Over 3,700 faculty and staff attended the Mosaic training team’s workshops on Analytics, Employee, and Student systems.

OSCR and 24/7 student workers helped the Bookstore collect used computers, monitors, and peripherals for its 2010 cyberjunk event.

UITS staff were instrumental in converting Centennial Hall into a 1,200-person, state-of-the-art lecture hall.

Over 2,000 students checked out equipment from Gear-to-Go in 2009–2010.

UITS’ RAT Army uses Oracle’s Real Application Testing tool to test new applications and existing systems experiencing performance issues.
The University of Arizona is a public land-grant research institution dedicated to preparing students for an increasingly diverse and technological world, and to improving the quality of life for the people of Arizona and the nation.

The ability to provide advanced information technology remains a critical factor for the UA in achieving its teaching, research, and public service mission—to discover, educate, serve, and inspire. Expanded IT capability will provide the avenue to strengthen the University’s academic excellence, intellectual creativity, and spirit of community, even in these difficult economic times. To that end, it is even more important that, as a university, we adhere to the following basic objectives which directly impact the mission of the University of Arizona:

- Eliminate as much redundancy as is possible and sensible
- Look for solutions, programs and partnerships that are cost effective
- Find ways of utilizing all university IT resources, including Arizona University System (AUS) resources, more efficiently and collaboratively
- Recognize security as a common element within everything we do

This report highlights the year’s unprecedented accomplishments mapped to UA’s strategic directives. These accomplishments dramatically strengthen the University’s information technology foundation in ways that have never been seen before.

The Year in Review: Accomplishments...

1. **Mosaic Human Capital Management (HCM):** The PeopleSoft Human Resources system went live in October 2009. It provides campus with robust, state-of-the-art, sustainable functionality for Payroll, Time and Labor, Commitment Accounting, Benefits Administration, Workforce Administration and Employee Self Service.

2. **Mosaic Student Administration (SA):** The PeopleSoft Student Administration System was implemented through a series of highly successful phased go-lives: Course Catalog and Schedule of Classes (September 2009), Campus Community bio/demo conversion (January 2010), Financial Aid and Student Financials part 1 (February/March 2010), Student Records (March 2010), Admissions for Spring 2011 (May 2010) and initial Academic Advising roll out for the most populated degree programs.

3. **Mosaic Business Intelligence:** The University’s new analytics and reporting environment saw successful implementations synchronized with HCM and SA that resulted in daily usage at or above 400 distinct users, on a monthly basis nearly 1,500 users (approximately 14% of all employees with a future target of 25%), excellent adoptions of UAccess Analytics and the creation of 45 subject areas viewable for users in 169 dashboards and reports. BI also piloted the Early Alert system, a program that will identify students failing to meet minimum academic standards to facilitate intervention and boost retention.

4. **Standardized Classroom Response Device (Clickers):** We launched an initiative to standardize on a single vendor-provided response or “clicker” device for classroom use as a means to control costs for students and provide better, more consistent, training and technical support for faculty. The program rolls out during the fall of 2010, with a number of faculty serving as early adopters. An awareness campaign will be initiated to increase awareness and usage for spring 2011.

5. **Centennial Hall adaptive use:** In response to request from Provost Hay, Centennial Hall was adapted to accommodate lecture hall-style classes of up to 1,200 students. New technology such as receivers for response devices, dual rear-screen high definition projection, and servers to support podcasting were installed.

6. **UAConnect:** Microsoft Business Productivity Online Standard Suite (BPOS) selected for Faculty Staff: Consulting with campus constituents, the BPOS toolset was chosen for implementation to campus in FY10–11. BPOS is Microsoft’s hosted offering that will include Exchange for email/calendaring, Office Communications for instant messaging and Live Meeting as a full-featured set of tools that will provide a virtual leap-frog in productivity and collaboration tools for our campus faculty and staff.

7. **Network Speed Enhancements:** In response to the large volumes of data that modern research and instruction generate and share, the University’s networking core was upgraded from 1 Gb to 10 Gb. This enables select buildings, based on need, to connect at speeds that exceed previous capacities by an order of magnitude or more.
Identity Federation: University members are now able to access several external online services using their NetIDs. Participation in organizations such as InCommon provided University constituents with broader access to a wide range of off-campus resources while protecting the security and privacy of our students, faculty, and staff. These resources are accessible with a UA NetID and password and include certain services at research.gov, grants.gov, NSF, NIH, ASU, NAU, Microsoft, and many others. Additionally, this technology allows designated guests—typically parents—access to a student’s record.

