

**2006-07 Critical Functions Report -- Status Update
Vice President/CIO**

1. Major Theme/Issue: Collaboration					
Objective: Create an environment that supports the full range of collaborative activities of U.Va. faculty and students					
	2006-07 Goals	Owner(s)	January 15 Status	July 15 Status	Comments
1.1	Help key players to think about IT strategically rather than reactively in order to create a more coordinated and collaborative IT environment across Grounds that enables ambition and experimentation.	James	Working with consultants to mobilize CTOs, LSPs, and ITC around collaboration. Meeting with key faculty and student groups around the question of ambition.	A number of collaborative communities were launched in the spring to address urgent organizational issues such as service lifecycles, project management, support for teaching and research using technology, and communication of institutional priorities and initiatives.	
1.2	Work with Provost and Student System Project team to evaluate, select, and implement best-in-class course management and portal systems.	James (and Milton Adams)	A committee has been established to evaluate course management systems, to set direction and recommend an action. Further development of the MyUVa portal has been stopped; the student self-service aspects of the MyUVa portal will be part of the SSP implementation.	The Collaborative Learning Environment Faculty Advisory Committee has made significant progress toward choosing a new CLE, with a decision expected this summer. Work has proceeded in parallel to scope and cost implementation and support for this major increase in functionality. Parameters for integration with the new Student System have been established.	
1.3	Partner to plan physical spaces that enhance collaboration and access to information/knowledge.	Terry (and all)	The Scholars' Lab in Alderman and the Research Lab in Brown library are up. Working with faculty to define/refine services.	Scholars' Lab is up and running well. We continue to work with staff to better define and develop the services provided at the Research lab in Brown library.	
1.4	Deploy Sakai-based collaboration software to support research collaborations.	Tim	Our pilot implementation of Sakai, branded Collab, has been in operation for several months and has been very well received. We are continuing to install upgrades and minor enhancements as we learn about this environment.	As of June 2007, Collab usage has grown to over 3500 users and almost 500 worksites. We recently upgraded to Sakai 2.3 (including a new skin) and have begun work to upgrade to Sakai 2.4.	

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1.5	Continue deployment of middleware infrastructure such as Active Directory, Shibboleth, Globus, and Avaki in support of collaboration and high-performance computing.	Jim	MyGroups service now manages Unix groups and is available for web access control. Integration of MyGroups with Active Directory is nearing completion. Our most recent research computing cluster has been configured to support Globus and we are working with Computer Science on integration.	Support for Globus has been extended to cedar and elder, the new cluster of large memory servers. We have transitioned the last of our production Shibboleth-based services (WebAssign for Physics Students) to the InCommon federation. In collaboration with the University Library, we are leading an effort to leverage federated identity management within the Virginia library community (VIVA). This includes assisting other sites with their Shibboleth implementations and deploying the infrastructure needed for the VIVA schools to share licensed PBS video content hosted at UVa. The integration between myGroups and Active Directory will be in production for the Exchange/Sharepoint production roll-out in mid-July.	
2.	Major Theme/Issue: Access				
	Objective: Create an environment of ubiquitous access to appropriate IT resources for all core activities.				
2.1	Design and pursue funding for a major computer machine room construction project.	Jim	Discussing funding models with Leonard Sandridge; working on a proposal for a design and funding model.	A model is being presented on June 26 that incorporates funding from the ITC Auxiliary along with other future opportunities that should enable the construction project to begin.	
2.2	Seek to acquire owned off-Grounds fiber-optic cable.	Jim	Have held some initial discussions with fiber providers.	The Mid-Atlantic Broadband Cooperative, a not-for-profit regional carrier, has worked with us to install dark fiber into our main telecom switching facility. We continue our discussions with other fiber providers on owned-fiber opportunities.	
2.3	In partnership with VP/CFO and the Provost, examine ways in which we can exploit the margins of our strategic investment in Oracle database services and database administration to support growing data management needs of research and teaching.	Don	Have hired new leadership for our database administration and services team.	New manager for Data Services has arrived. ITC is in the process of developing fee-based services for data administration and database administration.	

