



CITEC

FAST TRACK

RECOMMENDATIONS REPORT



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I. Executive Summary

To help The University of Texas at Austin better align our 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) is 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 Stanzone, executive director of the Texas Advanced Computing Center (TACC), the 14-member commission includes academic and administrative representatives from across the University.

CITEC Charge

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 with its initial meeting in late May, the commission was asked to place 25 of the more than 140 ITS service offerings on a “fast track.” This meant reviewing detailed data related to fee-for-service offerings that needed validation by July 31, 2017: This included “big-ticket” ITS items such as Service Management (ServiceNow) and Identity and Access Management (SailPoint) tools, as well as several ASMP items that impact the ITS budget.

Acknowledging that ITS has been providing services at a deficit (and without any set numbers at this report’s writing), CITEC has attempted to define a consistent role and mission for ITS. While identifying opportunities for savings and exploring all avenues for cost efficiencies is a priority, the committee’s role is not simply to cut costs, but to determine where ITS investment makes the most sense for the mission of the university. While in many cases this has meant cuts or new fees, in other cases the committee has recommended increased spending in areas determined to be of strategic importance. For instance, the Fast Track recommendations include eliminating the fee for UT Backup and increasing the in-house staff investment in SailPoint. The commission also offered 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 fast-track recommendations CITEC was tasked to complete by late July. NOTE: CFO Bazzell will review all recommendations 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

CITEC has engaged with various stakeholder groups across campus in various ways, to share their initial recommendations, including –

- Meetings with various focus and stakeholder groups to gather input and feedback about services of interest to the groups
- Town Halls to engage with a broad cross-section of the UT community
- Website feedback form to receive specific input and feedback from the UT community

The goal is to inform the UT community of CITEC's recommendations, share any perceived consequences of the recommendation and anticipated next steps, and listen to stakeholder input before finalizing the recommendation.

As noted above, the final decision-makers for these recommendations will be determined by the university's executive leadership, including the CFO, Provost, and President.

III. CITEC Assessment and Review of ITS Service Array

CITEC is collaborating with campus stakeholders and ITS staff to assess the complete ITS service array and determine which services should be considered for central funding, which services should be offered at cost, and which services should not be provided by ITS. As an advisory committee, CITEC will provide recommendations for what will be covered in central funding or whether it will be a fee-for-service. In its full review, the commission will:

- Evaluate the array of 140+ IT services
- Make recommendations on how to fund those IT services we need (e.g. service center rates, common good/central funds)
- Recommend system of governance for making future decisions, forecasting needs

The goal is for CITEC's completed charge and service recommendations to put us on a sustainable funding path.

Throughout the process, the commission is working its way through extensive, detailed background information for each service offering. This information comes from a variety of sources, including service owners, accounting, peer data and stakeholder feedback.

Given this objective, the service offerings being reviewed by CITEC are organized into two different tracks -

Fast Track

Fast-track recommendations for these services were due July 31, 2017. These included -

- All fee-for-service offerings that needed validation by July 31st
- Big ticket items on ITS budget
 - Service Management (ServiceNow)
 - Identity & Access Management (SailPoint)
- ASMP services that impact the ITS budget

Standard Track

In addition to the above fast-track service offerings, CITEC will review and assess the entire ITS array of service offerings, categorized in a standard track (no firm deadline, e.g., related to July 31 validation) by function -

ITS Service offerings (categorized by function)	
Network, Voice & Telecommunications	Academic Technology
Identity & Access Management	Email, Collaboration & Web
Servers, Data and File Storage	Client Support
Enterprise & Client Support	

Summary of ASMP Steering Committee Recommendations

CITEC agreed with the ASMP Steering Committee’s recommendation to cease the following services listed as “cease.” Note: CITEC has prioritized review of remaining ASMP services and will be reporting its decision to the CFO in a separate set of recommendations.

