

# STATE OF DIVISION OF INFORMATION TECHNOLOGY

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC

January 2012



## A MESSAGE FROM THE CIO...



Dear Staff,

I hope you all had a nice holiday season and New Year and enjoyed the time off spent with friends and family. As we prepare to enter a new semester, I expect everyone to continue to work together to bridge gaps and foster a culture change within the Division of IT.

The year 2012 promises to be a pivotal one in the division, with the creation of our strategic plan. I encourage you to continue to ask

questions, voice your feedback and participate in setting the forward direction for the division.

Thank you,  
Dave Steinour  
CIO



## A MESSAGE FROM THE DEPUTY CIO...



Hello colleagues,

In an effort to better capture time and effort spent towards supporting our services to the university community, we have made some significant changes to the 2012 operational support plan. Our goal is to be able to better capture and report annually time spent supporting each service across the division. We have consolidated most of the operational buckets under Division of IT buckets instead of individual team or group buckets and added an

initial list of services we support. We understand that the list of services may not be complete and that it will be further defined and consolidated as we complete the Division of IT service portfolio this year. As you select your operational buckets for 2012, please review the list of services and select those you support on a regular basis. Tasks related to projects and demand requests do not have to be changed. For managers who approve time sheets, please check to see that time is charged correctly to the 2011 operational buckets.

Please record and capture all efforts in PPM by the end of January 2012. If you have any questions, please contact John Perry at 6-3686 or [jjperry@gwu.edu](mailto:jjperry@gwu.edu) or Anoush Dadgar at 6-4476 or [adadgar@gwu.edu](mailto:adadgar@gwu.edu).

Thank you,  
Ed Martin  
Deputy CIO



## UPDATES FROM...



### COMMUNICATIONS AND MARKETING

#### Documentation Assistance

The Office of Communications and Marketing has been assisting with the creation of one-pagers and other documents for the Office of Business Process Management. To discuss creating similar documents for your office or team, please contact Rachel Blevins at 4-2138 or [rachel\\_k@gwu.edu](mailto:rachel_k@gwu.edu) or Kara Wright at 4-1470 or [wrightk@gwu.edu](mailto:wrightk@gwu.edu).



## STAY INFORMED

#### Division of IT Recognition Program

Thank you to all staff who nominated colleagues and teams for awards in the recently launched Division of IT Recognition Program. The nominations have been received, and the recipients will be announced at the next all-staff meeting in February. For more information on the program, visit <http://it.gwu.edu/vnav/ITStaff/RecognitionProgram>.

#### Proud to Be GW: Division of IT Engagement Program

The Division of IT successfully launched the Proud to Be GW: Division of IT engagement program with the Dec. 15 GW basketball game versus Bradley. Although the Colonials lost, it was an exciting game, and our staff had a great time!



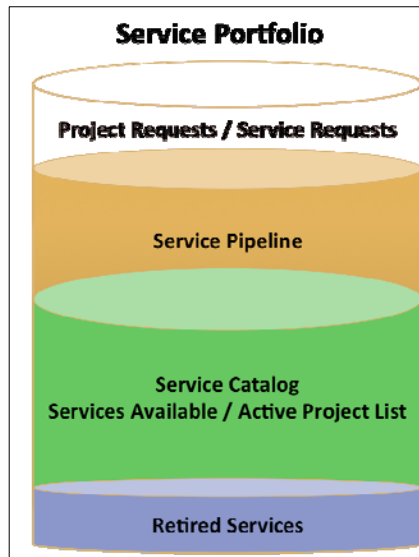
Please review the calendar at <http://it.gwu.edu/vnav/ITStaff/ProudtoBeIT> and RSVP to the upcoming events!

- Please sign up to participate in the upcoming service event at DC Central Kitchen. The event will take place on Wednesday, Jan. 25 from 5 to 8 p.m. We currently have four of the 15 spots left.
- Staff are invited to participate in the Division of IT's book club, which will kick off with reading *The Influencing Option: The Art of Building a Profit Culture in Business*. Please sign up on the website by Jan. 27 so that books can be ordered. We will meet in March for a brown-bag discussion of the book.
- Staff and their families are invited to watch the GW basketball team take on Xavier on Wednesday, Feb. 1, at 7 p.m. We hope to see you there!