Enabling Application Integration: Service Oriented Architecture principles and technologies were adopted that enable a new generation of application integration with and between Enterprise Applications Systems. These technologies enable flexibility, transparency (where appropriate) and collaboration in ways that were inconceivable previously. Integrations made easy through the utilization of these technologies include:

- Feeding address changes from Student Administration to “subscribing” departmental systems
- Automated sending of travel reimbursement based on data from FRS
- Retrieval of math placement scores from ALEKS

Tier 1 Support: The 24/7 Support Center now offers support for UAccess Employee, UAccess Student, UAccess Analytics, and CatMail to provide more campus constituents with round-the-clock assistance as Mosaic and other key initiatives roll out to campus.

Wireless Connectivity: One of our students’ highest priorities—100% WiFi coverage—continued expanding, attaining 80% coverage this year. Thirteen entire buildings were added to the list of covered spaces this year, thereby improving the mobility options for our constituents and increasing the level of standardization on campus.

UA Website Launch: The new www.arizona.edu website was launched, providing a more modern and user-friendly face to the University of Arizona with additional capacity to support the expected usage. The hard work paid off when a record 308,000 pageviews was set on the first day of class for Fall, 2010.

Catmail: Modern communications and collaboration tools were delivered to students through the deployment of Google Applications for Education. This deployment allows our students and their faculty to collaborate seamlessly in real time on documents, assignments, and research on a common and easy to use platform.

Student IT Investments through Student IT Fee: Over $3.15 million generated by the Student IT Fee were distributed among the following programs and initiatives:

- Wireless Network expansion and debt-service
- Expansion and continued support of the 24/7 IT Support Center and OSCR labs
- Student-related software purchases: Mathworks, Responder software, and Sophos
- Google email for Students
- Centennial Hall consultant fees and technology upgrades

Enhanced Enterprise Instructional Support: Substantial effort was invested in maturing the supporting infrastructure for the University’s learning management system (D2L). This maturation overcomes a myriad of issues our faculty and students encountered when attempting to utilize a resource that was unreliable and unresponsive. Overcoming these issues presents a situation where faculty no longer resist using D2L and creates a culture that is open to the potential of standardizing on a single LMS.

Additionally, UITS and the Office of Instruction and Assessment (OIA) formed an alliance whereby OIA personnel, working closely with faculty, will establish pedagogical criteria and methodologies, and UITS will contribute the necessary infrastructure and technical support to ensure success. The academic portfolio for this initiative currently contains:

- Desire 2 Learn (D2L) a web-based course management system offering teaching and learning tools for course development, delivery and management.
- Illume is an electronic survey tool capable of handling survey forms of any length and highly complex surveys with advanced logic patterns and sophisticated validations and error checking.
- **TurnIt In** checks for plagiarism in student work submitted online.
- **Responseware** a system that allows active participation in classes via “clickers,” mobile devices, and laptops.
- **Elluminate** a web conferencing program that creates virtual classrooms in support of distance learning.
- **Podcast Producer** a simple workflow that captures classroom presentations and makes them available as soon as an hour later on iTunes U.
- **UA on iTunes U** provides access to a wide range of UA digital audio and video content. Some of the UA’s most popular public lectures are featured, such as the College of Science lecture series, Steward Observatory public evening lecture series, Department of Linguistics invited speakers lectures, UA News PodCats, and course lectures.
- **Classroom Technology Services** a division of UITS that provides hardware and systems support, maintenance, and security for all faculty and centrally scheduled classrooms that utilized instructional technologies.

### New Site Licenses:
Through Bookstore and UITS collaboration, we acquired several new software offerings including Remedy, Illume, Responseware, Red Hat and Microsoft productivity software and operating systems, which will result in substantial cost savings to departments.

### Security Risk Assessment:
Security continues to be a high priority for all students, faculty and staff as we face ever-increasing threats against our privacy and resources. In response to higher scrutiny, all campus departments completed a security risk assessment and inventory of critical applications. The assessment information was used to determine high risk areas for each department, which was then used to create security action plans and controls.

### Information Technology Security Performance Audit:
The Information Security Office (ISO) continued to implement recommendations from the Arizona Auditor General’s Office for web application security, security education, the creation of an Information Security Advisory Committee, and a network of Information Security Liaisons for all departments.

### Secure Credit Card Processing:
An inter-departmental team worked with all departments that process credit card payments to evaluate and enact security improvements that meet Payment Card Industry Security Standards.

