



# STUDENT AFFAIRS INFORMATION TECHNOLOGY SERVICES (SAITS)

Student Fees Advisory Committee (SFAC)  
Program Questionnaire for FY 2014-2015



- 1. Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms: your unit's mission, how you accomplish your unit's mission, and a justification of your unit's student fee allocation in terms of benefits for students.**

In May 2013, the Division of Student Affairs (DSA), now the Division of Student Affairs and Enrollment Services, made the decision to centralize the Information Technology (IT) function throughout the division, following recommendations provided by the University Information Technology (UIT) department as a result of a comprehensive technology assessment process.

UIT recommendations included establishing a centralized IT department that would optimize IT support throughout the division. In following these recommendations, the Division of Student Affairs and Enrollment Services (DSAES), established the Student Affairs IT Services department to support the Information Technology needs for 19 departments and 10 Fee-funded Student Organizations.

As a new department, the Student Affairs IT Services (IT) established the following mission and vision statement.

#### **Mission**

Student Affairs IT Services (SAITS) is committed to providing reliable support and innovative technology solutions for department services, programs and resources that sustain an environment dedicated to student success.

#### **Vision**

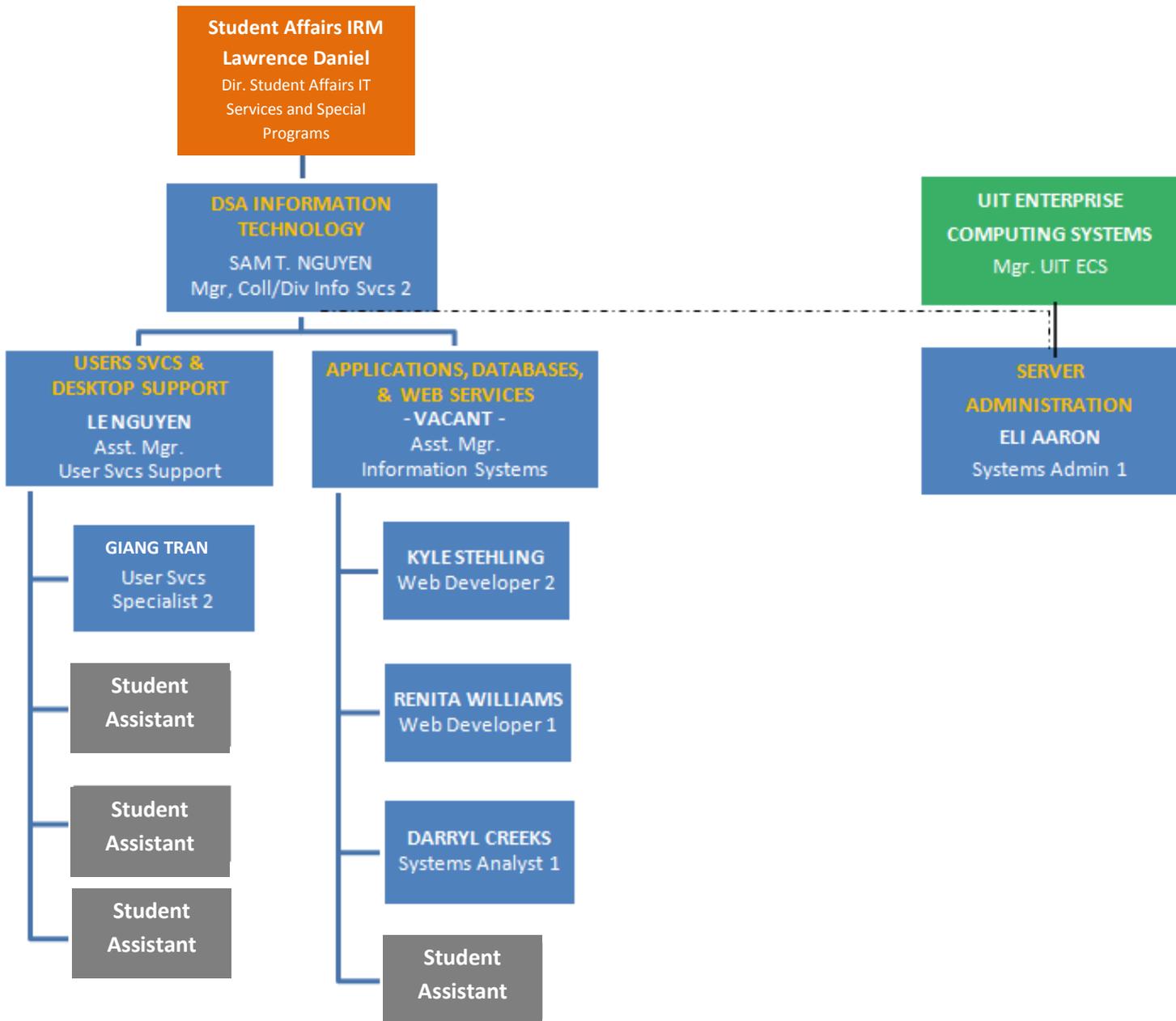
Working collaboratively, Student Affairs IT Services will maintain an efficient and proactive information technology environment that provides seamless support, elevates staff productivity, and supports Tier One programs, while seeking to contribute to increased student retention and graduation rates.

