

STATE OF  
**DIVISION OF  
INFORMATION  
TECHNOLOGY**

**THE GEORGE  
WASHINGTON  
UNIVERSITY**

WASHINGTON DC

February 2012



## A MESSAGE FROM THE CIO...



Dear Staff,

We recently launched the Proud to Be GW: Division of IT engagement program, a culture-building initiative designed to support the division's mission and vision by strengthening our sense of community and improving teamwork and relationships among our staff. Your active involvement in the program will unite our team and help build our sense of pride in our work and our role at GW.

The Proud to Be GW: Division of IT engagement program kicked off in December with the GW basketball game versus Bradley, which included a meet-and-greet with GW's deputy athletic director, Chris Boyer. In January, staff were invited to participate in a service event at DC Central Kitchen, which provided both a fun opportunity for Division of IT staff to spend time together and a way to give back to the community. On Feb. 1, Division of IT staff and their families were invited to attend the GW basketball game against its biggest rival, Xavier University. All of these events were successful and fun for all who participated.

I encourage you to join your Division of IT colleagues in registering for the Division of IT book club. The book participants will be reading—*The Influencing Option: The Art of Building a Profit Culture*—was picked by the senior staff, and it presents the business values and ideas of the division in an interesting way. By signing up, you will receive a copy of the book and insight on how Division of IT staff can continue to build on the values of the division and the university. Participants will meet for a brown-bag discussion of the book in March.

Thank you, Dave Steinour



## A MESSAGE FROM THE DEPUTY CIO...



Dear Colleagues,

Clear task and service ownership and coordination of related or dependent activities are gaps for many items in our portfolio. As part of our continued maturity of PMLC and the need to depict clear accountability, the senior team has worked to identify and designate program managers.

The program manager has oversight responsibility of the purpose and status of all related projects and services in a specific program and is expected to demonstrate this oversight to support project-level and service delivery activity in support of overall program goals. This is accomplished by providing a decision-making capacity that cannot be achieved at the project level or by providing project managers with a program perspective and a sounding board for ideas and approaches to solving project issues that have program impacts.

The program manager is a designation for a Division of IT employee based on a combination of leadership ability, primary role and subject matter expertise. The expectations of program managers are that they provide sequencing and coordination of current and future initiatives and projects as they pertain to the program. Additionally, program managers also prepare, maintain, advocate for and update program goals and fluid multi-year roadmaps in conjunction with primary stakeholders, customers or related governance structure.

Below are the official program manager designations:

- Communications Network – Jeff Heinbaugh
- Communications Applications – Jeff Heinbaugh
- Computing Capacity – Mark Harris
- Intelligent Directory – Mark Harris
- Client Services – Mark Harris
- ERP Systems – Tom Breslin
- Documents and Records – Rick Gilchrist
- Business Intelligence – Mike Wolf
- Enterprise Architecture – Brian Ensor
- Endpoint Support and Service Delivery – Christina Huszcza
- Customer Relations – Carolyn Chase
- University Web Presence – Mark Albert
- Information Security – Dennis Devlin
- Business Continuity – Dennis Devlin
- Controls and Risk Monitoring – Dennis Devlin
- IT Service Management – Charlie Spann
- Research Services – Brian Ensor

Some of these terms may not be clear to all, so we think it is incumbent on the program managers to speak to what services, systems, applications and activities are included in each program. It is also imperative that program managers work together to bring that clarity to all. The senior team will continue to assess our programs and look to identify accountable program managers where gaps exist. We expect that the idea approval role of the Division of IT Gate Review Board in PMLC will shift in the future to be filled by program managers authorizing activities based on the dependencies, program roadmaps and resource requirements.

Please contact me, Dave or any of the program managers if you have questions or suggestions.

