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Letter from the Vice President

This annual report for FY08 summarizes and celebrates OIT’s continuing efforts to support the University’s information technology needs. I would like to highlight a few of the initiatives that can be found within the pages of this report.

Over the past year, we have begun to address the four areas that were identified as the highest priority during the IT strategic planning process completed in FY07. These include: security and identity management, digital content management, collaboration, and IT support.

Early in the year, OIT began the implementation of an “identity management” software system (IDM) from Oracle Corporation. When fully installed, the IDM software will dramatically change the way the University generates and tracks computer accounts and system permissions, significantly improving the security of our online information.

To help manage the tremendous growth in the use of digital information, this year OIT hired a digital content management architect. This person has been working with departments to develop a comprehensive and integrated set of digital content management tools to support teaching, research and scholarship. In addition, a new centrally provided service, the Onbase Document Management System, is being implemented to help departments scan, store, index, and retrieve large quantities of paper documents.

Over the last several years, the University has recognized the need for increased data center power and space to support research, teaching, and administration. This year’s opening of the Lewis Library included a new high-performance computing center that will help address the needs of researchers. OIT is also collaborating with the Facilities Department on a new data center to be located at the Forrestal campus.

To improve our existing data center facilities, a new uninterruptible power supply (UPS) was installed at the 87 Prospect main data center. In addition, renovations have begun in the New South machine room to expand the space from 1,200 to 2,000 square feet and install additional power and cooling to accommodate new servers. These servers will take over providing services in the event of a major failure at the main data center.

The design of a new OIT building at 701 Carnegie Center in West Windsor remains our greatest organizational challenge. 55% of the OIT staff will move to this new building, consolidating five locations around campus. For the first time, a majority of OIT staff will be located together, fostering opportunities for increased collaboration among all our departments.

We in OIT are grateful for the opportunity to serve the University. We will continue to look for ways to enhance Princeton’s IT infrastructure and services and are thankful for the continued support of the students, faculty, and staff we serve.

Betty Leydon
Vice President for Information Technology
and Chief Information Officer
OIT Mission and Goals

The mission of OIT is to enable the effective use of information technology in support of the University. In pursuit of this mission, OIT’s goals are:

- Deliver information technology products and services that meet the needs of the University community and achieve the highest level of customer satisfaction;
- Support the use and development of information technology to enable innovation in teaching, learning, research, and scholarship;
- Provide leadership in planning for the effective use of technology;
- Provide a robust, reliable, and secure information technology infrastructure;
- Attract, develop, and retain quality information technology professionals;
- Enable communication and collaboration among information technology professionals and users of information technology at the University.

OIT Core Values

We strive to provide excellent service to the University community. We value professionalism, communication, respect, and integrity and we commit ourselves to:

Excel—We aim for excellence in everything we do. We endeavor to exceed the expectations of our customers and colleagues. We recognize exceptional performance.

Learn—We are committed to the professional development and personal growth of our members. We encourage collaboration and take advantage of learning opportunities.

Listen—We value the opinions of all stakeholders and give fair consideration to their perspectives. We listen and learn from each other, as good ideas can come from anyone.

Inform—We disseminate accurate information in a timely manner. We promptly share decisions with those affected by them.

Participate—We strive for inclusive processes and to reach decisions by consensus when appropriate. We are responsible for staying involved and informed.

Show Respect—We are honest, responsible, reliable, thoughtful, responsive, and well mannered. We act with integrity.

Enjoy—We foster an environment where creativity, diverse ideas, humor, and fun are encouraged. We enjoy what we do and celebrate our successes.
## FY08 By The Numbers

