CCITP - Meeting Notes

Date: Thursday 2/1/2018
Time: 2:00-3:30
Location: TLC 215
Zoom: https://cuboulder.zoom.us/j/945880316

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Next meeting is Thursday, March 1, 2018

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Attendees (15): Chris Bell, Lori Flora, Jerry Spivey, Jennifer Methlie, Milap Sharma, Jeff Taylor, Grant Matheny, Patrice Thoresen, Sean Martin, Robert Dixon, Sante Jonker, Deborah Hamrick, Erika Kleinova, Joey LaConte, Scott Griffith

Attending remotely (12): Josiah Workman, Brett Shouse, Todd Schaefer, Cory Pavicich, David Kohnke, Debra Weiss, Eric Heltne, Erik Magelssen, Greg Hoppes, Greg Stauffer, Jeff Groth, LeCarla Christian

Action / Follow-Up Items for next meeting:
- ❏ Digital Signage direction from ERP Committee and OIT per message from Marin
- ❏ Cell Phone Policy sharing

Agenda:

	Topic	**Time**	**Speaker(s)**
1	Introductions / Agenda Review / Announcements / Follow-up	10 min	Chris Bell
2	The Amazing, Colossal, and Almost Riveting Enterprise Services Update	20 min	Jon Giltner
3	Deputy CIO Duties / Direction of OIT and Academic Technology	20 min	Marin Stanek

4	Discussion of today's topics	20 min	Chris Bell
5	Decision & Action Item Review	5 min	Chris Bell/Lori Flora

Agenda 1: Introductions and Announcements

(led by Chris)

Previous action items/concerns/issues:

- Digital signage.
- Melanie: Concern and outcome
- Fourwinds will not be continued because of accessibility issues
- The newest piece (through Robert) will continue for next year

David Cavalieri asked about Dell support. How is it going recently?
- Scott Griffith: Support was great until this past month. More recently, workers are not showing up. They are having to call repeatedly for service.
- Grant Matheny: Over the past year, they have had a lot of trouble. More recently, support has been good.

Questions:
- Grant Matheny: When a policy is adopted, we would like to see the outcome.
- Cell Phones:
    - Per Sean Martin, the cell phone policy was rewritten when they got Sprint. They like the phones so far.
    - Joey Laconte said there is a System level use policy in place for cell phones. He will get a copy to Chris so it can be posted with the minutes.
- Chris: CCITP will serve as a clearinghouse for policy.

Reminder: Here is how OIT Communicates with IT Practitioners:
    OIT Weekly email
        To get on the list, click "Submit your Information" on this page:
        https://oit.colorado.edu/about-oit/oit-campus-outreach
    OIT News
        To see the main headlines go to the OIT news page:
        https://oit.colorado.edu/news
    OIT Service Alerts
        https://oit.colorado.edu/service-alerts

To subscribe to OIT Service Alerts and News, go to
https://oit.colorado.edu/subscriptions
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Agenda 2: The Amazing, Colossal, and Almost Riveting Enterprise Services Update
(Led by Jon Giltner)   (Click here to jump to Jon's slides at the end of this document)

John discussed the different departments that comprise Enterprise services. (See slide 1)

