A New Starting Point
Denise Stephens, Interim Chief Information Officer

UCSB’s decision to move away from a decentralized IT environment by establishing the Enterprise Technology Services (ETS) organization represents a critical new starting point for our campus. The business transformation that UCSB faces in the coming years demands a more coordinated and integrated approach to enterprise IT.

We are pleased to announce this first issue of EnterprisingUCSB, a quarterly newsletter from Enterprise Technology Services. Our goals for this newsletter are twofold – to keep you informed about the latest ETS services available to support you and to discuss how business transformation impacts our use of technology resources.

Our transition to a federated IT model means enterprise-level services will be coordinated in partnership with IT units delivering local and distinct services to their users. A federated model allows us to better utilize campus IT resources so that we can more efficiently deliver the mission of the University. This transformation will take time and present new challenges, but our mandate for long-term efficiency is clear.

Since last October, the ETS Leadership Team has worked to establish foundational pillars like short-term goals, communication channels with stakeholders, a funding philosophy, an organizational chart, working spaces, and recruiting vacant positions. We are now working closely with Gartner to conduct a campus IT needs assessment, develop our service catalog, and establish a change strategy.

We hope you will find this newsletter helpful as we chart a new course in planning and delivering enterprise services at UCSB.
Meet UCSB’s Director of Information Security
Sam Horowitz became UCSB’s Director of Information Security and Chief Information Security Officer (CISO) in September, 2013

What does the CISO do?
I make sure that our campus information security efforts comply with the requirements of UC policy, and state and federal law. To accomplish this, I develop and maintain an information security program, develop information security policies and standards, lead the campus response to information security incidents, oversee the process for handling sensitive and restricted data, and I manage UCSB’s information security awareness program.

What is your background in IT security?
I have a B.S. in Computing Science from Texas A&M University, as well as more than 20 years professional experience at Hewlett-Packard in Palo Alto where I held multiple management and senior individual contributor positions in IT infrastructure and information security. In my last role, I was the director responsible for worldwide security incident management and several other aspects of information security.

Why were you interested in working at UCSB?
I wanted to work at a major university after I left industry. I always thought I would teach. When I left HP, my wife and I decided to move to Ojai. I joked with my colleagues that I really wanted to be the CISO at UC Santa Barbara. After a break, when I started looking for jobs, I found that the CISO job was open. Now I get the best of all worlds: I’m doing what I love to do on one of the world’s most beautiful university campuses with no classes and no tests!

What initiatives are you working on?
I am meeting key leaders across all campus divisions and departments and using what I learn in these meetings to further develop the emerging campus security program.

I am also working within ETS staff to ensure that our services are secure and compliant with policy and law.

I am building a working group with campus stakeholders to introduce potential solutions to long-standing security challenges for the benefit of the entire campus community.

Lastly, I am looking at the state of policy, guidelines, and implementation processes, and working to update them or create new ones as required.

What partnerships are you forming on campus and across the UC System?
I participate in several UC wide programs. On campus, I am a member of several committees dealing with everything from labor relations to whistleblower investigations. I am also meeting with IT and security leaders across campus to understand our capabilities and build the relationships necessary for incident response management.

What should every employee know about securing their data?
Keep your systems updated (i.e. apply patches and updates as soon as they are available), and run antivirus software on Windows and Mac platforms. Of course, keep these current as well.

Passwords are important. I really don’t like them, however. Pass phrases (or pass sentences) are even better. Password length is more important than password complexity. The best way to prevent successful attacks on your passwords, including shoulder surfing, is to have a long one. Where a system will handle it, include spaces and punctuation.

Pay attention to security on mobile devices. If you carry a laptop around, encrypt the data. Physically secure laptops, tablets, and cell phones. Enable encryption on these devices and set up the ability to wipe them remotely if they are lost or stolen. Android devices are highly susceptible to malware. Only load applications from trustworthy locations and consider running antivirus software on your Android devices.