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floating point operations performed by our high performance systems</td>
<td>320,829,233,000,000,000,000</td>
</tr>
<tr>
<td>Bytes of storage maintained by the University’s TSM backup system</td>
<td>520,000,000,000,000,000</td>
</tr>
<tr>
<td>Bytes of central storage for administrative applications</td>
<td>83,980,698,129,531</td>
</tr>
<tr>
<td>Bytes of data stored in the /tigress high performance computing (HPC) facility</td>
<td>36,616,697,856,000</td>
</tr>
<tr>
<td>Bytes of RAM on the /tigress HPC facilities</td>
<td>9,500,000,000,000</td>
</tr>
<tr>
<td>Bytes of default quota now available to all campus netIDs for e-mail and file storage</td>
<td>1,000,000,000</td>
</tr>
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<td>Bytes of central storage for administrative applications</td>
<td>83,980,698,129,531</td>
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</tr>
<tr>
<td>Bytes of default quota now available to all campus netIDs for e-mail and file storage</td>
<td>1,000,000,000</td>
</tr>
<tr>
<td>Files saved to the central network file server</td>
<td>93,766,802</td>
</tr>
<tr>
<td>Pages printed on Computing Cluster printers by 7,447 unique customers</td>
<td>8,235,666</td>
</tr>
<tr>
<td>Jobs run on the /tigress HPC facilities</td>
<td>1,021,745</td>
</tr>
<tr>
<td>Logins to Computer Clusters by 8,852 unique customers</td>
<td>504,642</td>
</tr>
<tr>
<td>Watts of electrical power used by the Data Center at 87 Prospect Avenue</td>
<td>500,000</td>
</tr>
<tr>
<td>Hours spent by members of the University community logged into cluster machines</td>
<td>294,576</td>
</tr>
<tr>
<td>Vouchers were processed in the University Financials System</td>
<td>158,317</td>
</tr>
<tr>
<td>Address changes were processed</td>
<td>137,651</td>
</tr>
<tr>
<td>Telephone calls handled by University operators</td>
<td>75,234</td>
</tr>
<tr>
<td>Gifts to Princeton were processed</td>
<td>71,612</td>
</tr>
<tr>
<td>Purchase orders were processed</td>
<td>34,741</td>
</tr>
<tr>
<td>Visitors to the Princeton Island in Second Life</td>
<td>31,928</td>
</tr>
<tr>
<td>Watts of power saved by virtualizing 65 servers</td>
<td>29,900</td>
</tr>
<tr>
<td>Responses by Help Desk staff to e-mail messages and OPM requests for assistance</td>
<td>29,782</td>
</tr>
<tr>
<td>Alumni Directory entries were processed</td>
<td>28,312</td>
</tr>
<tr>
<td>W-2s were printed</td>
<td>13,466</td>
</tr>
<tr>
<td>Appointments scheduled through OIT’s Office hours system</td>
<td>13,338</td>
</tr>
<tr>
<td>Workstations backed up every night over the University network</td>
<td>9,340</td>
</tr>
<tr>
<td>Financial Aid applications were completed</td>
<td>9,205</td>
</tr>
<tr>
<td>Hours system administrators were on-call to support centrally administrated servers</td>
<td>8,784</td>
</tr>
<tr>
<td>Tickets addressed by Business Application Support</td>
<td>6,763</td>
</tr>
<tr>
<td>Applicants read their admission decision within the first five minutes that the site was up</td>
<td>6,380</td>
</tr>
<tr>
<td>Unique users logged into Blackboard on the first day of classes</td>
<td>4,139</td>
</tr>
<tr>
<td>Telephone adds, moves, and changes</td>
<td>3,298</td>
</tr>
<tr>
<td>Undergraduates participated in Room Draw</td>
<td>3,115</td>
</tr>
<tr>
<td>Visits to the New Media Center</td>
<td>2,248</td>
</tr>
<tr>
<td>Consultations in dormitory rooms by Residential Computer Consultants</td>
<td>1,900</td>
</tr>
<tr>
<td>Instant messages responded to by Help Desk consultants</td>
<td>1,626</td>
</tr>
<tr>
<td>SCI computers sold (including 896 Macintoshes and 445 Dells)</td>
<td>1,388</td>
</tr>
<tr>
<td>Incoming graduate students requested rooms for next year</td>
<td>597</td>
</tr>
<tr>
<td>New listservs created</td>
<td>563</td>
</tr>
<tr>
<td>New lectures created within Almages</td>
<td>457</td>
</tr>
<tr>
<td>Training classes delivered to 2,295 University staff</td>
<td>413</td>
</tr>
<tr>
<td>New administrative (non-person) network accounts created</td>
<td>331</td>
</tr>
<tr>
<td>Active accounts on the /tigress HPC facilities</td>
<td>240</td>
</tr>
<tr>
<td>OIT staff moving to a new home at 701 Carnegie Center in the fall of 2009</td>
<td>164</td>
</tr>
<tr>
<td>New Windows and Unix servers installed</td>
<td>122</td>
</tr>
<tr>
<td>OIT staff participated in six Diversity Initiative Workshops</td>
<td>105</td>
</tr>
<tr>
<td>Roxen web sites created</td>
<td>102</td>
</tr>
<tr>
<td>Video projects, including video production, post production, and live streaming</td>
<td>89</td>
</tr>
<tr>
<td>Undergraduates requested room changes</td>
<td>78</td>
</tr>
<tr>
<td>Groups, ETC, NMC, CSES, and the new Broadcast Center moving to the Lewis Library</td>
<td>4</td>
</tr>
<tr>
<td>Internationally attended New Media Conference with more than 600 attendees, a record</td>
<td>1</td>
</tr>
</tbody>
</table>
July 2007

The OIT Help Desk enhances its Online Chat service. The new version of the service is more user-friendly and can be accessed from any browser without the need for a separate Instant Messaging client. Owing to the positive response from the University computing community, the OIT Help Desk expands the hours of Help Desk Instant Messaging support to 24/7.

OIT implements new server administration procedures that allow it to absorb a 30% increase in the number of systems running in the main data center at 87 Prospect at no additional cost.

The Office of Communications and OIT collaborate to provide users with a new feature on the University’s A to Z lists web page (http://www.princeton.edu/main/tools/az/). The tool turns a regular search field into a dynamic search that begins to return possible “matches” based on the text you type in the field.

A new website, “My Financial Aid,” is launched allowing students to view online, up-to-date information about their financial awards.

Working closely with the Offices of the Registrar, Development, and Student Accounts, OIT successfully completes the collection of parental data for the vast majority of incoming freshman through a new online Permanent Address Information (PAI) form.

After a comprehensive evaluation, OIT selects the Oracle Identity Management (IDM) software. When fully installed, IDM will dramatically change the way in which the University generates and tracks NetIDs, tracks system permissions, and allows members of the University community to gain access to systems.

August 2007

On August 1 in the Frist Campus Center, OIT offers the University community an opportunity to “test drive” Microsoft’s new Internet Explorer 7. The “test drive” is a new way to both introduce, and actually try out, new software functionality with OIT staff on hand to lend assistance and answer questions. Following the “test drive,” OIT begins to migrate University Windows computers from Internet Explorer 6 to 7.

OIT completes work on the networking infrastructure to support Paw Points / Tigrercard point of sale operations for the new University Store and Labyrinth Bookstore on Nassau Street.

Working with Office of Admission, OIT implements the Common Application interface which electronically imports most undergraduate applications to Princeton. Prior to this, applications had to be rekeyed, a lengthy manual process.

Blackboard is upgraded with new features to assist faculty in communicating class and grade information to their students. In addition, several functional enhancements are introduced–blogs, wikis, Classroom Response Systems (clickers), and Almagest lectures can all now tie into Blackboard sites.

OIT works closely with the Offices of the Registrar and University Scheduling to meet the data analysis needs of the Teaching Space Master Planning Project.

OIT makes great strides in improving Princeton’s data warehouse structure. As a result, the warehouse is consolidated into four well-designed and highly efficient catalogues, making the data more concise, less redundant, and at the same time more extensive and complete than ever before. In addition, the time to rebuild the warehouse overnight with updated information is shortened.

September 2007

On September 1, the OIT Help Desk extends its hours of operation from 24 hours five days a week to 24 hours seven days a week. OIT Help Desk consultants now provide IT assistance around the clock to the University community through telephone calls, e-mail correspondence, and the new online chat service available from the OIT home page.

The Help Desk becomes a part of the new Support and Operations Center (SOC), which also includes the Telephone Trouble Desk and the University Operators. Now as part of the SOC, the OIT Help Desk takes on additional responsibilities for monitoring the IT infrastructure 24 hours seven days a week.

OIT completes the multi-year project to implement a wireless network infrastructure across the entire campus.

OIT installs Macintoshes in the 228 Alexander training room and begins monthly Mac classes for the first time.

As part of the University’s disaster recovery planning, OIT contracts with Vital Records to store backup tapes for critical applications offsite.

On September 24, the University’s island in Second Life has its grand opening.