- DDS: The first priority is onboarding departments, then maintaining customer satisfaction results. In 2017, there were 12 new departments, 370 devices added and over 4000 devices supported. Efficiency is improving.
- Endpoint Management Services : Labs were peeled off (now a separate thing on the Academic Technology side).
    - Focusing on EMS: SCCM, JAMF, streaming software & system images, piloting VDI as a campus service. We are working with Housing to see how they do it. Also piloting with Libraries.
    - The patch management tool will be bundled with JAMF & SCCM. JAMF is the Mac equivalent of SCCM. It can also manage software on mobile devices.
- Messaging & Collaboration (Eric Galyon): Accessibility is a concern. Microsoft is good, Google less good. We have to decide whether we want the service on all the time or on a per user basis. Once/twice per month, a new feature comes up and we have to evaluate the impact before implementing it. It takes time. Some projects we are currently working on:
    - Transitioning to Microsoft Stream
    - Google Team Drive and Microsoft Teams
    - Spam filtering is on and has been useful. 126,000 suspicious URLs were blocked last month.
    - DMARC: E-mail authentication tool. People who participate in DMARC will be able to validate incoming e-mail. Concern about possible delays in sending.
- Identity & Access Management: Not a lot of new things in this area. The group is overwhelmed by day-to-day tasks.
    - Moving to OIM (Oracle Identity Manager) - now live in production. Oracle Unified Directory (OUD) is being provisioned by Oracle Identity Manager (OIM). Active Directory will next go into OIM.
    - Unified Student Experience: Identifying what applications students have to log in to (60+ on average)
    - New workflow for employee provisioning: We can now provision new employees 180 days prior to their start date. It will take one year to get completely out of the legacy provisioning system.

- BASA: Business Analysis & Solutions
  - The group has grown to 25 people.
  - The goal is to have IT-focused business analysts in key areas, particularly ERP and UIS.
  - In 2017, we acknowledged formal change management for all ERP Projects. Ana Martin and Janette Noonan were added to facilitate that.
  - We are in campus-wide discussions on governance, how new projects are added and prioritized. Change management, project management and risk management are all part of that.
- CRM (Salesforce)
  - Salesforce has been in place for 3 years. The focus is on advising and student success. New features include logging and more robust communication (e-mail, text and chat). Disability Services and others are using this feature.
  - The idea of organizational constituent management is a major effort now. Salesforce has been picked up by other colleges and plays a role in constituent management.
  - HEDA (Higher Education Data Architecture) was released in mid-2017 and aligns with Salesforce. We are looking to migrate the current instance of Salesforce into HEDA. It will be a one year project.
  - Salesforce runs as an auxiliary service. Other campuses have to pay for licenses.
  - In 2019, we are splitting service categorizations into the following 4 types:
    - Ecomm
    - Cvent (expensive, limited licenses)
    - Organizational CRM (Constituent Relationship Management)
    - Student Success and Engagement
  - For now, Salesforce is used in undergraduate advising. We plan to expand to graduate advising.
  - Cvent is a strong tool. It is used to organize large events that people pay for. Advancement and the Alumni Association use it for events to solicit donations. A large amount of revenue comes through Cvent. The license for one person for one year is $2,000.
- Project Management Office:
  - We are working across campuses and UIS to collect portfolios and align processes for IT governance.
  - Processes were tested on 2017 projects like Slate and others.
  - Taleo is being replaced by an applicant tracking system. The timeline is April 2018 for staff and then faculty (which is more complex).
- ServiceNow: IT Management Tool (Current list of Tenancies on slide)
- Development & Architecture:
  - This group has grown considerably (2 open positions).
  - Priorities: Get provisioning into Canvas, develop Web grading.

- - Other efforts: HEDA, CRM Student Success Features & Data Management, continued support for Arts & Sciences business applications, Unified Student Experience (USE), OIM Provisioning.
  - OIT hosts ongoing Tech Talks: https://www.colorado.edu/techtalks/

Agenda 3: Deputy CIO Duties / Direction of OIT and Academic Technology
(Led by Marin Stanek) Click here to jump to Marin's slides at the end of this document

