Dear Staff,

I am pleased to announce the launch of the fall 2014 nomination window for the Division of IT Recognition Program, which is designed to promote a spirit of division-wide community and recognition. The program recognizes employees and teams for their contributions in initiative, teamwork, leadership, customer service and innovation (the Penguin Award).

Nominations will be accepted for the fall 2014 window through Friday, October 31, and awards will be presented at the all-staff meetings on November 17 and 18.

Please visit the Division of IT intranet for more information on each of the awards and nomination process. Nominations can be submitted here.

I hope you will take the time to review the award categories and nominate individuals or teams who exemplify the values of the university and the Division of IT.

Thank you,
Dave Steinour

Dear DIT Colleagues,

See something, say something. Who else needs to know? Take ownership.

A few Divisional meetings ago, there was a suggested statement voiced by one of our team members to live by: In all that you do, be the ambassador for DIT. If you are engaging with a customer or partner and they complain about another service or a project in DIT, how do you react? What do you do in the moment? Do you point out that “yeah – that group is having a lot of problems over there”? Do you engage as fully as you need to as your Division’s advocate? Are you holding firm to being an ambassador for yourself and your sub-team only – making sure you are covered alone?

I have noticed several times in the past two weeks, multiple examples of where a DIT leader or team member was in the room experiencing a problem or hearing about problems and didn’t own the problem or complaint, or assure a warm transfer. Worse yet didn’t assure it was addressed, smoked out as invalid, or closed out. The consequences of this missing behavior are worse than one might think. Walk through in your mind what this could potentially mean in the customer’s eyes.

Continued on page 2...
**Office of Service and Contract Management**

**Effective Change Management**

Improving the organization’s change management process is a top priority for us all. Change Management is an Information Technology Service Management (ITSM) discipline, with the objective to ensure that changes are handled efficiently and promptly while minimizing the number and impact upon the services the Division of IT provides to the university.

Change management may seem like a tedious process, but by following the process to effectively handle all planned infrastructure changes, it will be a major success that all will benefit from and be proud of.

We acknowledge that unplanned changes within our IT environment may arise reactively through incidents and problems. However, our ultimate goal is to become more proactive in seeking improved efficiencies and effectiveness through projects or service improvement initiatives by utilizing planned maintenance windows and business off-peak hours to implement service changes.

The Change Management team would like to remind staff to always assess the change risk and impact before deploying the change. Most failed changes are due to lack of evaluating the change risks, which will always result in negative impacts on other systems and services. This is help drastically and minimize unplanned downtime related to poor change planning.

A big step toward reaching this goal is to ensure that we have the right tools in place by thoroughly following the change management process and procedures outlined in the change management policy and procedures, which can be found on the GW intranet site.

For questions concerning the change management process please contact Valerie Johnson at cabem@gwu.edu.

**Contract Management Review Process Q&A: Certificates of Insurance (COIs)**

*What is a COI, and why is it required for a procurement?:* A COI is a document provided by insurance clearinghouses providing GW with proof that our vendors have sufficient levels of insurance. COIs assist in mitigating risks to the university by ensuring that our vendors have insurance should an unfortunate accident occur, to provide protections for employees as well as GW faculty, staff and students and to mitigate other risks.

*Aren’t vendors registered with GW, and haven’t they already submitted these documents?:* COIs expire, much like your car insurance, to compel vendors to keep their insurance coverage up to date.

**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 visit the Division of IT intranet for more information and to see the current eligible postings.

**Congratulations!**

- Kolby Baker was promoted to Information Systems Coordinator in the Office of Communications Engineering Services.

**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://hr.gwu.edu/current-positive-vibes](http://hr.gwu.edu/current-positive-vibes)

**Congrats on receiving a Positive Vibe:**

- Brian Chan
- Brian Vallieres
- Joseph Amimo
- Angie Benkamsal
- Alex Nimmannnit
- Kathleen O’Siadhail
- Blaine D’Amico
- Jeff Fedner
- Shalini Sood-Vurma
- Andrew Nicholas

**Press Inquiries and Awards**

Please send all press inquiries to Rachel Blevins at 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.
Continued from page 2...