OIT introduces Exploring Diversity through Books, an OIT Book Discussion Group. The group meets periodically over lunch in a casual atmosphere to encourage inquiry and sharing through book discussions. The first book selection is Monkey Bridge by Lan Cao.

At the Fall All-OIT Meeting, Betty Leydon presents the annual CIO award to Velga Stokes, Senior Editor in OIT Communications Services, for her 40 years excellence in service to the University.
October 2007

OIT returns to the University committees, groups, and individuals who participated in the IT strategic planning process to validate the feedback and findings. OIT now begins to lay out the specific steps needed to meet Princeton’s current and future IT needs and develop more detailed plans for the highest priority items – security and identity management, digital content management, collaboration and conferencing tools, and greater IT support.

A Resource25 Steering Committee, including representatives from OIT and the Offices of Communications, Provost, Registrar, University Scheduling, and Facilities is formed to provide a comprehensive (and strategic) plan for the University’s use of Resource 25.

OIT conducts two Franklin Covey FOCUS Workshops for staff on “Achieving Your Highest Priorities.”

Monthly project meetings with the Jeremiah Stoldt (program manager), Bob Rittenhouse (project manager), and Ed Klimk (KSS architects) are scheduled to discuss the status of 701 Carnegie Center. The new four story building with 120,000 square feet of office space will become the new home of OIT and the Treasurer’s Office.

Betty Leydon begins “Coffee Talks with Betty,” listening to feedback, questions, and concerns regarding space planning and the move to 701 Carnegie Center. In all, there are 25 sessions held during the year.

OIT adds a number of new network management tools to assist in the maintenance and monitoring of the campus network. The tools include management of the campus wireless and wired infrastructures as well as an in-house application to reclaim unused network addresses.

November 2007

OIT introduces WebEx, a Web-based desktop conferencing service. WebEx allows members of the University community to share their digital presentations, artwork, spreadsheets and data sets with colleagues right from their computer.

Led by the OIT Leadership Group, OIT forms several working groups to gather building requirements for 701 Carnegie Center. They include: Building Decor and Library, Building Operations, Change Management, Fitness/Recreation, Infrastructure, Media Equipment, Meeting and Conference Rooms, Office Equipment and Labs, Physical Storage, Security, and Training Rooms.

A new 701 Carnegie Center website, http://etc.princeton.edu/701carnegie/, is created to share accurate information in a timely manner will all OIT employees, and share decisions with those affected by them. The website will serve as the primary source of the most current information, as well as a historical repository for this “once in a lifetime” opportunity to create a new place to work at Princeton University.

OIT upgrades the Information Warehouse to complement the PeopleSoft 9.0 upgrade for Human Resources, Student Administration, and Campus Community. The upgrade also involves the upgrade of the University Cognos reporting tool.

New Information Warehouse functionality is implemented: the Development Office rolls out its first application, a set of Campaign Readiness reports; the Registrar’s Office makes Student Enrollment data available through the Warehouse.

OIT completes Labor Accounting Phase 2, which delivers many highly anticipated enhancements.

OIT conducts two additional workshops for staff, “The Seven Habits of Highly Effective People.”

December 2007

On December 4 at the Frist Campus Center, OIT offers the University community an opportunity to “test drive” Microsoft Vista and the Office 2007 suite of applications. This is the second time the “test drive” is used to introduce and try out new software functionality with OIT staff on hand to lend assistance and answer questions.

Throughout the year, OIT assists departments in migrating to Vista and Office 2007. OIT offers enhanced services, including computer setup for migration, and Vista and Office 2007 training classes.

In response to several departmental requests for group collaboration using web-based tools, OIT forms a cross-functional team to evaluate alternatives. The team selects Microsoft’s SharePoint and an implementation plan is prepared.

OIT acquires an enterprise-wide license for the OnBase Document Management System including document imaging, e-forms, electronic workflow, and document management. This will provide increased functionality for departments who wish to use OnBase.

OIT increases support for Roxen website design and development in recognition of the escalating demand for high-quality campus websites and to address the backlog of requests. The Web Development Services (WDS) group, led by Mary Albert, is formed to coordinate and streamline the creation of Roxen websites for departments.

OIT works closely with the Development Office in support of their data warehouse/business intelligence and volunteer outreach initiatives for the Aspire Campaign. The Affinity Data Import Project is completed and improves the quality of alumni data (involving more than 85,000 people) and enhances the analysis of alumni/donor demographics.

OIT completes a major upgrade to the University Housing system. Improvements in the way students participate in room draw and the way faculty and staff apply and receive housing are implemented.
January 2008

The TIGRESS high performance computing facility continues to grow with the acquisition of a new Beowulf cluster, Artemis, and the expansion of two existing clusters.

Work is underway on the expansion of the New South alternate data center which will permit OIT to increase the number of critical services ready for rapid restoration in the event of a failure at the main data center at 87 Prospect fails. Renovations will include expanding the space from 1,200 to 2,000 square feet and installing additional power and cooling systems.

At 87 Prospect, using a new server technology, OIT uses “server virtualization” to consolidate more than 60 physical servers onto two large, powerful servers. The net result is a savings in power consumption and a reclaiming of floor space.

OIT offers MyFax for sending and receiving faxes through e-mail. MyFax replaces the OIT Campus Fax Gateway as the recommended practice for faxing from your computer. To use MyFax, members of the community only need Internet access, an e-mail address, and a MyFax account. The Campus Fax Gateway is discontinued on January 31.

OIT hosts a series of clinics to assist students in upgrading the operating systems on their SCI computers to Windows Vista and/or Mac OS X v10.5 (Leopard). Vista and OS X v10.5 media are available at the clinic at an educational discount price. For computers that require additional RAM, memory is installed as part of the upgrade.

IT Matters publishes the fourth and final installment of a series describing best practices in managing computer servers on campus. In this final article, a checklist for “System Setup and Security” is provided. By following this checklist, system administrators can help reduce risks associated with hardware failures and security breaches.

February 2008

By reallocating funds to take advantage of lower prices for disk storage, OIT increases the storage quota for all faculty, staff, and student e-mail accounts to 1GB. The quota increase provides much needed relief for customers who were battling to reduce their e-mail folder sizes. Users who were paying for additional e-mail quota up to 1GB will no longer be billed.