Thank you, Ed Martin

 **OFFICE OF BUSINESS PROCESS MANAGEMENT**

**Service Portfolio Project Update**

The BPM team has received a list of services from Division of IT teams for the IT service portfolio project. As a reminder, this project focuses on the collection and publication of the complete set of services the Division of IT provides. The service portfolio is used to manage the entire life-cycle of all services (service pipeline, service catalog and retired services). The next step for this project is to review the list of services that has been generated and begin collecting additional service information in focused meetings. Once this data has been obtained, reviewed and approved, the services will be ready to be published in the IT service portfolio. If you are interested in being added to the project eRoom, where this information will be available, please contact Kristen Clark at [kgabriel@gwu.edu](mailto:kgabriel@gwu.edu) or Larissa Kouglblenou-Siebens at [lksieb@gwu.edu](mailto:lksieb@gwu.edu).

ITIL defines a service as a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks. As we build our service portfolio, we will be identifying services that generally fall into two categories. First, technical services often indirectly provide support for customer outcomes. These services more often than not serve to support other services or are not services that customers interact with directly. A second category, business services, consists of services that customers readily know either by name or by function. For example, Google Mail is a technical service, as it supports the provision of a business service e-mail (GWMail and GWemail). The business services provided are GWMail for studnets and GWemail for faculty and staff.

The distinction between functionality or purpose and a particular solution's formal name is often hard to make and may not be necessary at all times, but as we stress with project requests, the goal is developing solutions that facilitate outcomes, not necessarily implementing specific products. In the end, products like specific applications will be part of our service catalog, but we may organize them into lines of service or programs when presenting them to our partners and customers. By moving away from the product orientation to programs, we can discuss solutions with our customers based on needs rather than focusing on implementing specific solutions. As we more fully develop our comprehensive service catalog, efforts will continue to organize the services and our approaches to program-related requests as well.

 **COMMUNICATIONS AND MARKETING**

**CIO Dave Steinour Named a SmartCXO Winner**

Chief Information Officer Dave Steinour was named one of the 2012 SmartCXO award winners by SmartCEO Magazine. Dave will be honored alongside Washington's finest CFOs, COOs, CIO/CTOs and executive management teams in the March issue of SmartCEO Magazine and at the SmartCXO Awards reception on March 28. Congratulations!

**Deputy CIO Ed Martin Named a Premier 100 IT Leader**

Deputy CIO Ed Martin was named one of Computerworld Magazine's Premier 100 IT Leaders for 2012. In receiving this award, Ed joins CIO Dave Steinour, who won the award in 2011, as an honoree. Ed will be honored alongside the best and brightest IT leaders at the 13<sup>th</sup> annual Premier 100 IT Leaders Conference March 11-13. Congratulations!

 **OFFICE OF UNIVERSITY WEB SERVICES**

**What Are We Working On?**

The much-anticipated launch of the Drupal CMS is scheduled for the first week of February. The Drupal system should provide many flexible options to university departments and offices for their web presence.

The UWS team will be implementing changes to the online directory to help protect individuals' information and privacy. The new changes will require people who are not logged in to MyGW to submit a form to send e-mails instead of seeing users' e-mail addresses and clicking on them. This change will help prevent people outside the university from grabbing e-mail addresses for the purposes of marketing and spamming. Look for these changes in the coming weeks.

**Mark Your Calendar**

**Employee Appreciation Day is March 2**

Employee Appreciation Day is an annual event that provides you a special opportunity to recognize your colleagues for all their hard work throughout the year. It can be as simple as sending a note saying "thank you" or bringing in some bagels and cream cheese for the team. Looking for more ideas? Check out GW's Recognition Toolkit: <http://www.gwu.edu/hr/colonialcommunity/recognition/toolkit>. Colonial Community has added a dedicated page of suggestions and resources to help you make this day meaningful.

**Proud to Be GW:**

**Division of IT Engagement Program**

Division of IT staff participated in a service event at DC Central Kitchen on Jan. 25. The event was led by Hell's Kitchen winner Rock Harper, and all participants had a great time!



