



CITEC

STANDARD TRACK
(BUNDLES 2-8)

RECOMMENDATIONS REPORT



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I. Executive Summary

To help The University of Texas at Austin better align long-term budgetary strategies in support of our research and educational mission, the Senior Vice President and Chief Financial Officer, Darrell Bazzell, named an advisory commission to conduct a thorough evaluation of the Information Technology Services (ITS) departmental budget. The Central IT Executive Commission (CITEC) was charged with providing a view to recommend an appropriate budget scale and scope within central IT and identify savings opportunities.

Co-chaired by Dr. Linda Hicke, dean of the College of Natural Sciences, and Dr. Dan Stanzione, executive director of the Texas Advanced Computing Center (TACC), the 14-member commission included academic and administrative representatives from across the University. And these were the specific charges outlined:

CITEC Charges

CITEC will specifically endeavor to –

- Determine which IT services will be maintained by central IT (e.g., common good, service centers) and establish clear guidance for future IT services resulting from growth, evolution, etc.;;
 - Develop standards around how service rates are established and communicated
 - Develop standards for federated IT operations
- Develop a sustainability model for central IT to ensure budget and resources exist to effectively support and operate all central IT service offerings
- Provide recommendations to strengthen the effectiveness of existing governance of central IT
- Identify immediate opportunities for savings in central IT service offerings

Beginning in Spring 2017, CITEC was tasked with reviewing more than 140 services offered by ITS. Acknowledging that ITS has been providing services at a deficit, CITEC attempted to define a consistent role and mission for ITS. While identifying opportunities for savings and exploring all avenues for cost efficiencies was a priority, the committee's role was not simply to cut costs, but to determine where ITS investment makes the most sense for the mission of the university. The commission also offers recommendations for subsidies to be utilized, where applicable, as a strategy for the university's common good or to incentivize future behavior toward achieving security and efficiency as a foundational starting point.

This report solely outlines details about the “standard track” services that were placed in specific groups (e.g., bundles 2-8) for ease of review, and were then forwarded to CITEC after the “fast-track” service offerings (of which there were 25 in specifically grouped bundles 1) had been reviewed and completed with detailed recommendations. [Note: A corresponding report – [CITEC Fast Track Recommendations Report](#) is posted on the [CITEC website](https://citec.financials.utexas.edu/) (<https://citec.financials.utexas.edu/>) and includes detailed data related to the 25 fee-for-service offerings (bundles 1-4) – that needed validation by the *fast-track deadline of July 31, 2017*. Along with the fast-track reviews of bundles ITS services classified in bundles 1, CITEC also was asked to review, and provide recommendations for, the Administrative Systems Modernization Program (ASMP) Technology Architecture Implementation (TAI) service offerings that are in process and not yet in production, and included items that impacted the ITS budget. The ASMP TAI Recommendation Report

outlines details and respective recommendations presented to CITEC by the ASMP Workday Steering Committee and is posted at https://citec.financials.utexas.edu/sites/default/files/CITEC-ASMP-TAI-Recs-Report_25Oct2017.pdf

Senior VP/CFO Bazzell will review all of CITEC's recommendations – fast-track, ASMP TAI, and standard track service offerings – before a decision and/or approval is determined by executive leadership. A final approval and/or decision will be shared with campus following these developments.

II. Community and Stakeholder Engagement

While noted in previous CITEC reports, it is important to acknowledge that since May 2017 the commission's membership engaged with various stakeholder groups across campus in various ways to share initial recommendations. Campus engagement included:

- **Town halls to engage** with a broad cross-section of the university community
- **Website feedback form** – <https://citec.financials.utexas.edu/share> – to receive specific input, such as concerns, input, and ideas from the university community

The goal has been to keep the university's IT community regularly informed of CITEC's recommendations, share any perceived consequences of the recommendations and anticipated next steps, and listen to stakeholder input before finalizing recommendations. As noted above, the final decisions for these recommendations will be determined by the university's executive leadership (CFO, Provost, and President).