Currently, Student Affairs IT Services (SAITS) does not directly receive a direct allocation from the Student Fees Advisory Committee. However, we are partially funded by SFAC through various department budget transfers of full-time IT staff and a distributed support fee from the departments we provide support for. Our student fee allocated funding would be used for the purpose of providing support of IT functions related to DSAES department services, programs and resources that work to sustain an environment dedicated to student success.

Along with supporting fee-funded student organizations and department computers and websites, we will maintain support for computer labs, kiosks, databases and other dedicated IT resources for the Division of Student Affairs and Enrollment Services. Our student staff positions will continue to provide an experiential learning environment that will be beneficial in lives of future IT professionals and for those looking to learn more about the Information Technology field.

2. Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.

**Student Affairs IT Services:**



3. List your unit's strategic initiatives and action steps identified for the 2012-2013 academic year and cite the specific Division of Student Affairs Strategic Initiatives ([http://www.uh.edu/dsa/about\\_student\\_affairs/strategic\\_plan.html](http://www.uh.edu/dsa/about_student_affairs/strategic_plan.html)) and University of Houston Strategic Goals (<http://www.uh.edu/president/vision-priorities/>) to which they relate. Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changed during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.

Student Affairs IT Services did not previously make a request for funding through the Student Fees Advisory Committee. However, upon its inception, Student Affairs IT Services had the following objectives for the 2012-2013 academic years in relation to a Student Affairs IT Services Transition Plan. Additionally, we have included our department goals for the 2013-2014 academic year.

The following major activities were identified as part of the scope of the transition period.

**a) Appoint Student Affairs IT roles (MAPP 10.03.06) (DSAES-2)**

**Status: Completed.**

- Student Affairs Information Resource Manager (IRM): Lawrence Daniel
- Student Affairs Technology Manager: Sam Nguyen
- Student Affairs Information Security Officer: Le Nguyen

**b) Student Affairs IT Reorganization (DSAES-2)**

This activity includes the final approval of the IT organizational chart, including forming functional teams, assigning IT staff to functional teams, realigning job titles, creation of non-existing IT job titles and positions, and recruiting for vacant positions. Initially, the Student Affairs IT department anticipates the larger workload will be in the desktop support function, along with unique database support/ service needs for University Career Services. In addition, all IT resources from both groups (desktop support and information systems) will be initially assigned to assist the desktop support functions (as needed) until these are fully streamlined.