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 CUSTOMER SUPPORT SERVICES**

**Communication Services Pinnacle Training**

The communication services team is constantly looking for ways to streamline our work order management and infrastructure tracking processes and procedures to make them more palatable and transparent for Division of IT end-users. To further enhance this goal, the communication services team will be participating in a specialized Pinnacle training class later this quarter. This three-day, in-house training course is being designed to meet the needs of account managers who work in the system every day. The training will give us insight on the use of the new features in the software and empower us to assist our clients more effectively. Some of the areas we will focus on are specialized reports, importing and exporting data, using the new dashboard features and infrastructure modeling as it relates to voice, data and cable TV. As the plans are finalized for this training, more information will be made available to the division, and colleagues who interact with Pinnacle will be invited to attend the training as well.

**News from the IT Support Center**

The IT Support Center (ITSC) is dedicated to assisting members of the GW community with all of their technical needs. Our goal is to resolve users' technical issues as quickly and efficiently as possible. We would like to share some of the metrics by which we evaluate our department. The charts to the right represent the results of our customer satisfaction survey between Dec. 1, 2011, and Jan. 1, 2012. The ITSC responded to 39,173 help tickets in 2011—roughly 3,200 tickets per month. These tickets were handled by a staff of three to five analysts for each of the three shifts that stretch around the clock 24 hours a day, 7 days a week. Although we are very busy here, we are constantly looking for ways to improve our services, and we are continuing to make improvements every day. If you have any suggestions on how the ITSC can improve its services, please send your feedback to [suggest@gwu.edu](mailto:suggest@gwu.edu). If you would like to take our customer satisfaction survey and report on your experiences working with the ITSC, please visit <https://www.surveymonkey.com/s/GWHelpDeskSurvey>.

We are here to help, so please do not hesitate to call us if you are having any technical issues. The ITSC can be reached at (202) 994-GWIT (4948), [ithelp@gwu.edu](mailto:ithelp@gwu.edu) or <http://itsupport.gwu.edu>. Technical assistance is available through the IT Support Center 24 hours a day.

**GW1X Upgrade**

STS and CES made the second of several upgrades to the GW1X system during the winter break. This change enabled a configuration utility called XpressConnect, which will streamline the process for users connecting to the GW1X wireless network for the first time. Over the next several months, STS and CES will work to expand GW1X support to Windows-based devices with a goal of moving wireless users off of the VPN unless it is needed for access to restricted systems.

**VDI and Virtual Applications**

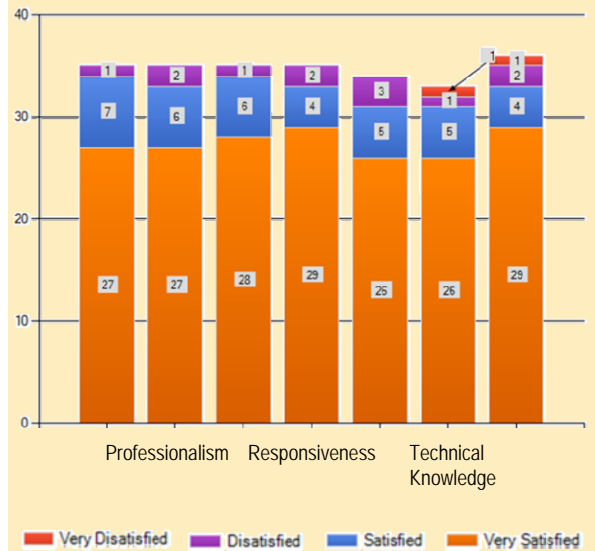
Systems and Network Support is working with SES on a university-wide virtual desktop infrastructure (VDI) implementation. The initial implementation is focused on labs in the School of Medicine and Health Sciences, the Division of IT and Gelman Library. This project involves virtualizing not only the desktops but also the applications that run on the virtual desktop. These virtual applications will run not only on virtual desktops but also Windows physical desktops and Citrix. The target go-live timeframe for VDI in labs is June/July.

