

EXCELLENCE EMPOWERED

AMERICAN UNIVERSITY
OFFICE OF
INFORMATION TECHNOLOGY

YEAR IN REVIEW: 2012-2013

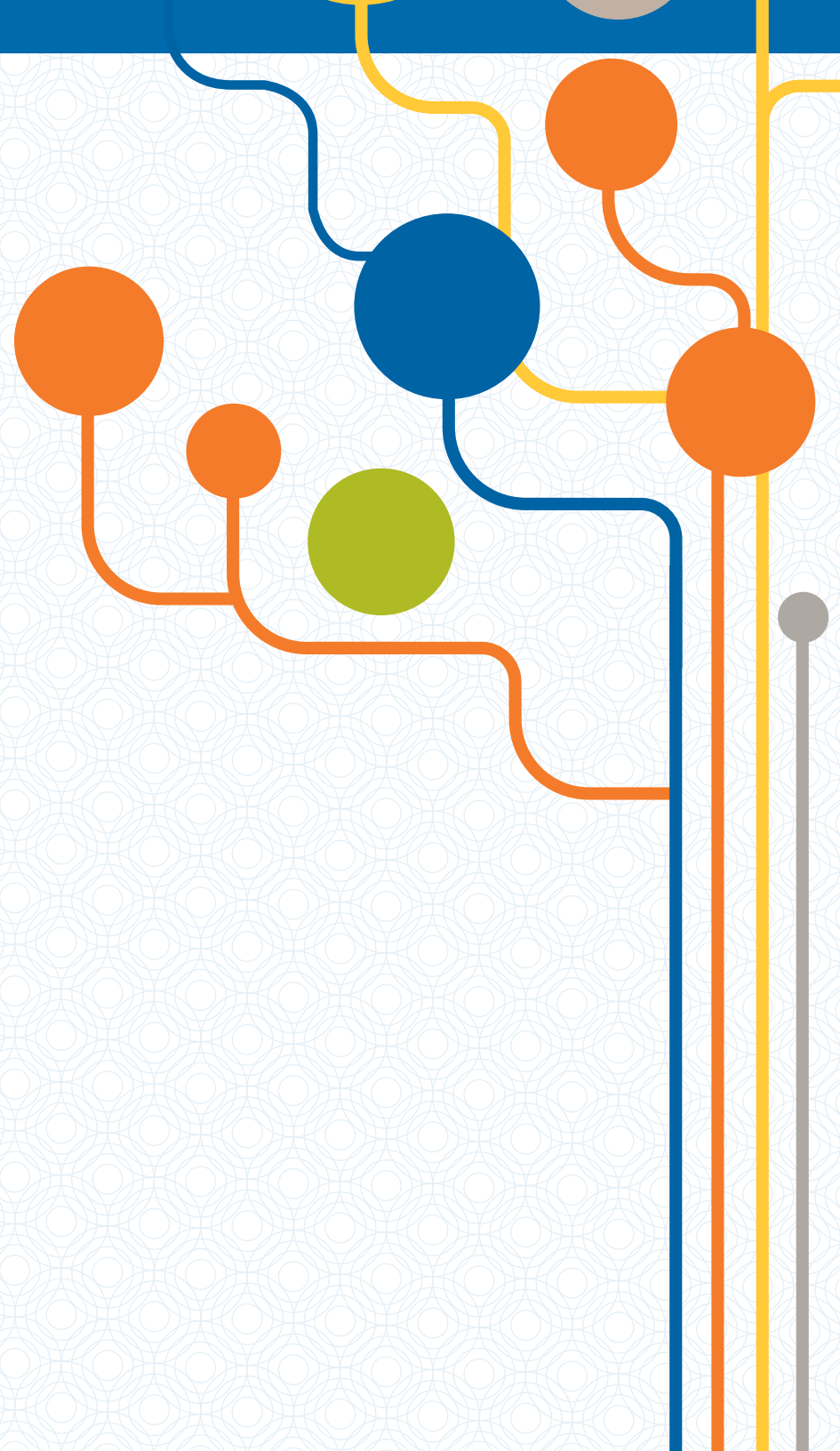
MISSION

The Office of Information Technology's mission is to align with and facilitate progress toward American University's strategic goals, improving enterprise technology services, protecting electronic data, and partnering with technology groups across campus.

EMPLOY TECHNOLOGY TO EMPOWER EXCELLENCE

We will build and strengthen a robust, reliable, and secure framework of information and communication technology to support our activities as a world-class university. By investing in state-of-the-art technology and planning for the future, the university will exploit technology to harmonize a diverse and widely distributed campus; leverage learning, research, and innovation; and empower users in physical and virtual space.

—AU Strategic Plan, Enabling Goal No. 2





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CIO'S MESSAGE



Almost every strategic goal or initiative at American University features some technological component. At the Office of Information Technology (OIT), we recognize that your ability to use technology to connect with one another and with applications and critical data—when, where, and how you want—depends on how well we serve you. This is why we have continued to improve our infrastructure to ensure secure, available, and reliable systems. It is why we are proud of earning and maintaining an overall service availability rating of 99.93 percent this year.

SEE METRICS, p. 22

Our infrastructure includes far more than what you might associate with our work—our fiber backbone, servers, laptops, desktops, and smartphones. We connect everything from cash registers and laundry and soda machines, to storage area networks and high-performance computing clusters.

These systems or components, however, do not define who we are. What distinguishes our organization are the people behind the systems, our loyal, skilled, and committed staff. Recognized by *Computerworld* (computerworld.com/spring/bp/detail/1095) as a best place to work in IT for 2013, OIT does its best to hire and retain very skilled individuals, challenging them daily with new projects and initiatives and encouraging them to grow and develop.

This report highlights our achievements over the past year in employing technology to empower excellence. Thank you for taking the time to review our activities. I encourage you to share your questions, concerns, or comments with members of our team and me as we continue to build an outstanding IT environment for our university.

Regards,

DAVID SWARTZ

Chief Information Officer and Assistant Vice President



ORGANIZATION OVERVIEW

Transparency and inclusion—in decision making, planning, budgeting, and day-to-day operations—run throughout the work in OIT. Organized into four groups, our teams and their major tasks and responsibilities are described below.

ENTERPRISE SYSTEMS

The Enterprise Systems group employs technology to improve the way AU conducts business, managing its vast technology portfolio in conjunction with campus leaders representing all areas of the university.