Action steps:

- **Status: Completed.** Creation of new job title and description for the position of Assistant Manager Information Systems in collaboration with HR.
- **Status: Completed.** Final approval of IT organizational chart by Vice President for Student Affairs and DSAES Senior Leadership Team.
- **Status: Completed.** Host Student Affairs IT Services staff retreat, which is scheduled for July 10 & 11, to outline/develop mission statement and department goals as it relates to the DSA strategic plan.
- **Status: In Progress. Target completion: 11/2013.** Recruitment of vacant positions: one (1) Assistant Manager for Information Services, one (1) User Services Specialist 2, and two (2) student positions
- **Status: In Progress. Target completion: 5/2014** Move Student Affairs IT Services staff to the University Center
- **Status: Completed.** In collaboration with HR, reclassify current staff to new positions
- **Status: Completed.** Transition Eli Aaron to UIT Enterprise Computing Systems as the Server Administrator for Student Affairs IT Services.

**c) Student Affairs IT Services Budget Planning (DSAES-2)** This activity involves working with Business Services to develop a cost center and transition current IT support in departments across Student Affairs into a new cost center, develop financial needs for FY2013/projected needs for FY2014, and begin to identify an SFAC funding strategy.

Action Steps:

- **Status: Completed.** Work with Executive Director, Business Services to identify all IT financial support in Student Affairs departments for reallocation purposes.
- **Status: Completed.** Work with Student Affairs department heads to create a division-wide assessment of the immediate and emerging technology needs for both support and hardware/software.
- **Status: Completed.** Work with UIT, the Student Affairs IT Services, and Student Affairs department heads to identify budget needs for FY2014 to support the new department.

**d) Streamline the Desktop Support function**

Student Affairs has over 400 IT assets, including desktops, laptops, handhelds, and printers. The need for a managed desktop environment with standardized technologies, remote management, and automation of current manual processes is imminent. The following action items are proposed as part of the desktop support function.

Action Steps:

- **Status: In progress. Target completion: 12/2014.** Pilot the University desktop/client management solution for device management and remote assistance. Pilot group: Center for Student Involvement (CSI) and Student Affairs IT Services.
- **Status: In Progress. Target completion: 12/2014.** Create University desktop/client management solution department rollout schedule.
- **Status: In Progress. Target completion: 5/2014.** Full completion of department University desktop/client management solution rollout and installation to all Student Affairs departments and office computers.

**e) Hosted Services**

The server management function will be transitioned to UIT.

Action Steps:

- **Status: Completed.** Develop a host services migration plan for UIT enterprise systems, which will prioritize Student Affairs' servers for migration.
- **Status: In Progress. Target completion: 12/2014.** Migrate Student Affairs servers to the UIT Virtual environment for support at the UH Data Center.

**f) Information Technology Security**

Several recommendations were provided as part of the security and risk assessment review. Following appointment of the division-wide Information Security Officer (ISO), UIT Security will follow up with the DSAES ISO to address recommendations.

Action Steps:

- **Status: Completed.** DSA IT Security and Risk Assessment Review Meeting (with DSA IRM, TM, and ISO)
- **Status: Completed.** Identity Finder Completion division-wide
- **Status: Completed.** Student Affairs Information Security Officer (ISO) Training and transition for Le Nguyen

### **g) Student Affairs IT Policy and Procedures - (DSAES 6)**

Create and establish new Student Affairs specific policies and procedures that are aligned with current UIT policies and University MAPP.

#### Action Steps:

- **Status: In Progress. Target completion: 11/2013.** Review UIT Policies and University MAPP. Create draft of Student Affairs IT Policy and Procedures for submission to UIT and the Student Affairs leadership for review
- **Status: In Progress. Target completion: 11/2013** Establish Student Affairs IT services informational website and user protocols
- **Status: In Progress. Target completion: 11/2013** Completion and final approval of Student Affairs IT Policy and Procedures (including inventory management system, guidelines, and equipment replacement schedules).