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What’s Up with Connect?
On-campus Exchange service is chosen for email and calendaring

Project Background
In the fall of 2010, the campus IT Planning Group (ITPG) created the Calendaring Work Group (CWG) to recommend a replacement for the campus’ Oracle Calendaring service (Corporate Time). Recognizing that modern calendaring services are integrated with email and other collaboration tools, the IT Operational Effectiveness committee expanded the group’s focus to include electronic mail and collaboration services.

Following a year of study, the CWG recommended that Microsoft Office365 be established as the campus calendaring standard and be available for email services. In July 2012, the IT Board endorsed a phased deployment of Office365 and asked that groups be formed to provide technical coordination and governance. The name “Connect” was chosen for this new service.

Where are we now?
In mid-December, ETS Infrastructure Director Elise Meyer announced a delay in the planned migration of the Oracle Calendar service to Connect due to newly discovered issues in the connectivity between Microsoft Office365 and the Exchange environments in Administrative Services and Student Affairs. These issues would have prevented efficient sharing of calendar information across those three environments.

Furthermore, a number of customers were continuing to experience mail client problems with their Connect accounts. The problems continue to be seen by a relatively small number of individuals, but they mostly affect individuals in academic units – which is where the Connect customer base is expected to grow in subsequent phases of deployment.

After consulting with Office365 developers heavily over the last two months, we have determined that the root cause of the problems is that the Office365 platform is a continually changing environment. As a result, Office365 is struggling to provide a reliable foundation on which we can deploy this service with confidence. At UCSB, this instability is more pronounced because we have a highly diverse IT environment.

In early January, ETS advised the Connect Governance Group that the instability of Office365 necessitates replacing it with an on-premise implementation of Exchange to provide a stable platform for UCSB’s collaboration services. We proposed providing the same features originally included in the Connect Service Description, with the only change being the backend platform on which those services are based. The Connect Governance Group endorsed this position.

Next Steps
• Develop a plan for implementing an on-campus Exchange platform that can scale to provide service to all faculty and staff.
• Continue engagement with Microsoft to determine whether they can deliver stable services based on our diverse IT environment in the near term.
• Work with Connect governance & technical groups to determine the best window for doing the calendar migration.
• Migrate from Office365 to this new Exchange platform as planned if Microsoft is unable to satisfactorily address our requirements in the near term.

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Current ETS Catalog

Initial enterprise-level services and projects managed by ETS

This is a basic list of services and projects managed by ETS. It is not inclusive of all tools and applications supported across campus.

The establishment of Enterprise Technology Services involved the merging of six departments:

- Administrative Services Information Technology
- Program Management Office
- Communications Services
- Information Systems & Computing
- Office of Information Systems & Technology
- Office of Information Technology

The ETS leadership team is preparing to conduct a comprehensive assessment of UCSB’s IT needs in order to determine campus enterprise IT priorities. A service catalog will be developed based on the results of this assessment. This process will take about five months and will include a survey that will go out to faculty and staff leaders throughout the campus.

In the meantime, the services and projects previously managed by the various legacy departments are now a part of the ETS portfolio. For more information, visit the ETS website: www.ets.ucsb.edu/services.

Current Services

- Advanced Connectivity Solutions
- Cable Television
- Campus Cellular Services
- Campus VPN
- Colocation Services
- Connect
- Data Warehouse
- Departmental E-Mail Service
- I-Mail and Calendar
- Identity and Directory Service
- Library Proxy Service
- Mailing List Service
- Mainframe Services
- Network Infrastructure Planning
- Network Infrastructure Services
- North Hall Data Center
- Sites
- Web Analytics
- Telephone Services
- Thin Client
- Two-Way Radio Services
- U-Mail Student E-Mail
- Video Surveillance as a Service
- Windows Server Support
- Workstation Support

Active Projects

- CONNECT: Email & Calendaring
- Electronic Timekeeping
- Financial System
- UCPath