

## Strategic Planning DIV: Full Assessment Report (downward)

Entity: Information Technology Services

### Division Mission Statement

#### Information Technology Services (ITS) Mission Statement

**Providing Department:** Information Technology Services

##### **Mission Statement**

**ITS Mission** - Information Technology Services (ITS) is UNCG's central technology organization, providing computing, communications, and data services. ITS is responsible for planning and management of the transmission and utilization of data, voice, and video, in support of the university's academic and administrative goals. ITS promotes best practices, efficient procurement, and overall cost-effectiveness in the use of IT resources across the entire University.

**ITS Vision** - ITS collaborates with partners on and off campus to deliver secure, easily accessible technology services when and where they're needed, 24 hours a day, 7 days a week. We promote cost-effective, technology-enabled learning, research, and innovation connecting more than 20,000 students, faculty, and staff to each other and to the Piedmont Triad, the State, and the world. Our staff members continually monitor, assess, and adjust our services in pursuit of excellence.

**Start Date:** 7/1/2009

**Entry Status:**

**End Date:** 6/30/2014

##### **Related Items**

*There are no related items.*

## Division Objectives

### SPO01: Reliable Core Technology Services

**Providing Department:** Information Technology Services

#### Description

Provide reliable core technology services that meet client needs, and are maintained with proper change control and minimal unplanned downtime (Banner, Blackboard, iSpartan, Network, and Voice Services).

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Objective Status:** Achieved

**Entry Status:** Final

#### Related Items

### SPM01: % Uptime for Academic Year - Core Technology Services

**Providing Department:** Information Technology Services

#### Source of Evidence

ITS Metrics Website (data collected by Remedy Patrol system)

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:** Final

### SPF01: 2010-2011 Finding for SPM01

**Providing Department:** Information Technology Services

#### Target

99.9% uptime (<8.76 hrs of unplanned downtime/year)

**Finding Status:** Partially Met

#### Description

**ACHIEVED-** The goal of 99.9% uptime for Banner was exceeded in 10-11, with actual uptime of 99.981%.

**NOT MET-** The goal of 99.9% uptime for Blackboard was not met in 10-11. The actual uptime was 99.886%. The most prolonged period of downtime was a 5-6 hour outage in December, 2010, caused by a hardware issue. Campus power outages in June, 2011, contributed to ~1.5 hours of downtime during that month.

**ACHIEVED-** The goal of 99.9% uptime for iSpartan services was exceeded in 10-11, with actual uptime of 99.940%.

**ACHIEVED-** The goal of 99.9% uptime was exceeded for FY 10-11, with actual uptime for the overall network exceeding 99.99%.

**ACHIEVED-** The goal of 99.9% uptime for voice/telephone services was exceeded in FY 10-11, with actual uptime of 99.965%.

#### Attachment

No items to display.

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:** Final

 **SPM02: Equipment Refresh within Planned Lifecycle - Core Technology Services****Providing Department:** Information Technology Services**Source of Evidence**

ITS Metrics website - data collected from ITS asset management inventory

**Start Date:** 7/1/2010**End Date:** 6/30/2011**Entry Status:** Final **SPF02: 2010-2011 Finding for SPM02****Providing Department:** Information Technology Services**Target**

100% of network and server equipment with a planned lifecycle will be refreshed/replaced prior to the end of that lifecycle.

**Finding Status:** Met**Description**

For FY 10-11, the goal of maintaining 100% of the University network equipment within the planned lifecycle of 6 years was met for both core network and building network equipment.

**Attachment**


No items to display.

**Start Date:** 7/1/2010**End Date:** 6/30/2011**Entry Status:** **SPAP01: 2010-2011 Action Plan for SPO01- SPO08****Providing Department:** Information Technology Services**Action Plan Description**

ITS will continue to monitor and track its progress on division strategic goals.

**Action Plan Follow-up****Start Date:** 7/1/2010**End Date:** 6/30/2011**Entry Status:** **SPO02: ITS Project Prioritization and Tracking Process Improvement****Providing Department:** Information Technology Services**Description**

Maintain and enhance the campus-wide process of ITS project prioritization, sizing/scoping, and execution, promoting alignment of technology services with client academic and business objectives.

**Start Date:** 7/1/2010**End Date:** 6/30/2014**Objective Status:** In Progress**Entry Status:** Final**Related Items** **SPM03: Project Prioritization - Completion of Tool Enhancements****Providing Department:** Information Technology Services**Source of Evidence**

ITS TimeTrack project tracking system for hours spent on project tracking tool enhancement, and RedMine software development tracking system for details regarding enhancements.

**Start Date:** 7/1/2010**End Date:** 6/30/2014**Entry Status:** Final

 **SPF03: 2010-2011 Finding for SPM03**

**Providing Department:** Information Technology Services

**Target**

Timetrack will show adequate hours logged in the "Process Support" category that reflects dedication of resources to project tracking tool improvements (e.g., TimeTrack development, exposing of project data to other resources such as external websites).