III. Standard Track Recommendations (Bundles 2-8)

Bundle 2 – Recommendations for **Networking, Voice, and Telecommunications**

Service Offerings are as follows:

1 **Networking, Voice, and Telecommunications**¹

Service Description	Networking and Telecommunications provides communications services for the university— including networking (wired and wireless); telephone systems; design, construction and installation of communication pathways, spaces and cabling; cellular coverage; cable television; communications to remote sites; multi-media support for events and various building systems.
Recommendation	CITEC recommends that all networking, voice and telecommunications be centrally managed. CITEC further recommends it is essential that adequate resourcing for ITS Networking occurs, including a salary/equity study of appropriate resource levels needed to meet service level objectives. In addition, CITEC recommends the creation of a new committee whose charge would include determining a timeline and transition plan to achieve a centralized network and meet related long-term strategies. Considerations for this “transition” committee to deliberate are expected to include efficiency managing transition costs, security, compliance, and risk.
Rationale	A functional, reliable, secure and performant network with universal coverage in campus buildings is essential and expected by students, staff, and visitors at any modern research university. Consistent quality and security practices best achieved through central management – and security and compliance are growing risks to the university. A decentralized model not only leads to additional costs and risks in supporting a heterogeneous environment, but also imposes occasional, often unexpected capital expenses on dozens of units on campus, and often leads to untenable situations where ITS is left with no remedy other than to threaten to remove buildings from the campus network. A central network operation could accommodate suitable exceptions where needs for true differentiation exist (i.e., an experimental network in Computer Science). CITEC believes the recommended committee can set up a model that would smooth transition costs as current hardware is replaced for units with a significant investment, and provide sufficient service level agreements to accommodate the needs for responsive local changes.

¹ As a result of the town hall, a white paper with additional details about the recommendation and rationale will be provided.

Bundle 3 – Recommendations for **Academic Technologies** Service Offerings are as follows:

2 **Canvas**

Service Description	Canvas is a cloud-based Learning Management System (LMS) used by faculty, staff, and students for collaboration, course materials, and assessment.
Recommendation	CITEC recommends no changes to current Canvas Support – this offering should remain centrally funded.
Rationale	Canvas is integral to teaching throughout the university and the existing level of support is a cost effective way of maximizing its value.

Bundle 4 – Recommendations for Identity and Access Management Service

Offerings are as follows:

3 Identity and Access Management

Service Description	Identity and Access Management is a complex service that must integrate with many applications on a variety of platforms to meet the disparate needs of a large user base at the university. Multiple IAM tools provide support for the university's complex and diverse technical environment.
Recommendation	CITEC recommends campus leadership approve central funding for all of the Identity & Access Management service offerings. IAM service offerings should be reviewed regularly, and at the next review, attention should be paid to determine how cost efficiencies may be achieved.
Rationale	A central authentication service that can reliably verify identity is at the core of any large organizations data systems. A single credential that can be used to verify the role and access rights of any individual is far preferable to having dozens of different login systems across the campus. Anything other than a centrally funded system would be hugely disruptive. This is also a space where rapid evolution is happening in the marketplace, and where tracking the state of the art could potentially result in significant cost savings in the future.

Bundle 4.5 – Recommendations for the Applications Portfolio Service Offerings
are as follows:

4 Middleware & Common Applications

Service Description	Non-ASMP and Non-Fast Track services in the Applications MCA Portfolio include: Legacy Support, Project and Development Environment Management, Integration & Middleware. Specific offerings include Group Email (Regroup), Legacy Document Management (DocRepo), Legacy Portal Maintenance and Stewardship, Mainframe Legacy Common Applications (ex: Define), Mainframe Middleware Code - jEdit, PDF Generator, XML Gateway, PyPE - Python Production Environment, Secure Messaging, Urgent Email.
Recommendation	CITEC recommends that the Middleware & Common Applications listed in the description remain "as is" today: ITS Central Funds.
Rationale	Many of these applications are largely embedded in the fabric of the university's enterprise services. While specific implementations of specific applications can be debated, most have reasonable costs, or must be maintained until the new business systems are in place.

5 Web and Consulting

Service Description	This team's mission is to provide centralized website publishing and consulting services. Non-ASMP and Non-Fast Track services in the Applications-Web and Consulting Portfolio include: UT Websites, Web Publishing Platforms, and Internal ITS Support. Specific offerings include: Methodology and Process Management, Service Management Process Automation, IT @ UT / ITS Website, Offsite Emergency Website, University Core Site, Accessibility Scanning Tools and Support, University Blog Services, University Wikis Service, UT Drupal Kit, UT Quicksites with CMS Hosting Platform (Pantheon).
Recommendation	CITEC recommends that the Web and Consulting offerings listed in the description remain "as is" today: ITS Central Funds. However, CITEC believes the expense related to this function is larger than is justified and recommends that ITS further review an appropriate staffing level for this critical function.
Rationale	The functions and service offerings overseen by ITS Applications – Web Services team are critical to the entire campus.