OIT is also able to increase general disk storage quotas to 1GB for individual members of the University community and to 20GB for departments. The need for more central storage reflects the fact that both scholarship and administrative work depend more and more on a growing range of digital materials.

Princeton acquires a University site license for the Xythos (WebShare) File Management System which provides a large central storage facility as well as new methods for collaboration. The University Writing Program pilots the use of Xythos.

The IT Matters Winter edition features “Don’t Send it,” urging members of the University community not to respond to phony e-mail messages purportedly from banks or commercial enterprises requesting personal information or account data.

OIT launches a dotNet service, a small-scale, shared, development environment that helps departments build web applications that interact with Microsoft SQLServer databases and/or Microsoft Access databases. dotNet is an excellent alternative for applications currently using DBToolbox.

March 2008

On March 15, a new uninterruptible power supply (UPS) replaces the 26-year-old unit at the 87 Prospect main data center. The new UPS provides a power capacity of 750 kVA, a 12% increase in the power available, and sufficient battery energy to power the research and enterprise servers through typical electrical dips and surges common during storms in the Princeton area.

This year for the first time, not only do most of the 21,262 applicants for the Class of 2012 log in to learn of their admission decision, the 1,976 admitted students are able to access a new Admitted Students website designed just for them, immediately upon learning of their admission. On the Admitted Students website, students enter profiles, add photographs, view blog entries about life at Princeton and the academic experience, and sign up for one of the two Princeton Preview weekends. The website serves as an information resource and social networking tool for the newly admitted students.

Three cell phone carriers, AT&T, T-Mobile, and Sprint, are now operating new cell towers atop Fine Hall, delivering improved coverage for the campus and the surrounding University community. In addition, OIT establishes a Distributed Antenna System that improves cellular service in difficult indoor campus locations, such as basements.

The IT strategic planning process identified the need for a “data lifeline,” a comprehensive way to store digital information, along with ways to search and archive the data, and policies to control data retention and disposal. To help oversee these efforts, OIT hires Mark Ratliff, one of the original developers of JSTOR, a popular online scholarly journal archive, as our new “digital repository architect.”
April 2008

OIT offers a new “Security Check-Up” service to help departments protect sensitive data they may have on local systems. Offered at no charge to both academic and administrative departments, the service includes a review of all aspects of protecting confidential and sensitive data. The check-up is typically a team effort among OIT staff, departmental IT staff, and departmental data stewards.

Several departments work with OIT to pilot the use of SharePoint to address a variety of group collaboration needs. The Offices of the Dean of the Faculty, Development, Facilities, General Counsel, as well as the Molecular Biology Department and the Woodrow Wilson School participate in training and begin to set-up their collaboration sites.

Building on the work of the University’s Transaction Authority Project, OIT reviews its current processes related to contracts and agreements. After several process mapping sessions, a comprehensive checklist outlining the proper steps for handling new contracts, agreements and purchases is prepared to streamline the process and to ensure OIT is in compliance with University policy.

In an effort to facilitate the development of IT documentation and online help, OIT implements the Oracle User Productivity Kit (UPK). The UPK, initially used as part of the PeopleSoft Human Resources, Student Administration, Campus Community 9.0 upgrade, enables user documentation to be created more efficiently and effectively.

OIT creates an Information Technology Infrastructure Library (ITIL) Advisory Group to help advance best practices for the management of IT services and processes. The group serves as advocates for ITIL with the goal of achieving additional economies and efficiencies in IT service delivery.

May 2008

Working closely with the Office of the Dean of the College and building upon the success of the online Permanent Address Information form, OIT implements a new online application that collects most of the information contained in the matriculation package, thus eliminating the use of paper forms. In addition, all information collected is automatically distributed to the “backend” systems, making the information available to departments earlier, more accurately, and without any manual intervention.

In response to IT audit findings, OIT forms a cross-functional team to evaluate and select a standard tool for managing IT system changes. The team selects TechExcel ServiceWise, to log and track all changes made to critical IT applications and systems using flexible review/approval workflows.

OIT offers a new service to destroy old hard drives using a degausser to de-magnetize the drives. When University computers reach the end of their useful life, attempts are made to reuse or recycle them in responsible ways. In most cases, hard drives are “cleaned” in a secure manner to remove all institutional data. This new service adds an additional layer of security for the most sensitive University data.

Princeton’s Undergraduate Admission and Financial Aid website receives a bronze medal in the 2008 Circle of Excellence Awards Program, sponsored by the Council for Advancement and Support of Education (CASE). CASE awards uChannel a Circle of Excellence Silver Medal for “Creative Use of Technology and New Media.”

Planned by the OIT Leadership Group, the Spring All-OIT Meeting is themed, Space: The Final Frontier. The meeting focuses on the progress of the 701 Carnegie Center building and the move of OIT staff to the new Lewis Science Library.

June 2008

The 87,000-square-foot Lewis Science Library receives its certificate of occupancy and the University’s first ultra-high-speed service at 10Gbs is implemented in the Library. The Library will be the new home of the OIT Educational Technologies Center including the New Media Center, and the Computational Science and Engineering Support group. In addition, several of the TIGRESS supercomputer clusters will be re-located to the basement of the Library and a new OIT-operated Broadcast Center will be created.

OIT schedules information sessions, online demos, and hands-on training in preparation for the rollout of the PeopleSoft Human Resources, Student Administration, and Campus Community 9.0 upgrade in August.

Working closely with the Lewis Center for the Arts, OIT develops both internal and external calendar interfaces to manage and publicize their events through their website. Princeton is now one of three higher education institutions using web tools to access data stored in Resource25, the University’s classroom and event scheduling system, and generating a web event calendar from the data.

Held at Princeton June 11-14, the New Media Consortium Summer Conference breaks all previous attendance records.

OIT hosts OIT Expressions, the second annual staff fine arts and crafts exhibition in the Lucas Gallery.

With an eye toward “going green,” a group of like-minded OIT employees come together for a campus bike tour during lunch. More than just an athletic event, the tour was a pleasant jaunt through many of the attractive and interesting locations on campus.
OIT

Who We Are

OIT consists of five major functional areas:

Academic Services [AS] is led by Serge Goldstein and supports faculty and student use of instructional technology. AS has six groups: Computational Science and Engineering Support; the Broadcast Center; Education and Outreach Services; Media Services; Digital Repositories Architect; Educational Technologies Center (which includes the Humanities Resource Center, Roxen Website Development, and the New Media Center).