### ...and Challenges

#### Budget Cuts:
In FY 09–10, the share of campus-wide budget cut assigned to the Office of the CIO amounted to $838,500, which represent in a 10% reduction in personal services funds and seven FTE positions lost.

#### Management of Dual Enterprise Systems:
In FY 09–10, the Mosaic project successfully implemented numerous systems that are already streamlining university processes and creating efficiencies and cost savings across campus. Until the new enterprise replacement project reaches full implementation in 2011, however, UITS must continue to support and maintain many legacy systems. This will continue to put pressure on competing resources.

#### November Operational Issues:
In the fall of 2009, UITS experienced unplanned outages in several critical systems: Several machines on campus were breached and necessitated taking the High Performance Computing system offline for several days; the relaunched arizona.edu website experienced performance issues and had to be decommissioned for approximately four months until the problem was fully resolved; and campus email experienced interrupted and delayed service for several days.

In response to these outages, UITS launched *Operational Excellence* with Risk Assessment, Change Management, and Incident Response processes to minimize the probability of outages and assure efficient response to IT incidents.
Our major FY09–10 accomplishments detailed on the previous pages map directly to the Strategic Directives established by UA and the IT Strategic Areas and Goals established by the Arizona Board of Regents.

<table>
<thead>
<tr>
<th>ABOR IT Strategic Areas</th>
<th>UA Strategic IT Goals</th>
<th>UA Strategic Directives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Learning &amp; Success and Academic Technology</strong></td>
<td>Improve student learning and success through technology related initiatives. Provide an environment that encourages the use of technology to facilitate and enhance learning.</td>
<td>Expanding Access &amp; Enhancing Educational Excellence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 4</td>
</tr>
<tr>
<td><strong>IT Infrastructure</strong></td>
<td>The communications infrastructure must be robust, reliable, standardized, consistent, state-of-the-art, and operating with continuous improvement and stable funding. The university-wide information technology infrastructure must become more accessible, dependable, secure, flexible and scalable with services and tools that are integrated and state-of-the-art to meet the teaching, learning, research, and organizational needs of the University of Arizona and the surrounding community.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>11</td>
</tr>
<tr>
<td><strong>Administrative Effectiveness</strong></td>
<td>Business operations must be supported with tools and applications that are flexible, responsive, permit real-time web access, facilitate self-help, and ensure information integrity. The applications must be interoperable, modern and poised for future changes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 9</td>
</tr>
<tr>
<td><strong>IT Security</strong></td>
<td>The University’s information assets and technology environment must be increasingly and effectively secured in a consistent standardized manner without limiting our academic and research freedoms. Members of the university community must become increasingly aware of their responsibilities, and accept accountability for minimizing the University’s exposure to the ongoing threats.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>8</td>
</tr>
<tr>
<td><strong>Research Computing</strong></td>
<td>In support of research, UA should provide broad support for basic collaboration technologies, continue its commitment to high performance computing and computation, and begin implementing more advanced technologies.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>7</td>
</tr>
<tr>
<td><strong>Strategic Alliances</strong></td>
<td>Ensure that appropriate information technology collaborations are being utilized in the support of the mission of The University of Arizona; to improve life for the people of Arizona and beyond through education, research, creative expression and community engagement.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>8 16</td>
</tr>
</tbody>
</table>

Our major FY09–10 accomplishments detailed on the previous pages map directly to the Strategic Directives established by UA and the IT Strategic Areas and Goals established by the Arizona Board of Regents.
The Year in Review: By the Numbers

Utilizing state of the art monitoring systems—and good old-fashioned record keeping!—The Office of the CIO tracks metrics on everything from how many servers we maintain to how many faculty and staff attended Mosaic and security workshops in the past year. It is by measuring progress against our FY 08–09 baseline numbers that we can objectively gauge our progress in six of our seven IT strategic areas. The seventh strategic area, Strategic Alliances, is difficult to quantify numerically, but we are able to speak to significant progress in this important area.

Student Learning & Success and Academic Technology: The University of Arizona must continue to refine and develop instructional technologies and resources to provide instructors and students with a first class infrastructure for teaching and learning. As advancing technologies provide new opportunities for scholarship, the university must proactively and strategically pursue and develop these instructional tools with active input from students, faculty and staff to meet their evolving needs. Student-centered technologies can augment the learning experience and help UA retain students by providing them with the tools they need to manage their education and improve their learning. Robust academic technology supports distance education, student-centered learning, multi-modal teaching practices, and student collaboration.