Additionally, some vendors may be providing different types of services over time, and insurance requirements might change.

When is a COI required?: A COI is required when a vendor will be onsite performing work (consulting, training, installations, wiring, etc.) or accessing GW systems.

What levels of insurance does GW require on COIs?: The minimum insurance coverage requirements are below:
- Professional service worker’s compensation/employer’s liability: statutory/$1MM
- Commercial general liability: $1MM
- Automobile liability: $1MM
- Umbrella/excess liability $2MM
- Errors and omissions (professional liability): $2MM

What additional requirements are there for a COI?: GW must be listed as a certificate holder and named “Additional Insured.”

Who reviews submitted COIs?: Each COI, including insurance coverage amounts and other requirements, will need to be verified by the Contracts group in conjunction with the Risk Management team before final approval. Please note that companies have provided COIs that did not list the correct company name, were expired or would expire in days (well before the work would be started). These types of issues are important to uncover early and can obviously delay final processing of a contract or even a quote when a COI is required.

How does a company provide COIs with details like “Additional Insured” – doesn’t this take a long time?: Most of our vendors work with clearinghouses or brokers like ACORD who manage all of the details required on COIs and issue the certificates.

What can I do to help reduce delays associated with procurements relative to COIs?: You can request COIs from vendors with the details listed above (coverage levels and additional information). Asking for this information when requesting professional services, onsite support services and installation quotes (or even before) can greatly expedite final requisition processing.

GW TECHexpo

Save the Date for the first-ever GW TECHexpo from the Division of Information Technology and technology partners around campus. In celebration of National Cyber Security Month, join your colleagues in Kogan Plaza for IT demonstrations, important technology information, free food and giveaways.

When: Wednesday, October 22 from 11 a.m. - 2 p.m.
Where: Kogan Plaza (across from the Marvin Center)

The TECHexpo will attract students walking through the area to engage in this technology fair and will showcase technology service and support offerings from across the university. Tables will include information on Business Intelligence, Libraries, Academic Technology, Phishing, Security, Backup and Storage, Tech Commons, Google Services, Skillport, Wireless and more.

Door prizes will be available and a Grand Prize drawing will be held at 2:00 p.m.

Don’t miss this great event to support your technology partners, enjoy cotton candy and popcorn, and engage in IT discussions with students, faculty and staff.

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This Academic year the Division of IT Service Delivery and Communications has undertaken a new project to review how different sub-departments across The Division identify and measure performance indicators for their groups, how these indicators line up with those used by our peer institutions, and how we can better track our progress in meeting or exceeding pre-established goals.

To assist us in this effort we are happy to announce that Kelly Bartz, a Graduate Student Intern, has joined the Service Delivery and Communications team for academic year 2014 - 2015. To date, Kelly has completed some preliminary investigations into service delivery tracking through a study of industry-best-practices and a Market Basket study of GW's peer institutions. Her next step will be to start conducting an internal study in partnership with Managers across the Division regarding their performance tracking mechanisms. Her goal is to help us better capture and describe the work our teams are doing. Specifically she is reviewing tracking as it relates to trends in IT workflow, work volume, and status of systems and services.

Before addressing these questions holistically, Kelly will be collaborating with DIT Managers to gather information from individual offices within the Division about what is already being captured or about what might be helpful. With this in mind, she will be reaching out to Division of IT team members to gather more information on their current reporting strategies.

Please do not hesitate to reach out to her directly with any thoughts, questions, or concerns. Kelly is at the Virginia Science and Technology Campus on Mondays and 2033 K Street Tuesday, Wednesday, and Friday of each week. She can be reached via email at kbartz@gwu.edu. It is our year-long goal to better define how you and your team report on their success and how we can develop comprehensive IT Support metrics that will tell the story of IT Service delivery at The George Washington University.