**Finding Status:** Met

**Description**

A total of 1,237.26 resource effort hours were logged in the "process support" category within TimeTrack for FY 10-11. **Most of this time was dedicated to enhancing the functionality of the TimeTrack product itself. Enhancements included automation of change log entries to save significant time for the ITS Project Management Technologist who previously had to record log entries manually, creation of a report to better assist managers in monitoring the time their staff are recording, addition of client project priority numbers as a TimeTrack data field, and implementation of functionality to allow the Project Management Technologist to make data changes that previously required escalation to the TimeTrack application administrators.**

**Attachment**

No items to display.

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:** Final

 **SPM04: Project Prioritization - Completion of Process Enhancements**

**Providing Department:** Information Technology Services

**Source of Evidence**

ITS Architectural Review Committee Decision log (for process changes/enhancements)

[Note: To better reflect the committee's focus, the name of the Architectural Review Committee was changed to the "Project Review Committee" in 2011-2012.]

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final

 **SPF04: 2010-2011 Finding for SPM04**

**Providing Department:** Information Technology Services

**Target**

The ARC log will show implementation of changes to improve the overall project prioritization and tracking/reporting process to promote efficiency while also better meeting client and ITS needs.

**Finding Status:** Met

**Description**

The ARC Decision log and/or ARC meeting minutes and other ARC site material reflect several process enhancements for FY 10-11. **Major enhancements included a change in the way that small project hours are allocated for skillsets that are not typically involved in significant amounts of small project work. Rather than having small slices of resources allocated for each of these skillsets, they are combined and tracked in an "other skillsets" bucket to allow more flexible use of these resources across divisions. The 10-11 decision to combine the Institutional and ASC priorities into a single list beginning in FY 11-12 will simplify the overall project prioritization process while improving client visibility into Institutional-level priorities that have been approved by the Executive Staff.**


**Attachment**

No items to display.

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:** Final

 **SPAP01: 2010-2011 Action Plan for SPO01- SPO08**  
**Providing Department:** Information Technology Services

**Action Plan Description**

ITS will continue to monitor and track its progress on division strategic goals.

**Action Plan Follow-up**

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:**

 **SPAP02: 2010-2011 Action Plan for SPO02**  
**Providing Department:** Information Technology Services

**Action Plan Description**

Need to add missing entries to ITS Architectural Review Committee (ARC) decision log:

A review of the 10-11 ARC decision log and ARC collaboration site showed that while supporting documentation and information regarding 2 major project process changes had been posted on the site, these changes were not recorded in the decision log. The ITS ARC facilitator will ask the Project Management Technologist to add these items to the decision log. Several smaller changes were accurately recorded in the decision log.

**Action Plan Follow-up**

ARC log was appropriately updated.

**Start Date:** 7/1/2010

**End Date:** 6/30/2012

**Entry Status:** Final

 **SPO03: Support for Client Technology Priorities (Client-Prioritized Projects)**  
**Providing Department:** Information Technology Services

**Description**

Through the campus-wide ITS Project Prioritization process, ITS will support client efforts to fulfill the University's mission and operational needs by dedicating resources to complete technology projects identified by:

- the University Executive Staff and the Administrative Systems Committee for Institutional Project Priorities
- the Administrative Systems Users Group for Cross-Divisional Project Priorities
- established Divisional project prioritization processes for Academic Affairs (including ORED), Business Affairs, ITS, Intercollegiate Athletics, Student Affairs, and University Advancement

[Note1: In 10-11, the Administrative Systems Committee Priority list was separate from the Institutional list. For 11-12 and beyond, these priorities are represented by a single list.]

[Note2: For this Strategic Objective, direct links to University strategic areas, goals, and areas of responsibility reflect connections made through Institutional and ITS projects only. Other Divisional projects may be linked to specific University values, provision of resources, strategic areas, goals, and areas of responsibility through each Division's strategic plan.]

[Note 3: Cross-divisional priorities include client-approved scheduling of upgrades for campus-wide administrative technology systems.]

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Objective Status:** In Progress

**Entry Status:** Final

**Related Items**

 **SPM05: Overall Number of Client-Prioritized Regular Projects Completed**

**Providing Department:** Information Technology Services

**Source of Evidence**

ITS TimeTrack Project Tracking System

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final

 **SPF05: 2010-2011 Finding for SPM05**

**Providing Department:** Information Technology Services

**Target**

Completion of a minimum of 24 regular-sized client-prioritized projects (i.e., average of 3 priorities per list, with 8 input lists).

[Note: Though size, complexity and resource requirements vary from project to project, historical project data indicates completion of 24 regular-sized client-prioritized projects is a reasonable standard given the ITS organizational structure and size.]

[Note: In FY 10-11 only, ITS had 9 client input lists rather than 8 because the Institutional and Administrative Systems Committee lists were not yet combined.]