Current org chart for OIT: https://www.colorado.edu/avcit/who-we-are (updated regularly by HR)
- OIT Directors:
  - Jennifer (Jennie) Norton Brucker: HR
  - Jennifer (Jenn) Nebergall: Finance
  - Dan Jones: IT Security
  - Orrie Gartner: Ops
  - Thomas Hauser: Research Computing
  - Jon Giltner: Enterprise Services
    - Campus is demanding a lot of development
    - This area needs more integration with UIS & others
- Marin Stanek: Director of Academic Technology and Deputy CIO
- Mark Werner: Associate Director, also coordinates ASSETT partnership (Arts & Sciences Support of Education Through Technology)
- Julian Kinsman: Associate Director for Learning Spaces Technology
  - Learning Spaces supports 313 classrooms
- BASA (Business Analysis & Solution Architecture)
  - In OIT, great ideas have been turned into projects, but not always successfully.
  - There was a need to slow down and be more thoughtful about implementation.
  - Christina Tenerowicz developed a successful model while working with RIO (Research and Innovation Office)
  - Now there are embedded partnerships across campus (Student Affairs, Enrollment Management, OVCR, HR, Athletics, etc.)
  - The idea is to determine what the business is trying to do and how technology fits in to the mission.
  - BASA's mission (from slide 2): *Drive the university to effective, efficient, and innovative processes by engaging with partner-stakeholders to bring about business process solutions while leveraging technology that supports the university's strategic goals. Manage project portfolios in order to efficiently utilize resources and execute change by priority, while improving the user's experience.*
  - Question: How do we engage business analysts? Contact David Kang, Christina Tenerowicz

- Governance: Shared IT governance framework (all four campuses)
  - The focus is on effective project management (incorporating lessons learned from "Elevate")
  - Governance Diagram (Slide 3):
    - The inner circle represents collaboration between campuses
    - Effective governance requires conversations at different levels and an understanding of priorities and resources.
    - There is a focus on academic technology and research.
    - The ERP committee is somewhat new. It ensures that the IT environment is strategically organized, coordinated and cost-optimized.
    - The Technology Governance Group (TGG) provides strategic oversight in support of the academic mission at CU.
    - We strive for a mature and transparent governance process.
  - Continuous Improvement:
    - Reactive surveys still really matter. We are looking for a 90% satisfaction rate.
    - Every other year, there is a massive proactive survey. Surveys are sent out to faculty and staff.
    - The "best and worst" question is disliked, but important.
    - The IT Service Center (ITSC) does a great job. (Kudos to LeCarla)
    - We are working toward a better user experience.
    - We struggle with capacity and bandwidth, especially for the wireless network.
    - There have been requests for improved security & back ups. We want to expand cloud computing and provide more training (e.g. Lynda).
    - We keep resolving things faster. The DDS resolve time is 37 minutes, but we want it to be even faster.

OIT Areas of focus:
1. USE (Unified Student Experience): There is refreshed interest in supporting students. The graduation rate matters. We are concerned about students leaving between their Freshman and Sophomore years. Students live in a digital world. How can we unify them?
2. Cloud first: Cloud computing is important to the research environment. In the next 5-8 years, we will transfer our infrastructure to the cloud.
3. Research Efforts (Thomas Hauser): Innovation
4. Vigilance of Accessibility/Universal Design: We care about accessibility and must remain vigilant. The campus is asking for a better design & user experience. "It's all about data."
5. Governance maturity and processes: The ERP effort

OIT's Evolving Role: 3 tiered model
- Level One is the basic IT Infrastructure and Support
- Level Two is IT services that understand business processes and the uniqueness of being on campus. There is integration of tools and processes that leads to innovation.

- Level Three is Transformative IT. Understanding how to leverage IT; creating partnerships and participating in Academic Futures.

Digital Signage Update:

- Key stakeholders met to discuss how can this can be implemented as a shared service. Money is an obstacle.
- The subcommittee will report back to ERP on February 13th.
- The contract with Four Winds is expiring. They are not committing to accessibility.
- The dilemma is whether to extend the contract without product support or let it expire and open an RFP. Moving forward, we must determine what the campus wants and how much it will cost, then prioritize digital signage against other projects.
- Marin will update Chris for dissemination to the group.
- Four Winds does not have text for hearing impaired. It requires a player. Currently, there is software & hardware and a streaming service. The information lives on the web page and is pushed to the screen. The technology is changing.
- How do we build a service? The big users are Athletics and Housing. The smaller departments have less resources.
- Erika Kleinova commented that she has been disappointed by the lack of support from OIT. She feels a lot of effort has been wasted. The contract is campus-wide, but there is no service wrapping. There is no intent to have service wrapping, but that's what the campus needs.
- In order to have as an enterprise service, there must be funding. Priorities have to be evaluated. Marin invited the group to provide input on what is needed. ERP will evaluate the information and work out funding.