IT Support Center 2013 & 2014 Fall Semesters Volume Comparison

The IT Support Center is constantly evaluating our productivity and effectiveness in the form of customer feedback, standard measurements based on time, quantity, and quality of our support efforts and staffing levels needed to support the University community in alignment with the multiple phases of the Academic life-cycle. Fall 2014 was no different and in order to make sure we are tracking our efforts to be continually improving our service offerings for the GW community we share the following overview of our IT Support Center request handling.

Throughout the year we are constantly tracking standardized Weekly and Monthly reports and metrics and comparing them to IT support industry best practices and standards. In addition to these measurements the IT Support Center also generates frequent reports to help us forecast and anticipate our request volume during key Academic events such as the start of School, Colonial Inauguration, and Commencement. Forecasting ensures our readiness for such events and allows us to staff according to the historical needs of such events. Trending reports also help us understand the pattern of support our customers are seeking and allow us to shift our focus and resources.

Our most recent trend analysis performed was a comparison between the start of the fall semesters of 2013 and 2014. The graph below summarizes, for the two periods, the type of inquiries the IT Support Center received and handled for the four key support channels we provide. These channels are phone, email, chat support and web form submissions. Our analysis of the two periods shows that phone inquiries continue to be the preferred method our customers use to contact us for technology support. However, we are seeing an increased usage for the other channels. Several factors are attributed to this increased usage of the non-phone channels:

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1. As GW, Division of IT and the IT Support Center take on more responsibilities and launch new services, our customers tend to utilize more of the non-phone channels, especially email for their inquiries. One recent example is the Unified Communication pilot where the majority of IT Support Center inquiries and incident handlings were performed via email.

2. For email usage, which has doubled when comparing Fall 2013 to Fall 2014, an important factor was the transition to the new IT Service Management Tool, BMC Remedy. The new functionality and workflow in Remedy allowed better identification and logging of “new” emails, especially for replies and forwards.

3. Our customers prefer to communicate on their time and in their own way. This has led to an increase in the use of real time on-line chat support with an IT Support Analyst, an increase in Web form submissions for support assistance or change requests, and even the occasional Tweet to the Division of IT Twitter account @GWDivIT.

One important channel we couldn’t compare to last year’s submission methods is the self-service channel represented by the new GWiz knowledge base service offering. This powerful tool allows the GW community to search for helpful documentation easily and quickly and submit a ticket while reading self-help documentation. This new channel was launched in June of 2014 and we look forward to watching the trends develop in the GW community’s use of this powerful resource. As presented in last month’s newsletter, there is increased usage for this channel. We are confident that as we continue to tweak this channel, publish the solutions and direct customers to its tremendous value, we will see increased usage over the next few months.

The State of the Division of IT newsletter has been distributed by the Division of IT’s marketing and communications team. 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.
To access the full schedule of events offered at Foggy Bottom and the Virginia Science and Technology campuses and to sign up for an event and participate in the NCSAM 2014 poster design competition, please visit [http://it.gwu.edu/ncsam](http://it.gwu.edu/ncsam).

National Cyber Security Awareness month was established in 2004 and is sponsored by the National Cyber Security Division within the Department of Homeland Security and the National Cyber Security Alliance. Throughout the month of October, government and private organizations, institutions of higher education, schools, and non-profits work together to raise awareness about matters related to cyber security.

Who is an IT Architect?

IT Architects play many roles, liaison between solution stakeholders, experts who understand the ecosystem of systems, brokers to finalize an operational solution, change agents to introduce new or enhanced capabilities. They need to provide services such as reference architecture, planning & roadmap, research, consulting, and training to various stakeholders within and outside of Division of IT. These architects might have a specific domain expertise, but have a greater understanding of the full ecosystem where the domain exists. While "IT Architecture Services" is organizationally structured to hold architect positions, experts in other operational areas will be utilized in the role of "Federated Architect" who will be acting as an extension to the architecture team.

What is Reference Architecture?

Reference Architecture (RA) is a tool that can be utilized to create “Solution Architectures” in a particular domain. RA is based on best practices and patterns observed in successful solution implementations. This tool contains components like principles, reference models (common vocabulary, standards), decision framework (solution on-boarding), implementation guides (best practices), a common repository, and some use cases.

