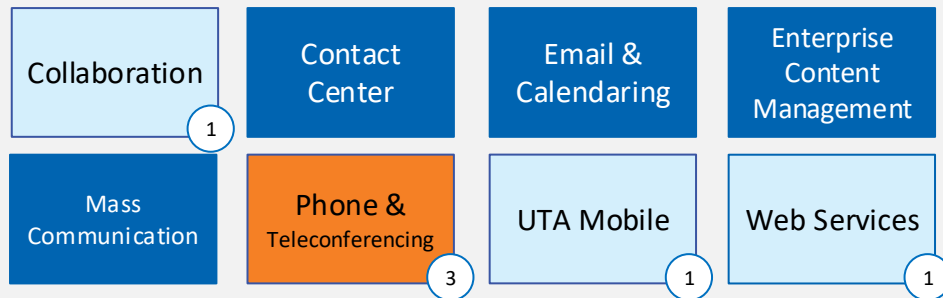
Computers, Printing & Software



Connectivity & Infrastructure



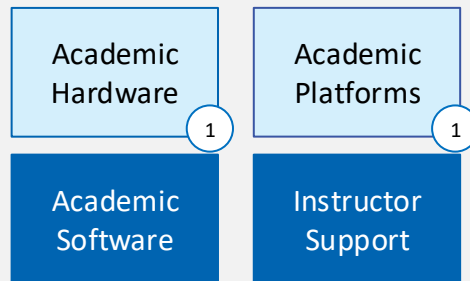
Communication, Collaboration & Web Services



Security



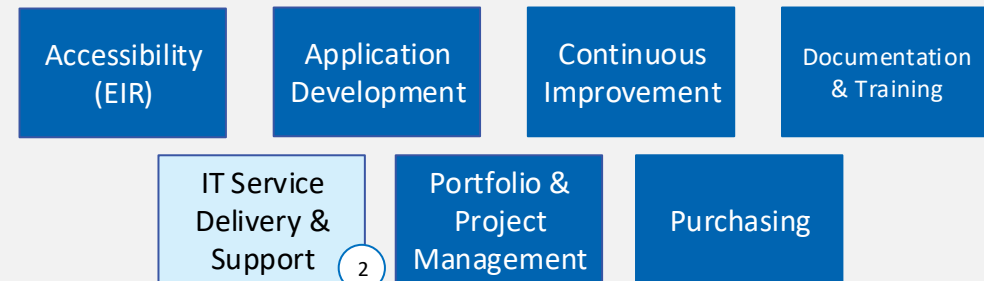
Teaching & Learning



Research Services



Professional Services



Legend ■ No planned initiatives ■ 1-2 planned initiatives ■ > 2 planned initiatives (#) # of planned initiatives

OIT Operating Tenets

How OIT makes decisions on developing campus solutions



Design for Campus Success

Fit for Purpose



Security Wise



Automate Everything



Design Responsive Systems



Integrate with Critical Systems



Operate Out of the Box



Resilient Infrastructure



Reduce Complexity



Leverage Cloud Services

Reduce Costs



Centralize & Standardize



Recover Costs



Consolidate the IT Portfolio

IT Governance Guide

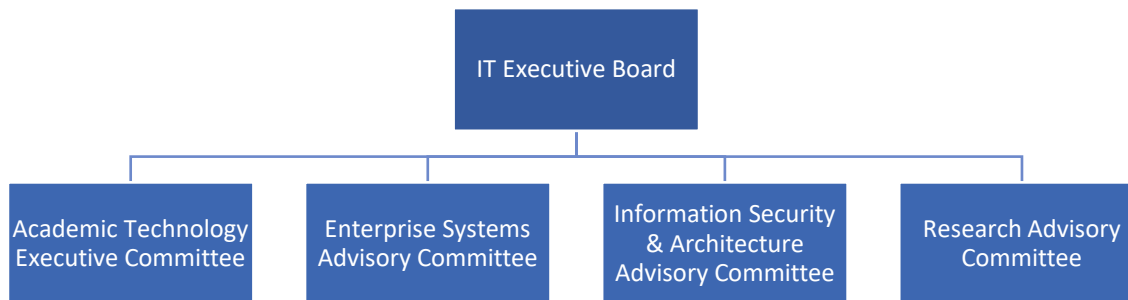
Achieving excellence through collaborative relationships and strategic technology decisions

IT Governance Framework at UTA

The IT governance committees, under the auspices of the Chief Information Officer (CIO), establishes the strategic, operational, and technical decision-making process required to ensure IT enables the University to excel in its mission.

IT governance provides strategic leadership, establishes campus-wide IT priorities and policies, and is accountable and transparent to the University community.