#### **Student Affairs IT Services Goals for 2013-2014**

1. Establish an efficient, responsive, and customer service oriented IT department. **(DSAES- 2 &4)**
  - a. Create protocols related to day-to-day customer service needs
    - i. Create Department service email
    - ii. Launch SAITS website
    - iii. Create an Information Resource Management Guide to help establish IT policy and procedures that are reflective of the SAITS mission and UIT policy and procedures
  - b. Complete transition of all Student Affairs servers to the University IT (UIT) virtual server environment.
2. Assess Student Affairs IT needs by department and develop a fiscally responsible budget for FY14, FY15 and beyond. **(DSAES- 2, 4 &6)**
  - a. Outline a priority list for software/ hardware replacement and upgrades for each department
  - b. Based on job function and department specific need, establish standardized tiered computer configurations (i.e. general, mid-level, advanced), which will assure that all software and hardware are consistent.
  - c. Transfer all IT inventory to the SAITS department
3. Working with UIT, establish division-wide remote desktop support and coverage.
  - a. Cross-train the SAITS staff on all function of the remote desktop support system.
  - b. Create a plan for installation and training for each department supported by SAITS.
4. Establish evaluation and assessment measures that assist with the development of the SAITS department. **(DSAES- 2,4 &6)**
  - a. Create a customer service assessment provide feedback on SAITS' level of service, response to specific IT needs, and suggested opportunities for growth.
  - b. Create performance development plans for all members of the SAITS team.
5. Provide support and assistance for third-party database procurement and system upgrades. **(DSAES- 2,4 &6)**
  - a. Work with departments that currently have third-party database services to outline function, support, and current status as it relates to future usage (i.e. current satisfaction, contract length, upgrade eligibility).
  - b. Ensure that SAITS staff members are involved with any new third-party database implementation.

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/ or action steps and their importance as compared to others that you might pursue. Where data exist, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting these data.

The Student Affairs IT Services (SAITS) will utilize assessments to evaluate our success in achieving our aforementioned strategic initiatives and/ or action steps. The three charts below reference the assessments that will be used for this academic year.

<b>Program or Services Being Assessed: SAITS Customer Service Satisfaction (DSAES Department Directors)</b>					
<b>Learning Outcome(s) and/or Program Objective(s)</b>	<b>Method</b>	<b>Frequency</b>	<b>Timeline (Month)</b>	<b>Purpose</b>	<b>Goal(s) Supported</b>
This assessment will provide data/information to determine whether IT support needs have been met from the departmental perspective. This feedback will provide suggested improvement to support functions, policies, and technology needs on behalf of each department supported by SAITS.	Using Campus Labs, An end of the year customer service survey will be created for Directors of DSAES departments that are supported by SAITS.	Spring 2014	Last two weeks in May 2014.	Create a customer service assessment that provides feedback on SAITS' level of service, response to specific IT needs, and suggested opportunities for growth.	4. Establish evaluation and assessment measures that assist with the development of the SAITS department.

<b>Program or Services Being Assessed: SAITS Customer Service Satisfaction (DSAES Staff Users)</b>					
<b>Learning Outcome(s) and/or Program Objective(s)</b>	<b>Method</b>	<b>Frequency</b>	<b>Timeline (Month)</b>	<b>Purpose</b>	<b>Goal(s) Supported</b>
This assessment will provide data/information to determine whether IT support needs have been met from an individual staff perspective. Additionally, provide suggestions for improvement to personal desktop support functions and technology needs.	This Customer Service Satisfaction Survey will utilize Campus Labs and be targeted at all DSAES staff members who request our services.	Monthly	January 2014 through June 2014	Create a customer service assessment that provides feedback on SAITS' level of service, response to specific IT needs, and suggested opportunities for growth.	4. Establish evaluation and assessment measures that assist with the development of the SAITS department.

Program or Services Being Assessed: SAITS Student Staff Assessment					
Learning Outcome(s) and/or Program Objective(s)	Method	Frequency	Timeline (Month)	Purpose	Goal(s) Supported
This assessment will focus on a Student Life Learning Outcome. 6) <i>Employ personal, organizational, and academic goals that promote overall achievement and degree attainment. (Practical Competence, Persistence and Academic Achievement)</i>	This assessment will incorporate an introductory IT skills assessment, end of fall SAITS student staff focus group discussion, and an end of the year Skills Assessment.	3 times throughout the year	<b>November 2013</b> - Introductory IT Skills Assessment <b>January 2014</b> - Fall SAITS Focus Group <b>May 2014</b> - End of Year Skills Assessment	Create an SAITS student staff assessment process that provides feedback on whether there was any impact of growth related to knowledge of IT based on the student's individual experiences working in the SAITS department.	4. Establish evaluation and assessment measures that assist with the development of the SAITS department.