Administrative Information Systems [AIS] is led by Colin Currie and provides implementation and support services for the University’s administrative systems. AIS has five groups: Custom Development–Data Warehousing and Integration; Packaged Solutions and Integration; AIS Collaborative Solutions; Package Adaptation and Customization; ERP Systems.

Enterprise Information Services [EIS] is led by Donna Tatro and maintains e-mail and directory services, and installs and monitors the performance and security of the server infrastructure and systems applications. EIS has five groups: Systems and Data Management Services; Collaboration Services Group; Enterprise Servers and Storage; Security and Data Protection; Security Officer.

Finance, Administration, and Planning [FAP] is led by Nancy Costa and is responsible for budgetary and financial matters, staff relations, recognition and development, project planning, process improvement, and supporting effective administrative systems processes through training, documentation, and call support. FAP has four groups: Project Office; Budget and Finance; IT Training, Documentation and Support; Human Resources and Administration (which includes Printing and Mailing and Technology Consulting Services).

Support Services [SS] is led by Steven Sather and provides front-line IT support for all members of the University community. SS has six groups: Integrated Technology Services (which includes the Copy Center and Software Sales); Desktop Support (including Hardware and Software Support); Networking and Telecommunications; Distributed Computing Support; IT Policy; Customer Services (including the Support and Operations Center).
Refer to Appendix A for a complete set of all OIT organization charts.

**2007-2008 OIT Achievement Award Recipients**

For contributing significantly to their departments and OIT in one or more of the following areas:
- Creativity and innovation
- Customer Service and Outreach
- Teamwork and Collaboration
- Technical Excellence
- Demonstrating OIT Core Values

Gary Chianese  
Ian Finch  
Sean Hayes  
Lance Herrington  
Tim Hogan  
Paula Hulick  
Dianne Kaiser  

Brian Long  
David McCarthy  
Kevin Mills  
Jeanne Mrak  
Sandra Steinberg  
Barrie Sutton  
Alexander Willman

**2007-2008 OIT CIO Award Recipient**

For outstanding service to OIT and Princeton University

Velga Stokes
## What We Do

The following is a list services OIT provides to the University community:

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Consulting
Desktop Computing Applications for Departments
Design Services for Teaching with Technology
IT Needs Assessment
Project Management & Planning
Process Improvement/Service Management Consulting

Communication & Collaboration Tools
Audio / Visual Equipment Rental
Audio / Visual Technician Services
Blackberry Loaner Program
Broadcast Center (coming)
Broadband Wireless Data Card Loaner Program
Cable TV – TigerTV
Cell Towers for Major Carriers
Classroom Audio / Visual Equipment
Copier Center
Creating Databases on the Web
Creating Web Applications (LAMP/.Net)
Desktop Conferencing “WebEx”
Digital Suitcase
Event Scheduling with Resource25
Event Simulcast
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“It’s academic” Blog
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- Telephone Conferencing
- Voice Mail
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Web Broadcast
Website Design and Development
WebSpace File Sharing

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<td>- Video on Demand for assigned videos</td>
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What we accomplished, FY08 Goals and Accomplishments

FY08 goal: Continue the expansion of Princeton’s high-performance computing infrastructure to meet the needs of the research community

Move the TIGRESS high performance computing (HPC) facilities to the Lewis Library
The move of the TIGRESS HPC facilities to the Lewis Library was deferred to FY09 due to building construction delays. OIT was able to move the HPC clusters in August, 2008.

Continue to acquire additional HPC resources
In FY08, OIT acquires the following additional HPC resources:
- Replaced the Adroit cluster with a new Dell cluster;
- Acquired Artemis, a new SGI Beowulf cluster consisting of 768 cores with 3 terabytes of RAM and a total computational capability of 9 teraflops;
- Expanded the Della cluster through the addition of 512 cores, reaching a computational capability of 4 teraflops;
- Completed negotiations with IBM for the acquisition of a Hierarchical Storage Management System (HSM), which we expect to install in early FY09.

Ensure the shared-governance model remains effective for faculty and research groups
OIT continues to see robust use of the shared HPC facilities, and the cooperative governance model is working well. Regular Research Computing Advisory Group (RCAG) meetings are held throughout the year to advise and collaborate with OIT on all matters related to research computing at the University. During the year, the physics department invested in the Della cluster expansion, and we anticipate continued growth in the number of departments that are contributing to TIGRESS.

FY08 goal: Complete major networking infrastructure upgrades and develop a roadmap for future growth and enhancements

Cellular telephone service
By May 2008, all major cell phone carriers (Verizon, AT&T, T-Mobile, and Sprint) were operational atop Fine Tower providing coverage for the campus.

Campus network improvements
- OIT is continuing the process of upgrading campus buildings to 100Mbs service. We are also creating an infrastructure to support 100Mbs service in University dormitories and apartments to be ready for applications that require additional bandwidth.
- Fiber is now operational to the Butler Apartments, replacing the former microwave service.
- During FY08, OIT re-engineered wireless service in several buildings (where wireless was first installed) to improve service.
Planning for new locations
In FY08, OIT completed the following networking initiatives:

- Implemented the networking infrastructure to support Paw Points/Tigercard point of sale operations for the new U-Store and Labyrinth bookstore on Nassau Street;
- Implemented the networking infrastructure for the new home of Operations Research and Financial Engineering (ORFE), including connectivity to the Computer Science subnet from selected parts of the building;
- Implemented the University’s first ultra-high-speed service, at 10Gbs, in the Lewis Library;
- Continued planning for a new administrative building at 701 Carnegie Center in West Windsor; critical to the success of the move will be maintaining a robust, high-speed network connection to the campus.

FY08 goal: Replace the 38-year-old computing facility at 87 Prospect and expand the New South disaster recovery site

OIT and the Facilities Department continue to collaborate on projects related to the increase in data center power and space needed to support research, teaching, and administration. As part of this effort, we are committed to helping the University reduce its carbon footprint in the data center arena.

Improvements to 87 Prospect Data Center

On March 15, 2008, a new uninterruptible power supply (UPS) was installed to replace the 26-year-old unit at the main data center. The new UPS provides a power capacity of 750 kVA, a 12% increase in the power available to the machine room floor, and sufficient battery energy to power the research and enterprise servers through the typical electrical dips and surges common during storms in the Princeton area. OIT continues to implement server virtualization technologies, consolidating applications and services running on individual physical machines onto fewer, more powerful servers. This effort has helped to reduce the increase in the demand for power at the data center.