Bundle 5 – Recommendations for Email, Collaboration and Web Service

Offerings are as follows:

6 Adobe Connect

Service Description	Web conferencing software that provides user desktop screen and file sharing, and presentations for collaborative or teaching purposes.
Recommendation	CITEC recommends that Adobe Connect remain "as is" today: ITS Central Funds. The commission also recommends an analysis be conducted to pursue a campus-wide replacement solution for future use, including how many CSUs currently utilize Zoom licenses.
Rationale	A central online meeting service should be viewed as a basic central IT function. While Adobe Connect has a declining user base, a number of more modern alternatives exist in the marketplace that would make an attractive replacement (i.e. Zoom).

7 Email Services: Office 365, UTMail

Office 365 – Service Description	Provides cloud-based email and calendaring solutions for faculty and staff. Also includes One Drive storage, Skype for Business, Teams and other collaboration and productivity tools.
CITEC Recommendation	CITEC recommends that Office 365 remain "as is" today: ITS Central Funds.
Rationale	<ul style="list-style-type: none"> ▪ Integration to critical business processes and workflows, especially scheduling and task delegations ▪ Service is widely used by almost all faculty and staff members and interconnects the entire university ▪ Extremely high availability requirements; uptime monitoring and reporting ▪ Centralized due to its nature – no local efficiencies can be achieved for this function

UTMail – Service Description	Branded Google Suite service that provides students, faculty, and staff with a university-affiliated @utexas.edu email address, in addition to Google Drive storage and collaboration
CITEC Recommendation	CITEC recommends that UTMail remain “as is” today: ITS Central Funds.
Rationale	<ul style="list-style-type: none"> ▪ Email service widely used by student community ▪ No license fees and nominal support cost ▪ Alumni and retirees have been assured of lifetime access to this service

8 Email Supporting Service

Email Filtering Service (Ironports) – Service Description	Email security (spam, phishing protection) and delivery (routing) for campus email.
CITEC Recommendation	CITEC recommends that UTMail remain “as is” today: ITS Central Funds.
Rationale	<ul style="list-style-type: none"> ▪ Critical component of email delivery and security on campus ▪ Any changes to this service would require re-architecting email services

UT Lists – Service Description	The university’s mailing lists are collaborative forums for teaching, discussion, entertainment, announcements, and more. The forum messages are sent directly to subscribers in e-mail and are read with e-mail programs, such as Webmail or Outlook.
CITEC Recommendation	CITEC recommends that UT Lists remain “as is” today: ITS Central Funds.
Rationale	A platform that meets all of the current requirements of this service has not been identified. If a decision is made to migrate to any alternative service, potential for savings could be low due to incurred migration costs.

Bundle 6 – Recommendations for Servers, File Storage and Data Financial

Summary Service Offerings are as follows:

9 Data & Doc Storage (UT Box)

Service Description	UT Box is a cloud-based file storage and sharing tool for business/academic uses.
CITEC Recommendation	CITEC recommends that UT Box remain “as is” today: ITS Central Funds. Create a separate service / advisory group to mitigate the risk of data breaches.
Rationale	It would be complex to charge for this service due to the large number of users and frequent change in disk utilization. The UT Service Desk provides tiers 1-2 support and the Information Security Office (ISO) provides tier 3.

10 Data Center NT

Data Center Network Operations Center (NOC) – Service Description	Equipment, personnel, architecture, and operations required for networks within UDC-C and UDC-B, and the Network Operations Center (NOC).
CITEC Recommendation	CITEC recommends that the NOC remain “as is” today: ITS Central Funds. Include as part of CITEC’s overall centralized network budget.
Rationale	Without the NOC, there is no campus network (no Internet connectivity, no building networks, no WiFi, no VoIP, no data center, etc.).

Data Center Networks – Service Description	Personnel, architecture, and operations required to operate the data center networks. Equipment required for networks (UDC-C and UDC-B).
CITEC Recommendation	CITEC recommends that the Data Center Networks remain “as is” today: ITS Central Funds. Include as part of CITEC’s overall centralized network budget.
Rationale	It is the foundation service for all IT services on campus.