Few reference Architectures in operation within DIT are “Weblogic Reference Architecture” and “Enterprise Services on Linux platform Reference Architecture”.

The key benefits of having a RA are:
- Reduce solution design time by having reference models
- Enable informed decision making at various points within PMLC and ITSM processes.
- Better guidance by providing best practices and use cases

For more information, please talk to the IT Architects.

Demand Services: The Next Step in Evolving our Intake Processes

Please look at your copy of Engagement Model. You will notice two key ways we engage with our Customers based on their needs. One is related to existing/evolving services and the other is related to exploratory or needs requiring new solutions. Our Roadmap efforts often fit into this exploratory or needs requiring new solutions category as well.

Over the past months we have been continuously evolving conversations with many of you related to how projects or request come in from our Customers as well as those efforts driven by our technology roadmaps. We are now circling back with the leadership team with refined diagrams and messaging, conducting resource management exercises, submitting system changes and preparing training sessions to take those next steps. Today, we would like to share some key high-level concepts to help evolve and align our organization-wide understanding in preparation for the next step.

Please review the four concise, intentional steps:

1. **Align Enterprise** - As ideas or requests (demand) comes in we will gather the right architects and other technical subject matter experts to collaborate and ensure alignment with our enterprise architecture and strategic direction.

2. **Prioritize** - The Customer Portfolio Leads or Roadmap owners (demand owners) will work with their Customers, Committees, or Roadmap leadership to prioritize the next highest value, funded requests in their portfolio. We need to focus ourselves (limited resources) on agreed priorities to be more efficient and effective.

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3. Align Resources - Once requests are aligned with the enterprise and prioritized to begin investing further, we will come together and collaborate to align needed resources across DIT with the prioritized demand. This will happen before making time bounded commitments to our Customers or ourselves.

4. Commit Resources - Once ideas or requests (demand) is aligned with the enterprise, prioritized by the Customer, Committee, or Roadmap leadership (demand owners) and the demand owners and resource managers have aligned resources, then the Executive Gate Review Board (EGRB) will review and approve, or help resolve conflicts when needed.

As you well know our demand comes in all shapes and sizes, some efforts are smaller or less complex, while others require robust proposal efforts prior to advancing to a project status. We are working hand in hand with Architecture Services and PPMO for our process to flow simply and seamlessly into the quality standards PMLC ensures, whether the project is PMO or functionally managed.

While processes, artifacts, training, new reporting and systems can each raise the level of our success, the magic ingredient is continuously communicating. We can work through, adjust, adapt and significantly improve when we collaborate together…something else you may recognize from the Engagement Model, and our Operating Principles!

Please feel free to reach out to Leslie Margolis, margolislj@gwu.edu with your questions or thoughts. Your feedback is always welcomed and appreciated.

DIT- Customer Portfolio Meetings

Last month, we published that the DIT – Customer Portfolio Meetings eRoom was migrated to the SharePoint TeamSite (https://teamsites.gwu.edu/sites/DITCustPortfolioMeetings/default.aspx).

You may be wondering - What really is the DIT – Customer Portfolio Meeting?

Answer:

The PMO has been working with others in the division to meet with several of our customer offices (Enrollment Management, Office of the Vice President for Research, Office of Safety and Security, Division of Operations, External Relations, Development and Alumni Relations, Finance, HR and the Dean of Students). The purpose of these meetings is to provide a check-point on current efforts, provide an avenue for feedback, discussion, communication and relationship building, partner on goal setting/strategic initiatives that involve IT, set project priorities for the respective portfolio areas, and provide input into where resources should be expended.

This year, the PMO has a goal to standardize the expected outcomes from such meetings. This will allow the expansion of the effort to additional offices and provide additional DIT team members the opportunity to participate in the efforts.

If you have any questions or would like to discuss more on it, please contact Christina Griffin (cgriffin@gwu.edu).