**Finding Status:** Met

**Description**

ITS exceeded the goal of completing 24 regular sized client-prioritized projects in 10-11, with 31 regular-sized non-infrastructure projects completed (includes Institutional/Administrative Systems Committee, Cross-Divisional, and Divisional priorities).

[NOTE: The number of regular-sized non-infrastructure projects completed was previously reported as 38. This number was corrected to 31 on 8/14/12.]

**Attachment**

No items to display.

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:**

 **SPM06: Overall Number of Client-Prioritized Small Projects Completed (Non-Infrastructure)**

**Providing Department:** Information Technology Services

**Source of Evidence**

ITS TimeTrack project tracking system

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final



**SPF06: 2010-2011 Finding for SPM06**

**Providing Department:** Information Technology Services

**Target**

Completion of 21 client-prioritized small projects (i.e., projects of 80 or less effort hours, typically with most hours expended within a single ITS project skillset). This equates to approximately 3 small projects per client-prioritized small project request list.

[Note: If fewer than 21 small projects are requested in a given year, the completion goal is reduced accordingly.]

[In FY10-11, Athletics was not given a separate small project hours allocation, but will receive one in FY 11-12 and beyond, making the total # of small project request input lists 7. ITS and the ASC do not have their own small project allocations, but are grouped together with other potential requestors in the "unclassified" allocation.]

**Finding Status:** Met

**Description**

ITS completed 28 small projects in 10-11, exceeding the target of 21.

**Attachment**

No items to display.

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:** Final



**SPM07: Project Completion by Priority List - Client-Prioritized Regular Projects**

**Providing Department:** Information Technology Services

**Source of Evidence**

ITS TimeTrack Project Tracking System

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final


**SPF07: 2010-2011 Finding for SPM07**

**Providing Department:** Information Technology Services

**Target**

At least 1 regular sized project per year will be completed from each of 8 client-prioritized project request lists:

- Institutional/Administrative Systems Committee
- Administrative Systems Committee Users Group Cross-Divisional List
- Divisional Priority lists for Academic Affairs (including ORED), Business Affairs, Student Affairs, University Advancement, Athletics, and ITS

[Note: It is expected that larger divisions such as AAF and BAF will typically have more projects completed in a year than smaller divisions.]

**Finding Status:** Partially Met

**Description**

**ACHIEVED:** A total of 6 Institutional and ASC regular-sized projects were completed in 10-11.

**ACHIEVED:** ITS completed 6 regular-sized (non-small) projects for Academic Affairs in 10-11.

**ACHIEVED:** ITS completed 6 regular-sized (non-small) projects for Business Affairs in 10-11.

**ACHIEVED:** ITS completed 8 regular-sized (non-small) projects for cross-divisional priorities identified by the Administrative Systems User Group in 10-11.

**ACHIEVED:** ITS completed 2 regular-sized projects from the ITS Divisional Priority list in 10-11.

**ACHIEVED:** ITS completed 1 regular-sized (non-small) projects for Student Affairs in 10-11.

**NOT MET:** Despite ITS having received requests for University Advancement regular-size projects in 10-11, competing resource requests resulted in none of these projects being completed. The goal of completing at least 1 regular-sized project request was not met.

**ELIMINATED:** Intercollegiate Athletics made no regular-sized project requests in 10-11, so the goal of completing 1 regular-sized project has been eliminated for 10-11.

**\*Please review the attached "ITS Project Completion- Client Prioritized Regular Projects" document for more details on this finding.**

**Attachment**

 ITS Project Completion- Client Prioritized Regular Projects

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:** Final


**SPM08: Project Completion by Priority List - Client-Prioritized Small Projects**

**Providing Department:** Information Technology Services

**Source of Evidence**

ITS TimeTrack Project Tracking System

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final



 **SPF08: 2010-2011 Finding for SPM08**

**Providing Department:** Information Technology Services

**Target**

Complete at least one small project per client-prioritized small project request list each year. Client groups will small project allocations are as follows:

- Administrative Systems Committee Users Group Cross-Divisional List
- Divisional request lists for Academic Affairs (including ORED), Business Affairs, Student Affairs, University Advancement, Athletics (added for FY 11-12)
- Unclassified (for other requests including ITS, Chancellors Office and Athletics in 10-11)

If a client group makes no small project requests in a fiscal year, the goal to complete a small project for that group is canceled.

**Finding Status:** Met

**Description**

**ACHIEVED:** ITS completed 10 small projects for Academic Affairs in 10-11.

**ACHIEVED:** ITS completed 12 small projects for Business Affairs in 10-11.

**ACHIEVED:** ITS completed 3 cross-divisional small projects in 10-11.

**ACHIEVED:** ITS completed 1 small projects for Intercollegiate Athletics in 10-11.

**ACHIEVED:** ITS completed 1 small projects for Student Affairs in 10-11.

**ACHIEVED:** ITS completed 1 small project for University Advancement in 10-11.

**\*Please review the attached "ITS Project Completion- Client Prioritized Small Projects" document for more details on this finding.**

**Attachment**

 ITS Project Completion- Client Prioritized Small Projects

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:** Final

 **SPAP01: 2010-2011 Action Plan for SPO01- SPO08**

**Providing Department:** Information Technology Services

**Action Plan Description**

ITS will continue to monitor and track its progress on division strategic goals.

