Office of Information Technology

Annual Achievement Report
2012
Message from the Chief Information Officer

About OIT

Organizational Chart

OIT Leadership

OIT Areas of Focus

University Initiatives

Achievement Matrix

Achievements

Student Technology Resource Fee

2011-12 Goal Status

2013-14 Goals
Welcome!

The Office of Information Technology (OIT) provides technology services, support, and guidance to the highly diverse and constantly growing community of students, faculty, staff, and partners at Portland State University.

Our team of highly skilled technical staff, student interns, and IT managers has succeeded in providing many new services and completing a broad range of projects that impact the entire university community. This year brought particular emphasis on business intelligence, collaboration, integration, risk sustainability, business process improvement, and consolidation of enterprise-wide systems.

This report provides highlights of many accomplishments that would not be possible without strong university-wide collaboration. I invite you to explore the content of this report and give us feedback about projects and services that may enhance your experience with PSU. We look forward to growing with the university and continuing to deliver our community the best technologies possible in support of PSU’s excellence in instruction, research, and public service.

Thank you,

Sharon E. Blanton, Ph.D.
Chief Information Officer
Associate Vice President
Portland State University
503.725.6246
sblanton@pdx.edu

Vision
To lead the Portland State University community in the successful development and application of information technology

Mission
To empower our students, faculty, and staff to be successful through technology

Values
We value:

- People
- Integrity
- Excellence
- Transparency
- Efficiency
- Collaboration
- Relationships

We seek to:

- Provide a professional and positive experience with every customer interaction
- Always use a systematic approach to planning and implementation
- Provide robust and reliable systems
- Design with simplicity and efficiency
- Drive business process improvement efforts
- Maintain the integrity and security of campus technology
- Foster a collaborative environment where input is actively sought
- Promote learning and opportunities for growth
- Model integrity, trust, and respect
ARC provides support for a variety of advanced academic and research computing requirements. This includes research, mathematical and statistical application support, custom analysis, design, programming, and web development services for funded projects. ARC also provides application and system administration for project specific systems, and high performance computing, research databases, and online GIS (Geographic Information System).

Business Intelligence Solutions (BIS) provides reports, data analytics, and information management using the university’s Operations Data Store (ODS), otherwise known as DataMASTER.

CIS is responsible for the computing infrastructure used by faculty, staff, and students campus-wide. CIS teams architect, build, and maintain PSU’s enterprise-level: server hardware, server/client operating systems, databases, and applications. This includes the systems that run Banner ERP, Odin computer account management and authentication, e-mail, web, file/print, backups, etc. CIS also manages PSU’s central data center which houses over 500 servers and a storage area network hosting 300+ terabytes of data.

Information Solutions (IS) develops and provides technical services and support related to the university’s enterprise data solutions, such as Banner, banweb, HigherOne, degree audit, research administration, and more.

ITS provides education and communication technology and services that support teaching, learning, and communicating at PSU. ITS is comprised of units that focus on supporting faculty in the classroom, supporting technology users for special events and meetings, creating small and large-scale video productions, video lecture capture, and campus-wide computer classroom and computer lab facilities.

NTS is a cost recovery service center program responsible for meeting the University’s voice and data communications needs. NTS teams engineer, maintain, and support PSU’s enterprise technology communications including the campus phone system, voice mail systems, wired and wireless data networks, inter- and intra-building cabling/wiring infrastructure, interactive voice response systems, virtual fax system, call centers, and the distributed antenna system.

USS’s 24-hour Helpdesk provides assistance with computer accounts, wireless networking, information security, and training workshops for all their customers, as well as network, hardware, and software troubleshooting for faculty, staff, students, academic computing labs and classrooms, and high-tech classrooms.
The CIO leads OIT in biennial planning cycles. Each biennium, several focus areas are chosen based on the PSU Strategic Plan, technology best practices and campus needs. In each focus area, goals are established which then generate numerous projects.

### Customer Communication

OIT is all about serving people and building relationships with our university community, our “customers.” We recognize that communications are key to sharing knowledge, providing training, and increasing awareness. The OIT team is fully committed to providing the highest quality customer service, expanding and upgrading technologies, and supporting communication tools to enable students, instructors, and staff to be successful.