CITEC Recommendation Category	Service Offering
CITEC & ASMP Steering Committee Recommendations: Cease	
	Continuous Integration (Jenkins)
	Development Environment Management (AWS)
	Enterprise Architecture (iServer)
	Enterprise Project and Issue Tracking (JIRA)
	Testing (Jmeter, Selenium, Parasoft, SonarCube)
	Vulnerability Scanning (CheckMax, CXSAST)
	Oracle ZFS
	Rational Method Composer

Summary of Fast Track Recommendations

CITEC Recommendation Category	Service Offering
CITEC Recommendations: Discontinue ITS Service offerings	
	Austin Disk
	Managed Lab Support
	SharePoint on Premise
CITEC Recommendations: Maintain ITS Service offerings	
	Custom Solutions
	University Data Center (UDC) ²
	UT Print
Continue central funding	SailPoint
No change to service	NT Pass-Through Accounts
CITEC Recommendations: Increase central funding, decrease fee-for-service	
Increase central funding for default allocation; increase default allocation; decrease fee-for-service	Personal Network Access (PNA)
CITEC Recommendations: Increase fee-for-service offering fee	
	Building Access Control Systems (BACS) ^{1,5}
	Cabling and Construction ^{3,5}
	Commodity Storage ^{4,5}
	ID Center ⁵
	Multimedia ⁵
	Residential Networks ⁵
	UT-Virtual (UT-V) ^{4,5}
	Voice ⁵
CITEC Recommendations: Increase and Decrease fee-for-service offering fee	
Remain fee-for-service; increase (Linux) and decrease (Windows) fee	Managed Server Support ⁵
CITEC Recommendation: Change funding model	
	Check Printing
	Service Management ⁶
	Software Distribution and Sales
	UTWeb
Change to fee-for-service (from MOU model)	Virtual Routing and Forwarding Networks
Change to full central funding (from partial fee-for-service)	UT Backup
CITEC Recommendation: New fee-for-service offering	
New fee-for-service offering	Router Rental

¹ In addition to remaining fee-for-service, increase central funding for “common” areas.

² CSUs will not experience a rate change, but a subsidy to remain and central funding to be increased to ensure this service center fully cost recovers.

³ Subsidy to remain.

⁴ Subsidy to be removed.

⁵ Fee change due to regular rate adjustments.

⁶ Fee applied to newly on boarded units.

IV. CITEC Fast Track Recommendations

1 Austin Disk

Service Description	A secure online data storage and file-sharing service, available to all current UT Austin faculty and staff.
Recommendation	It is CITEC’s recommendation that Austin Disk remain a fee-for-service offering. CITEC also recommends that individual shares be discontinued. In time, Austin Disk should be retired completely and departmental shares should move elsewhere. CITEC recommends that ITS support would be available throughout the transition.
CITEC Rationale	Use of the Individual Shares portion of Austin Disk has declined in recent years. UT Box is a cloud-based file service that offers similar functionality of Austin Disk individual shares.
Next Steps	<ul style="list-style-type: none"> ○ In the near future, customers would need to migrate data from Austin Disk individual shares to another storage site such as UT Box. ○ On Austin Disk’s retirement, departmental shares would need to migrate to UT Box or similar solution. ○ Important university business processes like Green Output rely on Austin Disk departmental shares and alternative solutions (e.g., UT Box, Documentum) will need to be evaluated to migrate these.

2 Building Access Control Systems (BACS)

Service Description	This service offering consists of video security systems and electronic building access control systems (BACS). It also includes engineering, operations, installation, repair, systems support and new construction.
CITEC Recommendation	It is CITEC’s recommendation that BACS remain a fee-for-service offering with central funding for “other spaces” to be determined by the BACS steering committee.
Rationale	<ul style="list-style-type: none"> ○ Physical security needs to be consistently implemented across campus ○ Some sections of campus are vulnerable due to lack of funding of physical security devices ○ There are now policies and approval requirements for placement of physical security devices ○ This change will allow support of the BACS and Video security systems at their current size and structure or any additional growth.