### Service Portfolio Project Update

The Division of IT is currently creating and formalizing a process for managing business and technical services throughout their lifecycle. The output of this process will be an actionable service portfolio. This portfolio will contain the complete set of services managed by the Division of IT. The service portfolio, which is used to manage the entire lifecycle of all services, includes the following three categories:

- Service pipeline: composed of services proposed or in development
- Service catalog: composed of live services or services available for deployment
- Retired services: services that are not available to new customers or have been decommissioned



The goal of the service portfolio project is to implement a formalized process which will govern service portfolio management in the Division of IT, collect data on all Division of IT services and develop recommendations for tool implementation to support the portfolio (including additional phases of service data collection and catalog publishing). A working group has been at work developing the service details that will be collected and maintained in the portfolio, the processes to create and maintain items in the portfolio and the onboarding process for existing services.

The team is working on a tight timeline and several brown-bag, small group and focused team presentations, and discussions will occur over the next few months. The goal is to have the portfolio fully populated with all services this spring. Look for additional details and brown-bag announcements in the next few months. For questions or comments, please contact Bill Koffenberger at [billkoff@gwu.edu](mailto:billkoff@gwu.edu) or 4-3347.

### Post Change Survey

The voting members of the Change Advisory Board (CAB) were asked to consider how changes impact user communities and how we might construct a mechanism to gauge customer satisfaction associated with changes to services. The specific action item assigned to the CAB was "As the Division of IT continues to expand customer service methods, the division should proactively engage the user community to understand emerging issues, user needs, potential impact of outages and customer satisfaction levels."

The CAB has been asked to implement a post-change event survey of users for major change events to assess the communications and accuracy of our planned changes. The group met several times and developed a short 5-question survey that can be used to collect customer feedback. In the coming weeks, Division of IT staff will be presented the survey following selected changes to solicit input and feedback on this effort and the survey. Following this internal review period, the survey will be used with changes impacting customers and users across the university. Please contact Valerie Johnson at [vjohnson@gwu.edu](mailto:vjohnson@gwu.edu), Chris Megill at [cmegill@gwu.edu](mailto:cmegill@gwu.edu) or Bill Koffenberger at [billkoff@gwu.edu](mailto:billkoff@gwu.edu) with any questions about this process.

### Change Control Calendar Name Change

The ISS Change Control calendar has been renamed DIT Change Control. The DITChangeControl calendar is available for all staff to review the Forward Schedule of Changes approved by the CAB. To subscribe to the calendar:

- Select "Browse Interesting Calendars"
- Select "More"
- Select "Resources" for email.gwu.edu
- Scroll down to "DIT Change Control"
- Select "Subscribe"

## Congratulations!

**Thomas Cancelleri** was named HDI's Capital-Area Analyst of the Year for 2011. Thomas was recognized by HDI for his outstanding commitment to providing high-quality customer service and will go on to compete in the Northeast Regional Analyst competition this month, the winners of which will go on to the HDI National Conference in April.

**Jason Travers** and his wife Erin welcomed twin girls Lillian Elaine and Isabella Rose, about 3 pounds each, at 10:53 and 11:02 p.m. on Saturday, Dec. 10, 2011.

The **UWS team** was named the winner of the holiday door-decorating contest on the Ashburn campus. Below is a photo of the winning door:



## New Staff

### Cary Jasgur

*Assistant Director, Business Continuity and Disaster Recovery Planning*  
Cary comes to GW with more than 15 years of experience in business continuity and disaster recovery. He started on Jan. 9, and he will be responsible for working closely with Division of IT departments and the university community to educate, upgrade and manage our business continuity and disaster recovery planning program. Cary is located on the Virginia Science and Technology Campus in Enterprise Hall 322 and can be reached at [cjasgur@gwu.edu](mailto:cjasgur@gwu.edu). Cary will also present a lunch and learn session called "BC/DRP 101" in the near future—stay tuned for more information.