**CSS February Updates**

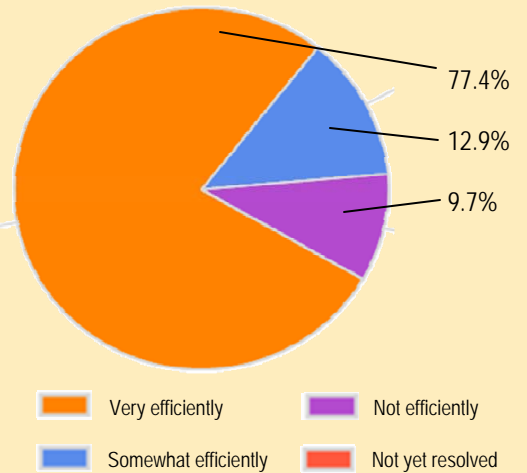
Several demos were held for Blackboard Collaborate and Captivate for various groups across the university. Melissa Ball of the School of Medicine and Health Sciences will be hosting Blackboard Collaborate sessions with various children's hospitals across the nation to share ideas and efforts. Claire and Wendy will be presenting PPM resource management training at the quarterly management meeting. They will focus on allocating available resource time to projects and requesting resources. Michael Favis will embark on a multi-national family reunion in February, with planned stops in the Philippines and Japan. The next Local Support Partner(LSP) meeting is Tuesday, Feb. 7, in Gelman Library room 207. The agenda will include guest speakers George Guzman, Dennis Devlin, Blaine D'Amico and Graham Barker. We will cover Google Apps for the GW domain, printer security, ZenWorks Configuration Management, virtual browsers, the self-enroll tool, Symantec Endpoint Protection 12 and Lumension Endpoint Management and Security Suite.

**ITSC Customer Satisfaction Survey Results**

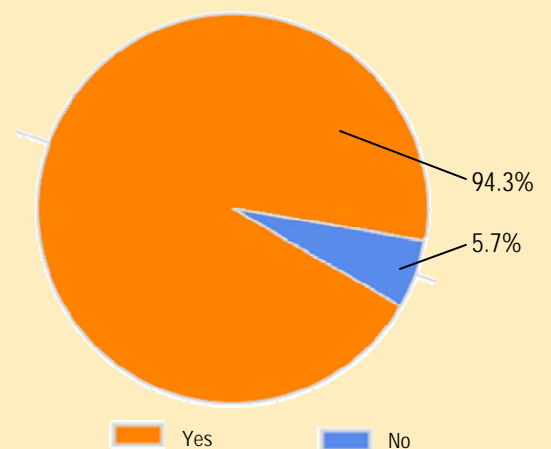
Overall, how satisfied were you with the following service attributes when last speaking with one of our support center analysts?



How effectively was your request handled?



Did you receive a follow-up e-mail to assure that a trouble ticket had been opened for you?



 **OFFICE OF ENTERPRISE INFORMATION SERVICES**

**Identity and Access Management Updates**

The Identity and Access Management program consists of the policies, processes and technologies that define user identities and enforce rules about access to enterprise digital resources. At GW, many information systems such as GW e-mail, Blackboard, ERP applications such as Banner and EAS and library databases require users to authenticate themselves, typically with a username and password. An authorization process then determines which systems an authenticated user is permitted to access. With an enterprise identity management system, rather than having separate credentials for each system, a user can employ a single digital identity to access all resources to which the user is entitled.

Identity and access management (IAM) combines the business processes, technology and organization to help enterprises securely manage information integrity and privacy in the context of access to information and IT resources. IAM initiatives are the foundation for management processes and organizational structures within strong information security programs. IAM has proven to be an effective way for enterprises to control and manage access to information resources.

After a successful launch of the first phase of the IAM project in September 2011, the university has now initiated a yearlong project for the second phase of the IAM solution. The first phase was focused on building a digital store of all of the identities of GW students, faculty, staff, alumni and other users and automating the provisioning and de-provisioning of e-mail and LDAP accounts to these users. The second phase of the project will focus on expanding these provisioning capabilities for a set of applications (Banner, EAS and Documentum) and building an infrastructure for single sign-on capability for a set of applications.