<table>
<thead>
<tr>
<th>metric (blue indicates centralized service)</th>
<th>goal</th>
<th>FY2009 (baseline)</th>
<th>FY2010</th>
<th>growth</th>
<th>FY2014 goal</th>
<th>% of FY2014 goal</th>
</tr>
</thead>
<tbody>
<tr>
<td># students on hosted email and calendaring services (CatMail)</td>
<td>100% by opening of school 2010</td>
<td>0%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td># software site or volume discount licenses available through centrally-provided services</td>
<td>10% growth per year</td>
<td>32</td>
<td>35</td>
<td>+9.4%</td>
<td>52</td>
<td>67%</td>
</tr>
<tr>
<td># downloads of free or discounted software from Site License</td>
<td>10% growth per year</td>
<td>new metric</td>
<td>40,980</td>
<td>—</td>
<td>60,000</td>
<td>68%</td>
</tr>
<tr>
<td>% of campus with centrally provided wireless connectivity</td>
<td>10% growth per year</td>
<td>75%</td>
<td>80%</td>
<td>+6.7%</td>
<td>100%</td>
<td>80%</td>
</tr>
<tr>
<td># courses hosted on central learning management system</td>
<td>10% growth per year</td>
<td>3,750</td>
<td>5,800</td>
<td>+55%</td>
<td>5,073</td>
<td>114%</td>
</tr>
<tr>
<td># seats hosted on central learning management system</td>
<td>10% growth per year</td>
<td>164,000</td>
<td>200,313</td>
<td>+22%</td>
<td>228,692</td>
<td>88%</td>
</tr>
<tr>
<td># calls into central IT support center</td>
<td>10% growth per year</td>
<td>26,000</td>
<td>41,632</td>
<td>+60%</td>
<td>41,873</td>
<td>99%</td>
</tr>
<tr>
<td># online/email support requests</td>
<td>10% growth per year</td>
<td>new metric</td>
<td>9,139</td>
<td>—</td>
<td>13,380</td>
<td>68%</td>
</tr>
<tr>
<td># walk-in support requests</td>
<td>10% growth per year</td>
<td>new metric</td>
<td>9,632</td>
<td>—</td>
<td>14,102</td>
<td>68%</td>
</tr>
</tbody>
</table>

Infrastructure: UA is an engine of discovery and advancement for society. Our IT infrastructure is the often invisible backbone of such innovation. We need to enhance the university-wide information technology infrastructure and make it more accessible, dependable, secure, flexible and scalable to meet the teaching, learning, research, and organizational needs of UA and the community.

The UA network must keep up with, anticipate and preferably exceed the speed, functionality and availability demands of the university and the community. In 2003, the UA set in place a 10-year Network Master Plan, which serves as a strategic direction for infrastructure improvements for the University. The UA seeks to modernize and renew this plan by applying its guiding principles to
modern technologies. With this plan coupled with the demands of modern students and researchers, the UA has continued to focus on upgrading internal building capabilities, delivering higher speeds, higher reliability, and increasing mobility options.

The University’s computing and storage infrastructure must also keep pace with the demands for reliable, interoperable and scalable capacity. The UA community increasingly relies on systems for administration, collaboration, communication, computation, learning and reporting. Computing facilities, data storage systems, middleware and systems integration services are crucial components on which application systems and IT services are built.

**Administrative Effectiveness:** The University of Arizona is in the middle of a dynamic Transformation Plan that will increase the accountability, efficiency, and innovation of our community.

A key component of the Transformation Plan is the Mosaic project, which seeks to address the ever-increasing need for accurate, integrated information not limited by existing functional boundaries. In the past, our ability to address this need has been restricted by systems that are aged and technologically out of date. Our administrative systems are surrounded by extensions, augmentations, and supplemental distributed systems maintained by individual departments and other operating units. There is no controversy at all over the need to replace our entire suite of administrative systems. With certain administrative systems in need of attention and growing dependencies, the institution has identified a strategy for modernizing the UA’s administrative systems.

