7 Months: Moving Forward
Denise Stephens, Interim Chief Information Officer

It has been nearly seven months since UCSB’s transition to a federated IT organizational model and the formation of Enterprise Technology Services (ETS) were announced. We have been working diligently during this time to lay the foundation for a successful organization by developing a service portfolio and service catalog, formulating a budget and funding philosophy, conducting a campus-wide IT needs assessment, and drafting a roadmap for change management within ETS. We have also hosted multiple information sessions and forums, and produced a variety of newsletters for various stakeholder groups.

One of our most important initiatives has been the proposal of a campus enterprise IT governance model, which is outlined at a high level in this newsletter (see page 2). The proposal is currently being presented at various campus forums, including the IT Forum, IT Council, IT Board, and other stakeholder groups. When implemented, it will promote the systematic and representative assessment and prioritization of enterprise level projects.

Lastly, I am pleased to announce the appointment of Manny Cintron as the Director of Technical Support Services. In this role, Manny is responsible for the delivery of workstation and local area network support to ETS customers, as well as the creation of a campus service desk and a technology training program. Before coming to UCSB, Manny worked for ADP Corporation as a Senior IT Director where he designed a service catalog and built and managed ADP’s enterprise service desk. Please join me in welcoming Manny to UCSB!
UCSB’s 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.

In order for this federated IT model to work, systematic participation by stakeholders in campus-wide IT governance is essential.

**Background**

Prior to 2012, there was no formal organization or governance structure in place to coordinate cross-campus IT efforts. The lack of organization and governance structures often resulted in a duplication of effort and ineffective campus-level IT support.

**Operational Effectiveness Initiative**

Between 2010 and 2012, an Operational Effectiveness (OE) working group developed a proposal for an IT governance model that would work within the context of our decentralized and distributed IT infrastructure; as well as promote greater coordination, communication, and support of central IT goals. The IT Council (ITC) was established in January of 2013 as a campus-wide governance body. The ITC assures stakeholder representation and perspective in the evaluation, prioritization, and recommendation of enterprise IT projects and plans. For more information about the OE proposal, visit www.oe.ucsb.edu.

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Formation of ETS

By June of 2013, several campus organizations were in various stages of implementing at least six enterprise systems:

- Student Affairs System
- Financial System
- UCPath
- Electronic Timekeeping
- Procurement Gateway
- Email & Calendaring

It soon became clear that the decentralized implementation and support of these systems were extremely inefficient. Furthermore, each project had its own governance structure, management, funding models, and support plans. This resulted in inconsistent testing, training, quality standards, and allocation of financial resources.

Our current fiscal environment demands that enterprise IT be managed more efficiently and provide more robust and predictable services.

In October of 2013, former Executive Vice Chancellor Gene Lucas announced that six OIST and Administrative Services units engaged in enterprise systems would merge into a single entity called Enterprise Technology Services (ETS), and be overseen by the CIO. ETS was charged with overseeing the implementation and operation of enterprise IT systems.

Proposed Model

Over the last few months, the CIO has worked with the IT Council and IT Board to develop an enterprise IT governance model that ensures systematic participation of campus stakeholders. A diagram of the model is on page 2 of this newsletter.

Defining Project Proposals

The process begins when stakeholders express a need and/or suggest a project. A stakeholder may be an organizational unit, such as a division or a department, or it may be employees who share similar needs, such as research faculty. In any case, the stakeholder obtains the support of an executive sponsor, usually at the vice chancellor level, who validates the need for a project. With the support of the executive sponsor, a project is discussed with one of seven advisory groups for initial vetting.

Advisory Groups represent broad functional areas, such as the following:

- Academics
- Administration
- Data Center
- Information Security
- IT Infrastructure/IT Partners
- Research
- Student Support

Advisory Groups do not represent organizational units, such as divisions or departments; they represent lines of business. They must understand and speak on behalf of the broad stakeholder communities they represent. These advisory groups are charged with vetting the project to understanding its impact and scope, as well as collaborating with the initiating stakeholder group to draft a formal project proposal.

Once a formal project proposal is drafted, it is sent to the IT Council.

Priorities & Funding

The IT Council (ITC) is the single campus mechanism for evaluating, prioritizing, and recommending enterprise level projects and initiatives for eventual approval and funding (if required) by the IT Board. ITC is a critical control mechanism for promoting the manageability, impacts, and timing of far-reaching IT projects. All proposed enterprise level projects must undergo ITC evaluation.