**EAS Analysts “Something and Learn” Sessions**

The EAS analysts group holds bi-weekly knowledge sharing sessions called “something and learn” sessions. In these sessions, the analysts share knowledge about the various applications they support, share information learned in training or share knowledge about new functionality which they and others may benefit from. These sessions were opened up to FSS analysts and EAS developers and, more recently, to others in the Division of IT. Recent sessions included a special iBuy series and presentations on the tuition redistribution process and the stipend management application. These sessions are also an avenue for the EAS analysts to learn about other applications. Mark Cox from the Banner HR analyst team will present to the team on the Banner labor distribution/labor redistribution application. In case these topics are not enough to persuade others to join, the “something” in the sessions usually involves food or sweets. If you are interested in attending these sessions, please contact Anna de Lapparent at [annadl@gwu.edu](mailto:annadl@gwu.edu).

 **OFFICE OF TECHNOLOGY ARCHITECTURE AND RESEARCH SERVICES**

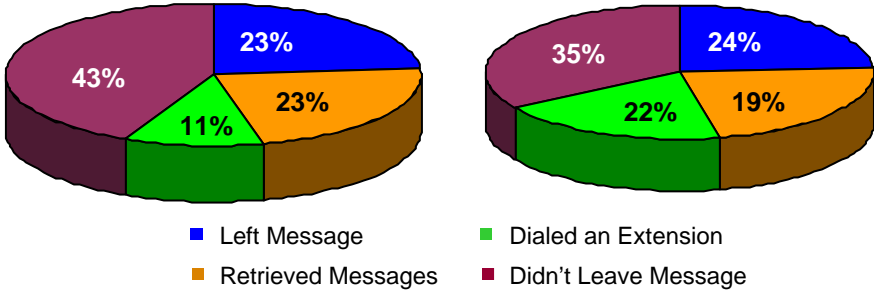
**What Are We Working On?**

The TARS team is working on sharing goals and presenting to Division of IT teams in order for staff to be informed about what we do and how we can better work together. 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. If you are interested in having us present to your team or if you have any questions, ideas or suggestions, please contact Brian Ensor at 6-8580.

 **OFFICE OF COMMUNICATIONS ENGINEERING SERVICES**

**Voice Systems Stats—December 2011**

Foggy Bottom and Mount Vernon      Virginia Science and Technology



**New Staff!**

**Leyla Norooz**  
Systems Specialist  
Student Technology Services  
Leyla comes to GW from the University of Maryland. She will be based in City Hall on the Foggy Bottom campus and can be reached at 4-7906.

**Congratulations!**

- **Angie Benkamsal** and her family welcomed Alexander Lee Goedicke into the world Feb. 2 at 5:31 a.m. He weighed 7lbs and 1/2 ounce and is 22 inches tall. Mom and baby are happy and healthy!
- **Brian Durham** and **Basil Jackson** completed the Advanced Captivate certificate, which will allow them the ability to create multimedia and interactive trainings. These items will be available in the SkillPort course catalog.
- **Christina Griffin** was promoted to director of the Project Management Office
- **Bill Koffenberger** was promoted to director of service management
- **Alex Nimmannit** received the VMWare Certified Professional 5 and Comptia Green IT certifications
- **Ruby Roy** received the PMP certification
- **Jeff Pack** received the HDI Support Center Manager Certification

**Don't forget...**

**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 of IT team 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.

**Press Inquiries and Awards**

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!

**OFFICE OF SYSTEMS ENGINEERING SERVICES**

**Fun Division of IT Facts**

**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, decommissioning and new applications increase. As of Jan. 27, 2012: Managed Services: (last month's totals)

- 289 out of 359 Windows servers are virtual: 81% virtual (no change)
- 51 out of 90 Novell servers are virtual: 57% virtual (50 out of 89, 56%)
- Overall, the managed services are about 76% virtual (no change)

**Unix Services:**

- There are 87 stand-alone Solaris servers (no change)
- There are two M8000 with 17 zones (no change)
- There are 45 Solaris Zone hosts hosting 160 zones (no change)
- There are 96 Unix (Solaris and Linux) virtual machines (95)
- There are 7 appliances (IronPorts, Axway) (no change)

**Enterprise Backup System Metrics**

January 2012 metrics: (December 2011 metrics)