Agenda 5: Decision & Action Item Review

Support for digital signage is lacking. Deborah Hamrick said she has a 10 step process for getting a digital sign in place. Marin said that she'd have more of a direction after the 2/14 ERP meeting.

OIT Enterprise Services

February 2018 Update for CCITP

Office of Information Technology
UNIVERSITY OF COLORADO **BOULDER**

Enterprise Services is (are?):

- Dedicated Desktop Support – *Kerry Havens* (*David Cavalieri*)

- Endpoint Management Services – *Kerry Havens* (*Jeff Green*)
  - Incl. Campus SCCM Services, VDI, JAMF

- Messaging & Collaboration - *Eric Galyon*
  - Incl. Google Apps, Office 365, Mail Routing, Spam Filtering, Email Lists

- Identity & Access Management – *Kerry Havens* (*David Goldhammer*)
  - Incl. Account provisioning, Directories, Federated AuthN (Shibboleth)

- Business Analysis & Solution Architecture – *Christina Tenerowicz*
  - Incl. Campus Business Analysis, Docusign, MyCUInfo, InfoEd

- Enterprise CRM - *Nalini Kaplan*
  - Incl. Academic Advising / Student Success (myCUHub), eComm

- Project Management Office - *Brent Phillips*
  - Also Change Management, Service Catalog Management

- ServiceNow – *Brent Phillips (Jon Budoff)*

- Development & Architecture – *Vasa Dasan*

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…yields these results

Virtela Enterprise Services Cloud
Local Cloud Centers Worldwide

Network Services | Mobility Services | Security Services | Accelerate Apps | Manage Devices

Virtela Virtualized Overlay Network across 1 million + cities

Connect Locations Worldwide

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BLUE THUMB POOL CARE

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Office of Information Technology
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Notable happenings in...

...Dedicated Desktop Support

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- In CY17, Continue to drive economies of scale w/o decreasing service levels:
  - ➤ 12 new departments supported, having 370 devices
  - ➤ Additional 334 new devices in existing supported departments
  - ➤ Increased Computer-to-Technician ratio from 148-1 to 152-1 retaining 97% customer satisfaction (based on 3,200 returned surveys).
  - ➤ 4424 total supported systems as of August 1, 2017

- Currently being on-boarded: ENVS, Imaging Services, English, MCDB, ICS

DesktopSupport.com

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Notable happenings in…

…Endpoint Management Services

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- Lab management has been transitioned to new labs team in Learning Spaces Technology (Dilan Weerasinghe, Lab Services Manager)

- EMS Focus Now:
    - SCCM as a campus service
    - JAMF as a campus service (coming July 1)
    - Streaming software and system images
    - VDI as a campus service (in pilot)

- Piloting persistent VDI and application layering with Libraries

- About to procure an update/patch management tool that will be "packaged" with SCCM & JAMF services
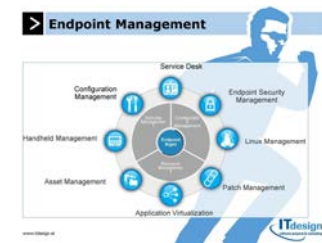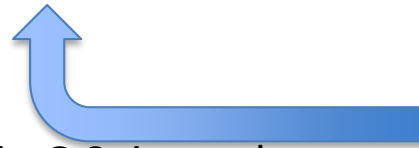
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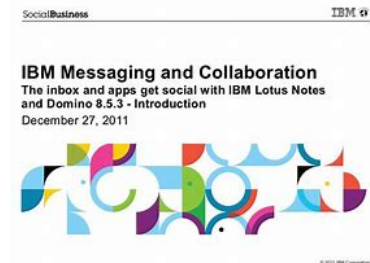~~Strangest~~ Lamest

Notable happenings in...