11 Database Hosting: MSSQL, MySQL, Oracle

MSSQL – Service Description	Underpinning database service for more than 150 production databases and more than 100 production SharePoint databases. [This includes 28 CSUs; 123 databases not counting SharePoint. Applications supported include: SharePoint, MediaSite, ACES (Applied Computational Engineering Sciences) applications, School of Communications applications, Dell Medical School applications, Kofax, Adobe Connect, UT Athletics applications, etc.]
CITEC Recommendation	CITEC recommends that MSSQL remain “as is” today: ITS Central Funds.

MySQL – Service Description	Underpinning database service for several administrative applications, including Wikis, Doc Repo, Blogs, Stache, and for a large number of campus websites (Dell Medical School, Dean of Students, Engineering, to name a few).
CITEC Recommendation	CITEC recommends that MySQL remain “as is” today: ITS Central Funds.

Oracle – Service Description	Major underpinning database service for enterprise administrative applications such as TIM, UT Login, Stonebranch, Documentum, TRECS-FAMIS, TRECS-SPACE, the Development Office, etc.
CITEC Recommendation	CITEC recommends that Oracle remain “as is” today: ITS Central Funds.

Rationale	These three database platforms are underpinning services for many commercial and custom applications, and collectively support more than 500 production applications utilizing the ITS Database services.
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12 Server & Server Support: Load Balancing (F5, Citrix)

Service Description	Distributes network and/or application traffic across different servers in one or more university data centers.
CITEC Recommendation	CITEC recommends that Load Balancing (F5, Citrix) remain “as is” today: ITS Central Funds.
Rationale	It would be complex to charge for this service due to the large number of users and frequent change in disk utilization. It is utilized in the architecture of many enterprise-wide common applications and services, such as UTLogin, UTDirect, SharePoint, Identity & Access Management (TIM, TED, Active Directory), PyPE, UT-VMG, IQ, among others.

Bundle 7 – Recommendations for Client Support Financial Summary Service

Offerings are as follows:

13 Green Output Print

Service Description	Green Output Print (electronic printing for mainframes) delivers mainframe output electronically and provides recipients with reports in PDF format or Excel.
CITEC Recommendation	CITEC recommends that Green Output Print remain “as is” today: ITS Central Funds. [Note: It is recommended that its dependency on Austin Disk is addressed – e.g., change the path to generate a PDF from Austin Disk to a different location, and also revisit when Workday is implemented.]
Rationale	Austin Disk retirement will affect this service as it uses Austin Disk to save the documents. Currently, individual folders on Austin Disk are provided at no charge to EID-holders. Future solutions include Documentum. Discussions about using Box have occurred, but would require custom development and upkeep.

14 Terminal ID Printing (Mainframe)

Service Description	Provides ability to send mainframe print output to a network printer across campus.
CITEC Recommendation	CITEC recommends that Terminal ID Printing (Mainframe) be changed to a fee-for-service offering.
Rationale	This service is necessary until mainframe network printing is no longer needed. A project to convert to green output could be pursued as an alternative source.

15 Campus Computer Store

Service Description	Provides hardware and software sales and services to The University of Texas at Austin community and is an authorized Apple and Dell service center.
CITEC Recommendation	CITEC recommends that the Campus Computer Store remain “as is” today: ITS Central Funds as it pertains to managing contracts and business relationships. [Note: It is also recommended that the CCS revisit relationship with the vendor(s) to leverage potential opportunities for additional revenue.]
Rationale	Campus Computer Store staffs and funds its own operation. ITS manages the contracts and business relationships. The university receives stipend payments from Apple and Higher Ed as a result of the store’s sales. Stipend payments cover administrative overhead to manage contract and business relationships.

16 Hardware Services

Hard Disk Encryption (WinMagic SecureDoc) – Service Description	Hard disk encryption for laptops.
CITEC Recommendation	CITEC recommends Hard Disk Encryption (WinMagic SecureDoc) be retired.
Rationale	Utilization of this tool has dropped to about 1,200 of the 14,000+ encrypted laptops on campus. Due to waning use and the prevailing adoption of native encryption in its place, SecureDoc services will be retired in the next few months.

Media Destruction – Service Description	University computer hard drives may contain sensitive classified data and need to be securely destroyed. The most effective way to ensure the complete removal of data on an old hard drive is to physically destroy it. Although hard drives are the majority of the media destroyed, paper, DVDs, magnetic tape, cells phones, SIM cards, etc. are also accepted. This service is supported by the Service Desk.
CITEC Recommendation	CITEC recommends Media Destruction remain “as is” today: ITS Central Funds.
Rationale	If not centrally funded, CSUs may not use this service and this would place university data at risk. The Information Security Office (ISO) has security concerns if this service is not available to campus.