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2.4	Collaborate with the Library to provide network, capture, and storage infrastructure to support digitizing the collections and to coordinate support services.	Tim (and Martha Sites)	Working groups encompassing Library and ITC staff have been formed and are meeting to discuss and design these services. Development of the Fedora repository software has continued and a major new release is scheduled for January, 2007.	Library and ITC staff continue to design and implement the initial phases of the Academic Information Space (AIS). Tools have been developed to leverage the collection and display capabilities of Collectus by allowing objects to be collected from Collab Resources and from the Web in addition to the Digital Library Repository. Work is currently focused on enhancing the On-Demand Digitizing service to make use of Collab and a Fedora-based repository. Fedora 2.2 was released in January, 2007 and work is now proceeding on the next major release which will mark the end of the Mellon-funded project. The Fedora Commons Foundation has been formed to continue the development of Fedora after the Mellon funding ends.	
2.5	In partnership with key IT providers on Grounds, develop and implement a large-scale stress-testing capability to ensure that production systems are robust and reliable.	Don	Have performed a high-level overview of the significant stress testing products. Will be meeting with key IT providers to discuss the products and develop an acquisition plan.	Funding for this service was requested in the addenda process under hardening the infrastructure. In addition to reviewing commercial products, ITC is reviewing open-source stress testing products.	
2.6	Continue to improve the performance and reliability of ISIS while collaborating with stakeholders on implementation of the Student System Project.	Don	Upgrades to the mainframe systems that support ISIS (i.e. for zOS, Supra, and Mantis) are planned for this calendar year. Multiple ITC employees are participating in SSP committees.	The zOS operating system upgrade for the mainframe was performed in March. The Supra and Mantis upgrades (Supra is a data base management system and Mantis an online programming language) are awaiting new vendor releases. Multiple ITC employees continue to participate in SSP committees and meetings.	
2.7	Perform an environmental scan to determine appropriate infrastructure to support the wide range of mobile consumer technologies.	Mike	Infrastructure is being deployed to support electronic mail and calendar synchronization between Exchange and common personal digital assistants. Infrastructure is being deployed to support investigation of Web technologies which will, among other things, support mobile devices.	The new Exchange/Sharepoint electronic mail, calendaring, and collaboration environment supporting common personal digital assistants and smartphones will go into production in mid-July 2007. The beLabs virtual Web technology investigation environment is in production use by Web developers on grounds. We have convened a group of Web professionals who are considering the best ways to enhance the online experience, including support for mobile devices.	

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2.8	Assess the adequacy and reliability of core infrastructure services and take steps to increase reliability of central services where appropriate.	Jim	Doing an assessment that will be reflected in a budget plan proposal for "hardening our infrastructure."	A funding request for hardening the infrastructure was submitted as part of the 2007-08 budget process. Our project to provide bulk off-site disaster-recovery storage for critical ITC and departmental data will be operational in the Virginia Tech data center near the end of this fiscal year.	
3.	Major Theme/Issue: Alignment				
	Objective: Create new and more effective ways for faculty, students, and staff to participate as partners in creating the vision and ambition for technology-enabled teaching, learning, and research at U.Va.				
3.1	Engage other VPs, deans, key members of faculty, and technologists in discussions of the challenges we face and the formation of plans to address those challenges.	James	Have met with the Vice Presidents, Deans, Chair of the Faculty Senate, key members of the engineering and science faculty and numerous technologists.	Met with all VPs. Presentation to President's Cabinet on challenges and opportunities created by technological change.	
3.2	Work with the Provost to ensure that our IT plans are aligned with the academic mission of the University and that appropriate consideration is given to needs and sources.	James	Participated in writing a section of the 10--year plan that addresses our library and information technology ambitions going forward. Regularly participate in the Provost's monthly meetings with the deans.	VP/CIO and Assoc. VP/Deputy CIO participated in the Commission on the Future of the University. Continue to participate in regular executive leadership conversations.	
3.3	Establish programs that encourage and nurture experimentation with technology (e.g. student grant programs)	James	Agreed in principle to do something -- perhaps an expansion of the Harrison Undergraduate Research Awards program.	Delayed pending search for new leadership for the Harrison program.	
3.4	Diversify IT funding models to ensure that financial incentives align with desired outcomes.	James, Mike, Susie	Analyzing current cost structure and modeling alternative recovery methods.	A series of conversations between IT, financial, and budget leadership have resulted in a tentative model for funding the new machine room and have laid the groundwork for creation of a new funding model for IT services in general. We anticipate proposing new overall models in the fall.	
3.5	Evaluate and enhance classroom technology support to ensure that is is available and functional when needed.	Terry	Installing projectors in all classrooms to raise the base-level of technology. Meeting with co-owners of classroom support to discuss future support models and create a support plan.	Forty rooms in New Cabell Hall have been equipped with projectors. Co-owners of classroom support have formed a community to address issues of common interest.	
3.6	Evaluate the technology advisory structure to ensure appropriate participation from stakeholders across Grounds.	James, Mike	Created a new Computational Science Advisory Council; continuing with UCIT, the Deans Technology Council, and the Admin Tech council.	A Computational Science Advisory Council of computation-active faculty has been formed to provide guidance to the CIO. Continuing to work with UCIT and the Deans Technology Council to optimize their roles in IT governance. A group of faculty active in digital humanities has begun meeting to renew focus on that leadership area.	