The ITC will follow a rubrics-based process for reviewing enterprise IT projects and initiatives. In addition, ITC will ensure the documentation of financial and operational requirements for the successful implementation and sustainability of proposed projects.

The Information Technology Board (ITB) is the final approval point for IT projects, initiatives, and funding. ITB is chaired by the Executive Vice Chancellor and is comprised of senior campus executives. If a project needs more funding, ITB is responsible for appealing to the Council of Budget Strategy.

Once a project or initiative is prioritized, funded, and approved, it becomes an active project.

Implementation

Once a project is active, a project steering committee is formed. Generally, a steering committee is responsible for providing oversight, operational decision-making, and direction to the project manager and team. In addition, a project steering committee may approve scope changes, resolve issues, sponsor campus-wide communications, approve the timing and sequencing of project phases, and approve a post-implementation support strategy.

The project team is responsible for providing project oversight, including risk management, issue tracking, and quality assurance. This group develops and monitors the work plan, ensures that tasks are completed accurately and on time, identifies and elevates issues, and reports progress. In addition, the project team prepares the campus, or impacted departments, for the changes through change management, communication and training.

Subject Matter Experts are functional and technical staff with special knowledge or skills in a particular area of the project.

Once the implementation is complete, the project becomes an operational service.

Adopt/Review/Assess

For a service to be successful, it must be adopted by stakeholders. During this phase, the service is reviewed by the project steering committee to verify that it meets stakeholder needs. In some cases, enhancements may be needed to maximize use of the system, fix issues that arise, or to implement vendor upgrades. These enhancements are proposed to the appropriate advisory committee, and the process begins again.

Learn more about advisory groups.

Learn more about the IT Council.
## WHAT DOES ENTERPRISE IT GOVERNANCE LOOK LIKE?

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>It begins and ends with <strong>stakeholders</strong>.</td>
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<tr>
<td>2</td>
<td>It increases the value and effectiveness of IT <strong>investments</strong> over time.</td>
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<td>3</td>
<td>It is organized around major, broad-based <strong>functions</strong>.</td>
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<td>4</td>
<td>It promotes <strong>sustainable</strong> solutions.</td>
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<td>5</td>
<td>It focuses on goals that support the <strong>campus mission</strong>.</td>
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<td>6</td>
<td>It is inherently <strong>strategic</strong>.</td>
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<td>7</td>
<td>It enables <strong>systematic</strong> participation.</td>
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<tr>
<td>8</td>
<td>It identifies and prioritizes the <strong>requirements</strong> of the campus.</td>
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<td>9</td>
<td>It is a deliberative <strong>process</strong>; not an event.</td>
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<td>10</td>
<td>It recognizes the <strong>distributed</strong> nature of IT expertise and responsibility.</td>
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What's yours is yours. What's private is private. Right? Well, maybe not. I'm not talking about civil liberties. I'm talking about theft right out of your hands.

Mobile devices are pervasive, and we carry around a lot of our private lives on them. Lose a phone or a tablet, and you lose more than a few hundred dollars invested in a piece of hardware; you lose a part of your privacy, and possibly more.

For our purposes, we can categorize mobile devices into 3 main groups:

- Laptops – a portable version of a fully functional computer
- Tablets – an iPad, Samsung Galaxy, Kindle Fire or similar devices
- Smartphones – iOS, Android, and Windows-based phones

Each type of device has its own risks and methods to safeguard the information you store on it. There are five principles that will help you manage threats to your device and your data. For the best protection, pay attention to all five!

**Physically secure your devices**

The best way to safeguard your mobile device is to keep it with you. Don’t leave it in your car or on a table. Carry a laptop with you and keep your phone in a pocket or somewhere that doesn’t leave your side.

When you can’t carry your device, lock it up someplace safe and out of sight. The trunk of a car or glove box are much safer than the back seat or cup holder.

**Logically secure your devices**

Use a PIN, password, or pass phrase on start-up and to unlock the screen. Balance length with usability. Fumbling with a long password is impractical for a smartphone but easier and safer for a laptop.

Set your device to automatically lock. Consider 1 minute for a smartphone and 5 minutes for a laptop.

Enable device encryption for all of your devices. Many smartphones and tablets do this automatically. That is why the automatic lock is so important. Encryption needs to be explicitly enabled on Windows PCs and Macintosh computers. Remember to generate a recovery key and keep it in a safe place where you can find it if you need it.