New South Machine Room

OIT is working to increase the number of services covered as part of the University’s IT disaster recovery strategy. Renovations have begun in the New South machine room to expand the space from 1,200 to 2,000 square feet and install additional power and cooling systems for new servers to support this expanded disaster recovery strategy. These servers will take over providing services in the event of a major failure at the main data center at 87 Prospect. The additional servers will be installed following the completion of the renovation project in December 2008.

FY08 goal: Maintain and enhance a secure campus computing environment

In FY08, OIT accomplished the following security initiatives:

- Reorganized the IT security function to provide a greater focus on compliance, departmental consulting, and user education, while continuing to maintain a robust security infrastructure;
- Launched a data security check-up service to help departments identify risks to their systems and information and to provide them with solutions to reduce those risks;
- Architected and began the critical planning work for a new identity and access management software suite;
- Implemented a new “log monitoring” system to help reveal unusual activities on University servers more quickly;
- Evaluated leading solutions for safeguarding sensitive data on laptops and other media;
- Began the development of an IT Security website to educate and inform both technical and non-technical members of the University community about information security risks and countermeasures.

FY08 goal: Working with the Library, begin to develop a comprehensive strategy for the production, management, preservation, and use of digital content

As a result of further discussions with the Library and the Provost, the University recognized the need for a person whose primary responsibility would be to help Princeton architect its growing digital resources in a way that would maximize the utility of these digital assets in support of teaching, research, and scholarship. For this reason, a 3-year term position was created for a digital repository architect. This person is responsible for developing an enterprise-wide digital content management strategy. Specifically, the digital content management architect will:

- Define a roadmap for the next steps in the integration of institutional digital resources;
- Define a comprehensive data repository “store,” along with mechanisms to archive, search, and retrieve data securely;
- Identify and help implement the hardware and software components to deliver effective collaboration tools to faculty, students, and staff;
- Document the proposed information architecture for Princeton;
- Guide the creation of policies that control retention and disposal of data;
- Create and lead a cross-functional advisory team that includes OIT, the Library, the Art Museum, etc.;
Late in the fiscal year, OIT hired Mark Ratliff, one of the original developers of JSTOR, a popular online scholarly journal archive, as our new “digital repository architect.” In his first few months, Mark assumed the leadership of a Digital Assets cross-functional team, bringing together staff from across the University who are involved in managing and supporting digital collections, and he has also formed an OIT digital repository team that will help coordinate OIT’s support for digital repositories. Mark will work with members of the University community to understand their digital content management needs and to ensure that the University’s digital repository architecture is designed to meet those needs. He has already begun to map out a digital repository strategy; he has begun meeting with faculty to learn about their needs with respect to the storage and management of their digital content; and he is working with members of the University community to identify the tools that will best meet their administrative, teaching, and research needs.

As part of the digital information management strategy, OIT acquired and installed WebSpace, SharePoint, and DataSpace, three products that will simplify the management of digital content for all members of the Princeton community.

OIT has also increased disk storage quotas for members of the University community to 1 GB (gigabyte). The need for more central storage reflects the fact that scholarship and administrative work depend more and more on a growing range of digital materials.

**FY08 goal: Continue to deliver administrative information technology systems that meet the needs of the University**

*Upgrade the PeopleSoft Human Capital Management and Campus Solutions to version 9.0*

The upgrade of the University’s PeopleSoft Human Resources, Benefits Administration, Payroll, Student, and Campus Community functionality to version 9.0 was an enormous undertaking that lasted three full years from conception to completion. For the Human Resources, Benefits and Payroll modules, the effort represented a four-version upgrade. The Student and Campus Community side was a two-version upgrade. Significant investments in people and consulting were made to ensure the success of these projects. Functional office involvement included Human Resources, the Dean of the College, the University Registrar, the Graduate School, the Office of the Treasurer, the Dean of the Faculty, and Undergraduate Admissions.

The University established the target go-live date of August 5, 2008 in the fall of 2005, prior to the release of the software. This goal was established by a unanimous vote of all the relevant functional offices and their OIT representatives. By setting the ambitious goal of beginning the software implementation immediately upon its release, the University deliberately put itself in the position of an “early adopter.” We are happy to report that the upgrade was a great success and that the University will enjoy the benefits of the effort for the next several years.

**Develop an online matriculation form**

Prior to this year, incoming freshmen completed a myriad of paper forms in order to establish the critical data related to their billing, housing, health, meal plans, athletics, and other needs. The information from these paper forms was then keyed into a number of disparate systems in a time-consuming and error-prone process that cost the University countless hours of effort and hard dollars. In FY06 we took the initial step to collect address and billing information via online forms. This project, known as the Permanent Address Information (PAI) project, was a great success and served as a pilot for automating the collection of other kinds of data from incoming students.

In FY08, we further developed the PAI into a full-blown online application that collects essentially all of the remaining information that until now had been collected via paper forms. Incoming students now provide the necessary information online and all the data elements are automatically distributed to the multiple relevant backend systems, making them available to the appropriate departmental systems earlier, more accurately, and without any manual intervention. The new system and process has already saved the University significant hours of time, dollars, and reduced errors. Incoming students also viewed the new system as a great improvement.

**Continue to enhance our Housing systems**

In the on-going effort to improve and modernize University Housing functions, we pursued two projects in FY08. Working with the Housing department, we designed and began development on improvements to the ways that faculty and staff apply for, and receive, housing. We also developed and delivered a new application, GISUR, which enables graduate and incoming spring undergraduate admits to receive housing. These are large and complex applications containing unique and varied business rules and procedures.

**Implement Oracle’s Identity Management and Access Management systems**

In FY08, we began the implementation of Identity Management (IDM) software from Oracle Corporation. When fully installed, IDM will dramatically change the way in which the University generates and tracks NetIDs and system permissions, as well as the way members of the
comprehensive IDM is a fairly new area of software development. Nonetheless, it is growing quickly, both in terms of functionality and adoption. Princeton understood the relevance of the software and the dramatic impact it will have on data and identity security. We therefore sought to implement these systems as quickly as seemed feasible.