- The **application analysis and development team** helps academic and administrative units serve their university constituencies through a variety of enterprise solutions.
- The **application management team** provides application administration and advanced technical support for enterprise applications, using well-defined quality-assurance methods.
- The **business intelligence (BI) and analytics team** defines and manages the university's data and analytical reporting functions.
- The **project office** institutionalizes best practices by building a reusable framework related to technology project- and portfolio-management practices.
- The **web and emerging technologies program team** innovates and integrates technologies to support learning, teaching, and communications through the web.

INFORMATION SECURITY

OIT's Information Security group supports AU's executive leadership in protecting and defending the university's information assets. To achieve high-level security, it executes appropriate practices in IT planning, implementation, management, and operations, while assuring confidentiality, integrity, authenticity, accountability, and availability.

IT CUSTOMER SERVICE

The IT Customer Service group employs industry-standard best practices in information technology for service management, change management, and performance measurement.

- The **IT Help Desk team** troubleshoots IT-related issues via telephone, email, instant messaging, and direct interaction with customers at OIT's walk-in Technology Support Desk at the library.
- The **IT service-management team** fosters relationships, manages expectations, and reports performance metrics to the service owners and primary customers across the university. It also provides on-site technical assistance to the AU community to support hardware, software, and network connectivity.

- The **technical training team** designs, administers, and delivers the technical training curriculum, developing and implementing learning solutions that meet university goals.

From left: Laurie Ambach, Kamalika Sandell, Terry Fernandez, Dave Swartz, Cathy Hubbs, and Sharjil Hasan



TECHNOLOGY OPERATIONS

The Technology Operations group administers the university information technology infrastructure, continually striving for the balance of people, processes, and technology.

- The **network operations team** provides operations management and monitoring, after-hours Help Desk assistance, information technology facilities management, network engineering, telecommunications services, and workstation lifecycle management.
- The **systems engineering services team** provides directory architecture management and engineering, systems engineering and operations, and database administration.

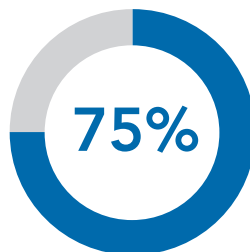
INTERN SPOTLIGHT

For the past three years, OIT has successfully piloted and grown a structured internship program to offer students the opportunity to supplement their learning experience with relevant work experience. Their newfound experience and knowledge allow them to explore career choices, refine workplace skills, and polish their résumés. Interns start with analysis work supporting a project in their area of interest. As they mature their understanding, they are given more ownership and tasked with independent projects.

Internships cover most areas—project management, web development, security, networking, business intelligence, Help Desk and technical support, application development, and communications. Two particularly impactful tracks have been business intelligence and project management.

BI interns begin analyzing source data systems and assessing completeness of business processes, eventually advancing to map source data to the BI tool set. As their understanding grows, they begin to work with users to develop analytics and metrics and with end users to foster adoption of the new applications.

Project-management interns analyze new project requests, develop business cases, and assess high-level feasibility of solutions. Eventually, they are given independent projects to own and manage.



the percentage of our business intelligence interns now with jobs in BI working for major service providers

VENKATRAJ SATHAVALLI GOPINATH

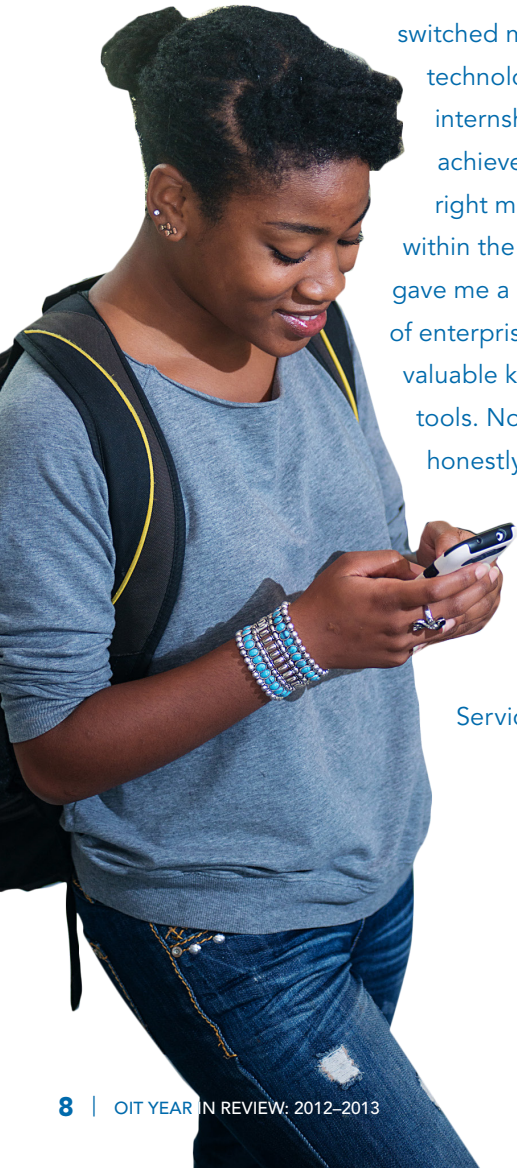
Kogod School of Business, Master's in Business Administration, May 2013

“Having spent the last four years in advertising prior to my MBA, I had absolutely no experience in IT. I felt that it was vital for me to gain some exposure in order to expand my horizons. In today’s day and age, IT plays a significant role in every organization as it does in AU. I always took for granted all the systems we use without really knowing or understanding what happens behind the scenes.

Working as a business analyst intern, I conducted requirement analysis and process mappings for various business units by interviewing various stakeholders. The experience really taught me how to identify and define gaps in order to streamline workflows and improve operational efficiencies. I learnt a lot from my supervisor, and he really gave me the guidance I needed to maximize my time at OIT. I now feel confident that in my next role upon graduation, I will really be able to add immense value with the knowledge I have gained and really make a difference to the organization.”



To view Gopinath's 2013 commencement address, go to vimeo.com/66004899.