Remember the Division of IT  
Human Resource office is here for you!

For comments, questions or concerns, please contact the team:

- Christine Swankoski, Sr HR Client Partner, [cswankos@gwu.edu](mailto:cswankos@gwu.edu), 6-4155
- Jessica Gentine, HR Client Partner, [jgentine@gwu.edu](mailto:jgentine@gwu.edu), 6-4142
- Che'ree Campbell, Finance & HR Coord [ccampbe2@gwu.edu](mailto:ccampbe2@gwu.edu), 6-8550



**OFFICE OF BUSINESS PROCESS MANAGEMENT CONTINUED...**

**The PMO Wants To Know: Are You a Change Agent?**

At the Project Management Office (PMO) off-site in October, the discussion focused on the subject of change agency and change agents. Is "change agent" just a buzzword, or do these people really exist in the organization? According to research, a change agent is a person responsible for integrating, managing and encouraging change at the staff level versus the senior management level. Change agents are catalysts for change.

To help us better understand the role of a change agent, the team discussed how the Division of IT has changed over the past year and whether we have been facilitators of or resistant to the changes. To help make this determination, we reviewed research on planned organizational change and resistance to change. Planned change is "...a transformation of an organization between two points in time. The key aspect of change comes from comparing the organization before and after the transformation." Resistance is any opposition to a change, and it includes how you feel, think or act when change occurs.

If we don't want to be resisters of change, how do we become change agents in the Division of IT? Here are a few of the ideas we discussed:

- Do: embrace the change
- Do: help the message ripple out
- Don't: withhold information, suggestions, help or support
- Don't: allow silos or fault finding

If we all follow the simple do's and don't's above, we are helping to make change easier to implement within the Division of IT. Are you willing to be a change agent?

If you have questions or want to learn more about the PMO's discussions and findings regarding change agents, please contact Cheryle Horner at 6-2198 or [cchorner@gwu.edu](mailto:cchorner@gwu.edu).

**PMLC Brown Bags**

Please mark your calendars for the next PMLC brown bags, listed below. These events are scheduled monthly at noon and held via VTC in conference rooms B149 in Foggy Bottom and 382 on the Virginia campus. The PMLC brown bag discussions are open to all Division of IT staff, and no RSVP is required. These sessions are optional, free-form discussions and have been set up to discuss how the PMLC process is working, questions you may have and any potential improvements. Please contact Bill Koffenberger at [billkoff@gwu.edu](mailto:billkoff@gwu.edu) or Christina Griffin at [cgriffin@gwu.edu](mailto:cgriffin@gwu.edu) with questions.

- Friday, Jan. 20
- Thursday, Feb. 16
- Thursday, March 15
- Thursday, April 19
- Thursday, May 17
- Thursday, June 21



**OFFICE OF TECHNOLOGY ARCHITECTURE AND RESEARCH SERVICES**

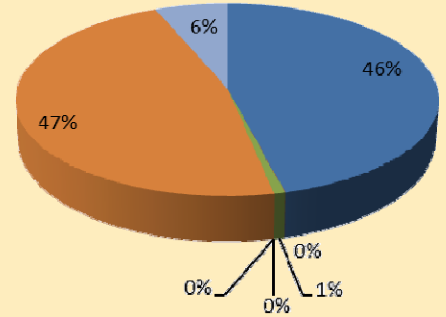
The Office of Technology Architecture and Research Services is working to address the final opening on a team with the current job posting for Senior Information Technology Architect, Enterprise Data and Mobility. The position is responsible for the planning, design, development, integrating and/or enhancement of IT architecture supporting mobile technology, services, endpoints and products. This includes ensuring the university is capable of adapting to changes in endpoint technology convergence and information access and mobility requirements. Central to this position will be the ability to contribute to the overall design of the enterprise-wide data/information architecture, which maps to the enterprise architecture and balances the need for access against security and performance requirements. Delivering to mobility requirements through the definition of data/information architecture standards, policies and procedures will be directly supported by this position. Details can be found on GW's jobs site at <https://www.gwu.jobs/>.