Early in the design phase, however, we learned that the software needed another year to mature. Rather than designing and implementing costly customizations to accommodate the University’s needs, we prefer to receive this functionality as part of the future, delivered product. By waiting, the University will realize greater benefits. The project will reinitiate in September, 2008 with additional modules, better functionality, and a stronger implementation partner.

Data Warehouse Consolidation
We have made great strides in improving, rationalizing, and consolidating our data warehouse structure, especially with respect to the PeopleSoft-related data catalogs. As the primary source system for administrative data, the PeopleSoft data catalogs are particularly large and complex. Prior to the rework, we had a total of eight PeopleSoft catalogs: two delivered, and six custom catalogs. Since the rework, we now have consolidated into four well-designed and highly efficient catalogs, making the data more concise, less redundant, and at the same time more extensive and complete than ever before. We have also shortened the overnight data consolidation processes. As a result, the amount of stored data can grow without having an impact upon our overnight updates.

FY08 goal: Make OIT a more welcoming and diverse workplace that attracts and develops the highest quality IT professionals

During FY08, OIT had 21 new hires, 15 in-band salary adjustments, 8 position reclassifications, 2 promotions, 2 University transfers, 3 retirements and 3 departures. In addition, 5 OIT employees received certification in Human Resource’s Management Development program and 2 OIT employees are in the process of gaining certification.

Also in FY08, we sustained and enhanced our diversity efforts:

- The OIT Buddy Program paired new and current employees, helping new members of the staff feel more welcome within the organization;
- A new OIT Facebook matches names with faces and includes summaries of staff interests;
- Quarterly issues of IT’s Us, OIT’s internal newsletter, share news about OIT staff;
- Getting IT Together, campus tours/events and “birds of a feather” affinity groups, brought staff together to share learning experiences and common interests;
- The second annual “OIT Expressions” exhibit of arts and crafts by OIT staff showcased the diverse talents of OIT employees.

Other initiatives included:

Exploring Diversity Through Books: An OIT book discussion group met quarterly, over lunch, to encourage conversations and sharing around diversity. Readings included Monkey Bridge by Lan Cao (Viet Nam), A Place to Stand by Jimmy Santiago Baca (Mexican American), The Space Between Us by Thrity Umrigar (India), and The Camel Bookmobile by Masha Hamilton (Africa). To supplement the book discussions, the group also had a private tour of various art collections at the Princeton Art Museum. The discussions were coordinated and facilitated by Alla Ryklin, a professional trainer and project coordinator within OIT.

Storytelling Workshops: Exploring Diversity and Building Community: 40 OIT staff participated in four sessions. The workshops used storytelling and other creative activities to share differences and similarities, and to gain an appreciation of a diverse workplace. The workshops were facilitated by Susan Danoff ’75, a professional storyteller, and Hetty Baiz, Manager of the OIT Project Office and OIT’s Diversity Advocate. The workshops were so successful that two additional workshops were held on project team building to build trust and improve communication and collaboration at the start of new projects.

Franklin Covey Institute, sponsored by the OIT Leadership Group, came to campus for a series of Seven Habits of Highly Effective People workshops designed for OIT. More than 120 staff attended these sessions:

- Achieving Your Highest Priorities: participants learned how their highest priorities can guide their time, their plans and their lives;
- Achieving Your Full Potential: participants learned enduring skills to become a more highly effective person.

New OIT Building – By far our greatest organizational challenge in FY08/FY09 remains the design of the new administrative building at 701 Carnegie Center. We are looking forward to moving approximately 55% of our staff to the new building in October 2009. We must manage this change for our employees and create a workplace in which they can look forward to the move.

In FY08, highlights of initiatives related to the new OIT staff building included:

- As a result of staff focus groups, created building design principles to guide decisions as we design our new workplace;
• In an effort to hear from everyone who will be moving to 701 Carnegie Center, Betty Leydon completed 21 “coffee talks” with 155 OIT staff; notes from the meetings were used to create an Issues Log and Suggestion List to follow-up on questions, suggestions, and concerns;

• Led by members of the OIT Leadership Group, formed several working groups to gather requirements for Building Décor, Building Infrastructure, Building Operations, Building Security, Conference and Training Rooms, Dining, Fitness, Media Equipment, and Office Equipment and Labs. In addition, created a Change Management working group to oversee the organizational change effort;

• Created a website, http://etc.princeton.edu/701carnegie/ to keep staff informed about the building progress, ensure that we consider staff feedback, and encourage staff to participate in the building design process; the critical success factors for this organizational change process are drawn from the OIT Core Values – Inform, Listen, Participate, and Promote transparency in all communications and processes;

• Created Information Centers in the lobbies of 87 Prospect and 126 Alexander to display the progress of 701 Carnegie Center;

• Invited staff to open houses at Teknion Corporation in New York City to view various workplace designs;

• Held departmental design sessions to discuss workgroup “neighborhoods” and personal workspaces;

• Focused the Spring All OIT Meeting, Space: The Final Frontier, on the progress of 701 Carnegie Center and the move of OIT staff to the new Lewis Library.

**FY08 goal: Execute Phase II of the IT strategic planning initiative**

“Princeton must consolidate and strengthen its engagement with information technology.” This is the principal message that emerged from a strategic planning process that culminated in an April 2007 report, *Information Technology at Princeton University in the 21st Century: A Strategic Direction* (http://web.princeton.edu/sites/oit/sp/strategicplan.pdf). Based upon research into emerging IT trends, an assessment of Princeton’s IT compared to its peers, and interviews and focus groups involving more than 1,000 members of the University community, the report describes the IT issues that pose the greatest challenges to Princeton during the coming years.

During Phase II, to validate the findings of the report, OIT returned to the University committees, groups, and individuals who participated in the initial interviews and focus groups. As a result, OIT identified four highest-priority areas of need and started work on a number of initiatives to meet Princeton’s current and future IT needs:

*Security and Identity Management*

“Because so much of what we know and so much of what we do is online, we are increasingly susceptible…we need to easily and securely share information among members of the Princeton community and the extended Princeton community.”

OIT is implementing the Oracle Identity and Access Management software suite, a comprehensive and integrated security and identity management solution. In addition, OIT has launched a comprehensive data management, security, and privacy initiative covering policies, best practices, new tools, and services.

*Digital Content Management*

“We need a comprehensive data store, along with mechanisms to search and archive the data and policies that control retention and disposal of data.”