...Messaging & Collaboration

- Many, many new features/products in G Suite and O365:
  - Accessibility testing and remediation
  - Understand and test impact on existing services and customers
  - Understand/create processes for enabling
  - Create support channels, training, documentation, communication

- Currently working on: Google Team Drive, Microsoft Teams, Microsoft O365 Streaming

- Email Spam & Virus filtering changes:
  - URL rewriting
  - Exploring DMARC enforcement

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SocialBusiness   IBM

IBM Messaging and Collaboration
The inbox and apps get social with IBM Lotus Notes
and Domino 8.5.3 - Introduction
December 27, 2011

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Notable happenings in...

...Identity & Access Management

- LDAP Switched to OUD, provisioned by OIM!

- Unified Student Experience and SSO

- Early New Employee Provisioning/Workflow

- Continuing to plug away at replacing legacy provisioning processes with OIM

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Notable happenings in…

…Business Analysis & Solution Architecture

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- Focus on supporting campus needs relating to the ERP systems (PeopleSoft and InfoEd). New People and roles:
    - Natan Tuckman – Program Manager for HR
    - Max Schriefer – … for Student Affairs and FBS
    - Mick McTigue - … for Research Advancement & Athletics

- Formal Organizational Change Management for all ERP Projects:
    - Ana Martin
    - Janette Noonan

- Introducing Campus ERP Governance and System-wide IT Governance processes and Strategic Planning.

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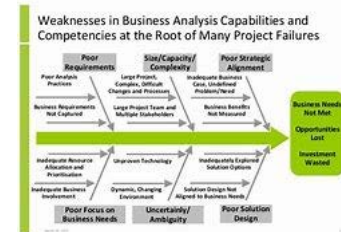
Notable happenings in…

…Enterprise CRM (Salesforce)

Bing incognito image search of this phrase…

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- Several major new feature releases for Advising/Student Success incl. revised logging and communications.

- Additional Users and Uses (RIO, BOLD Center, Disability Services, Expanded Advising Usage, 650+ users overall)

- Major effort to migrate to HEDA – Higher Education Data Architecture

- Service Categorizations for FY2019:
  - eComm
  - Event Management
  - Organizational CRM
  - Student Success and Engagement

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Notable happenings in...

...Project Management Office

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- Aligning processes and portfolios: UIS, System wide IT Governance, Boulder Campus ERP Governance, OIT

- ERP Projects: Slate, Applicant Tracking System (Taleo Replacement), Unified Student Experience, Focused Course Search (Leepfrog), Boulder NEXT, more.

- 64 active projects on OIT portfolio

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Notable happenings in…

…ServiceNow

Active Tenancies/Sub Tenancies in ServiceNow:
- Leeds
- Bursar
- Libraries
- Animal Research
- OIT
- Continuing Ed
- Housing IT
- Faculty Information Systems
- ODA (in progress)

OIT Moving Project Portfolio from Teamdynamics to SN in June

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Notable happenings in…

…Development & Architecture

- Open Positions!
  - Salesforce Lead/Technical Architect
  - Full stack PHP/Java

- Notable development efforts:
  - Canvas provisioning/Web grading
  - CRM Student Success Features & Data Management
  - A&S Business Application
  - Unified Student Experience
  - OIM/Provisioning

- Reminder: we are hosting an on-going series of lunch hour tech talks (lunch provided). (Contact Luis.Ordorica@Colorado.EDU)

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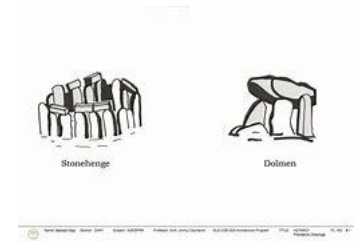
Spring 2018 CCITP – Deputy CIO Update

Topics to Cover

Updates (riffing on what Larry said in December at the CCITP celebration).