17 Faculty Loaner Laptop Program

Service Description	This service offers international travelers the option of checking out a temporary laptop (Mac or Windows) for up to 90 days, and is provided by the Service Desk.
CITEC Recommendation	CITEC recommends that this service be continued with same funding source and a reduced laptop fleet (from 20 to 10).
Rationale	Current usage is minimal (e.g., visiting faculty used the service 16 times in 2016-2017). Funding is provided by the President's Office, and the program’s administration also is minimal.

18 Professional Support Services: MITS

Service Description	Provides managed technical desktop support for colleges, schools and departments. Support of ~3,500 desktops/laptops including locations such as Wildflower Center, UTPD and the Facilities complex. In addition to providing technical end user support the MITS team assists with tasks such as annual inventory, ISORA, security patching and software installs.
CITEC Recommendation	CITEC's initial recommendation for MITS is that remained "as is" as a fee-for-service offering. On Oct. 24, 2017, it was announced that MITS will transfer from ITS to Technology Resources (TRECS), effective Nov. 1. Fee-for-service offering remains unchanged.
Rationale	A support strategy for the Financial and Administrative Services (FAS) portfolio was needed. Prior to its merging with TRECS, MITS provided support for several administrative, academic, and research units.

19 Service Desk: UT Service Desk

Service Description	Provides the university community with a centralized point of contact for help with a variety of topics, including questions concerning information technology, business processes, services, and applications.
CITEC Recommendation	CITEC recommends the UT Service Desk remain "as is" today: ITS Central Funds. Perform a peer study to look at cost-effectiveness.
Rationale	Student staffing and hours of operation were recently reduced; this led to cost reductions.

20 Telephone Operator

Service Description	Switchboard operator for the university.
CITEC Recommendation	CITEC recommends the telephone operator offering remain "as is" today: ITS Central Funds. Eventually combine this service with the Service Desk.
Rationale	There is currently one campus operator (reduced from three). When the campus operator is unavailable during core business hours, the UT Service Desk covers this service.

Bundle 8 – Recommendations for Enterprise & Client Software Financial

Summary Service Offerings are as follows:

21 Business Systems

Mainframe Environment – Service Description	Mainframe software and hardware: Mainframe and its storage components, UTDirect, Adabas, Adabas Replicator, Natural, Credit Card interface, Task Manager, and a dozen supporting vendor software packages are included in this offering.
CITEC Recommendation	CITEC recommends the Mainframe Environment service offering remain “as is” today: ITS Central Funds.
Rationale	This service is essential to running existing mainframe applications and tools until migration to a new system occurs.

Transfer sFTP Server – Service Description	Files transfer protocol (FTP) system to or from the mainframe.
CITEC Recommendation	CITEC recommends the Transfer sFTP Server offering remain “as is” today: ITS Central Funds.
Rationale	Used by all of campus, at least indirectly.

22 Enterprise Management

Campus Red Hat Enterprise License (RHEL) and Network Satellite (RHNS) – Service Description	Centralized license and patch repository for Red Hat Enterprise Linux (RHEL) hosts.
CITEC Recommendation	CITEC recommends the RHEL offering remain “as is” today: ITS Central Funds.
Rationale	Almost 1,500 RHEL systems are utilized in 26 CSUs. This is an underlying support service for other central services such as UTLogin, UTDirect, UTWeb, SailPoint.

Configuration Management Tools (SCCM, Puppet, etc.) – Service Description	SCCM: Microsoft Windows systems management. Puppet Enterprise: Linux systems management.
CITEC Recommendation	CITEC recommends the Configuration Management Tools (SCCM, Puppet, etc.) remain “as is” today: ITS Central Funds.
Rationale	These provide underlying support service for other central services such as Office365, Active Directory, UTLogin, UTDirect, UTWeb. Tools used manage more than 5,000 Windows and Linux hosts across multiple units in FAS. Providing Puppet site license for all of campus is a \$10k increase over ITS’s per node cost.

Microsoft Key Management Service – Service Description	Automatic activation of Microsoft Windows and Office volume-licensed products.
CITEC Recommendation	CITEC recommends the Microsoft Key Management Service offering remain “as is” today: ITS Central Funds.
Rationale	Required to activate any Microsoft OS or office product on campus. Licensing covered under UT Systems Microsoft agreement, nominal support cost.