Beware of rogue applications. Use caution with applications that you download to any of your devices. The Apple App Store and the Google Play Store both screen applications posted to them. Bad software is abundant for laptops, so use commercial or open source software downloaded from reputable sources.

**Backup your devices**

For tablets and smartphones, sync your device to a safe place in the cloud or to your computer.

For laptops, use an external disk or cloud service, or both.

**Protect your devices from malware**

Turn off features on your device that you don’t use. For example, bluetooth services are often enabled by default when they don’t need to be. These services can become a vector to steal data or infect your device.

Run anti-malware software on Windows and Macintosh laptops. Macs can be vectors for malware targeted at PCs. A Mac can pass a bad attachment to a PC even if it is not infected. Also, lots of software (i.e. Microsoft Office, Java, web browsers) can be impacted regardless of platform. Free software is available for both platforms if you don’t want to run a commercial package.

Use anti-malware software on your Android devices.

**Be prepared to neutralize your device to protect your data**

Enable automatic wipe if your unlock PIN or password is entered incorrectly after a number of attempts.

Enable remote wipe capability for your devices. Some anti-malware software includes this functionality. For iOS or Android devices, cloud services like iCloud and Android Device Manager can be used to locate a device and lock or wipe it. Solutions also exist for laptops.

None of these are guarantees against loss of your device or your data; however, all of these together can help prevent or mitigate the loss of both.

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**CONNECT WITH SAM**

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Q: What video security services does ETS provide UCSB departments?

A: ETS partners with Cloudastructure, a commercial Video Surveillance as a Service (VSaaS) provider, to offer UCSB departments 24/7 access to video recorded from security cameras. This service includes designing the video system, installing and configuring cameras at your location, teaching departmental staff to use the system, managing the ongoing camera subscription, as well as contract administration and customer billing.

Q: Why might a department consider installing a video security system?

A: These systems are especially helpful in providing evidence when a crime has occurred. Departments often use them to record valuable assets, such as expensive equipment or artwork. Other departments use them to deter crimes in isolated areas.

Q: What are the policy considerations involving video surveillance?

A: Current UCSB Policy regarding video surveillance can be reviewed at the UCSB Policy web site below:

Q: Who owns the cameras?

A: The customer department owns and maintains the cameras. Our service can provide, and recommends, an annual preventive maintenance service on the cameras. We can also coordinate a service call, should a camera fail in service. If the customer's departmental network is used for video transmission, they also own and maintain the network. We recommend the use of the campus UNET network service for security and manageability. UNET is the infrastructure that is used for the campus wireless service.

Q: Who can see recorded video?

A: Only the customer’s departmental staff with login access may view and download video footage. ETS staff who manage the video system also have access. ETS considers the recorded video the property of the customer, much as a customer file stored on an ETS server is the customer’s.

Q: Can the system retain more than 30 days of recorded video?

A: Yes, for an additional annual fee, up to 90 days of video can be retained.

Q: Can video be viewed in real-time?

A: The service is designed primarily for forensic review, though limited real-time viewing is possible for one or two cameras at a time. Our recommended cameras support two video streams. One stream is dedicated to the recording function; the other is available for real-time viewing subject to some additional constraints:

- The camera needs to be reachable from the workstation where you wish to view the live stream. This has implications for network security.

- The camera’s real-time feed can utilize a substantial amount of network traffic. Viewing live feeds from multiple cameras will definitely be a performance hit on the workstation doing the monitoring, and potentially the network serving the workstation.

Q: Where can I learn more about this service?


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http://www.ets.ucsb.edu/services/vsaas-video-security-service
Anytime a workplace undergoes changes—regardless of how perfectly designed the new processes, technologies, job roles or work spaces are—people make the difference between whether the transition goes well or poorly.

In recognition of the critical collective role employees have in ensuring our campus captures the benefits and value of its IT investments, Enterprise Technology Services (ETS) now has a Change Management function. The purpose of this function is to help ensure the workforce is ready, willing and able to adopt change commitments.

Effective change management is a team effort that involves the active and ongoing participation of individuals throughout all layers of the University. The ETS Change Management lead collaborates with academic and administrative leaders, project managers, communication leads and Human Resources to support people in the transition from old to new working environments.