As we continue to work with each of you to help the Division of IT meet ongoing challenges and establish a strong base for providing support to GW's growing research community, we welcome your feedback. Please contact Brian Ensor at 6-8580 with any ideas or suggestions.

**Fun Division of IT Facts**

• **December E-mail Statistics**

Throughout December 2011, 34,000,000 e-mails were sent to GW e-mail addresses. Of these, Division of IT filters quarantined 30,000,000 harmful messages, only allowing 4,000,000 safe messages to be delivered.



- Stopped by Reputation Filtering
- Virus Detected
- Stopped as Invalid Recipients
- Clean Messages
- Spam Detected
- Stopped by Content Filter

• **Voice System Users**

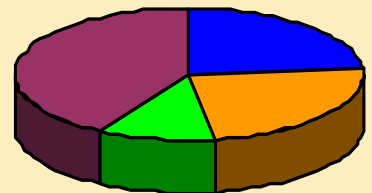
Foggy Bottom: 14,099  
Virginia: 1,472

Total Inbound Calls: 511,983  
Total Outbound Calls: 426,766  
Total Calls: 938.749

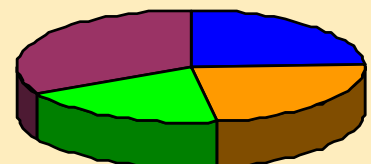
Voicemail Users  
Foggy Bottom: 5,656  
Virginia: 733

• **Modular Messaging**

*Foggy Bottom Modular Messaging*  
Total Incoming Calls: 192,540  
Total Messages Processed: 45,754  
Percent of Incoming Calls Resulting in Messages: 23.76%



*Virginia Modular Messaging*  
Total Incoming Calls: 24,879  
Total Messages Processed: 6,066  
Percent of Incoming Calls Resulting in Messages: 24.14% delivered



- Left Message
- Retrieved Messages
- Dialed an Extension
- Didn't Leave Message



### Update on Ashburn Data Center Project

The Division of IT and FM Construction are currently in the final stages of a data center construction project to increase the reliability and automation of the Ashburn data center facilities. This \$2.1 million upgrade has provided additional resiliency to withstand power outage on the Virginia campus. Additionally, the data center is being equipped with an automated monitoring system that will provide intelligent monitoring and adjustments to the electrical and mechanical facilities to enable both efficient and continuous operation. Final activities and project closeout will be completed in the coming weeks.

### Virtualization

In 2008, Enterprise Systems set a goal to reach an 80/20 virtualization ratio by 2012. Several efforts have been made since then to lifecycle all end-of-life servers and complete new deployments where possible with virtual machines. These numbers will vary as virtualization, de-commissioning and new applications increase. As of Dec. 30, 2011:

Managed Services: (last month's totals)

- 289 out of 359 Windows servers are virtual: 81% virtual (292 out of 360, 81%)
- 50 out of 89 Novell servers are virtual: 56% virtual (no change)
- Overall, the managed services are about 76% virtual (no change)

Unix Services:

- 87 stand-alone Solaris servers (no change)
- 2 M8000 with 17 zones (no change)
- 45 Solaris Zone hosts hosting 160 zones (no change)
- 95 Unix (Solaris and Linux) virtual machines (85)
- 7 appliances (Ironports, Axway) (no change)

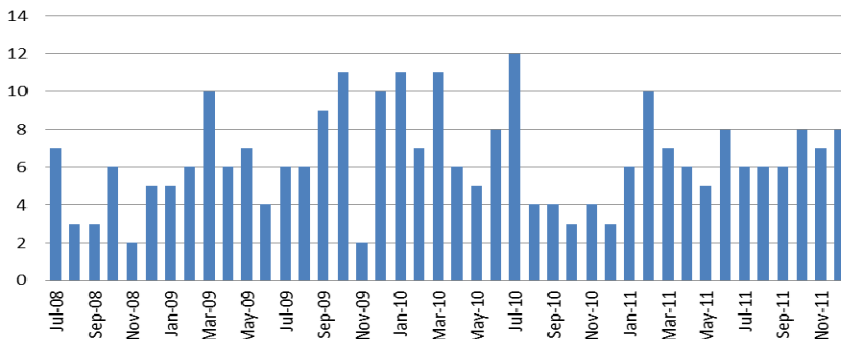
### Enterprise Backup System Metrics

November 2011 Metrics: (previous month's metrics)