3 Cabling and Construction

Service Description	This service offering provides: <ul style="list-style-type: none"> ○ Maintenance, construction, and renovation of communication duct banks, tunnels, conduits and related media pathways and spaces ○ Installation, removal and maintenance of communications cabling (copper and fiber optic, e.g., Ethernet cable)
CITEC Recommendation	It is CITEC's recommendation that Cabling and Construction remain a fee-for-service offering with subsidies. (Note: Construction = approximately 10 percent central funding; Cabling = approximately 2 percent central funding.)
Rationale	Code compliance is essential to safety and there is a high level of complexity to operate this service in the university environment. Central funds are allocated for minor repairs/maintenance to make the process more efficient.

4 Check Printing

Service Description	University Data Centers provides Check Printing Services for FAS Accounting and Payroll Services, including printing, reconciling and delivery.
Recommendation	It is CITEC's recommendation that Check Printing be changed from a centrally funded to a fee-for-service offering. The service should remain with the UDC. Also, the commission offers that the university might consider adopting a policy to utilize direct deposit whenever possible to discourage check printing.
Rationale	This change will provide cost recovery of functions that support the University.

5 Commodity Storage

Service Description	Commodity Storage provides high-performance, enterprise class data storage for Information Technology Services (ITS) and colleges, schools and units (CSUs) at UT Austin.
Recommendation	It is CITEC's recommendation that Commodity Storage remain a fee-for-service offering. In addition, it is recommended that the subsidy be removed and current fee is increased.
Rationale	This is a consumption-based service billed for usage and cost recovery.

6 Custom Solutions

Service Description	Provides software solutions and technical software support across campus when budget or staffing constraints limit internal resources. The team provides custom application software development and maintenance, CMS Hosting Platform (CHP) services in WordPress and Drupal and/or use UT QuickSites.
CITEC Recommendation	It is CITEC's recommendation that Custom Solutions remain a fee-for-service offering.
Rationale	This is a custom support service billed for usage and cost recovery.

7 ID Center

Service Description	The ID Center issues identification cards for the university. The UT ID represents official documentation for on-campus services and/or events, online transactions, entrances to buildings, etc.
CITEC Recommendation	It is CITEC's recommendation that the ID Center remain a fee-for-service offering. It is also CITEC's recommendation that the rate be increased from \$10 to \$16. Also, it is recommended that individual departments pay for its faculty/staff IDs, including payment for the first ID, due to increased demand and technology changes. Costs for replacement IDs will continue to be paid by individuals (students, faculty/staff, etc.).
Rationale	ID Card rate has remained flat for 20 years, while expenses to produce cards and support this service have risen.

8 Managed Lab Support

Service Description	Managed Lab Support (referred to as Labs) provides professional computer lab management, including computer imaging, setup, security patching and maintenance. Customers include: Athletics, International Office (IO), Law School and ITS (FAC).
CITEC Recommendation	It is CITEC's recommendation that Managed Lab Support (Labs) be changed from a fee-for-service offering to retired and discontinued. This includes discontinuing the services maintaining computers on the first floor of the FAC with the exception of the two FAC training rooms.
Rationale	Other managed lab providers with a larger footprint on campus, such as Academic Technology Support (ATS), could maintain labs for the Law School, Athletics and the International Office. Usage of FAC first floor computers has declined by more than 50 percent over the last year since most students bring their own computers to these respective labs.
Next Steps	Campus organizations, such as the International Office, Athletics and the Law School, would be notified of a timeline so they may make plans to support their labs internally or find an alternative service provider.

9 Managed Server Support

Service Description	Managed Server Support provides server management and system administration for more than 1,000 servers and devices. Of these servers and devices, approximately 85 percent are for Information Technology Services (ITS) and approximately 15 percent are for colleges, schools and units (CSUs) across campus. It is a consumption-based service billed for usage and cost recovery.
CITEC Recommendation	It is CITEC's recommendation that Managed Server Support be continued as a fee-for-service offering. In addition, it is recommended that further consideration be made regarding a decreased fee for Windows and a fee increase for Linux.
Rationale	This is a consumption-based service billed for usage and cost recovery.