### Project Portfolio Management

This year, an institution-wide systematic project portfolio framework was introduced and, in collaboration with the Information Technology Advisory Council (ITAC), a management process designed. The processes streamlines the submission of requests, evaluates them, and then strategically prioritizes or combines them with other projects according to value, impact on resources, risk aversion, cost, and alignment with institutional initiatives.

### Business Process Improvement

OIT provides support and drives initiatives that impact university-wide business processes. While doing so, we always look for opportunities that will streamline workflow systems, increase efficiencies, leverage business intelligence, and optimize resources in a way that supports the university.

### Integration

Because every department in the institution is dependant on information technology, nearly all of the projects that OIT takes on require some level of integration into or modification of existing enterprise systems or business workflows. Because of this, a critical step in the selection and project management process is to systematically evaluate the potential impact to the university and identify where resources can be optimized and efficiencies gained.

### Systematic Planned Abandonment

Whether it involves computer infrastructure, classroom equipment, enterprise information technology support, instructional technology services, or networking and telecommunication services, OIT systematically evaluates and removes or realigns environments, technologies, and processes that no longer effectively contribute to the university mission and goals.
University Initiatives

Through the leadership of President Wim Wiewel, PSU has developed a strategic roadmap to success. Planning is based on the following focus areas:

Student Success
President’s summary: “Ensure a student experience that results in higher satisfaction, retention, and graduation rates.”

OIT is committed to providing the best possible technology and support services so as to ensure positive student experiences and learning opportunities to its current and future student body, resulting in higher satisfaction, retention, and graduation rates.

Enhance Educational Opportunity
President’s summary: “Ease the transition and create more effective pathways for students to move from K-12 to higher education.”

Through upgraded classroom technology, computer labs, 24x7 support, advanced online learning capabilities, and excellent support services, OIT continues to support the University’s mission to provide access and learning opportunities.

Expand Resources and Improve Effectiveness
President’s summary: “Expand resources in each of the funding streams (state, private, business partnerships, research, and tuition), manage resources effectively, and match investments to strategic priorities.”

One of the constant problems facing the higher education sector, especially in this economically challenging time, is identifying innovative ways to more effectively and efficiently utilize resources without jeopardizing commitment to maintaining a high level of support. One way OIT is dealing with this challenge is by integrating thorough evaluation, strategic allocation, and effective management of available resources into the project management process.

Civic Leadership through Partnerships
President’s summary: “Lead as a civic partner, deepen our engagement as a critical community asset, demonstrate leadership in regional innovation, serve as an anchor institution in the Metro area.”

OIT strives to form partnerships, provide internships, support research, co-sponsor events, and provide technology leadership to the local community. Additionally, OIT encourages individual staff members to foster professional partnerships through memberships in professional organizations and participation at conferences and events all in an effort to further promote PSU’s commitment to the betterment of our community.

Achieve Global Excellence
President’s summary: “Distinguish the institution nationally and internationally through the accomplishments of its faculty, reputation of its programs, and preparation of its students for a diverse and global economy.”

OIT strives to not only enhance the physical campus experience, but also to continue to design and support advanced technology that will increase and improve the online learning experience for national and international learners.
OIT is proud to provide the 2012 Achievement Matrix.

As always, the projects are carefully evaluated and selected based on alignment with the Portland State University Strategic Plan and OIT Focus Areas which are informed by the PSU Information Technology Investment Principles.

Use of the Team Dynamix project portfolio and project management tools vastly increased the ability to track and report on progress/issues. As a result, project sponsors received more detailed progress/issue reports and more projects were completed on time.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer Communication</th>
<th>Business Process Improvement</th>
<th>Integration</th>
<th>Project Portfolio Management</th>
<th>Systematic Planned Abandonment</th>
<th>Student Success</th>
<th>Educational Opportunity</th>
<th>Resources &amp; Effectiveness</th>
<th>Civic Leadership</th>
<th>Global Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

---

**Achievement Matrix**

**OIT Areas of Focus**

**PSU Initiatives**
Banner Fixed Assets Module

IS implemented a Banner Fixed Assets module with the AssetWorks scanner application. This application now allows a staff member to use a mobile device to scan asset tags, which are then matched against Banner Fixed Assets to identify changes or lost assets, new locations, and other information, easing the burden of manual updates.