ARIELL THOMPSON

Kogod School of Business, Bachelor's in Business Administration with Specializations in Information Systems Technology and Management, May 2013

"My internship at OIT gave me the real life experience I needed to start my career in the business intelligence field. At the time I applied to the internship, I had recently switched my specialization to information system technology. The assignments I received during my internship provided me with a sense of fulfillment and achievement that not only confirmed I had selected the right major, but dramatically clarified my career goals within the field. Being an OIT business intelligence intern gave me a leg up in the job market, with almost two years of enterprise reporting and analytics experience as well as valuable knowledge using various business intelligence tools. Now, three months into my current position, I can honestly say I wouldn't have been able to successfully accomplish my current projects without my internship experience. My manager, reading over my shoulder as I write this, declares I wouldn't have been hired as an associate business intelligence consultant at Southport Services Group without it!"

CHAOQING HOU

Kogod School of Business, Master's in Business Administration, May 2012

"While interning at OIT, I worked as a business analyst on several projects where I took responsibility in business requirement analysis, business process modeling, and project-portfolio management. These professional experiences not only improved my skill set for future engagements, but also diversified my sector knowledge. Upon my graduation in May 2012, I joined Ernst & Young in its advisory practice as a senior consultant."

The background is a vibrant green with a repeating pattern of overlapping circles. On the left side, there are several vertical lines in yellow, orange, and teal. Interspersed among these lines are various sized circles in orange, teal, and light green. The overall aesthetic is modern and tech-oriented.

STRATEGIC GOALS AND ACCOMPLISHMENTS

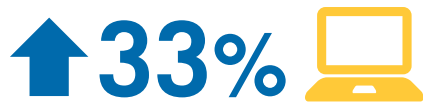
STRATEGIC GOAL

EPITOMIZE THE
SCHOLAR-
TEACHER IDEAL

ACCOMPLISHMENT

Improved Virtual Computing Labs

In partnership with the Center for Teaching, Research, and Learning (CTRL) and the University Library, OIT improved the Virtual Computing Lab (VCL) infrastructure, resulting in an improved end-user experience enabling face-to-face instruction of specialized applications, as well as extending the use of these applications outside the classroom from any Internet-connected device at any time—day or night.



increase in the number of log ins to the VCL environment benefitting over 500 unique users per month, comparing the first month of the spring 2013 and fall 2013 semesters

STRATEGIC GOAL

PROVIDE AN
UNSURPASSED
UNDERGRADUATE
EDUCATION AND
EXPERIENCE

ACCOMPLISHMENTS

Streamlined Admissions Document Processing with Imaging Solution

OIT formally implemented ImageNow, AU's enterprise imaging- and document-management solution, for undergraduate admissions, automating the intake of 90 percent of admissions documents, compressing the time to process nine days' worth of applications into half a day. This solution has eliminated hours of managing hundreds of thousands of documents: downloading, renaming, indexing, and centralizing their storage.



automated intake of admissions documents



“Our open and close cooperation with OIT played a critical role in designing, piloting, implementing, and supporting the Virtual Computing Lab. The new technology provides access any time and any place to a variety of academic applications, enhances faculty research and teaching opportunities, and enriches students’ learning experiences.”

ASSEN ASSENOV

Associate Director for Research Support, Center for Teaching, Research, and Learning

Did you know?

The average wait time to speak to one of the eight-person Help Desk team is 44 seconds.

Facilitated Admissions Decision Making with Business Intelligence

The Office of Information Technology has developed a state-of-the-art business intelligence solution that refines the admissions decision-making process. It also gives the Office of Enrollment highly detailed insight into the entire applicant body, as well as into each individual applicant. Using this system to track and manage applications through their entire lifecycle reveals exceptions or missing information critical to the admission process.

1:900
STAFF UNDERGRADUATE APPLICATIONS

the ratio of a streamlined process in which 22 admissions staff review almost 20,000 undergraduate applications

Introduced a Student Services Catalog

Easy and centralized access to information about web resources and services is now available through a university-wide services directory. It now includes AU Central–related services, such as registration, billing, and financial aid, and will be extended to other academic and administrative departments.



67
STUDENT SERVICES

defined in the university-wide directory

Did you know?

OIT completed more than 200 projects and serviced more than 68,103 Help Desk support requests.



“AU Central was pleased to work with OIT to pilot the service directory project. This project allowed AU Central, the Office of Student Accounts, the Office of Financial Aid, and the Office of the University Registrar to develop specific service directory entries of the services provided by our units. The directory is very user friendly, with direct links to the portal and frequently asked questions.”

JONNEL CLOTHIER
Director, AU Central

Implemented a Preregistration Planner for Freshmen

Previously known as the freshman guide, the condensed and streamlined preregistration planner makes the advisor's review simpler, resulting in quick turnaround times for freshmen registrants and priority registration for early decision students.



STRATEGIC GOAL

DEMONSTRATE
DISTINCTION
IN GRADUATE,
PROFESSIONAL,
AND LEGAL
STUDIES

ACCOMPLISHMENTS

Implemented Online Education Programs by Partnering with Service Providers

AU expanded its online program to launch the first fully web-based degree program through partnerships with online service providers. The first program was an online master of arts in international relations through the School of International Service, in partnership with 2U, a leader in developing online degree programs. Five new web-based programs are being developed through a partnership with Deltak, a provider of industry-leading innovations in online academic programs.

Each of these programs deliver advanced online learning to students anywhere in the world, including broadcast-quality video, self-paced lectures, interactive case studies, and collaborative activities that foster teamwork and critical thinking. Interactive technology allows students to study and interact 24 hours a day, 7 days a week with professors and fellow classmates. In support of these partnerships, OIT has integrated the university's student information systems and related services with those of the online service providers.

Did you know?

For AY13, the Help Desk first contact resolution rate is 78 percent, meaning that Help Desk staff were able to address the customer's support request during the initial call without having to escalate it to other teams.

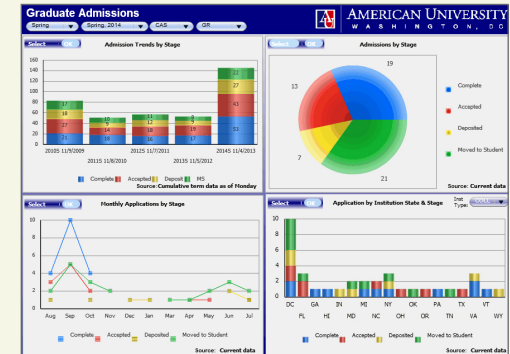


International relations graduate students learn and collaborate 24/7 from around the globe.

Developed Graduate Admissions BI Platform

To help track admissions progress and provide insight into the admission dynamics of each graduate school, a new generation BI platform allows business users across the university to perform graduate student admission research and discovery via a visual interface. Using these tools, graduate admissions staff can devise and create their own reports, disseminate information among stakeholders, and utilize executive-level dashboards to perform highly interactive analyses.