10 Multimedia

Service Description	This service offering provides: <ul style="list-style-type: none"> ○ Multimedia support for events ○ Installation and repair of multimedia systems (projectors, intercoms, paging systems) ○ Operation and maintenance of cable television system serving non-residential facilities
CITEC Recommendation	It is CITEC's recommendation that Multimedia remain a fee-for-service offering.
Rationale	This is a consumption-based service billed for usage and cost recovery. Accounting reviews rates every two years and makes adjustments based on actual costs accrued.

11 NT Pass-Through Accounts

Service Description	Additional income not associated with Service Centers due to one-off, irregular activity: <ul style="list-style-type: none"> ▪ Pass-through charges: ITS purchases equipment and services and passes those costs to CSU <ul style="list-style-type: none"> ○ Warehouse (e.g., a telephone desk set, cabling) ○ Data Circuits (e.g., remote office site) ○ Maintenance contracts (e.g., router maintenance) ▪ Distributed antenna system: Participating vendors pay ITS based on various use formulas in a contract. ▪ Miscellaneous income: <ul style="list-style-type: none"> ○ Hourly charges for staff labor unassociated with service/product (few) ○ Equipment rental (e.g., wireless access points for one-time event; network for construction trailer (few) ○ Memorandums of Understanding for special services (few)
CITEC Recommendation	It is CITEC's recommendation that no change be made to the NT Pass-Through Accounts offering.
Rationale	This is an account that handles pass-through charges for University functions.

12 Personal Network Access (PNA)

Service Description	Personal Network Access (PNA) provides additional data plans primarily for students, but also serves faculty, staff, official visitors, and guests. PNA accounts for 31% of total Internet consumption.
CITEC Recommendation	It is CITEC's recommendation that PNA continue to centrally fund a default allocation and continue to charge a fee-for-service once the default allocation is exceeded. It is also CITEC's recommendation to increase students' default allocation from 1GB/week to 5GB/week and also decrease fee-for-service rates.
Rationale	The current default allocation does not provide enough data to meet student consumption needs. This quickly lands students on the slow network until they purchase a data plan. <ul style="list-style-type: none"> • 52 percent of students exceeded the default bandwidth on an average week and many purchase additional bandwidth beyond the default. • In Spring 2017 on a given week, 18K students were throttled for exceeding allocations and/or purchased bandwidth. This occurred 93K times in the fall semester.

13 Residential Networks

Service Description	The Department of Housing and Food Service (DHFS) contracts with ITS to operate the residential network. It provides Wi-Fi and a gigabit Ethernet port for each room occupant. Students may purchase additional tiers of service beyond what is covered in room rate.
CITEC Recommendation	It is CITEC's recommendation that Residential Networks remain a fee-for-service offering.
Rationale	This is a consumption-based service billed for usage and cost recovery. Resnet covers its costs, and contributes to funding the portion of core operations that it uses.

14 Router Rental

Service Description	Rents shared central routers with far more capability than what CSUs could purchase on their own and at a lower cost to CSU. Available to small buildings (of less than 165 wired devices and/or less than 450 wireless).
CITEC Recommendation	It is CITEC's recommendation that a new service center be created for Router Rental and that it becomes a fee-for-service offering.
Rationale	Ensures compliance and shared cost efficiencies for smaller CSUs. Moves CSUs to an operational (as opposed to capital) funding model and is less expensive. <ul style="list-style-type: none"> • At present, there are 75 routers out of compliance and at risk of being disconnected. • Additional security requirements being imposed would have made the next generation routers even more expensive for smaller buildings than the previous generation. <ul style="list-style-type: none"> • Sharing these more capable devices lowers that cost.

15 SailPoint

Service Description	SailPoint is an Identity and Access Management tool, being implemented to: <ul style="list-style-type: none"> ○ Provide group- and role-based authorization management and identity administration, ○ Improve efficiency of on-boarding and off-boarding processes, and ○ Integrate with current and future university initiatives such as WorkDay.
CITEC Recommendation	It is CITEC's recommendation that SailPoint continues to be a centrally funded offering with original scope retained, an expanded use of in-house capability, and a reduced dependence on external contractors. The project's timeline will be updated accordingly.
Rationale	SailPoint will bring greater efficiencies in security, compliance, and functionality. Its integration with WorkDay systems and business processes have also been built and tested. The recommendation seeks to provide cost savings while retaining and increasing in-house staff knowledge.