Specifically:

1. **How OIT is organized and highlights**

2. **How OIT handles things**
   - **Process**
   - **Policy**
   - **Continuous Improvement**

3. **Areas of focus & how IT is tied to Academic Futures work**

4. **Questions**

How OIT is organized and highlights

chart

Notables:

BASA: Business Analysis & Solution Architecture

Drive the university to effective, efficient, and innovative processes by engaging with partner-stakeholders to bring about business process solutions while leveraging technology that supports the universities strategic goals. Manage project portfolios in order to efficiently utilize resources and execute change by priority, while improving the users experience.

Development: investment and growth in support of campus initiatives: USE, ODA, Canvas, etc.

Governance
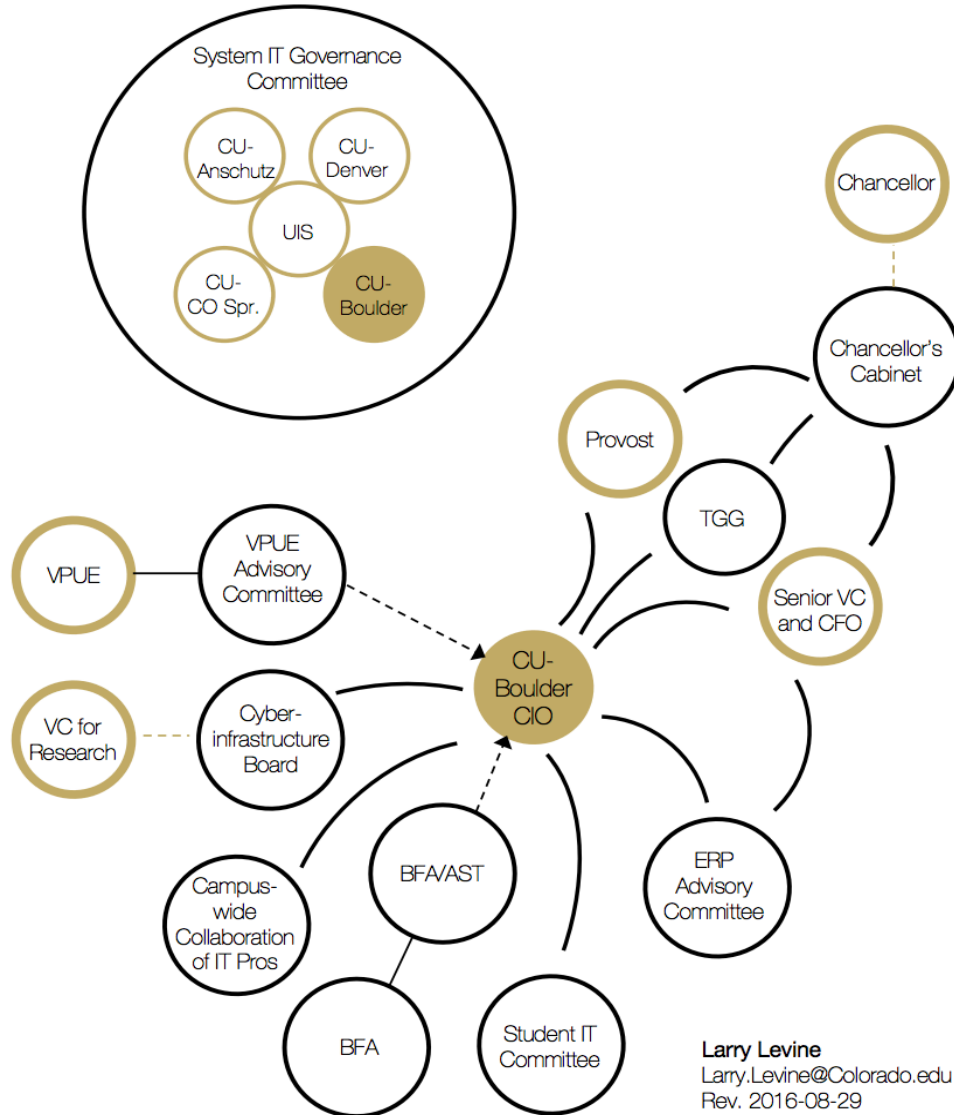
Process: increasing partnership with UIS and other campuses