**Action Plan Follow-up**

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:**

 **SPAP03: 2010-2011 Action Plan for SPO03**

**Providing Department:** Information Technology Services

**Action Plan Description**

ITS will devote resources to the following Institutional Priorities identified for 11-12:

Project (existing project #'s included for reference – details available at <a href="http://its.uncg.edu/timetrack">its.uncg.edu/timetrack</a> )	Institutional Status
Novell/AD transition→ follow-up project to address remaining migration issues, completion of Linux desktop environment (# 66972), and virtual desktop access (# 27753)	Department PC/Mac migrations (# 1230) will <b>complete by 6/30/11</b> . The 3 follow-up/continuing projects will continue into FY 11-12.
Implement additional services in the General Computing Network	Requirements gathering currently underway (# 55487); implementation project will follow with tentative completion goal of 6/2013; some services to be added prior to 2013
CHP→UNC Combined Pricing Initiative (# 1212)	Refresh of desktop/laptop standards for FY 11-12 is underway; Phase II project will include tablets, thin clients, netbooks, etc.
Continue implementation of Gmail outsourcing (#1180)	Faculty/staff (non-archive) email/calendar migrations were finished as of Jan. '11; project will complete with archive migrations in early 11-12
Continue supporting students through VCL (# 9835)	Phase II work to include proof-of-concept for a significantly enhanced offering
HIPAA Compliance – file access logging solution implementation (# 55194)	Proof of concept completed (# 60348); implementation project is underway with expected completion in fall 2011
University Metrics	Phase I project (# 45675) to implement the technology infrastructure for a public-facing <b>WebFOCUS dashboard will complete by 6/30</b> . FY 11-12 work for real-time data reporting depends on <b>stakeholder identification of metrics</b> .
Middle College Initiative – Banner changes related to parking, meal plans, and bookstore (# 79592)	Relatively low estimated effort hours; expected to complete prior to the Fall 2011 semester start
Cross-Divisional Efficiency Initiative/Workflow Development (# 79892)	Vendor-led training currently underway; initiative may spawn multiple projects
Kronos/Banner Interface	Not yet started; will create an interface between Banner and the Kronos Timekeeping System used by BAF and SAF
University Website Redesign (# 68536)	ITS has begun work with University Relations to launch new first-tier pages by the Fall 2011 semester start
Central Group Management	Not yet started; work includes identification of business rules and recommendations to promote timely and appropriate access to services (e.g., buildings, computer accounts, ID cards).

**Action Plan Follow-up**

ITS completed projects for 6 of the 12 identified Institutional Priorities for 11-12 - Novell to AD transition follow-up, additional GCN services, Email outsourcing (archives moved from Lotus to Google Message Discovery), Middle College initiative, University website redesign, and identity management work which **supports the implementation of central group management**. Significant progress was made and/or phases of project work completed in most of the remaining areas, with the exception of the Kronos/Banner interface work which is expected to occur in FY 12-13.

**Start Date:** 7/1/2010

**End Date:** 6/30/2012

**Entry Status:** Final

 **SPAP03: 2010-2011 Action Plan for SPO03**

**Providing Department:** Information Technology Services

**Action Plan Description**

ITS will devote resources, as available, to the highest priorities on client-prioritized project request lists for FY 11-12.

[Note: List is maintained by the Divisional Representative for Project Prioritization and is subject to change throughout the year.]

**Action Plan Follow-up**

As reflected in the 2011-2012 Findings for SPO03, ITS has continued to devote resource to client-prioritized project work. UNCG faculty and staff may obtain further details on project status and project completion by logging into <http://its.uncg.edu/timetrack>.

**Start Date:** 7/1/2010

**End Date:** 6/30/2012

**Entry Status:** Final

 **SPO04: Support and Maintenance of Required Technology Infrastructure**

**Providing Department:** Information Technology Services

**Description**

Implement and support required technology services, performing maintenance and upgrades necessary to provide a stable, secure and cost-effective computing environment in support of the University's mission and operations.


**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Objective Status:** In Progress

**Entry Status:** Final

**Related Items**

 **SPM09: Completion of ITS Infrastructure Projects**

**Providing Department:** Information Technology Services

**Source of Evidence**

ITS TimeTrack Project Tracking System

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final



## SPF09: 2010-2011 Finding for SPM09

**Providing Department:** Information Technology Services

### Target

ITS will complete required infrastructure projects with appropriate change control and minimal unplanned disruption to campus technology services and client operations.