16 Service Management

Service Description	A group of organized, structured activities an organization uses to design, deliver, manage, and control IT and business services to customers.
CITEC Recommendation	It is CITEC's recommendation that Service management be changed from a centrally funded to fee-for-service offering for new adopters or new applications, not existing users. At this time, the goal of a comprehensive service management suite is not essential for the university. CITEC recommends stopping rollouts of ServiceNow to new units. Centralized end-to-end service management should not be pursued.
Rationale	As mentioned above, the goal of a comprehensive service management suite is not essential for the university at this time.
Next Steps	<ul style="list-style-type: none"> ○ ServiceNow remains as an option for CSUs to utilize in the future if they are willing to pay for this service offering. ○ Details regarding service management decisions, including ServiceNow, will be shared with stakeholders after executive leadership's decisions.

17 SharePoint On Premise

Service Description	SharePoint is a web-based, collaborative platform that integrates with Microsoft Office. Primarily, it is a document management and storage system. The product is highly configurable so usage varies substantially between groups.
CITEC Recommendation	It is CITEC's recommendation that the SharePoint on premise be changed from a centrally funded offering to retired within a year. It is also recommended that current SharePoint users transition to a different collaborative document management tools available to campus with a target deadline of Aug. 31, 2018. CITEC recommends that technical support be available throughout the transition.
Rationale	The Office365 Cloud version of SharePoint is available as part of the UT System Microsoft license for units that choose to migrate to the cloud. There are also other collaborative document management tools like UT Box, Google Tools, and UT Austin Wikis that offer similar functionality.

18 Software Distribution and Sales

Service Description	Software distribution and sales is a software license contract management service that provides UT System institutions with software license agreements at reduced prices. In addition, this service offering: <ul style="list-style-type: none"> ○ Leverages lower prices via volume discounts. ○ Reduces risk through managed processes and standardization. Software distribution and sales currently charges a surcharge per license fee that is collected as part of the license.
CITEC Recommendation	It is CITEC's recommendation that SDS potentially change from being a centrally funded offering to fee-for-service. After surcharges are evaluated, labor should be included in the fee for contracts.
Rationale	It is an ideal time to evaluate and revisit the current surcharge per license fee being collected as part of the license in order to make the service fully cost-recovering.

19 University Data Center (UDC)

Service Description	UT University Data Centers provide secure, resilient, professionally managed data centers for servers and associated IT equipment hosting. UDC supports approximately 20,000 square feet of data hall space in four different buildings, including the primary production facility at CRB.
CITEC Recommendation	It is CITEC's recommendation that the Data Center remain a fee-for-service offering while retaining the existing rate and subsidies. A market rate and peer study is recommended to be conducted under the guidance of the new leadership (CIO) in order to potentially set a competitive rate with some subsidies.
Rationale	UDC rates were found to be comparable to those of our peer institutions. Subsidies for this service enable efficiencies and data security across campus units.

20 UT Backup

Service Description	UT Backup provides a centralized, enterprise-level and automated end-point data backup solution for the UT Austin campus. University data, including research data, must be backed up in accordance with risk management decisions implemented by the data owner. <ul style="list-style-type: none"> ○ For end users, UT Backup ensures their data is being backed up safely and securely. ○ For computer administrators, UT Backup allows for greater data security and integrity, and reduced technical support and infrastructure costs.
CITEC Recommendation	It is CITEC's recommendation that UT Backup be changed from a partial fee-for-service to a centrally funded offering.
Rationale	This is a crucial function for UT Austin as data, including data associated with research, must be backed up for greater data security and integrity. Currently, fees from CSU billing account for approximately 4 percent of UT Backup budget, which would be eliminated to move this to a centrally funded service.