<table>
<thead>
<tr>
<th>metric (blue indicates centralized service)</th>
<th>goal</th>
<th>FY2009 (baseline)</th>
<th>FY2010</th>
<th>growth</th>
<th>FY2014 goal</th>
<th>% of FY2014 goal</th>
</tr>
</thead>
<tbody>
<tr>
<td># university departments using centrally provided telephone and network services (measure represents # of departments not using central equipment)*</td>
<td>0% by 2014</td>
<td>15</td>
<td>15</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>$$$ invested in centrally provided network maintenance, upgrades, and converged communications infrastructure</td>
<td>static or increased ongoing funding</td>
<td>$14.6M</td>
<td>$13.3M</td>
<td>-9%</td>
<td>$14.6M</td>
<td>91%</td>
</tr>
<tr>
<td># buildings with centrally provided network converged communications infrastructure</td>
<td>5% growth per year</td>
<td>23</td>
<td>27</td>
<td>+17%</td>
<td>29</td>
<td>93%</td>
</tr>
<tr>
<td>implementation of a centralized, common email and calendaring system for faculty and staff</td>
<td>complete by Jan. 2011</td>
<td>10%</td>
<td>60%</td>
<td>+500%</td>
<td>100%</td>
<td>60%</td>
</tr>
<tr>
<td># centrally hosted virtual machines</td>
<td>10% growth per year</td>
<td>28</td>
<td>40</td>
<td>+43%</td>
<td>45</td>
<td>89%</td>
</tr>
<tr>
<td># centrally administered servers</td>
<td>10% growth per year</td>
<td>363</td>
<td>410</td>
<td>+13%</td>
<td>585</td>
<td>70%</td>
</tr>
<tr>
<td># centrally hosted and administered databases</td>
<td>10% growth per year</td>
<td>59</td>
<td>97</td>
<td>+64%</td>
<td>95</td>
<td>102%</td>
</tr>
<tr>
<td># centrally hosted disk arrays</td>
<td>10% growth per year</td>
<td>27</td>
<td>23</td>
<td>-15%</td>
<td>43</td>
<td>53%</td>
</tr>
</tbody>
</table>

* UITs has converted portions of departments and various floors of buildings in the past year, but since no departments in their entirety converted to centralized services, the metric remains unchanged.
As a Research University, it is critical to the mission of the UA that we maintain a competitive position among our peers. Research serves to interconnect the UA campus with our community and university partners. Research today has an increased emphasis on interdisciplinary research and on research collaborations with industry. Our reliance on high performance computing and the need for sophisticated visualization, simulation and modeling software has far surpassed our expectations. Research computing is strategically important for the UA, is critical to the success of faculty research programs, and is an important factor in faculty recruitment and retention. Through high performance computing and technological collaborations, we can increase achievement in research, scholarship, and creative expression.

**Research Computing**

<table>
<thead>
<tr>
<th>metric (blue indicates centralized service)</th>
<th>goal</th>
<th>FY2009 (baseline)</th>
<th>FY2010 growth</th>
<th>FY2014 goal</th>
<th>% of FY2014 goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>deliver Mosaic on time, within budget, and in scope</td>
<td>by Jan. 2012</td>
<td>on target</td>
<td>on target</td>
<td></td>
<td></td>
</tr>
<tr>
<td>deliver Kuali Coeus on time, within budget, and in scope</td>
<td>Phase I complete by Jan. 2011</td>
<td>10%</td>
<td>on target</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td># centrally hosted enterprise level applications</td>
<td>1 additional application per year</td>
<td>29</td>
<td>35*</td>
<td>+21%</td>
<td>34</td>
</tr>
</tbody>
</table>

* Enterprise Applications currently supports new Mosaic systems and the older legacy systems. As legacy systems are replaced and decommissioned, this number may decrease drastically in the coming years.

**IT Security**: The University of Arizona is engaged in designing and implementing a comprehensive security program to protect sensitive information, reduce risk, and define roles and responsibilities. This vision will require a sustained, broad-based effort for a number of years. Communication and collaboration among the Information Security Office, University IT Services and the university community will serve as its foundation. The conversation will establish the values and principles, set the risk tolerances and help define the environment that the security program supports and protects. Evolution and integration of security services and policies into University services and information architecture will serve to reduce the likelihood of security incidents and to increase the university community’s participation in securely managing and disseminating information.
### Implementation of a Centrally-Defined Risk Assessment Program

- **Goal:** Complete baseline assessment in 2009 and reassess in 2012
- **FY2009 (Baseline):** 50% of baseline
- **FY2010:** 100% of baseline / 75% reassessment
- **FY2014 Goal:** 100% of baseline and reassessment

### Implementation of a Centrally-Defined Vulnerability Assessment Program for Systems and Web Applications

- **Goal:** Complete by end of 2010
- **FY2010:** 40% / 45% +12.5%
- **FY2009 (Baseline):** 100% / 75%

### Implementation of a Centrally-Defined Business Continuity Program

- **Goal:** 10% growth per year
- **FY2010:** 0 / 10% +10%
- **FY2014 Goal:** 100% / 10%