**Finding Status:** Partially Met

### Description

ITS completed 22 infrastructure projects in 10-11. Objectives of the projects included:

- scheduled refreshes and upgrades of network and server hardware and software
- disaster recovery and preparedness testing
- rearchitecture of the data center and select technology service infrastructure to promote greater effectiveness, sustainability and security of services
- testing of new versions of university-critical software
- continued development of core identity management services
- updates to the ITS labs to continue to promote a stable technology teaching and open access lab environment
- efforts focused on compliance and data security, including development of more effective procedures to respond to "desktop" computer compromises, completion of the campus-wide implementation of the Identity Finder (IDF) software, and continued Audit preparedness work

Of these projects, only the Identity Finder Implementation project had unanticipated consequences that resulted in a significant unplanned disruption of client operations. This was specifically related to a defect in the IDF server software which caused the product to run scans multiple times per day on many client machines, rather than once per week as intended. This problem was remedied by installing a new version of the server product.

ITS Infrastructure projects completed in 10-11:

- Banner DR Spring 2011 Exercise on Remote Site at App State
- Banner Hardware Refresh
- Bryan 235 Upgrade
- Compromised Machine Long-term Procedure Development and Implementation
- Core/Distribution Network Upgrade Phase 1
- Data Center Re-architecture
- Departmental 11g Database Upgrades
- F5/BigIP Re-architecture
- Google Search Appliance Upgrade
- Identity Finder Implementation
- ITS Audit and Remediation FY10-11
- Lab PC Image Upgrade Fall 2010
- Lab PC Image Upgrade Spring 2011
- Mac Lab Upgrade Fall 2010
- Mac Lab Upgrade Spring 2011
- Middleware Team – Enterprise Universal ID & Enterprise Group ID Service Design & Implementation
- Mobility Strategy Development: Campus Communications Coverage
- Secure Application Servers into Tier 1 & 2 of Internal Data Center
- SQR Sundown Phase 1a
- SQR Sundown Phase 1b
- WebFOCUS 8.0 Beta Testing
- Weblogic/Tomcat and SunGard HE New User Interface Assessment

### Attachment

No items to display.

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:**

 **SPAP01: 2010-2011 Action Plan for SPO01- SPO08**  
**Providing Department:** Information Technology Services

**Action Plan Description**


ITS will continue to monitor and track its progress on division strategic goals.

**Action Plan Follow-up**

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:**

 **SPAP04: 2010-2011 Action Plan for SPO04**  
**Providing Department:** Information Technology Services

**Action Plan Description**

ITS will continue to devote resources to essential infrastructure projects. ITS has identified a draft list of needed infrastructure projects for FY 11-12, but this list has not yet been finalized.


**Action Plan Follow-up**

Per the 11-12 Findings for SPO04, ITS has continued to devote resources to infrastructure projects, successfully completing 23 such projects in 11-12.

**Start Date:** 7/1/2010

**End Date:** 6/30/2012

**Entry Status:** Final

 **SPO05: Support of University Sustainability Initiative (Environmental Sustainability)**  
**Providing Department:** Information Technology Services

**Description**

Support the University sustainability initiative by implementing, maintaining and promoting sustainable and environmentally-friendly technology practices.


**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Objective Status:** In Progress

**Entry Status:** Final

**Related Items**

 **SPM10: Implementation/Enhancement of Sustainable Technology Practices (Environmental Sustainability)**

**Providing Department:** Information Technology Services

**Source of Evidence**

ITS Annual Sustainability Report

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final

 **SPF10: 2010-2011 Finding for SPM10**

**Providing Department:** Information Technology Services

**Target**

Each year, the ITS Annual Sustainability Report will indicate at least 1 new or significantly enhanced practice that promotes sustainable technology practices within ITS and/or across the University.

**Finding Status:** Met

**Description**

In FY 10-11 ITS implemented or enhanced the following to promote a more environmentally sustainable and "green" technology environment at the University:

Centralized Management of Windows OS power settings in desktop workstations

- With the move to Active Directory, ITS is able to centrally manage power settings to reduce energy consumption in offices across the campus. ITS has implemented settings to turn off office computer monitors after 20 minutes of inactivity, and will be able to implement more aggressive power settings in the future, as experiences allow. ITS continues to use power settings within ITS labs to turn off the computer monitors after 20 minutes of inactivity.

Use of VoIP phone system power settings

- ITS uses power settings in the configuration of Cisco IP phones to reduce energy consumption. The phone display turns off at 10:30PM each evening, and back on at 7:30AM each morning. The display is off on Saturday and Sunday unless a call is received or a key function is pressed. In those cases, the displays will "timeout" after one hour.

Completion of Faculty/Staff email account migration to iSpartan

- Hosting by Google (of Google Apps for Education) allows UNCG to purchase less electricity. Google leverages economies of scale and green sources in powering their data centers (<http://google.com/green> )

Purchase of a Campus-wide Enterprise License for Elluminate (superseding previous license for online learning only)

- Provides a virtual classroom/"teamroom" environment where both academic and administrative groups can communicate with voice, video, and instant message, as well as share whiteboard/text tools and desktop application screens. Elluminate can reduce the need for travel to campus or other locations to meet or attend class, workshops or other functions in person.