This diagram illustrates the committee structure for IT governance at the University:



General Responsibilities of IT Governance Committees

The IT governance committees as a whole are responsible for the following:

- Establishing and communicating a campus-wide IT vision that supports the University mission and goals
- Establishing IT policies that support strategic, campus-wide IT priorities
- Defining technical architecture and standards for the University

IT Governance Values

For IT governance to be successful, the committees must hold the following values:

- **Transparency:** Governance structure and process must be clear. How decisions are made and who has input rights and decision-making rights must be readily apparent to campus.
- **Communication:** Communication must occur into, out of, and across the committees and with campus.
- **Accountability:** Committees and task forces must be held accountable for delivering on their responsibilities. Clear escalation paths for issue resolution must be defined and outlined in charter documentation.
- **Responsibility:** Governance structure must focus on decision-making and results more so than implementation and project management.
- **Appropriate Representation:** Constituency groups across campus must be represented.
- **Active Support:** Governance structure requires staff to support the process. Agenda setting, meeting logistics, issue tracking, and communications are all essential aspects of active support.

IT Executive Board (ITEB)

Charter

To serve as the definitive decision-making body for IT on campus

Key Activities

- Ensure alignment of IT strategy with the University's strategy and mission
- Monitor IT outcomes to ensure value optimization
- Endorse IT principles and policies
- Resolve enterprise-wide strategic IT issues
- Establish accountability for enacting decisions
- Direct the governance optimization
- Determine and communicate risk appetite.
- Create and disband sub-committees and/or task forces as needed

Membership

Campus executives

Meeting Frequency

Bi-annually

Board Members

Chair: President, Teik Lim, Ph.D.

Name	Position and Organization
Lim, Teik, Dr.	University President and Board Chair, Office of the President
Aswath, Pranesh, Dr.	Provost and VP for Academic Affairs, Office of the Provost
Davis, Kelly	VP and CFO for Business Affairs, Information Technology and University Analytics
Hall, John	VP, Administration and Campus Operations
Nagy, Lisa	VP, Student Affairs
Neyland, Jeff (non-voting)	CIO, Office of Information Technology

Academic Technology Executive Committee (ATEC)

Charter

To serve as the decision-making body for enterprise academic technologies across campus

Key Activities

- Provide leadership for the University's academic technology capabilities
- Identify academic technology support needs
- Assess and recommend strategic academic technologies
- Monitor performance and lifecycle of existing academic technologies:
 - Learning Management System
 - UTA Digital
 - Teaching and Collaboration Tools (Echo 360)
 - Classroom Technologies

Membership

Provost's Office

Meeting Frequency

Monthly (or more frequently as needed)

Committee Members

Chair: Dr. Pranesh Aswath

Name	Position and Organization
Aswath, Pranesh, Dr.	Provost Vice-President, Academic Affairs
Hageman, Kathryn	Chief of Staff, Provost Office
Neyland, Jeff (non-voting)	Chief Information Officer, Office of Information Technology

Enterprise Systems Advisory Committee (ESAC)

Charter

To provide primary governance over all application software packages that support UT Arlington's mission critical business processes, information flows, reporting, and data analytics

Key Activities

- Review enterprise related technology-based solutions for shared business needs
- Assisting in setting priorities for enterprise related projects
- Socialize support for enterprise related initiatives as they align with the University's goals and objectives
- Ensure stake-holder representation for enterprise-based projects and initiatives
- Ensure effective use of information technology resources to meet the operational and strategic needs of the University

Membership

Leaders of University business operations

Meeting Frequency

Bi-annually (or more frequently as needed)

Knowledge and Skills

- Clear understanding of University's overall strategic goals
- Ability to translate needs of campus constituency groups into guiding principles for strategic decision-making
- Authority to speak on behalf of a college or administrative unit

Committee Members

Chair: Dr. Candice Calhoun-Butts

Chair: Dr. Kimshi Hickman

Name	Position and Organization
McAlpine, Stephanie	Director, Student Affairs
Vacant	Executive Director, College of Education
Clifford, Dylan	HR Business Analyst II, Human Resources
Merritt, Joanna, Dr.	Director, University Analytics
Hickman, Kimshi, Dr.	Assistant Vice Provost for Retention and Completion, Student Success
Kuykendall, Dax	Director, Campus Recreation
Panepinto, Sarah	Director, Research Administration
Calhoun-Butts, Candice	Assistant Dean, Enrollment and Student CONHI Student Success Advising
Wixson, Ehren	Assistant Vice-President, Business Affairs
Beethe, Lisa	Director, Human Resources
Nifong, Cheryl	CISO, Information Security Office
Sol, Antoinette, Dr.	Vice Provost, Academic Affairs
LaVelle, Mark	AVP, Alumni and Donor Engagement
Hoy, Leah V.	Director, Environmental Health Services
Levine, David	Senior Lecturer, Computer Science and Engineering
Mertz, Scot	Executive Director, VP Enrollment Management
Nieves, Edgardo	ERM Facilitator, Internal Audit
Neyland, Jeff (non-voting)	Chief Information Officer, Office of Information Technology
Chalemela, Deepika (non-voting)	Director, Digital Product Innovation and Development, Office of Information Technology
Halman, Keith (non-voting)	Executive Director, Business Technology Services, Office of Information Technology

Information Security and Architecture Advisory Committee (ISAAC)

Charter

To provide comprehensive input for the design or implementation of IT services to campus through the combined set of hardware, software, networks, facilities, and information security program (policies, procedures, controls, or initiatives).