For this project, a set of common analytics was developed that provide the appropriate metrics and management reporting for university leadership and the units and schools. A structured model for business intelligence was created to include data aggregations, predictive analytics, and historical snapshots, as well as a data model to support ad-hoc queries for power users in graduate admissions.

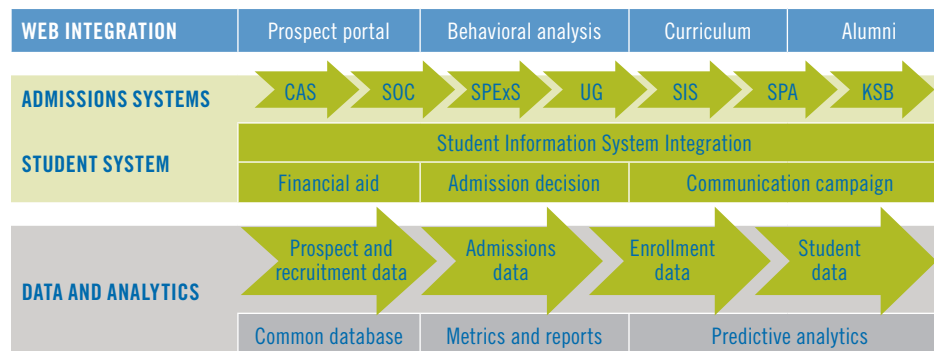


A screen shot of the BI graduate admissions dashboard

Selected Ellucian Recruiter

The Graduate Admissions Technology Subcommittee recommended Ellucian's Recruiter product to meet the requirements of admissions at American University. A comprehensive system for recruitment and admissions processing, Recruiter will offer a competitive advantage through modernizing and streamlining the admission and enrollment-management processes to better meet the demands of prospective applicants to AU's undergraduate, graduate, and professional schools. This tool will also assist centralized admission operations to promote consistent business definitions, processes, and reporting to help inform the university leadership's decision making, planning, and forecasting.

Logical model for graduate admissions systems



Did you know?

OIT's Information Security team performs risk assessments of IT service vendors with which we contract. The team doubled the number of security risk assessments completed last year. Performing security risk assessments helps AU ensure that IT service vendors are following standard practices to protect AU data.

STRATEGIC GOAL

ENGAGE ALUMNI
IN THE LIFE OF THE
UNIVERSITY, ON
AND OFF CAMPUS

ACCOMPLISHMENTS

Offered Alumni Email Accounts to 2013 Graduates

Thanks to OIT's partnership with Development and Alumni Relations, graduates have the opportunity to request an alumni email address (alumni.american.edu), instead of holding on to their student email address (student.american.edu). The alumni email address can feature an available user name of their choosing, making the address more personalized than the predefined student format and prestigious during job searches. It also encourages alumni to remain more connected to the university.



@alumni.american.edu

the address now available to alumni—
and which 864 graduates from the
Class of 2013 requested

**Implemented Communications-Management Solution
for Donors**

In support of facilitating donations to the university, our enterprise resource planning system, Colleague, automates the creation and tracking of key communications to current and prospective donors, such as donation-acknowledgement letters, pledge reminders, and annual giving statements. This has significantly reduced the amount of time required by Development and Alumni Relations staff to develop and track these communications.



“The use of the Communications Management function in Colleague has revolutionized the university’s donor-acknowledgement process. From a process that required the time-consuming running and manipulating of multiple reports, with the ever-present possibility of introducing errors, a series of processes now runs automatically every night to generate the acknowledgement files. OIT’s leadership of the process was critical, lining up resources from Ellucian to ensure that the Colleague software was used, not just correctly but optimally, to support the production of tax documentation for all gifts. This has resulted in a more timely, accurate, and personal acknowledgement of donors, so that they will be more inclined to continue and increase philanthropic support to the university.”

GAIL FERRIS

Director, Technology and Information Services, Office of Development and Alumni Relations

STRATEGIC GOAL

ENCOURAGE
INNOVATION
AND HIGH
PERFORMANCE

ACCOMPLISHMENTS

Introduced New Staff Performance-Management and Compensation-Management System

In partnership with Human Resources, OIT has implemented AsuccessfulU, an integrated system comprised of three modules (learning, performance, and compensation management). It is the vehicle used to administer AU's restructured performance-management program for staff, facilitating open communication between managers and staff, relaying expectations, establishing high standards, and clarifying the link between pay and performance.



Enabled Self-Service Event Registration

Based on the recommendations of the Space Planning Work Group, OIT partnered with the university scheduling office to implement 25Live, a web-based upgrade for improving the usage and availability of space across campus. The new system provides real-time information on space availability, enabling more accurate and efficient utilization of resources. This upgrade simplified access for users and improved the display of the calendar of events.

It also gives users the ability to schedule, reserve, and confirm their own events in almost 80 campus spaces to accommodate impromptu meetings and collaboration. Involving more groups in the reservation process allowed for better reporting on the usage of space across campus to inform future planning.

↑184%

the increase in space utilization from AY12 to AY13 for self-service spaces



“OIT’s partnership in all stages of the AsuccessfulU implementation was critical to its success. This effort has allowed us to automate what were previously manual, cumbersome processes by increasing efficiency, providing managers with improved and transparent decision-making tools.”

BETH MUHA

Assistant Vice President of
Human Resources

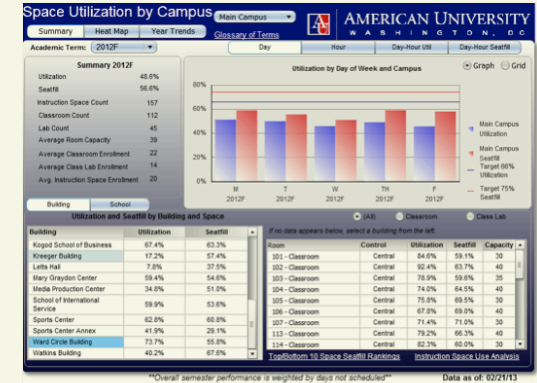
Did you know?

OIT proudly supports AU’s goal to reflect and value diversity, boasting 46 percent minorities and 28 percent women as staff members.