Enhanced Telework Bundle Service Offering

- For a full "campus equivalent" experience, ITS offers Telework bundles that provide a connectivity and software experience that is identical to being located on campus. This can be leveraged for ad hoc "work from home," or formal Telework that is either full or part-time, reducing the need for travel to campus. For casual use, ITS offers VPN connectivity to afford some of the benefits of the hardware-assisted Telework bundle.

ITS also continued several existing sustainable practices in 10-11 including

- operation of Pharos "Pay for Print" system in ITS and participating departmental labs to reduce paper waste
- facilitation of electronic assignment submission (e.g., through Blackboard) and use of other online collaboration tools (e.g., Google Docs, Sites, Talk)
- making select academic software remotely available through the Virtual Computing Lab (VCL) to reduce the need for travel to campus
- promotion of the purchase of EPEAT Gold and Energy Star compliant client technology devices through the campus-wide hardware procurement program
- participating in a vendor program to sell or recycle outdated cell phones
- reducing travel by supporting telelearning classes and teleconferences in the ITS Telelearning Center
- promoting a telework initiative for ITS staff members
- participates in a Shred-a-Thon with the Office of Waste Reduction and Recycling to promote disposition of materials that are no longer needed for reference or required by law for archival storage

**Attachment**

No items to display.

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:**

 **SPAP01: 2010-2011 Action Plan for SPO01- SPO08**  
**Providing Department:** Information Technology Services

**Action Plan Description**


ITS will continue to monitor and track its progress on division strategic goals.

**Action Plan Follow-up**

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:**

 **SPAP05: 2010-2011 Action Plan for SPO05**  
**Providing Department:** Information Technology Services

**Action Plan Description**

ITS will continue to implement or enhance efforts to promote environmentally sustainable technology practices.

Key efforts identified for FY 11-12 include:

**Data Center Architecture Consolidation -**

The University's enterprise server and network architecture is located in two campus data centers, McNutt and Bryan. Today, this architecture is contained in roughly 60 racks that utilize approximately 600 copper GigE ports. The amount of power and cooling required to sustain the current architecture place the campus data centers as the second largest consumers of electricity at the University. Minus major architectural changes and assuming continuation of current rates of growth in computing utilization, ITS is projecting that the campus will be out of data center capacity in 2013-14 +/- 12 months. We are currently executing several projects that will allow us to converge our server and storage platforms into a single unified architecture. We expect these changes to dramatically decrease the footprint of the infrastructure in the campus data centers (substantially reducing cooling requirements, power consumption and switching costs), and extend the useful life of these critical facilities.

**Desktop Virtualization -**

ITS is currently testing a Citrix virtual desktop service that could lead to the use of "thin clients" instead of regular workstations, where appropriate, across the campus. This will be piloted in the summer of 2011. While increased data center power consumption must be considered when comparing total energy costs, it is generally thought that adoption of thin clients can reduce total energy consumption.

**Action Plan Follow-up**

Though ITS did not produce a sustainability report for FY 11-12, work on the data center architecture consolidation continued, with servers continuing to be consolidated into the "virtual server" environment, and legacy stand-alone servers (e.g., Unix login servers) being retired. Decommissioning of the Lotus Archive Servers, with mail archives now hosted by Google, also saves energy and other data center resources.

The launch of the virtual.uncg.edu virtual desktop service offering, along with a "Technology Fair" to demonstrate "thin clients" to the University community, represented the first steps toward client potential adoption of such technologies.

The ITS Sustainability report will be produced biennially, with the next report to be available in spring, 2013.

**Start Date:** 7/1/2010

**End Date:** 6/30/2012

**Entry Status:** Final

## SPO06: ITS Collaborative Efforts and Partnerships with Other UNC Institutions

**Providing Department:** Information Technology Services

### Description

ITS will seek opportunities to partner with other UNC System institutions to provide, receive or collaboratively develop and offer effective and efficient technology services. Especially in the constraints of the current budget environment, such collaboration is essential to maintain the quality and availability of needed technology resources with fewer resources.

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Objective Status:** In Progress

**Entry Status:** Final

### Related Items

#### SPM11: Implementation/Enhancement of Collaborative Efforts and Partnerships with Other UNC Institutions

**Providing Department:** Information Technology Services

### Source of Evidence

ITS TimeTrack Project Tracking System and Report on Collaborative Efforts and Partnerships with Other UNC System Institutions

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final

#### SPF11: 2010-2011 Finding for SPM11

**Providing Department:** Information Technology Services

### Target

The TimeTrack System and ITS Collaborative Services and Partnerships report will show at least 1 new or enhanced collaborative effort with a UNC system partner for each year that expansion/enhancement opportunities are specified as a goal.