- Total number of backup jobs attempted: 130,976 (160,316)
- Successful backup jobs: 129,783 (158,649)
- Failed backup jobs: 1,193 (1,667)
- Active backup jobs: 42 (9)
- Backup jobs success rate: 99.08% (96.78%)
- Total amount of data backed up: 269.167 TB (302.869 TB)
- Total number of restore jobs attempted: 603 (343)
- Successful restore jobs: 601 (338)
- Failed restore jobs: 2 (5)
- Total amount of data restored: 4.16 TB (4.558 TB)
- Average recovery distance: 6 days (1 week)

### File-sharing Audit Metrics

The Division of IT provides over 8 TB of file-sharing services for a large portion of the university. As this data is shared among various groups and departments for collaboration, it has the highest probability of corruption, accidental deletion and misplacement. The table below reflects the file restore frequency since July 2008.



### Windows Servers Patching Update

The Division of IT manages over 350 Microsoft Windows servers. Every month, Microsoft releases several patches that are applied to every single server. From January 2010 to December 2011, 1,531 patches were released and applied to the Division of IT managed Windows servers. In December 2011, 62 patches were applied to all the servers:

- 10 critical patches
- 26 important patches
- 0 moderate patches
- 8 other low-risk patches
- 18 unspecified patches



## Don't Forget...

### Mark Your Calendars

- Thursday, Jan. 12, 9-10 a.m.: Coffee with the CIO and Deputy CIO (VSTC), Enterprise Hall 1<sup>st</sup> Floor Dining Room
- Thursday, Jan. 26, 1-3 p.m.: Quarterly Managers Meeting, Enterprise Hall 1<sup>st</sup> Floor Dining Room

### Press Inquiries

Please send all press inquiries to Rachel Blevins at [rachel\\_k@gwu.edu](mailto:rachel_k@gwu.edu) or 4-2138. Any requests from the press, including The Hatchet, should be filtered through the Office of Communications and Marketing. Rachel will work with External Relations and the correct office within the Division of IT to draft a written response to any question from the media.

### Submit a Positive Vibe!

Publicly THANK, CONGRATULATE or RECOGNIZE a GW colleague on either a job well done or a special occasion!

*Submit Now!*

<http://www.gwu.edu/hr/colonialcommunity/recognition/positivevibes.html>

### Monthly Project Updates

The PMO continues to put together monthly project updates that can be found in the following location:

[G:\ISS\\_SHARED\Projects\OngoingProjects\PMO Monthly Project Updates](G:\ISS_SHARED\Projects\OngoingProjects\PMO Monthly Project Updates).

Please check back every month for the latest project updates that interest you.

### Employee Referral Program

The Employee Referral Program is a way for all Division of IT staff to contribute to the continued success of the organization. If you know someone who would be a good addition to the Division and they meet the qualifications for an eligible open position, it may be worth \$1,000 if you refer them for employment and they are hired. If your candidate is hired you will be awarded \$1,000, minus applicable taxes, after six months of continued successful employment of the referred individual. Please go to <http://it.gwu.edu/vnav/ITStaff/empref/> for more information and to see the current eligible postings.

### Technical Writing

The Office of Marketing and Communications has been assisting with the creation of several policies, procedures and technical documents for the Division of IT. This work has included documenting office knowledge, writing new procedures and editing and re-formatting existing documents. For more information or to assess your team's technical writing needs, please contact Rachel Blevins at 4-2138 or [rachel\\_k@gwu.edu](mailto:rachel_k@gwu.edu).