Developed Space-Utilization and Course-Management BI Platform

With AU's real estate valued at around \$1 billion and expected to increase by 20 percent over the next 10 years, OIT developed a set of BI space-utilization dashboards with supplemental reports to optimize the use of space in buildings on and off campus. The reports allow university leadership to analyze and design appropriate spaces for future construction, offering potential for substantial cost savings.

The dashboards also assist the registrar's office in planning, optimizing, and scheduling course sections, based on historical usage and enrollment. These dashboards received an Honorable Mention for Enterprise-Class BI Applications at the annual MicroStrategy World 2013 conference, an honor elevating them to among those organizations with the best dashboard designs worldwide and ranking them in the top 10 percent of our group of competitors, which includes Fortune 500 companies. To read about MicroStrategy's recognition of the dashboard design, go to american.edu/oit/publications/newsletter/spring2013/Business-Intelligence-Dashboard-on-Space-Utilization.cfm.



OIT's dashboard design ranks in top 10 percent worldwide among competitors, including Fortune 500 companies.

Launched the Online On Time OnBoarding Program

To address one of the primary needs identified during a survey of recently hired staff, OIT ensures that new AU staff members enjoy access to the campus network and to their email, computer, and telephone on their first day of work with Online On Time, a program developed with Human Resources. Through this program, which has garnered positive reviews for boosting productivity, the AU community welcomes and supports new employees.



158
NEW STAFF

100% connected by phone, email, and computer on their first day of work



"I just wanted to express how excellent the new OIT onboarding system has been, and how easy it has made getting a new employee off to a strong start. It is the easiest, most effective process I have encountered at any of the five universities where I've worked and deserves to be applauded."

ARLENE HILL
Director of Kogod Center for Career Development

STRATEGIC GOAL

WIN RECOGNITION AND DISTINCTION

ACCOMPLISHMENTS

Recognized CIO for Leadership in Higher Education Information Technology

Assistant Vice President and Chief Information Officer (CIO) Dave Swartz was awarded the EDUCAUSE 2012 Leadership Award. The recognition is the nonprofit's highest honor, given to individuals whose achievements have had a significant and positive impact on advancing the theory and practice of information technology in higher education.

Swartz was recognized for his dedication to demonstrating the value of information technology in fulfilling AU's mission and for his overall service to the IT profession. Swartz's leadership in the university's IT functions has been instrumental in promoting AU's goal to employ technology to empower excellence as well as to encourage innovation and high performance. Among his accomplishments at AU, he has introduced industry-standard best practices in the following areas:

- IT service management
- strategic planning
- project management
- information security
- technology operations
- enterprise infrastructure lifecycle planning

He also was one of the first CIOs at an institution of higher learning to recognize the need for the role of the chief information security officer for maintaining strong security.

In addition to recognizing Swartz for his achievements, EDUCAUSE contributed \$3,000 on his behalf to support emergency student financial aid at AU.

To view Swartz's acceptance speech,
go to bit.ly/1cl2k3a.



Honored by *Computerworld* as One of the Top 100 Best Places to Work in IT

American University was selected as one of the top workplaces for information technology professionals by *Computerworld*, as part of the biweekly publication's 20th annual Best Places to Work in IT Survey. AU was featured in the June 17, 2013, issue (computerworld.com/spring/bp/detail/1095). The top 100 organizations earn recognition for challenging their staffs, while providing the most competitive benefits and compensation.

AU ranked among the top 100 best places to work in IT for the first time, with a respectable ranking of 96 among even Fortune 500 companies. *Computerworld* took into account the university's overall benefits package, ranking it fifth in that category, as well as the OIT staff's positive perception of their workplace environment.

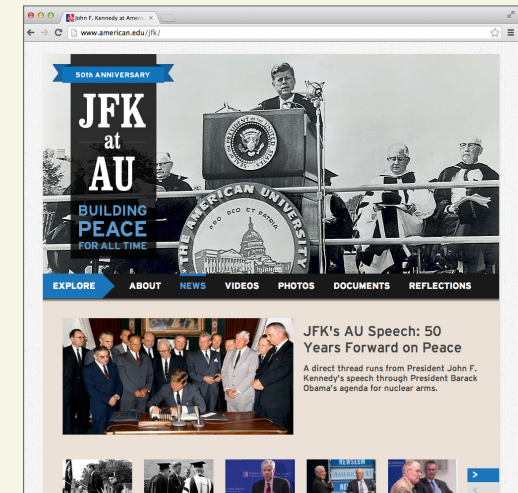
"It is a great honor for our organization to be recognized as one of the best places to work," explained CIO Swartz. "The *Computerworld* recognition includes all industries, not just higher education: of the top 100, only four represent higher education, so we are in an elite group."

Implemented New Face and Capabilities for AU's Website

In partnership with University Communications and Marketing (UCM), OIT developed and implemented a new site to promote the various activities associated with the 50th anniversary of President John F. Kennedy's "Strategy for Peace" speech given to AU's Class of 1963 graduates. The site (american.edu/jfk) included photos, videos, and other historical documents related to the speech.

A number of technical and visual changes improved the american.edu site, including the addition of a theme-based drop-down menu for ease of navigation, new rendering for featured news stories and events, and a Facebook feed to emphasize AU's social media presence. OIT and UCM also rolled out a blog site—blogs.american.edu—opening the door for campus organizations and individuals to create and maintain a university-related or special interest blog.

The AU website now has exceeded 5 million unique visitors in one year, representing a 35 percent increase from last year and a 64 percent increase from two years ago. Two of the biggest drivers of traffic are mobile devices and social media.



Commemorating the 50th anniversary of JFK's commencement address at AU, the website features alumni reflections, video footage, and historical documents.

STRATEGIC GOAL

EMPLOY
TECHNOLOGY
TO EMPOWER
EXCELLENCE

ACCOMPLISHMENTS

Improved Wireless Network Capacity, Coverage, Availability, and Access

In support of the university's mobile strategy, changes were made to increase the capacity, coverage, availability, and ease of access to AU's wireless network. OIT installed controllers and access points where necessary, redesigned the wireless infrastructure, provided additional redundancy, repositioned the wireless access points and antennas campus wide, and installed eight outdoor wireless access points on the quad and Woods-Brown Amphitheater. Working with a wireless voice-engineering firm, OIT measured signal strength and heat maps for cellular services to identify weak areas of coverage.



6,000
USERS

simultaneously connected to AU's 1,022 wireless access points using 23,711 unique devices (laptops, tablets, smartphones, game consoles, etc.)