**Finding Status:** Met

### Description

The following technology collaborations were implemented in FY 10-11:

Services Provided by UNCG to other campuses -


- Blackboard Hosting for Fayetteville State University and UNC School of the Arts
- Blackboard Faculty and Student Support for UNC Schools of the Arts
- Desktop/client computing support at the JSNN, including support for NC A&T faculty and students

Partnerships with other campuses -

- NC A&T - in January, 2011, UNCG and NCSU began efforts at the request of NC A&T to perform a review of their campus technology services

During 10-11, ITS also continued several existing successful technology service collaborations included hosting Blackboard for NC A&T and services received from other campus as noted in Collaborative Services and Partnerships report (6-28-11).

### Attachment

 Collaborative Services and Partnerships - 6-28-11

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:**



 **SPAP01: 2010-2011 Action Plan for SPO01- SPO08**  
**Providing Department:** Information Technology Services

**Action Plan Description**


ITS will continue to monitor and track its progress on division strategic goals.

**Action Plan Follow-up**

**Start Date:** 7/1/2010

**End Date:** 6/30/2011

**Entry Status:**

 **SPAP06: 2010-2011 Action Plan for SPO06**  
**Providing Department:** Information Technology Services

**Action Plan Description**

ITS will continue to look for and implement, as appropriate, collaborative services and partnerships that promote the effective and efficient provisioning of technology services.

Two such services under consideration for FY 11-12 are:

- VoIP services provisioning collaboration with NC A&T
- Expanding High Performance/Scientific Computing services received from NCSU to include direct support to faculty and student researchers, in addition to access to the NCSU HPC Linux cluster

**Action Plan Follow-up**

VoIP services provisioning collaboration with NC A&T is not being pursued at this time.

Per the 11-12 Findings for SPO06, ITS now shares a portion of an HPC position with NCSU.

**Start Date:** 7/1/2010

**End Date:** 6/30/2012

**Entry Status:** Final

 **SPO07: ITS Service and Outreach**

**Providing Department:** Information Technology Services

**Description**

Support the University's core mission of Service and related strategic initiatives by participating in and/or supporting University service and outreach activities.


**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Objective Status:** In Progress

**Entry Status:** Final

**Related Items**

 **SPM13: ITS Contributions to Service and Outreach**  
**Providing Department:** Information Technology Services

**Source of Evidence**

Staff Senate Reports, ITS Staff Advisory Council reports, input from ITS management

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final

**SPF13: 2010-2011 Finding for SPM13****Providing Department:** Information Technology Services**Target**

Staff Advisory Council reports and information from ITS managers will demonstrate that ITS has engaged in or supported service and outreach efforts each year - at least 1 within the University and at least 1 within the greater Piedmont Triad community.

**Finding Status:** Met**Description**

ITS Staff Advisory Council, Staff Senate and ITS management reports indicate that ITS made meaningful contributions to University Service and Outreach in FY 10-11. **Activities included -**

Staff Advisory Committee -

- Donations collected for charitable causes including Urban Ministries, Salvation Army, and the Guilford County Animal Shelter

Staff Senate -

- An ITS staff member served as a co-chair of the Service committee
- ITS staff participated in 2 Habitat Build days, Beyond Tools for Schools school supply collection for economically disadvantaged children, the UNCG Angel Tree project, and the Arbor Day enhancement of the Staff Senate garden located near the Foust building
- An ITS staff member helped to recruit volunteers to tutor Burmese children

Support for Faculty in Economic, Cultural and Community Engagement (Strategic Area 4) -

- ITS provided lab facilities for the week-long Women in IT (WIIT) workshop organized by Dr. Laksmi Iyer (ISOM) to promote IT career interest among female high school students
- The ITS Operations Manager provided Data Center tours for WIIT participants

Other Service and Outreach

- ITS continues to name representatives to and/or provide support for the efforts of University committees outside of ITS (e.g., Sustainability Committee, Institutional Review Board, EPART, Academic Computing Committee, Institutional Effectiveness Committee, Online Learning Committee)
- ITS continues to name representatives and/or provide support for UNC System committees and efforts - in FY 10-11, ITS provided leadership for the UNC System-wide Security Committee and the UNC Combined Pricing Initiative PC Technical Specification Task Group
- ITS staff continue to serve on Committees and Groups beyond the UNC system that enhance ITS's ability to provide quality services to clients (e.g., Google and Lenovo Customer Advisory Boards, NC GAFE Users Groups)
- ITS staff organized efforts to collect substantial donations for 2 ITS student employees who lost all of their possessions in an apartment fire

**Attachment**

No items to display.

**Start Date:** 7/1/2010**End Date:** 6/30/2011**Entry Status:****SPAP01: 2010-2011 Action Plan for SPO01- SPO08****Providing Department:** Information Technology Services**Action Plan Description**

ITS will continue to monitor and track its progress on division strategic goals.