### Project Portfolio Dashboards

Dashboards are available for all IT managers through the PPM tool. To view the dashboards, log in to the PPM tool and look for the 'Dashboards' section along the left side. The new dashboards are under 'Div of IT Management Dashboards.' The dashboards compare proposals and projects from last fiscal year to this fiscal year based on project size, type and sponsoring department.



#### Get to Know the EDM Team

The Enterprise Document Management (EDM) team supports the GWdocuments and GWscan services for the GW enterprise. These applications are currently used by more than 70 departments across GW and are expanding each month. The EDM team supports these departments by providing cabinet design for each business process supported, implementation, training and day-to-day support. The team supports the development, test and production environments and provides the implementation, upgrading and support for all vendor systems such as Documentum, Captiva eInput/InputAccel and Brava. The GWdocuments service is supported entirely on virtual machines, with the primary servers in the Foggy Bottom data center and the high availability/disaster recovery servers in the Virginia data center.

The core EDM team members are: **Tony Ford**, Senior Documentum Administrator; **Meenakshi Sharma**, Senior Documentum Administrator; **Mike Ng**, Senior Java/Documentum Developer; **Anita Yuen**, Java/Documentum Developer; **Roberta Reed**, Senior Business Analyst; **Rick Gilchrist**, Director; and **Rehan Khan**, Senior ERP Database Administrator.

#### Data Warehousing: What Are We Working On?

The data warehousing team's 2012 goals focus on improving overall functionality and increasing the data availability in the data warehouse environment. To help meet these goals, we have planned a series of projects in each area. Our first significant project will be the upgrade from Cognos 8.4 to Cognos 10. This upgrade will improve on several existing pieces of functionality such as charts and graphs, information security and ad hoc query usage. In addition, the upgrade will also position the data warehouse to move into mobile computing.

In 2012 there will be a significant increase in the business functions addressed in the GW data warehouse. Planned projects including creating a faculty activity data mart, adding Avaya call center data to the help desk data mart and creating a human resources data mart. Adding these areas to the current GW data warehouse will help meet currently unmet reporting needs in areas critical to the GW mission. The data warehousing team is looking forward to a busy and fulfilling year ahead.



#### GW's IT Expertise Empowers World Impact Events

World AIDS Day event "[The Beginning of the End of AIDS](#)" was held on campus in the Jack Morton Auditorium on Thursday, Dec. 1. The event, which played to a worldwide audience, included an appearance by President Barack Obama and live tele-video appearances by President George W. Bush and President Bill Clinton. The event also featured panel discussions with such speakers as Bono, Alicia Keys and Elton John. The Customer Support Services and Communications Engineering Services teams worked with the United States Secret Service and staff from GW's External Relations team to ensure that all of the event's voice, video and data requirements were met. Ryan Owings, Danny Cook, Mike Heflin, Chris Thomas and Jim Whetzel all played a role in the success of the event. Thank you to all staff members who helped with this exciting event!

#### News from the ITSC

In an effort to provide the highest quality professional customer support services to the GW community, the IT Support Center has implemented several procedures to help improve our first contact resolution (FCR) rate. The ITSC team reviews escalated Remedy tickets on an ongoing basis looking for opportunities to address escalated items at the point of first contact. Additionally, all tickets returned to the ITSC for additional information or for a change to the assignment group are logged and reviewed as learning tools for the whole tier-one support team. Once this analysis is complete, we categorize the tickets as necessary and collect all summary information. This information is being saved and will be integrated into the database for the new knowledge management system. The implementation of the knowledge management system will provide the ITSC team with the ability to assist the GW community with technical needs accurately and more quickly than in the past. If you have any questions, concerns or ideas on how to improve your IT Support Center experience, please send your suggestions to [ithelp@gwu.edu](mailto:ithelp@gwu.edu).

The State of the Division of IT newsletter has been distributed by the Division of IT Office of Communications and Marketing. If you have been left off a list, have information that you want included in the next edition or have comments, questions or suggestions, please contact Rachel Blevins at [rachel\\_k@gwu.edu](mailto:rachel_k@gwu.edu) or 4-2138.

<http://IT.gwu.edu>