Automated Processes Expanded

OIT has focused on automating arduous or time-consuming processes for multiple departments, such as:

- Automatic Banner ePAF and timesheet approver set-up and removal upon hiring or separation.
- Annual position budget load process is now automated, saving time-consuming and error-prone manual data entry formerly performed by Budget Office personnel; this process was run twice in FY12, each with over 2,000 positions automatically uploaded.
- In support of the PSU Climate Action Plan, OIT has expanded the use of power management tools to ensure that computers will use the least amount of energy possible.

Datacenter Upgrades

The PSU datacenter received many new upgrades, including:

- Deployment of a new backup tape library with 250 tape slots, increasing capacity by approximately 300TB (an increase of over 500%).
- Installation of additional backup cooling systems in case of HVAC failure.
- Upgrading to a modern KVM (keyboard, video, mouse) system, allowing customers to connect to servers through the web and even remotely load a disk drive from a laptop.
- CIS developed a new process to efficiently apply patches and increase security for the 196 critical PSU UNIX servers.
- Continued expansion of the virtual server environment saving space and energy in support of the PSU Climate Action Plan; approximately 33% of OIT’s servers are virtual at this time.

Achievements

Destiny ERP Deployment

OIT deployed and integrated the Destiny ERP system for non-credit offerings at PSU. The Destiny software provides a rich product catalog and highly customizable web interface critical for success in the highly competitive non-credit market space. Continuing Education (CEED) and the School of Extended Studies (SES) sites went live in December 2011, including an automated interface to Banner Accounts Receivable. PSU presence in non-credit offerings, customer experience, departmental accounting, and Finance department audit capabilities all directly benefited from this project.

Digital Media Solution Podium

ITS has once again upgraded their digital media standard, with new 6 podiums and many more to come in the following year. These improved setups feature a new digital Extron configuration that utilizes a similar user interface as the previous standard while displaying a new, high-definition (1080P) output, have an auxiliary HDMI input to support newer laptops, and now include a blu-ray player for the ultimate media viewing experience.

DataMASTER2 Project

Moving into its second year, OIT’s work in the PSU DataMASTER Project has greatly increased this year by working with administrative units to streamline functionality and eliminate shadow systems. This year, the business intelligence warehouse was fully deployed and the old BI Query Software Tool was retired in December 2012. In this time, over 100 campus-wide reports were written for the new ODS (Operational Data Store) warehouse using Cognos, along with an additional 500+ department-specific reports. The most popular report, “Course List with Enrollments,” was executed over 6,000 times! Much focus was given this year on meeting the data reporting needs of Finance, HR, and Student, with utilization now extending throughout campus.
Document Imaging

PSU’s current document imaging solution, Singularity, was acquired by Hyland OnBase. Due to this purchase and limitations with the Singularity product, PSU is in the process of migrating to the Hyland OnBase imaging product line. OnBase offers enhanced functionality that Singularity does not possess and will speed PSU along the path to convert more and more paper processes to digital imaging and workflows. OnBase provides Workflow consolidation and stronger Banner integration. The departments currently using Singularity and migrating to OnBase are the Office of Student Financial Aid; the Office of Admissions, Registration, & Records; and the Business Affairs Office. OnBase is set to go live for these departments in December 2012 and will become the official PSU Enterprise document imaging solution fully supported by OIT. OIT will begin evaluation of additional departments for OnBase implementation in 2013. PSU’s use of document imaging greatly increases efficiency, security, and sustainability.

Drupal Redesign and Redeployment

Nearly 200 pdx.edu sites were migrated and upgraded to Drupal 7 (PSU’s content management system), resulting in increased functionality of the sites, a fresh design, and highly redundant server architecture to improve the web experience for both front-end users and content creators alike. This dual effort between University Communications and CIS has resulted in faster page response time, decreased likelihood of downtime, more features using the Central Authentication System, and an improved user interface.