Accomplished Security Advancements

As the first step in moving toward a mature management system for security events, OIT expanded its collection of system logs, generated from applications, servers, and network devices, which are essential for monitoring unexpected use and providing clues for an investigation. It also completed its transition to the built-in intrusion prevention system, a part of AU's new frontline firewall that notifies us of known malicious attacks and blocks them.

OIT Intrusion Prevention System



the firewall blocking over a million malicious attacks per week to our networked devices

Did you know?

Someone could pretend to be you by sending email from your mobile phone? Protect yourself by setting a 4-digit PIN.

Setting a 4-digit PIN is the first line of defense in protecting someone from abusing your smartphone. Call the Help Desk for assistance.



“OIT assisted in architecting and implementing the network design for our new facilities. We are very pleased with the robust infrastructure designed and implemented to meet the challenging and complex bandwidth and other requirements that broadcast digital audio and video require for smooth transmission. Redundant connectivity paths included dark fiber connectivity back to main campus and data centers with multiple routing paths.”

VIRENDRA SILVA

Network Systems Manager,
WAMU 88.5 FM

Provided IT Infrastructure and Enabled IT Services in New Capital Projects and Renovations

In support of the capital projects and renovations, OIT, working with multiple vendors, contractors, and IT service providers, designed a new network infrastructure to connect all new buildings and ensure wired and wireless telephone, cable TV, and network access. The infrastructure also enables transmission of security video, building automation data, and fire alarm signals.



adding 1.3 million square feet of construction space and increasing square footage of buildings by 20% over the next 10 years, as outlined in the campus plan (american.edu/finance/fas/Campus-Plan.cfm)

Leveraged SharePoint as Collaboration Platform

Bringing together three key constituencies—program administrators, faculty, and students—through SharePoint represents a real achievement. Collaboration has grown substantially with over 640 online working communities, ranging from simple virtual rooms to more complicated and secure groups focused on specific business challenges. A few examples include administering the professional MBA program; obtaining approvals of the AU Memorandum of Agreement; and supplying student checklists for first-year, transfer, and new graduate students.



643
SHAREPOINT TEAM SITES

the number of sites created to encourage collaboration between students, faculty, and staff



“OIT and the offices of the University Architect and Construction Management understand that we need to operate as a team to adhere to strict deadlines and meet changing client needs . . . and OIT has provided ongoing instruction and in-depth guidance in the technological design and budgeting of WCL Tenley.”

FERDA GUZEY

Assistant University Architect



“During the past year, I have worked closely with OIT in planning and budgeting IT infrastructure work for the major capital projects. During FY13, its team went from being simply a resource to being a trusted partner. I can count on OIT to provide timely, accurate pricing and status information, to be flexible when challenges arise on the jobs, and to always work with our project teams to implement their systems successfully.”

MIKE MACARTHUR

Director, Capital Accounting and Reporting

View OIT's additional accomplishments at american.edu/oit/publications/annualreport.

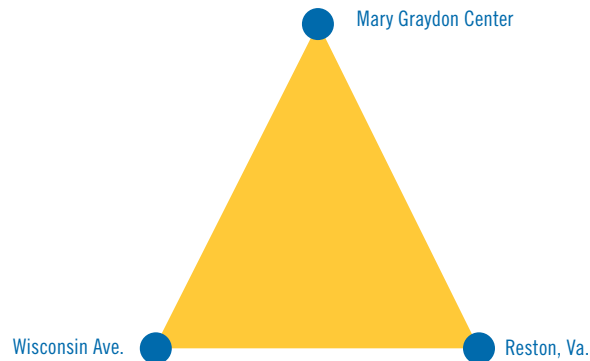
The background features a repeating pattern of overlapping circles in shades of green and yellow. On the left side, there are several vertical lines in yellow, orange, and teal, with various sized circles in these colors connected to them by thin lines, resembling a stylized circuit or data flow diagram. The text 'PERFORMANCE METRICS' is centered in the lower half of the page in a white, sans-serif font.

PERFORMANCE METRICS

Service-Oriented Architecture

OIT has adopted an architecture and mind-set of providing secure, sustainable technology platforms and consistent service delivery. Their necessary ingredients involve the right platform technologies, system software updates, and application architecture in place and ready at the appropriate time. Over the past year, OIT continued to advance its goals of maturing service-oriented architecture by aligning with several of the following industry-standard best practices:

- ensuring continuity of operations through use of business continuity data centers

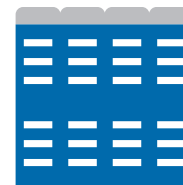


- measuring our current performance and tracking historical trends to help make management decisions

99.93%
SERVICE AVAILABILITY FOR CORE SERVICES

a figure translating to fewer than 9 hours of unplanned downtime per year, for services including Blackboard Learn; Ellucian's Colleague; email, file, and print services; network infrastructure; and the portal

- virtualizing as many services as possible to offer redundancy and simplified maintenance and supporting AU's goal of carbon neutrality



90%
OF SERVERS VIRTUALIZED

with 365 production or test servers running on 28 physical hosts and the remainder not supporting virtualization

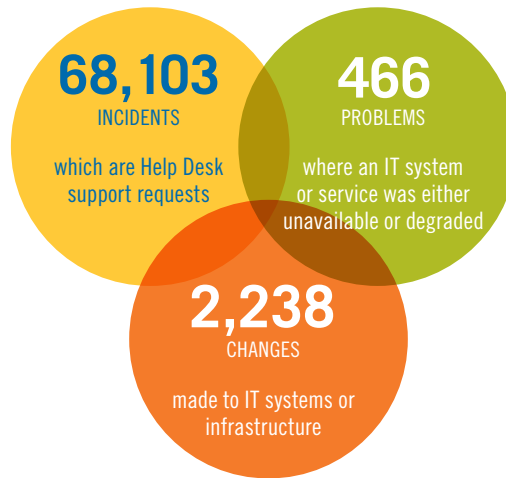
- articulating the roles and responsibilities for each group within OIT to support a particular service



21
SERVICE LEVEL AGREEMENTS (SLA)

the formalized service structure allowing for consistent service delivery as negotiated with campus partners

- streamlining the handling of incidents, problems, and changes through formalized processes and use of an integrated case-management system



Average concurrent wireless network users



This table represents many of the services that have an SLA associated with them. An average of 99.9 percent service availability was set as the target for each of these services. For services where the target was not met, plans have been developed to address problem areas and improve the availability for the upcoming year.