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3.7	Lead the development (with the Library and schools) of a faculty enrichment conference.	Terry (and Martha Sites)	Have meet with faculty and key stakeholders. Are in the process of developing a program, locating space, etc.	New Horizons in Teaching and Research was held May 21-24. Ninety faculty, graduate students and staff attended the keynote speaker and opening reception. Over the four days, we had 23 sessions highlighting faculty use of technology, 37 half-hour technology spotlights, and six 3-hour drop in demo sessions. The total number of attendees for all sessions was 646. Participant evaluations were extremely positive and planning has begun for next year's symposium.	
3.8	Evaluate and enhance the TTI and TTSP programs to increase their effectiveness.	James, Mike, Terry	Have talked to stakeholders. Will meet to discuss program for the coming year -- likely to make some fundamental changes.	Refocused the TTI program request for proposals on innovation with technology and restructured the proposal evaluation process. Ran the first year of program with the new focus and awarded to two highly innovative proposals. Also for 2007-08 four departments were awarded TTSPs.	
3.9	Coordinate and consolidate the Microsoft Exchange services already offered across Grounds, and invest in the infrastructure to meet increase in demand for those services.	Jim	Have hired someone to take charge of Exchange services. Hardware for the new service deployment has arrived and work is in progress.	Work on the Exchange/Sharepoint project infrastructure is largely complete. The service launch date is set for mid-July.	
3.10	Leverage the new delegated authority achieved through Restructuring and meet all related performance commitments.	Shirley	Met reporting requirements.	Met all reporting requirements for the full yearly cycle.	
3.11	Explore and develop opportunities for external fundraising,	James (and Karin W.)	In conversation with Bob Sweeney re: development opportunities	In conversation with several potential donors. In conversation with the Mellon Foundation concerning the next phase of their support for the University's activities. Exploring the external funding possibilities arising from the American Council of Learned Societies report on cyberinfrastructure for the humanities.	

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4.	Major Theme/Issue: Security and Identity Management				
	Objective: Create an environment that facilitates appropriately authorized access to information and tools while significantly reducing the risk of sensitive data exposure.				
4.1	Work with key partners across Grounds to define aggressive new strategies for management of sensitive data, including examining University policies, strengthening the data stewardship role, completing security assessments and remediation for servers housing sensitive data, and reducing reliance on Social Security numbers as identifiers.	Shirley	Have begun the campaign to reduce reliance on Social Security numbers as identifiers.	A comprehensive set of sensitive data handling strategies has been formalized and included in a new "Hardening and Securing IT Infrastructure Program." The campaign to reduce reliance on SSNs will begin to show results this fall semester.	
4.2	Continue building a more security risk-aware culture at the University by completing the roll-out of the IT Security Risk Management program, conducting annual risk assessments for ITC using the program tools, and continuing enhancement of our security awareness and training program.	Shirley	Roll-out of IT Security Risk Management Program across the University is proceeding and the 2007 risk assessment for ITC is underway. Roll-out of online security awareness training for all employees continuing. Security awareness focused partnership formed with local K-12 schools, VCCS, city/county government, and the U.Va. Credit Union and activities launched in October.	Rollout of the IT Security Risk Management Program across the University will conclude in July and a new 3-year update cycle will begin. Online security awareness training for all employees continues, as does the ongoing enhancement of our overall security awareness program. Protection of sensitive data will be the focal point of employee awareness training in 2007-08.	
4.3	Continue increasing the intrinsic security of networks and services, including the More Secure Network, deploying a wireless More Secure Network, and consolidating user password management into a single Web application.	Jim	While wireless access to the More Secure network is now available in most on-grounds locations, some additional deployment work remains.	We selected and are now deploying new network security and log aggregation devices from Nitro Security. The development work has been completed and initial testing is in progress on a workstation security configuration monitoring tool for More Secure network computers. The password consolidation project was delayed in favor of leveraging the process to issue new ID cards to everyone at the university to upgrade the Level of Assurance of our Identity Management system. The password management consolidation project will be completed next fiscal year instead.	