Windows Deployment Services (WDS) – Service Description	Provides central deployment of Windows operating systems via the campus network.
CITEC Recommendation	CITEC recommends the WDS offering be eliminated.
Rationale	Created to facilitate Windows Vista deployments. This service enables deployment of an unsecured host on the university network, increasing risk to campus. Never formalized as a service. Does not allow for deployment of latest versions of Windows. Managed desktop and server support services (MSS, MITS) are alternatives to this service. No new requests for this service in last year.

Windows Software Update Service (WSUS) – Service Description	Provides the latest Microsoft product updates (Anti-virus, Windows, Office) to hosts.
CITEC Recommendation	CITEC recommends the WSUS offering remain “as is” today: ITS Central Funds.
Rationale	Provides Microsoft updates to self- or CSU-managed Windows hosts on campus. Licensing covered under UT Systems Microsoft agreement, nominal support cost.

23 Enterprise Monitoring & Metrics

Application Performance Monitoring (New Relic) – Service Description	Monitoring on-premise applications for in-depth performance and availability throughout an entire application stack.
CITEC Recommendation	CITEC recommends the New Relic offering be eliminated.
Rationale	Proposed service via ASMP TechArch, but never implemented. After further review, it was determined to not be of any added benefit beyond current tools.

Enterprise Metrics (Splunk) – Service Description	Log collection, analytics, and reporting for systems and applications.
CITEC Recommendation	CITEC recommends the Splunk offering remain “as is” today: ITS Central Funds. In addition, the commission recommended that ITS continue to review the opportunity to consolidate with ISO regarding analytics/reporting requirements.
Rationale	Currently provided to enterprise-wide applications managed in the FAS portfolio (ITS, IQ, customers hosted on UT Direct).

Web Application Monitoring (Thousand Eyes) – Service Description	Monitoring of on-premise or cloud-based applications for performance and availability.
CITEC Recommendation	CITEC recommends the Thousand Eyes offering remain “as is” today: ITS Central Funds.
Rationale	Having one enterprise web application monitoring tool provides better correlation of outages across multiple applications when compared to individual standalone monitoring tools. Monitors enterprise-wide critical services, such as PyPE, UTLearn, MyUT portal, UTLogin.

24 Network Tools: FTP Archive Mirror

Service Description	Download site for large popular open source software packages.
CITEC Recommendation	CITEC recommends the FTP Archive Mirror offering be eliminated.
Rationale	Used by small portion of IT community and alternative download sites exist. Networking does not have expertise in maintaining different software and operating system versions this site is meant to track (e.g., Linux), leading to complaints from the small community. Lack of funding due to lack of use/governance support has meant the service does not have enough storage and cannot maintain all the archives/versions requested. No other groups have been willing to operate (ITS Systems, General Libraries, call to TSC community).

25 Survey Tool: Qualtrics Survey Tool

Service Description	The Qualtrics Research Suite is a cloud-based software that can be used for anything from basic survey research (e.g., customer satisfaction surveys) to experimental research that meets IRB requirements.
CITEC Recommendation	CITEC recommends the Qualtrics service offering remain “as is” today: ITS Central Funds.
Rationale	It would be complex to charge per use and administrative billing overhead would increase.

III. Conclusion

Throughout the process of several months of meetings, town halls, and numerous office hours held with service owners, CITEC worked its way through extensive, detailed background information as it reviewed extensive data for all service offerings represented in specific bundles. The commission was then able to fully vet and determine which IT services would be maintained by central IT (e.g., common good, service centers), and provide recommendations to initiate steps toward establishing a sustainability model to ensure budgets and resources exist. Deliberations among the 14-member commission were extensive. Most recommendations in this report represent a consensus view of the commission. Some, notably the network recommendation, were not unanimous but represent the views of a supermajority. The commission is grateful for the campus-wide support it has received, and appreciated the feedback from all sides. It is CITEC’s hope these recommendations mark significant steps toward realizing the benefits of moving in the right direction as due diligence is conducted on each one as this process moves forward to the university’s leadership. And, as noted throughout this report, the final decisions for these recommendations will be determined by our executive leadership, including the President, Senior VP/CFO, and Provost.

IV. Change Log

Published date	Description of revision
11/13/17	1 – Networking, Voice, and Telecommunications - A footnote was added to the rationale. As a result of the town hall, a white paper with additional details about the recommendation and rationale will be provided.