Service availability for key services

Service	AY2011–12	AY2012–13
AU Campus Connect	100.00	100.00
Blackboard Learn	99.89	99.89
Blackboard Transact	99.79	99.76
C-Cure Access System	99.97	99.73
CommonSpot	99.96	99.75
iSupport	99.99	99.99
EagleBucks Printing	99.98	99.99
R25	99.76	99.68
WCL Core Services	99.97	100.00

Service Delivery and Support

OIT strives to meet and exceed the service delivery and support needs of our customers, namely, AU faculty, staff, students, parents, alumni, and administrators. To that end, the customer service and technology operations teams within OIT work around the clock to assist them. We are constantly analyzing our performance metrics and benchmarking our services against our peer institutions in an effort to identify new ways to improve our service offerings and delivery. The following metrics showcase the enormous volume and complexity of IT training and service requests.



1,023
AU EMPLOYEES

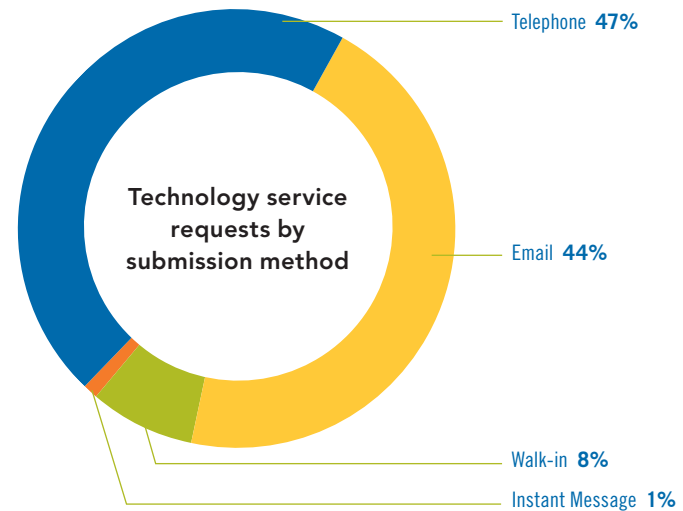
the number of staff attending OIT training classes

This table indicates the percentage of customers who responded on the OIT training point-of-service survey that they were very satisfied or satisfied.

OIT training survey results

Instructor presentation	90%
Professional attitude and courtesy	97%
Knowledge of subject matter	92%
Adequately answered questions	90%
Overall satisfaction with amount learned	87%
Course met expectations	83%

This chart indicates the percentage of service requests submitted to the Help Desk via telephone, email, instant messaging, or walk-in at the Technology Support Desk in the library during AY2012–13.



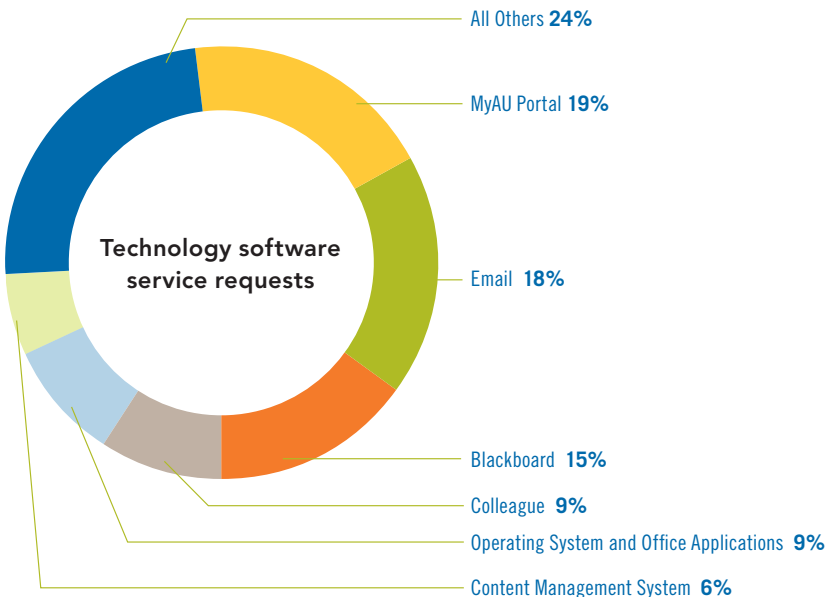
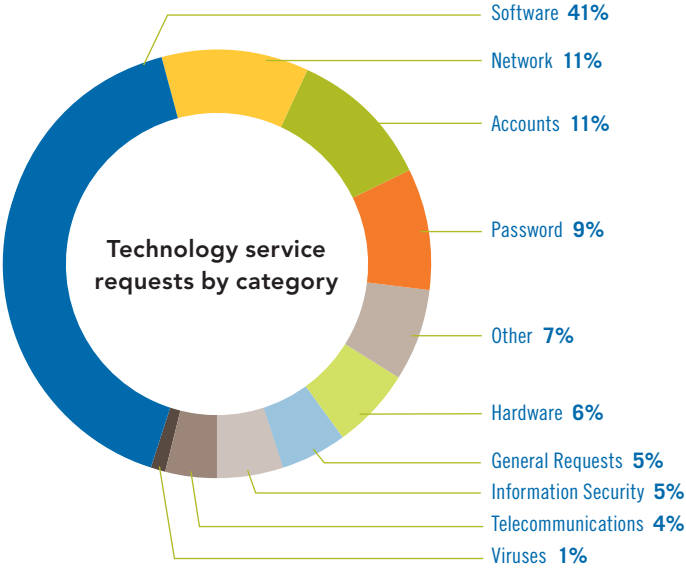
Technology service request resolved



68,103
SUPPORT REQUESTS

with an average time to resolution of 14 business hours for OIT, 5 business hours for the Help Desk

The chart on the left indicates the percentage of the 68,103 total service requests that fell into each major category during AY2012–13. The other chart indicates the percentage of service requests pertaining to highlighted AU software applications.



This table indicates the percentage of customers who expressed satisfaction with the overall support provided by OIT staff and our partners—on point-of-service surveys sent randomly to every fifth customer at the time of the service request closure.