OFFICE OF COMMUNICATIONS ENGINEERING SERVICES

Migration to the New Core

On September 16th to the 18th, CES engineers migrated 130 of 141 VLAN interfaces to route over the new Nexus 7K Core Routers on the Foggy Bottom campus and off of the old VSS 6K Core Routers. This migration alleviated high CPU utilization rates on the old core which has been causing intermittent network problems for more than a year. The CPU utilization on the old core has dropped to 30%, while the new N7K core is only seeing a 20% utilization level at this time. This will continue to enable the core network to process traffic in a more efficient manner and is one step in the overall upgrade to the Foggy Bottom network to improve overall performance and provide up to date capabilities needed for the deployment of new services and capabilities to the GW community.

CES Network Engineering and Operations realizes this transition was not without some unforeseen issues and wishes to thank the rest of DIT for their patience and willingness to work with us as we made this transition. Thanks again.
Countdown to an 80/20 Virtualization ratio:
In 2008, Enterprise Systems set as goal to reach an 80/20 virtualization ratio by 2012. This goal has been met. With further consolidation and virtualization efforts underway as part of the DIT Infrastructure Refresh project, our revised target is a virtual to physical server ratio of 95% by end of Year 2014. As of August 2014:

- **Managed Services:**
  - There are 477 Windows servers out of which 69 are physical for a current ratio of about 86% virtual.
  - There are 85 Novell servers out of which 30 are physical for a current ratio of about 56% virtual. The Novell infrastructure environment is planned for decommissioning by January 2015, due to extensive efforts to amplify the migration of authentication and file sharing services to the Enterprise Active Directory platform.
  - Overall, the managed services are about 85% virtual.

- **Unix Services:**
  - There are 20 stand-alone Solaris servers.
  - There are two M8000 with 17 zones.
  - There are 28 Solaris Zone hosts hosting 96 zones.
  - There are 323 Unix (Solaris and Linux) Virtual Machines.
  - There are 7 appliances (Ironports, Axway).

The overall benefit is a reduced cost in hardware, infrastructure, and cooling requirements, and a reduction in our footprint in the data center.

**VMWare Virtualization metrics:**

**Data Domain Storage Array**
In Spring 2010, DIT purchased two Data Domain Storage Arrays to replace the University Backup storage. The decision to move the enterprise backup solution to Data Domain Storage Arrays was based on the strategic decision to use smarter storage instead of continuously increasing our storage. The Data Domain Storage Arrays are leading the industry with their data de-duplication technology. This allows for more data to be stored on less storage. As of January 2012, we have stored about 1.8PB of data on 110GB of storage. Below is a table showing our de-duplication ration to date.

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Windows servers patching update
DIT manages over 400 Microsoft Windows servers. Every month, Microsoft releases several patches that are applied to every single server. From January 2010 to August 2014, 2,695 patches were released and applied to the DIT managed Windows servers.
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In September 2014, 31 patches were applied to all the servers:
- 28 Security/Other Updates
- 3 Critical Updates

![September 2014 Patch Metrics](chart)

Jelena Roljevic, Ron Layne and Margret Roldan joined Lois Brooks (VP for Information Services) and Michael Hansen (Director, Business Intelligence Center) of Oregon State University to present “BI-Driven Social and Cultural Change and the Building Blocks of Game-Changing BI” at the EDUCAUSE 2014 Annual Conference in Orlando, Fl September 29 – October 2nd.

BI-Driven Social and Cultural Change and the Building Blocks of Game-Changing BI

The era of the data-driven university prompts shifts in social cultures, IS infrastructures, governance, and implementation strategies. In this presentation, we will review the BI life cycle, demonstrating the merger of social and operational strategies in successful BI implementations. We will discuss the building blocks of business intelligence: strategies for social and cultural change, diverging technology, policy change, governance, and information delivery.

OUTCOMES:

- Learn about the interdependency between the goal of becoming a data-driven university and developing an inclusive BI implementation life-cycle strategy.
- Learn about the elements of an inclusive BI implementation life-cycle strategy (social/cultural change and operational strategies).

If you would like to see the presentation please use the following [link](#).