Google Apps

This year had even more in store for the campus migration to Google Apps for Education, a suite of online, cloud-based applications that are accessible from anywhere with an Internet connection. Google Apps@PSU is comprised of many fully integrated components, most of which were rolled out this year. Over 70,000 accounts were migrated and can now fully utilize Mail, Calendar, Groups, Sites, Docs, Google+, Blogger, Hangout (group video chat), and more, all of which are easily accessed through our Central Authentication Service (CAS) using a PSU username and password. Additionally, over 1,200 staff, faculty, and students attended training on how to make the most of these apps. This has greatly increased online collaboration throughout the campus, from business offices sharing spreadsheets to the auto-generation of Google Groups for all classes.

Learning Collaboration Spaces

In a partnership with the PSU Library and ASPSU, ITS has completed the new Learning Ground and Sandbox in Millar Library 110, which has given the entire first floor an exciting new technology facelift. The sandbox, made up of writeable wall space, touch screen computers, embedded 55” LCD screens, and moveable furniture, is a workspace designed for student collaboration, as well as a test area for emerging technologies. A similar space has also been installed in SBA 390, which can be setup to allow small groups to use any one of four projectors independently, as well as sharing a master image on the other three projectors to promote both independent and group collaboration.
“My Future, My Choice” Project

ITS’s Video Production Services was selected through a statewide bidding process to create an education training video for the State of Oregon that will be used at all middle schools across the state. VPS was involved from start to finish, undertaking the design, creation, recording, and production of the project. 300 DVDs were produced and distributed to Oregon schools, and VPS still managed to come under budget for this project.

Power Management

In the past, campus computers have had to remain on at all times in order to be a part of remote management tasks such as imaging or updates; however, in OIT’s continuing sustainability effort and support of the PSU Climate Action Plan, the use of wake-on-lan has been expanded, ensuring that all desktops in labs and classrooms can be started and configured even if they are turned off, then shut back down when updates are finished, resulting in significant power savings. Along the same lines, new Power Management tools are being piloted, and will put desktops to sleep after 20 minutes of inactivity.

OAM Synching Updates for Google

The Odin Account Manager (OAM) was successfully updated to automatically provision new Odin accounts to Google Apps, and now pre-populates the PSU Academic and PSU Holiday calendars as well. This has significantly decreased the amount of manual work for account setup for all users. OAM now also syncs with Banner INB accounts, integrating one more account management system with OAM.

Print Hold & Release in Labs

All OIT managed labs, as well as those in the Library, have adopted a new system for drastically reducing wasted paper and security risks that come with the thousands of sheets of paper historically left discarded next to lab printers every day. With this new system managed through PaperCut (the print accounting system implemented last year), students manually click on a “print” or “cancel” button at a computer kiosk when they arrive at the printer. While this extra step may sound inconvenient, students have welcomed it as a good solution to the problems that arise with so many abandoned print jobs. Not only are students selecting their desired printer, thereby eliminating security risks, but they may also change their minds about printing a document and avoid printing duplicate documents, thus saving them money and print quota pages. During Spring Term alone, approximately 36,000 pages were saved through this new system.

Programming Solutions for Ellucian Community

The Community Source initiative is Ellucian’s (previously SunGardHE) development of a community of Banner users who are interested in contributing to the product offerings enhancing the overall product while moving on-going maintenance and support to the vendor. OIT wrote and submitted two processes, “HR Direct Deposit Allocation” (which includes both Human Resources and Accounts Payable allocation) and “Administrative Paystub Access,” which are now included in the current Banner release making them available to all users of this product worldwide.
The use of TeamDynamix project portfolio software was fully implemented in OIT in February 2012. All Enterprise OIT projects are now submitted into a four step review process, beginning with a feasibility analysis and concluding with scheduling, resource assignment, and budgeting to ensure the successful management of all approved projects. A formal intake process was launched to ensure adherence to the PSU IT Investment Principles and a complete understanding of the scope of all project requests. The OIT Project Management Office manages between 2-3 large IT projects at any given time, with project managers maintaining schedules, scope, budget, and project communications. Last year, OIT completed 25 projects and has another 69 in process.
Research Computing & Programming

In order to reduce risk to vital research systems, the computing and storage infrastructure of these systems was updated by CIS and ARC; refreshed components include the database, web, and file servers. Back-end research storage, including PostgreSQL and MySQL databases and research websites, was also migrated to a new, more robust Storage Area Network (SAN)-based disk array for increased reliability.