**Action Plan Follow-up****Start Date:** 7/1/2010**End Date:** 6/30/2011**Entry Status:**

 **SPAP07: 2010-2011 Action Plan for SPO07**

**Providing Department:** Information Technology Services

**Action Plan Description**

ITS will continue to seek opportunities and promote ITS participation in service/outreach to the University, Piedmont Triad Community, UNC System and beyond.

**Action Plan Follow-up**

Per the 11-12 Findings for SPO07, ITS has continued to contribute to on and off-campus service/outreach activities.

**Start Date:** 7/1/2010

**End Date:** 6/30/2012

**Entry Status:** Final

 **SPO08: ITS Support of Access to Education and Student Success**

**Providing Department:** Information Technology Services

**Description**

Given that adequate technology resources are a fundamental tool for access to education and student success, ITS will seek ways to promote adequate technology services for students.

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Objective Status:** In Progress

**Entry Status:** Final

**Related Items**

 **SPM12: ITS Contributions to Access to Education and Student Success**

**Providing Department:** Information Technology Services

**Source of Evidence**

ITS TimeTrack Project Tracking System, other management/staff input

**Start Date:** 7/1/2010

**End Date:** 6/30/2014

**Entry Status:** Final

**SPF12: 2010-2011 Finding for SPM12****Providing Department:** Information Technology Services**Target**

ITS will demonstrate contributions to access to education and student success through support of client projects and direct efforts to promote adequate technology services in support of student learning.

**Finding Status:** Met**Description**

ITS services, including network, server, client hardware, and software provisioning are essential to providing the technology services required for access to education and promotion of student success. In addition to the aforementioned relevant projects (e.g., wireless implementation for residence halls) and fundamental technology service provisioning (e.g., reliable network), ITS achieved the following in direct support of the University Strategic Area #1:

- Support for the Math Emporium initiative - ITS worked with the University Teaching and Learning Center (UTLC) and Department of Mathematics to identify adequate *existing* ITS lab space for the Math Emporium program which required 30 hours of reserved lab time per week (the pilot class was scheduled into the Bryan 209 Training Lab for Spring 2011)
- The Blackboard Technical Team, including both ITS and UTLC technical staff, worked collaboratively to support expansion UNCG's Starfish implementation from a pilot to a campus-wide initiative; this software is a critical component of UNCG efforts to increase retention and graduation rates
- Partnership with Lenovo to provide each incoming UNCG Guarantee student with a new ITS-support Lenovo Thinkpad laptop
  - ITS made a proposal to Lenovo which has committed to providing 40 laptops at no charge to students entering the UNCG Guarantee program in Fall 2011
  - ITS will assist with distribution of these laptops and provide Student Laptop Program services to the students
- Expansion of Service Desk (6-TECH) hours to include evenings and Sundays to enhance support available for online learners, evening classes, and students using the expanded wireless network in residence halls
- Hiring of a new position directly in support of online learning technologies
- 3-year investment in a campus-wide Enterprise license for the Elluminate/Blackboard Collaborate synchronous learning/collaboration tool
- 3-year investment in the Blackboard Mobile bundle (Learn + Central) in response to student interest in Mobile Learn (described as a "critical" technology need by the 11-12 Student Government Association President-Elect)

**Attachment**

No items to display.

**Start Date:** 7/1/2010**End Date:** 6/30/2011**Entry Status:****SPAP01: 2010-2011 Action Plan for SPO01- SPO08****Providing Department:** Information Technology Services**Action Plan Description**

ITS will continue to monitor and track its progress on division strategic goals.

**Action Plan Follow-up****Start Date:** 7/1/2010**End Date:** 6/30/2011**Entry Status:**

**SPAP08: 2010-2011 Action Plan for SPO08****Providing Department:** Information Technology Services**Action Plan Description**

ITS will continue to support access to education and student success. Efforts planned for 11-12 include:

- Support for an expanded Math Emporium initiative, requiring additional lab seat hours/week
- Distribution and support of UNCG Guarantee Scholar Lenovo laptops beginning in August 2011
- Upgrade to the latest version of Elluminate/Blackboard Collaborate in August, 2011
- Go-live of Blackboard Mobile Learn concurrent with the upgrade to Blackboard 9 in August, 2011

**Action Plan Follow-up**

In FY 11-12, ITS continued to support the Math Emporium, and worked with faculty to move several non-Emporium classes from Petty 222 to alternative labs, so that the Math Emporium could secure larger and more consistent lab space. All incoming UNCG Guarantee Scholars received Lenovo laptops in August, 2011. Upgrades to the latest versions of Blackboard Learn and Collaborate were completed successfully (the Collaborate update within Blackboard Learn was postponed from August to December, 2011, to allow faculty and students to first adjust to the changes in the Blackboard Learn interface).

**Start Date:** 7/1/2010**End Date:** 6/30/2012**Entry Status:** Final**Filter Criteria**

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Prepared by: Kim Ivey-Bourne  
Start Date: 7-1-2010  
End Date: 6-30-2011  
Filter Options: N/A