- Total number of backup jobs attempted: 111,256 (130,976)
- Successful backup jobs: 109,733 (129,783)
- Failed backup jobs: 1,523 (1,193)
- Active backup jobs: 38 (42)
- Backup jobs success rate: 98.6% (99.08%)
- Total amount of data backed up: 226.7 TB (269.167 TB)
- Total number of restore jobs attempted: 551 (603)
- Successful restore jobs: 548 (601)
- Failed restore jobs: 3 (2)
- Total amount of data resotred: 4.16 TB
- Average recovery distance: 10 days (6 days)

**Data Domain Storage Array**

As of January 2012:

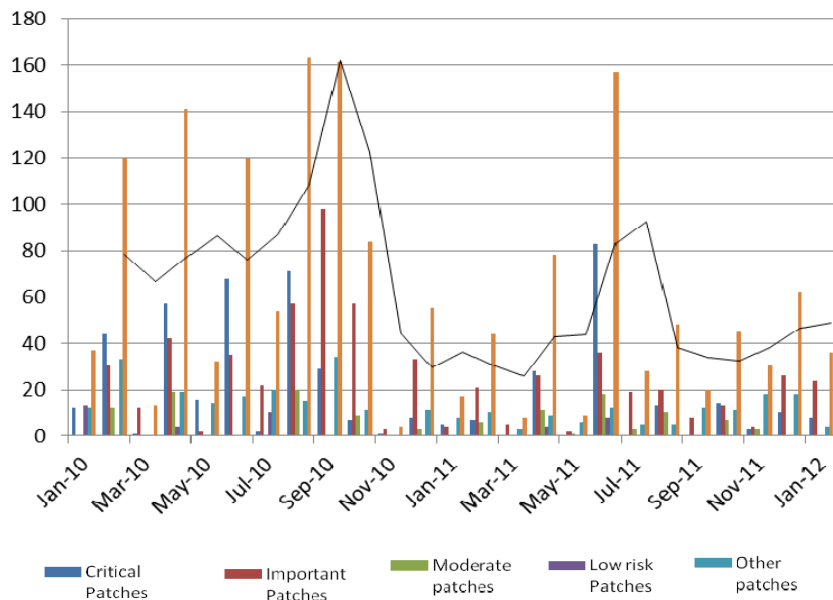
	Total amount of Data stored on disk (GB)	Space utilized by data on disk (GB)	Compression
<b>Total</b>	970,851	65,900	92%

**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 January 2012, 1,567 patches were released and applied to the Division of IT managed Windows servers.

In January 2012, 36 patches were applied to all servers:

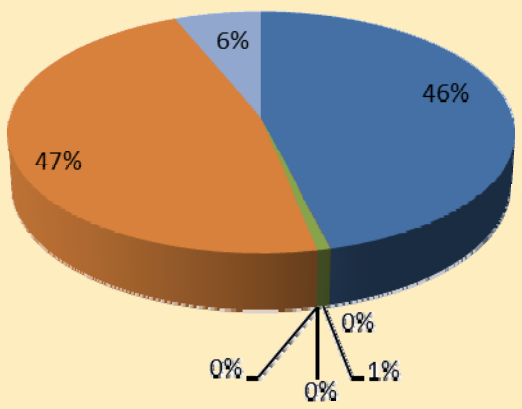
- 8 critical patches
- 24 important patches
- 0 moderate patches
- 4 other low-risk patches



**December E-mail Statistics**

The IronPorts act as the mail gateways for almost all incoming and outgoing messages for the university. The IronPorts were initially implemented in 2003 with the purpose of identifying and tagging incoming spam before it went through to the mail system. Since 2003 we have put in place many new services, including reputation-based filtering, anti-virus scanning, authenticated SMTP for sending from offsite locations, domain-based mail routing, mail alias re-routing for Google Mail, outgoing spam scanning, blacklisting for known spam hosts and transaction-based message tracking.

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

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 4-2138 or [rachel\\_k@gwu.edu](mailto:rachel_k@gwu.edu).