SAITS provides information technology support for 19 DSAES departments (179 staff members), 10 fee-funded organizations, which will include the service and management for approximately 563 computers division-wide. Each of these areas has unique needs related to application, database, desktop, and web services.

As a new department, The Student Affairs IT Services has created its department initiatives and goals for the 2013-2014 academic year based on review recommendations from University Information Technology (UIT) department. In August 2012, UIT actively engaged with the Division of Student Affairs and Enrollment Services for the purpose of assessing immediate and emerging technology needs, identifying improvement areas in the delivery of IT services between the central (UIT) and local IT support groups. Four separate technology reviews in multiple IT service areas related to Desktop Lifecycle Management, IT staffing and Skills, Hosted Services, and Security, were conducted.

Below are some observations and recommendations that provide data by which SAITS' strategic initiatives and/or action steps were established for 2013-2014. This information was included in a full **Summary of Recommendations for the College/Division Technology Review** for DSAES. A full copy of the review is available upon request.

**1) Desktop Lifecycle Management (SAITS Department Goals: 2&4)**

**Observation I:** Currently, there are no division-wide standards for budget planning, procurement, and asset management processes for equipment and technology needs.

**Recommendations:** Implement a division-wide standard desktop and laptop configuration for all standard equipment and enhanced equipment users. Implement bulk equipment purchases once or twice a year on behalf of the entire division.

**Observation II:** Implement a cascading lifecycle management plan for the replacement of equipment.

**Recommendations:** Implement UIT's recommended 4 year plan cascading plan (option 3) to replace critical computers in year 1 with the potential to use the replaced computers in "common areas" for computers that need to be replaced in year 2.

## 2) Staffing and Skills (SAITS Department Goals: 2&4)

**Observation I:** Currently, there is no division-wide local IT department.

**Recommendations:** Consolidate all DSA IT services under one IT department and create an IT manager role to manage this department for the entire division.

**Observation II:** Departments that have IT personnel did not have back-up staff available to assist with all critical IT services (i.e. Specialized Software and Database Administration), which creates single-points of failure.

**Recommendations:** Provide IT staff back-up for departments that only have one IT employee responsible for critical IT services.

## 3) Hosted Services (SAITS Department Goals: 1)

**Observation I:** Server management function is not consistently performed within the division. Over 50% of the local servers are functioning without maintenance agreements, cooling systems, or back-up power to operate during a disruption. In addition there are no active monitoring processes in place for servers throughout the division and inconsistencies with how server backups are handled.

**Recommendations:** Create a division wide IT service model between central and local functions, which would charge UIT with supporting commodity services such as server management, file and printer services. The local IT group (SAITS) would support specialized services related to desktop support, local database management, and web support.

## 4) Security (SAITS Department Goals: 1)

**Observation I:** Although the role of Information Security Officer (ISO) for the division was assigned, there was little to know knowledge about the presence of this role throughout the division.

**Recommendations:** The division ISO designee has specific responsibilities and authorities per MAPP 10.03.06, College/Division Responsibilities for Information Technology Resources.

**Observation II:** Not all departments within the division have an identified IT support assigned to ensure appropriate security functions are performed.

**Recommendations:** IT support for each department should be identified and clearly documented so the support is understood by both the department needing the support and the person(s) providing the support. Without specific support, items such as patch management, anti-virus management and software updates could easily be overlooked allowing vulnerabilities across the Division.

**Observation III:** Across the division, there is a lack of documentation regarding operational procedures for ensuring the security of IT assets.

**Recommendations:** To ensure the protection and security of IT assets, operational procedures should be clearly documented for the management of systems and processes.