21 UT Print

Service Description	Primarily a student-oriented service, but also utilized by faculty and staff, UT Print is a convenient way to print documents at campus-wide locations. Students pay for UT Print services with Bevo Bucks. Faculty and staff can pay using departmentally funded accounts or Dine In Dollars. The service deploys 50 printers across campus at 21 locations.
CITEC Recommendation	It is CITEC's recommendation that no changes be made to UT Print's current approved rate structure as a fee-for-service offering. Consolidating the multiple generic print service offerings to one system managed by a single campus unit should be explored and considered by future governance.
Rationale	This is a highly utilized service on campus for student printing. UT Print would like to pursue partnerships with other student printing services that may lead to additional printing features without an increase in cost while consolidating supporting applications.

22 UT-Virtual (UT-V)

Service Description	UT-Virtual provides cost-effective, reliable, self-provisioned virtual machines (VMs), eliminating the need for CSUs to run their own hardware and directly use data center hosting. It is a consumption-based service billed for usage and cost recovery. The UT-V service supports approximately 1,900 Virtual Machine (VM) instances for 103 CSUs and Information Technology Services (ITS), including mission-critical services such as: www.utexas.edu, Identity and Access Management (IAM), PyPE, and UT Direct.
CITEC Recommendation	It is CITEC's recommendation that UT-V remain a fee-for-service offering with the subsidy removed, and fees increased.
Rationale	This is a consumption-based service billed for usage and cost recovery.

23 UTWeb

Service Description	UT Web is an ITS managed web development platform which hosts a wide variety of websites and applications. Approximately 700 web sites are hosted on UT Web.
CITEC Recommendation	It is CITEC's recommendation that UT Web be changed from centrally funded to a fee-for-service offering consistent with other web hosting services provided by ITS. The Web Technologies and Infrastructure Committee, and any future related governance committees will oversee reviewing the web service strategy.
Rationale	Alternative web platform options, such as UT Quick Sites and the CMS hosting platform (Pantheon), are available. This change is expected to standardize the funding model for all web options to incentivize CSUs to evaluate their needs with all available web platforms.

24 Virtual Routing and Forwarding Networks

Service Description	Virtual private overlay networks (e.g., for elevators, building security, HIPAA, PCI, etc.) providing isolation and security across our network.
CITEC Recommendation	It is CITEC's recommendation that the VRF service be changed from a MOU-based to a fee-for-service offering.
Rationale	The service center is a funding mechanism for ITS to acquire staff and equipment to support these specialized and unique security features as requested. <ul style="list-style-type: none"> ○ Department-level specialized services driven by security and compliance requirements without a current funding source. ○ Let the device needing it bear the cost. ○ Offered centrally due to high compliance needs and complexity of implementation requiring campus-wide core network architecture.

25 Voice

Service Description	This service offering provides basic and business telephones (VOIP and Analog) for faculty, staff, vendors and affiliates in CSUs.
CITEC Recommendation	It is CITEC's recommendation that Voice remain a fee-for-service offering.

Rationale	Departments should pay for their phones to motivate efficient behavior. Efficiencies in both operations and costs are gained when phones are operated centrally. The basic rate being charged is lower than peer groups or commercial offerings.
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V. Conclusion

After comprehensive assessment, review, and extensive discussions during many meetings, stakeholder engagement and input from the UT community, and collaboration with ITS service owners, CITEC has unanimously agreed on the recommendations set forth in this report. CITEC extends its gratitude to the university community and key stakeholders for its participation in the review process of fast-track recommendations through two town halls and online (website) engagement. Also, thanks to university leadership for the opportunity to serve The University of Texas at Austin.

VI. Change Log

Published date	Description of revision
9/27/17	12 – Personal Network Access (PNA) - It was erroneously stated that the recommendation is to increase students’ fee-for-service rates; these rates are being decreased. This has been corrected.
10/4/17	23 – UT Web – The verbiage calling UT Web a legacy platform was removed due to a misinterpretation of the service and resulting confusion. The sentence about ITS support during transition was removed since this statement is true for all services for which the change is recommended.