Key Activities

- Foster communication across campus to improve understanding of the shared infrastructure
- Facilitate campus-wide input on architecture and infrastructure issues, such as the need for desktop security standards
- Provide input in the development of institution-wide IT and security policies and controls
- Ensure institution-wide awareness of cyber and information security considerations
- Provide input on IT and security architecture, products, and implementation

Membership

IT representatives from across campus

Meeting Frequency

General body meetings – bi-annually

Knowledge and Skills

- Knowledge of mission critical or key business processes
- Technical knowledge of IT infrastructure and applications critical
- Ability to develop solutions that meet the education, research, and administrative outcomes of the University
- Demonstrated capability to work collaboratively in a cross-functional group
- Demonstrated ability to act as a liaison between the committee and the college or administrative unit and department information security administrator and desktop support associates

Committee Members

Chair: Cheryl Nifong

Chair: Chris Fulton

Name

Bolsterli, Eric J.
Vacant
Huber, Manfred, Dr.
Fulton, Christopher J.
Hardy, Jason T.
Lawson, Nelda
Neyland, Jeff
(non-voting)
Omaña-Peñaranda, Jairo A.
Perry, James R.
Vacant
Thompson, Lalita N.
Zornosa, Luis A.
Nifong, Cheryl
Halman, Keith
Creed, Lisa

Position and Organization

Assistant Dean, College of Liberal Arts
Executive Director, College of Education
Faculty Senate Subcommittee on IT and Security
Director, Administration and Campus Operations
Director, Office of Information Technology
Manager, School of Social Work
Chief Information Officer, Office of Information Technology

Director of OIIR, College of Business
Coordinator, Honors College
Librarian, UTA Library
Assistant Dean, College of Nursing & Health Innovation
Personal Computing Specialist, College of Science
CISO, Information Security Office
Executive Director, OIT Business Technology Services
Manager of Partnership and Data Governance, University Analytics

Research Advisory Committee (RAC)

Charter

Aligned with the UTA strategic plan, the RAC will advise OIT on research-related technology needs, priorities, and resources; and will promote adoption of UTA-approved technologies and practices among the research community across campus

Key Activities

- Provide insight on the University's research capabilities, technology, and equipment (current, planned, and obsolete)
- Provide a forum to maintain awareness of technology, training and support needs related to research activities
- Communicate with others within and across broad research units, gathering feedback to bring to the RAC and sharing information from the RAC to UTAs research units
- Support efforts to identify funds and personnel to support new technology initiatives responsive to the needs of the research community across campus

Membership

Individuals within research-involved units that have the insight and authority to perform the key activities

Meeting Frequency

Bi-annually (or more frequently as needed)

Knowledge and Skills

- Have knowledge of the University's strategic research mission, position, and goals
- Be able to represent the research areas, needs and goals that are present across your research-involved unit
- Understand how information technology resources, services, and personnel support the research mission at UTA

Committee Members

Chair: Dr. James Grover

Deputy Chair: Dr. Kimberly Mayer

Name	Position and Organization
Palmer, Ashley	Assistant Professor, Social Work
Aykanian, Amanda	Assistant Professor, Social Work
Das, Gautam, Dr.	Associate Dean for Research, COE, primary
Crouch, Peter, Dr.	Dean, COE, alternate
Clements, Eileen	Director, UTARI, alternate
Beaty, Jared	Software Systems Specialist IV, UTARI, primary
Olsen, Amanda	Assistant Professor, Learning Sciences, CoED, primary
Kellam, Hugh	Clinical Professor, Learning Sciences, CoED, alternate
Nerur, Sridhar, Dr.	Professor, Info Systems, COB, primary
Zhang, Jennifer (Jie)	Professor, Info Systems, COB, alternate
Wilson, Gabriela	Professor, Kinesiology, CONHI, primary
Trott, Daniel	Assistant Professor, Kinesiology, CONHI, alternate
Su, Chunke, Dr.	Associate Professor, Communication, COLA, primary
De, Kaushik	Professor, Physics, COS, primary
Kroll, Peter, Dr.	Professor, Chemistry, COS, alternate
Campbell, Jeff	Director, SIRT, primary
Bergère, Douglas	Director, OIT Enterprise Architecture, non-voting
Gonzales, Edward A	Manager, OIT Research Services, non-voting
Morgan, Erin	Assistant VP, OIT, non-voting
Neyland, Jeffery	CIO, OIT, non-voting
Palma, Jaime	Senior CAPPa IT specialist, CAPPa, primary
Hopman, David	Associate Professor, Landscape Architecture, CAPPa, alternate



Office of Information
Technology

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