Policy: shared governance and multiple levels

Continuous Improvement

2017 OIT Services Survey Report

Survey Background

In January 2017, our services survey was distributed to 9,254 CU Boulder faculty and staff. It was available for one month, and 2,751 people completed the survey, which is approximately a 30% response rate. The survey asked recipients their satisfaction with OIT generally, to select the best and worst category of OIT services, and then to select the best and worst service within that category. Recipients also provided 1,515 written comments about how OIT could improve, and remain competitive and cutting edge. What follows is a summary of the results, a sample of the comments we received about a particular service area in each category, and additional general comments.

Key Takeaways

The survey is the first part of our inquiry. With the initial results, we will investigate the following:
- ways to continue improving in the areas where we are doing well;
- ways to address the areas we need to improve upon;
- ways to respond to requests.

Kudos

In our survey, our IT Service Center, Dedicated Desktop Support, Microsoft Exchange, and IdentiKey services received **strong positive ratings** from respondents.

Opportunities for Improvement

Respondents pointed out areas where we could improve. They asked for a **better user experience** with our services. They surfaced **dissatisfaction** with the interface design of the **MyCUInfo portal** and the associated tools they access from the portal. Respondents also told us they **struggle with bandwidth and capacity issues on** the campus network, **particularly the wireless network**.
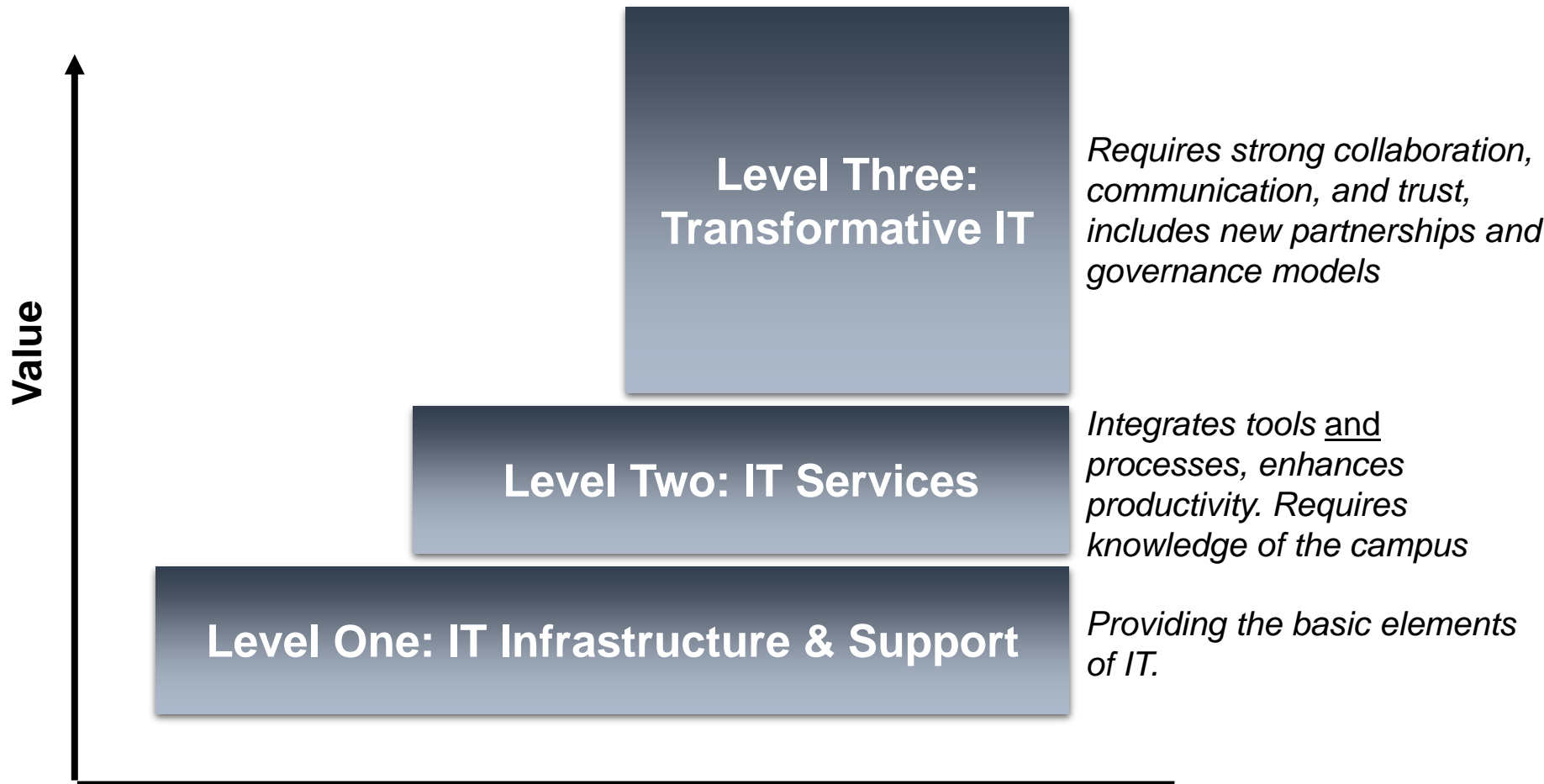
Requests