OIT point-of-service survey results

Time to Resolve	94%
Accuracy	95%
Professional attitude and courtesy	97%
Overall support	95%

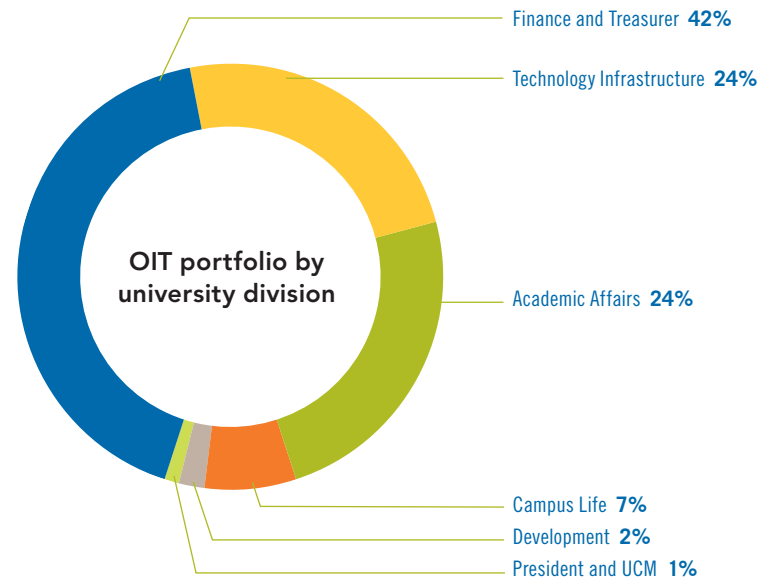
Project Management Office

[VIEW OIT PROJECTS](#)

The 220 projects completed by OIT represent every area of the university and every OIT mandate for maintenance, innovation, and support. Technology staff maintain existing infrastructure and applications, invest in new functionality, and respond to quick-service requests. To manage these projects, campus portfolio owners from all areas of AU prioritize their projects and determine campus-wide priorities as a group. OIT teams collaborate extensively, both within OIT and in the community, to manage scope, protect sensitive data, define schedules, determine budgets, and deliver on commitments.

The Project Management Office (PMO) developed and rolled out formal project-management methodology and templates to help manage projects. Several project-management training sessions focused on project-management concepts, tools, techniques, and best practices to help AU colleagues better manage stakeholder expectations and improve project delivery.

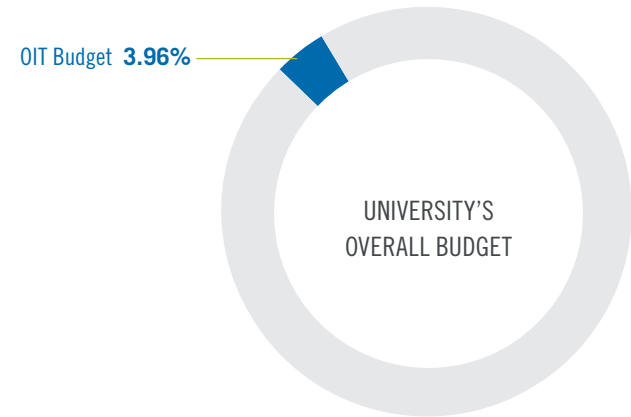
This graph indicates the percentage of projects completed for each of the university divisions during 2012–2013. Technology infrastructure projects benefit the entire campus community.



The background is a vibrant green with a repeating pattern of overlapping circles. On the left side, there are several vertical lines in yellow, orange, and teal. Interspersed among these lines are various sized circles in orange, teal, and light green. The word "RESOURCES" is centered in the lower half of the page in a white, sans-serif font.

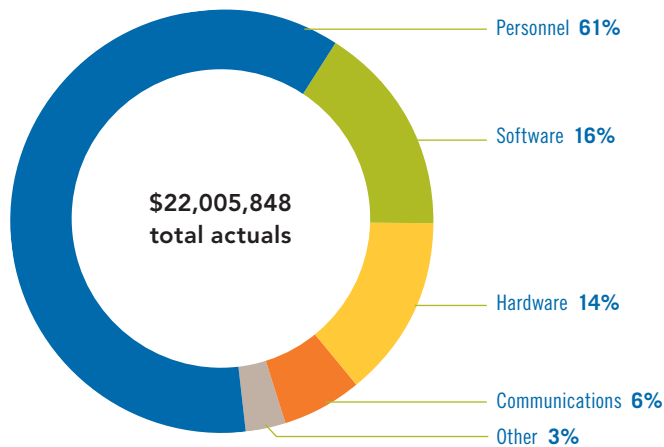
RESOURCES

With more than \$22 million in total expenditures last year, OIT accounts for approximately 3.96 percent of the university's overall budget. As in most organizations, the largest expenditure is for personnel. The highly trained and dedicated professionals who work in OIT leverage the remaining funds to manage the infrastructure, hardware and software maintenance, external support, and supplies necessary to ensure reliable, secure, and effective information technology services management and delivery.



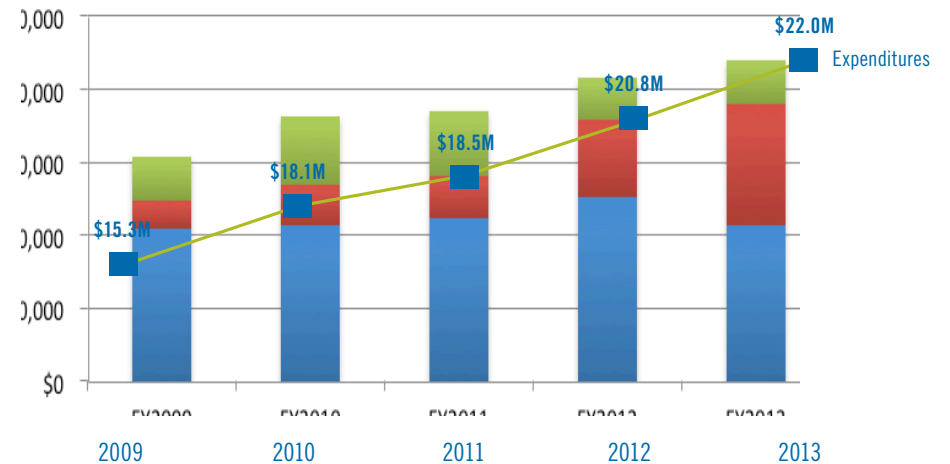
OIT Expenses by Expense Type

This chart indicates the percentage of the OIT total actuals for FY2013 by expense type. As in most organizations, the largest expenditure is for personnel, representing the salaries and fringe benefits of 110 full-time employees.



OIT Expenditures

This graph indicates the historical trend of OIT expenditures over the past five years.



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