Academic and Research Computing has partnered with numerous university and community groups for a variety of research-related projects, including:

- Continued development of the Oregon Registry Online statewide database tracking training, certification and development of childcare providers. This is in partnership with the Oregon Center for Career Development in Childhood Care and Education.
- Further work with the Regional Research Institute to extend the functionality of the Audio Computer-Assisted Self-Interview (A-CASI), a system developed to assist with outreach, monitoring and study of vulnerable groups, such as people with severe disabilities.
- Developed a new, GIS-based question type and survey system for collecting location-based user information for the Bullett Foundation funded Neighborhood Life Survey and ZipIQ project.
- Further developed and maintained a transportation grants application and management system for the Oregon Transportation Research and Education Consortium.
- Provided application and database development support for the graphical and cartographical display of real-time and archival regional transportation data for the PORTALS project.
- Continued the development of skill building tools for the OSBIT foreign language interpretation and translation training program.
- Development has continued on the UNST mentors and capstone collaboration sites.

Research Systems Stability Project

In order to reduce risk to vital research systems, the computing and storage infrastructure of these systems was updated by CIS and ARC; refreshed components include the database, web, and file servers. Back-end research storage, including PostgreSQL and MySQL databases and research websites, was also migrated to a new, more robust Storage Area Network (SAN)-based disk array for increased reliability.

Sun IdM Replacement Evaluation and Selection

OIT surveyed the Identity and Access Management solution space, evaluated options from Open Source frameworks and toolkits to large vendor offerings, and selected an Identity and Access Management solution that will replace our existing OAM infrastructure by January of 2014. The selected solution will deliver an enhanced user interface for account holders and administrators. In addition, this new platform will enable a more comprehensive view of identity and associated access for each user along with full access request workflows, audit capabilities, and enhanced authentication between systems across campus. This project will greatly enhance the new employee onboarding process.

Self-Service Options Expanded

In order to increase efficiency and sustainability, IS has focused on implementing the following online self-service options:

- W4’s for approximately 6,000 employees and student employees, allowing these tax documents to be completed and updated online
- Direct deposit allocation for employee paycheck distribution electronically
- Online timesheet approver proxy for those managing employee timesheets
- Created a solution to allow ASPSU to self-manage student elections

Instances of Self-Service Solutions
Telecom Upgrades

A few of the NTS upgrades to campus-wide telecommunication services included:

- Upgraded the campus voicemail platform (AVST 8.2) to fix system bugs, while at the same time enhancing system features such as mobile device support and improved fax support. One of the most significant features provides auto-dialer support for the Student Health Services department, which will be utilized to provide automated appointment and prescription reminders to their patients.

- Launched an effort to consolidate the campus network and the SecureNet network which, up to this point, required additional network equipment. By consolidating, NTS was able to reduce the equipment demands and associated costs of operating two networks while maintaining the security requirements of access control and video monitoring services. This has also resulted in a less complex network that is easier to support.

- Installed a fiber infrastructure into PSU’s co-located data center (the CoLo) which will enable support for 10 gigabit connectivity, giving non-OIT students, faculty, and staff quicker, more reliable access to their data.

Student Technology Resource Fee

- Provided $934K to schools, colleges, and departments directly for their departmental computer labs and other necessary technology supplies.

- Via the competitive proposal process, provided over $225K to other areas, including the Millar Library, College of Liberal Arts and Sciences, Fine and Performing Arts, Career Center, and School of Education.

- Utilized approximately $245K to upgrade computers and other equipment in OIT-managed computer labs.

- Approximately $200K was used keeping OIT’s computer labs maintained for optimal student use, including paper, space rental, equipment leasing, and general upkeep.