To begin building your personal change toolkit, you may want to look into the following suggested reading and resources:

**Books and articles**


“10 Principles of Change Management,” by John Jones, DeAnne Aguirre and Matthew Calderone

“Change Matters: Making a Difference In Higher Education,” keynote address, by Geoff Scott

“10 Tips for Dealing with Change in the Workplace,” by Calvin Sun

**Library Tech Support**

The Library IT Helpdesk and Workstation Support Management is being transferred to ETS

The unique desktop configurations the Library relies on to support staff and users will be supported based on strong collaboration and ongoing engagement between the Library and TSS. All personal computing (desks and laptops/tablets) provided by the Library to staff and users, as well as instructional technology, will fall under the new support service strategy.

Staff currently assigned to the Library IT support services group will continue to serve the Library’s desktop and helpdesk needs under the direction and development of TSS.
New ETS Staff & Contractors

Steven Bealer is a Portfolio Scheduler and has worked in the ETS Project Management Office since March 17, 2014. His career has centered on project planning, scheduling and financial reporting. Steven previously worked as a contractor for Raytheon Vision Systems. He is confident that his previous experiences afford him the opportunity to introduce new ideas in project management to the challenging projects here at ETS. In his free time, Steven enjoys watching motorsports and dirt bike riding.

Manny Cintron is the Director of Technical Support Services and has worked at ETS since April 28, 2014. In this role, Manny is responsible for the delivery of workstation and local area network support to ETS customers, the creation of a campus service desk to provide one-call for support and service provisioning, and the development of a technology training program. In the past, Manny developed Corporate/Global Service Desk, Technical Management, and Service Management Teams. Previously, Manny worked for ADP Corporation in Fort Lauderdale, FL as a Senior IT Director where he designed a service catalog; as well as built and managed ADP’s enterprise service desk. He is excited to have the opportunity to assist in the development of a new enterprise service organization. In his free time he enjoys reading, cooking and collecting watches.

Marcee Davis is a Communications and Outreach Assistant and has worked at ETS since April 2, 2014. She is an undergraduate student at UCSB majoring in Film and Media Studies with a minor in Professional Writing in Multimedia Communication. She has worked as a photographer, copy editor, environmental documentary producer, and has extensive experience in graphic design and event planning. Her time in the Navy taught her the importance and value of team work. She recently worked for UCSB Career Services and the Coastal Fund. In her free time she likes to ride bikes and play Uno with her two children.

Heather Grover is a Change Management and Business Analyst and has worked in the ETS Project Management Office since April 1, 2014. For over a decade, she has advised business leaders, academics and government officials facing complex challenges and high stakes transformations. She has taught negotiation strategy, conflict management and strategic relationship management at numerous schools and corporations, including Harvard Law School. She most recently worked for Booz Allen Hamilton in Washington DC. In her free time she enjoys spending time with her husband and two young children.

Michael Johnson is a PeopleSoft Developer and has worked for the ETS Project Management Office as a contractor since April 14, 2014. He has over 20 years of experience helping clients with implementations, product support, and customizations for PeopleSoft Financials and Human Capital Management. He is looking forward to helping UCSB implement the new financial system and UCPath. In his free time, Michael enjoys hiking in national and state parks, jogging, reading, and water activities.

Shajan Kay is a Kronos Customer Support/Quality Assurance Analyst and has worked at ETS since April 1, 2014. He has many years of experience providing technical support at education institutions. He has also worked as a system administrator - providing training and systems support for enterprise wide applications. For the past 5 ½ years, he worked for UCSB Library. He is excited for the opportunity to apply his skills in a situation that will improve the university. In his free time, Shajan likes to hike and enjoys swimming and running.

David Lippold is a Kronos Customer Support/Quality Assurance Analyst and has worked at ETS since December 4, 2013. Previously, he worked as a Kronos Timekeeper, PPS Back-up Preparer and SharePoint Administrator in the Office of Financial Aid and Scholarships. He has done a number of public speaking activities with local non-profits, has led team project planning activities, and has also been in charge of training staff on various software-based business processes. In his free time he loves to hike, read and spend time with his wife. He also plays tennis and the piano; as well as helps out at a local non-profit.

Andrew Morgan is a Business Relations Analyst and has worked at ETS Telecommunications since January 13, 2014. Andrew worked his way up at UPS from bottom loading trailers to attain various positions of management over 7 years. Most recently, he was the Business System Manager at Facilities Management. He brings his management experience with a focus on customer relations to his current position with ETS. In his free time he enjoys gardening with his wife and spending time with their brood of rescue animals.