### # Recipients of Monthly User Awareness Newsletter

- **Goal:** 10% growth per year
- **FY2010:** 55% / 100% +82%
- **FY2009 (Baseline):** 100% / 100%

### # Presentations and Seminars Delivered Internally (Online and In Person)

- **Goal:** Varies depending upon opportunities and initiatives
- **FY2010:** 87 / 50 -42.5%
- **FY2009 (Baseline):**

### Website Redesign to Emphasize Availability of Resources by Roles

- **Goal:** Completed by 2010
- **FY2010:** 10% / 100% +90%
- **FY2009 (Baseline):** 100% / 100%

### Holding an Annual Awareness Event

- **Goal:** 1 event per year
- **FY2010:** 1 event / 1 event 100%
- **FY2009 (Baseline):** 1 event / 100%

### Implementation of Centrally-Offered Initial and Refresher Employee Training

- **Goal:** Completed by 2010
- **FY2010:** 0% / 100% 100% / 100%
- **FY2009 (Baseline):**

---

**Strategic Alliances**

The University of Arizona can nurture a rich and vital collaborative environment by improving and formalizing communications between central and distributed information technology areas, as well as expanding partnerships with public, private, and non-profit organizations.

In FY 09—10 we continued our ongoing efforts to nurture a rich and vital collaborative environment by improving and formalizing communications between central and distributed information technology areas as well as expanding partnerships with public, private and non-profit organizations:

- Unprecedented progress has been made in improving communications between central and technology areas through such initiatives as CLAS Research and Instructional Computing Committee, and Dean’s Information Technology Council.
- UA has been a long-established partner in the Kuali project, which is developing an open source university financial system (Kuali Financials System) and a related open source research administration system (Kuali Research Administration).
- As part of a tri-U initiative, provided proof-of-concept/pilot application, demonstrating authentication via a federated identity infrastructure (InCommon and Shibboleth).
- Designed technical architecture to support ABOR-sponsored ASU/UA HPC collaboration initiative.
- Our ongoing commitment to Phoenix Biomedical campus reinforced the need for partnering with our sister institutions to provide information technology services to our community and the state.
- The information security leaders of the three universities regularly share information to leverage their collective knowledge and experience, and collaborate in developing policies and initiatives.
- The Mosaic Project has provided multiple and varied opportunities to share technical, functional, and audit information with our sister institutions.
- Key partnerships with Microsoft, Cisco, EMC and Apple have created new and exciting opportunities to enhance the University’s reputation and bring state-of-the-art technology to our campus.
Looking Ahead: FY 2011–2012

The single biggest challenge facing the CIO Office, UITS and the campus this next year will be to navigate through the effects of our newly implemented HR and Student systems. Bringing on new systems has no doubt caused huge change and disruption. We will need to work hard at not only fixing the issues with the system, but more importantly, we will need to learn how to leverage the new features and functions we now have. For some, it will simply take time to settle in. For others, we will need to focus on the areas listed below throughout this next year and probably beyond.

- Celebrating our success. We need to have a big bash to recognize everyone’s efforts, especially those who have put in very long hours.
- Creating and stabilizing a production support structure. We have started this already but have more work to do. There is no doubt we need to transition from a lot of people on the project to a finite number of people focused on maintenance and support and place those people in the right roles.
- Addressing the long list of action items that have been identified as folks have used the new systems. We have lists of requests and action items that will need to be reviewed and implemented.
- Positioning the Business Intelligence function for high visibility and exponential growth. Our goal is for this to be wildly successful evidenced by high usage. This is not simply a data warehouse but truly a data-driven decision environment. We must have a well functioning team, properly staffed, and prepared in a way that can sustain, what I predict will be, an area of huge growth as the campus learns how to leverage it.
- Ensuring knowledge transfer from our external consultants to internal support personnel. UA personnel need to know how to support these new systems.
- Establishing a campus-wide governance model for decision-making and direction setting. We have had some semblances of this with our previous systems but now we have an opportunity to recreate this layer. Having many “owners” of the system means we need to have a structure that facilitates cross unit support and allows ample opportunity for input as we try to address the needs of everyone. The Mosaic Executive Steering Committee has begun to grapple with this item already.
- Continuing the rollout of the Financial and Grants Management systems. Even though we have two systems in production now, we’re not done yet. We have to complete the rollout of Kuali Financials, Kuali Coeus, eAdvising, Archibus, and Budget.
The Office of the
Chief Information Officer