- $580K was spent on campus software, including maintenance, upgrades, and licensing.

- Provided $180K for classroom technology upgrades for approximately 35 classrooms.

- Invested over $100K on campus network infrastructure upgrades.
2011-12 Goal Status

\[ \text{\small \text{\$ = Completed \quad \$ = In Progress \quad \$ = Canceled \quad \$ = Delayed}} \]

**Improve Customer Communications**
- Obtain standing agenda slot at OAA administrative briefing
- Publish annual report
- Expand information security training and awareness
- Centralize OIT policies

**Business Process Improvement**
- Deploy Data MASTER for new business intelligence initiative
- Evaluate current USS Level 2 support tasks for possible migration to Level 1. Streamline ticket process between support levels (Tier 1 & Tier 2) for more efficient customer service resolution
- Automate workflow for new and exiting employees
- Enhance use and integration of PeopleAdmin applicant tracking system
- Assist HR with deployment of Electronic Personnel Action Form (EPAF)
- Fully implement Commvault for backup system consolidation
- Automate disabling expired accounts process
- Automate UNIX systems patch management
- Evaluate encryption infrastructure
- Finalize Incident Response procedures and documentation
- Evaluate compliance with Information Security Policy
- Upgrade and implement new degree audit tools
- Expand use of eVision FormFusion for automating student communication
- Deploy Fixed Asset Management solution
- Develop technology-related purchasing criteria and process
- Replace NTS work order system
- Deploy replacement for internal OIT communication channel (Graze)
- Catalog of OIT internal applications and external services
- Implement disaster recovery plan

**Integration of Systems and Resources**
- Implement Apple management tools
- Expand integration and web development teams
- Deploy virtual computer lab
- Deploy Voice over IP (VoIP)
- Deploy Flexible Registration
- Deploy Desire2Learn Learning Management System (LMS)
- Deploy Talisma Customer Relationship Management (CRM) for student recruitment
- Deploy replacement for mail and calendar systems
- Evaluate migration to new Identity Management (IDM) solution
- Integrate and provide workflow for Access Control
- Evaluate mobility platform and development for enterprise systems
- Deploy solution that supports Math Testing Placement Test
- Complete full integration of Document Imaging and Banner
- Complete Windows 7 migration
- Evaluate desktop backup solution
- Revise security certificate renewal process
- Implement Cisco IronPort for residence hall computers
- Re-engineer Account Creation Service (ACS)
- Expand lecture capture services

**Project Portfolio Management**
- Utilize Decision Director as entry point for all OIT RFPs
- Enforce requirements gathering and executive approval for all projects
- Build in true costs for ongoing support of proposed projects
- Increase project management resources
- Select project management tools

**Systematic Planned Abandonment**

**CIO Administration**
- Eliminate Paper timesheets and leave reports (HR project)

**Computing Infrastructure Services**
- Eliminate alumni email forwarding for legacy accounts
- Disable old WebCT and Sakai learning management systems (LMS)
- Remove port for ColdFusion web server
- Remove support for non-standard print queue or department print servers for enterprise services

**Information Systems**
- Establish USS as level 1 contact regarding Banner password changes
- Move management of Truename to IS
- Evaluate migrating existing data extract procedures from BI Query Warehouse to more enterprise level and secure environment
- Reduce OUS Banner modifications
- Eliminate one-off accounts external to OAM

**Instructional Technology Services**
- Surplus older Audio Visual equipment in storage
- Reorganize / archive old Windows Media server files
- Disable closed-circuit TV head end and eliminate close-circuit feeds to classrooms
- Disable off-air recording via closed-circuit satellite system

**Networking and Telecom Services**
- Reduce Telecom management of conference calling
- Replace online phone bill access approval process
- Eliminate modem pool

**User Support Services**
- Decommission Axis TV system

**Networking and Telecom Services**
- Reduce Telecom management of conference calling
- Replace online phone bill access approval process
- Eliminate modem pool