**Observation IV:** Standardized procedures are not being used to manage the division's IT assets, leading to inconsistencies in implementation and potential security risks.

**Recommendations:** A management solution should be implemented to manage the division's desktop systems.

**Observation V:** Level 1 data being stored at a departmental level across the division is not being protected in accordance with MAPP 10.05.03 and the level of IT expertise and support is not commensurate with the type of data that is being used and/or stored by the area.

**Recommendations:** The UIT Data Center facilities meet the requirements defined by MAPP 10.05.3 and should be utilized for the storage of level 1 data.

- 5. Please discuss any budget or organizational changes experienced since your last (FY2014) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections. In addition, if your unit concluded FY2013 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.**

Student Affairs IT Services did not have a previous SFAC request; therefore there are not any budget changes to report.

6. Please list your 2014-2015 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs Strategic Initiatives and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

#### **SAITS Strategic Initiatives 2014-2015**

**Strategic Initiative:** Implement policy and procedures established by DSAES Information Resource Management (IRM) Guide (**DSAES- 2 &4) (UH 8)**

**Action Steps:** Establish an Information Resource Management Committee/Work Team, made up of DSAES department representatives, who will provide continuous feedback, suggestions, and support for Student Affairs IT Policy and Procedures outlined in the DSAES Information Resource Management (IRM) Guide

**Action Steps:** Complete/finalize all purchases related to the University IT Desktop Life-Cycle replacement recommendations

**Strategic Initiative:** Provide support and assistance for third-party database procurement and system upgrades across the division. (**DSAES- 2, 4 &6) (UH 8)**

**Action Steps:** Working with University Career Services and the Health Center, assist with the full scope of implementation, launch, and support for their new applications and data management systems.

**Action Steps:** Working with the Director of Campus Recreation, establish a procurement committee that will include members from the UH Community representing PeopleSoft, University Information Technology Enterprise, and other represented Division of Student Affairs & Enrollment Services.

**Action Steps:** On behalf of the department of Campus Recreation, assist with the research and beta testing of components related to the implementation of a new comprehensive recreation management system in preparation for launch in fall 2015.

**Strategic Initiative:** Establish new assessment measures related to usage and satisfaction of Student IT resource areas supported by Student Affairs IT Services. (**DSAES – 2, 4, 6) (UH 8)**

**Action Steps:** In collaboration with University IT, evaluate the strength of wireless connections and complete upgrades where needed in all student common areas in DSAES buildings, which include but are not limited to lounge areas, food courts, class rooms, computer labs, service lobbies, workout areas, and offices.

**Action Steps:** Identify space availability and need in DSAES buildings to for addition of student printing kiosks.

**Strategic Initiative:** Support Student Affairs IT Services Staff by providing opportunities for professional development. (**DSAES- 2) (UH 6)**

**Action Steps:** Support the attendance of trainings, conferences, and workshops related to Information Technology Management by members of the Student Affairs IT Services staff to attend.

**Action Steps:** In collaboration with University IT, identify training opportunities related to university-wide technology changes and enhancements.

- 7. What are the other possible sources of funding available to your unit and what efforts are being made to access them (e.g. grants, donations, etc.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC Spreadsheet.**

Student Affairs IT Services (SAITS) received funding from departments within the Division of Student Affairs and Enrollment Services for full-time IT staff and a distributed support fee from the departments we provide support for.

**8. Please describe any services that are similar to yours and/or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.**

Student Affairs IT Services is the only department that provides IT support for the following departments within the Division of Student Affairs and Enrollment Services.

- A.D. Bruce Religion Center
- Campus Recreation
- Center for Students with Disabilities
- Center for Fraternity & Sorority Life
- Center for Students with Disabilities
- Center for Student Involvement
- Center for Student Media
- Children's Learning Centers
- Dean of Students Office
- Forensic Program
- LGBT Resource Center
- Health Center
- Office of VC/VP of Student Affairs
- University Career Services
- Counseling and Psychological Services
- Women's Resource Center
- University Centers
- Urban Experience Program
- UH Wellness