As we reviewed the written comments respondents provided, we noticed patterns emerging, which included requests for improved **security, reliability, and backups**. Respondents asked us to **expand cloud computing services**. They suggested they would like to see a **single calendaring system for the campus**. They asked that we provide more **training for faculty and staff** to help them learn technologies. Also, they would like us to **respond to and resolve problems more quickly**.

Areas of Focus for OIT

- ❑ **Unified Student Experience**

- ❑ **Cloud First -- Transition to SaaS (in next 5-8 years)**

- ❑ **Research Efforts>>>Innovation**

- ❑ **Vigilance of Accessibility/Universal Design, Security & Data Integrity**

- ❑ **Governance maturity and processes: ERP effort, IT Gov & overall**

OIT's Evolving Role on Campus & Academic Futures

Value

Level Three: Transformative IT

Requires strong collaboration, communication, and trust, includes new partnerships and governance models

Level Two: IT Services

Integrates tools and processes, enhances productivity. Requires knowledge of the campus

Level One: IT Infrastructure & Support

Providing the basic elements of IT.

Digital Signage Update

- Presented to key stakeholders in the Fall about shared service
- Key stakeholders: Leeds, HDS, Athletics, Rec Center and others discussed possibilities for shared service offering. Cost certainly a factor.
- Presented at ERP meeting with same info and discussed business need and desire for shared service = subcommittee creation for further exploration. Report back in Feb 13th.

1. Contract is expiring and out of compliance for accessibility with no commitment from FW to fix.
2. What does the campus want and how much will it cost?
3. Who is the service owner if it is campus-wide? Strat Relations, Infrastructure & Safety? OIT? FBS?

Questions

Process

ERP Governance Project Process and Stages – Version 1.1