**User Support Services**
- Decommission Axis TV system

**Integration of Systems and Resources**
- Deploy Apple management tools
- Expand integration and web development teams
- Deploy virtual computer lab
- Deploy Voice over IP (VoIP)
- Deploy Flexible Registration
- Deploy Desire2Learn Learning Management System (LMS)
- Deploy Talisma Customer Relationship Management (CRM) for student recruitment
- Deploy replacement for mail and calendar systems
- Evaluate migration to new Identity Management (IDM) solution
- Integrate and provide workflow for Access Control
- Evaluate mobility platform and development for enterprise systems
- Deploy solution that supports Math Testing Placement Test
- Complete full integration of Document Imaging and Banner
- Complete Windows 7 migration
- Evaluate desktop backup solution
- Revise security certificate renewal process
- Implement Cisco IronPort for residence hall computers
- Re-engineer Account Creation Service (ACS)
- Expand lecture capture services

**Systematic Planned Abandonment**

**CIO Administration**
- Eliminate Paper timesheets and leave reports (HR project)

**Computing Infrastructure Services**
- Eliminate alumni email forwarding for legacy accounts
- Disable old WebCT and Sakai learning management systems (LMS)
- Remove port for ColdFusion web server
- Remove support for non-standard print queue or department print servers for enterprise services

**Information Systems**
- Establish USS as level 1 contact regarding Banner password changes
- Move management of Truename to IS
- Evaluate migrating existing data extract procedures from BI Query Warehouse to more enterprise level and secure environment
- Reduce OUS Banner modifications
- Eliminate one-off accounts external to OAM

**Instructional Technology Services**
- Surplus older Audio Visual equipment in storage
- Reorganize / archive old Windows Media server files
- Disable closed-circuit TV head end and eliminate close-circuit feeds to classrooms
- Disable off-air recording via closed-circuit satellite system

**Networking and Telecom Services**
- Reduce Telecom management of conference calling
- Replace online phone bill access approval process
- Eliminate modem pool

**User Support Services**
- Decommission Axis TV system
Improve Customer Communications
- Create OIT Communications plan
- Develop and publish OIT Service Portfolio and Service Catalog
- Complete OIT intranet website migration
- Expand information security training and awareness

Business Process Improvement
- Design and implement core metrics, ticketing standards, and reporting for all customer-initiated requests
- Reduce or enhance all core metrics by 25% and set future benchmarks on a per-metric basis
- Standardize and consolidate OIT forms
- Automate and improve OIT employee onboarding and offboarding
- Evaluate and propose an asset tracking system for all OIT-managed hardware and software
- Complete migration from Singularity to Hyland OnBase document imaging
- Add additional department to Hyland OnBase document imaging
- Create processes for Google account and data lifecycle management
- Evaluate and select a cloud IaaS provider (e.g. Amazon Web Services)
- Improve desktop management, allowing for automatic updates for Java, Flash, Reader, Firefox, Chrome, etc.
- Deploy Mac OS management software
- Automate workflow for onboarding and offboarding employees

Integration of Systems and Resources
- Enhance use and integration of PeopleAdmin applicant tracking system
- Evaluate laptop encryption infrastructure
- Reduce NTS operating costs with new solution for PRI trunking for inbound/outbound voice traffic
- Deploy smartphone app for AVST CallXpress voicemail
- Deploy ellucian Travel and Expense

Project Portfolio Management
- Increase PMO effectiveness through broadened utilization
- Expand capacity to deliver projects prioritized per university initiatives
- Automate delivery of project reports for project requesters and sponsors
- Publish publicly accessible project dashboard

Systematic Planned Abandonment
- Evaluate the replacement of PSU’s outgoing mail service with Google’s services including SMTP and virus/spam scanning (i.e. mailhost.pdx.edu)
- Evaluate the replacement of Solaris operating systems / hardware based upon business needs or requirements
- Remove domestic long distance access codes for faculty and staff
- Create self-service teleconferencing

2013-14 Goals
- Deploy virtual computer lab
- Integrate and provide workflow for Lenel Access Control
- Complete full integration of Document Imaging and Banner
Office of Information Technology
For assistance call 503-725-HELP
www.oit.pdx.edu