OIT has hired a digital content management architect who will work with departments and lead the implementation of a comprehensive and integrated digital content management environment.

In addition, a new centrally provided service, the Onbase Document Management System, is being implemented to help departments scan, store, index, and retrieve large quantities of paper documents.

*Collaboration and Conferencing Tools*

“We want systems that facilitate collaboration, both at the level of data (shared data stores) and at the level of people (conferencing).”

OIT has implemented WebSpace, for easily sharing files, SharePoint, for a variety of collaboration tools, and WebEx, for conferencing.

*IT Support*

“The single, strongest message was the need for people who can help faculty and staff understand how to use IT systems effectively.”

Through the Priorities Committee and the Information Systems Infrastructure Fund (ISIF), OIT gained approval for additional staff members to design and develop core University and departmental websites. In addition, OIT redefined the duties of a staff member, Sal Rosario, to provide IT consulting services to end-users and ensure the effective use of technology.
What we are planning, FY09 Goals and plans

FY09 goal: Continue the expansion of Princeton’s high-performance computing infrastructure to meet the needs of the research community

For FY09, we will continue to strengthen the TIGRESS HPC facility, working closely with faculty in the use and support of the facility. Specific goals include:

- Complete the installation and implementation of the Hierarchical Storage Management system (1 petabyte of storage) in the Lewis Library machine room;
- Make it possible to install and operate a new Beowulf cluster for Professor Trump, in early 2009, through improvements to power and cooling in current OIT facilities;
- Prepare for the arrival of an additional Beowulf cluster in late spring/early summer for a faculty member currently being recruited;
- Complete the hiring of a new systems administrator, storage specialist, and visualization specialist and ensure that they function as productive members of the Computational Science and Engineering Support (CSES) group.

FY09 goal: Complete major networking infrastructure upgrades and develop a roadmap for future growth and enhancements

Telecommunications services

- Continue to work with the cellular carriers (Verizon, AT&T, T-Mobile, and Sprint) to improve in-building cell phone signals using the fiber-based, in-building Distributed Antenna System (DAS);
- Install and deploy Voice over IP (VoIP) as the primary method for voice communications in the new 701 Carnegie Center building;
- Assist in the evaluation of Unified Messaging systems with the goal of replacing the existing voicemail and voicemail-to-email systems;
- Implement a new, replacement version of the telephone management system, MySoft, and install a new telephone provisioning system, CAIRS, to improve the operational activities associated with managing the telephony infrastructure.

Campus network improvements

- Continue the process of refreshing the intra-building network electronics to replace obsolete equipment, increase desktop bandwidth to 100Mbs, and position the campus to support higher bandwidths (1Gbs) as needed in selected locations;
- Make improvements to wireless infrastructure and wireless network management facilities to support the significant growth in the use of mobile devices such as iPhones and Blackberries as well as PCs;
- Support the development, deployment, and use of high-speed network applications with specific focus on improving access to Internet2, ESnet, and other emerging research networks.
Planning for new locations and applications

- Develop the telecommunications and network infrastructures and support models required to provision campus services in off-campus locations such as 701 Carnegie, 194 Nassau Street, 693 and 755 Alexander, and the new data center;
- Work closely with departments such as Dining Services, Facilities, and Public Safety on the deployment of new network-based applications and telecommunication services including: digital signage, security camera deployments, and the expansion of the card access system.

FY09 goal: Continue to enhance Princeton’s data centers at 87 Prospect and New South and plan for a new data center facility

For FY09, we plan to:
- Continue to plan and implement data center and server improvements in 87 Prospect and New South;
- Provide oversight and facilities management for the new Lewis Library data center room;
- Work with the Facilities Department to investigate new options for meeting our data center needs.

FY09 goal: Maintain and enhance a secure campus computing environment

For FY09, we plan to:
- Increase IT security awareness by rolling out a new IT security website and by conducting IT security awareness seminars;
- Reduce the risk of a data breach in cases where laptops are lost or stolen by implementing a laptop data encryption system;
- Better protect our core business applications with the implementation of a centralized “bank-like” authentication system;
- Improve our ability to ensure that each member of the University community has appropriate access to University systems by deploying a state-of-the-art identity management system;
- Enhance our ability to detect potential system attacks by adding additional reporting capabilities to our recently deployed log collection, correlation, and analysis system;
- Continue to assist academic and administrative departments in securing information through our “Data Security Checkup” consulting service;
- Reduce problem determination time by improving monitoring and diagnostic procedures;
- Develop, test, and improve emergency readiness plans and facilities for the campus telecommunication and network infrastructures;
- Implement increased security measures for the network infrastructure and servers.

FY09 goal: Fully staff the Roxen website development group, and stabilize the Roxen website backlog

In FY08, OIT added significant resources to the support of our Roxen Content Management System, hiring Mary Albert, to supervise a new Web Development Services group, and additional staff to reduce the backlog of Roxen projects and improve our ability to assist departments in developing websites in a timely manner.

For FY09, we plan to:
- Hire and integrate new staff into the Web Development group.
- Stabilize the backlog of Roxen website projects at a manageable level.
- Ensure that requests for department websites are being handled expeditiously.

FY09 goal: Continue to deliver academic information technology systems that meet the needs of the academic community

For FY09, we plan to:
- Relocate the Educational Technologies Center (New Media Center, Web Development Services, instructional technology group, Blackboard support) and the Computational Services and Engineering Support group to Lewis Library;
- Open the new Broadcast Center, a high-definition video production studio in Lewis Library, to assist University professors with live interviews conducted for major television and radio networks and support the recording of events such as the Public Lectures Series, Opening Exercises, Commencement, classroom lectures, podcasts, and other multimedia content;
- Expand the scope of the Language Resource Center (LRC) by transforming it into a more generalized Humanities Resource Center (HRC) that will provide support for all aspects of digital media and web page development for the Humanities;
- Given the widespread interest in the podcasts (audio broadcasts) of the Lunch ‘n Learn academic and technical presentation series (more than 40 million downloads), enhance support for this service by providing video broadcast services (Vodcasts);
- Successfully launch the WebSpace and DataSpace digital repository products and complete a strategic plan for digital repositories for Princeton University.
**FY09 goal: Continue to deliver administrative information technology systems that meet the needs of the University**

For FY09, we plan to:

- Invest in the on-going update and rewrite of the University’s primary loans and receivables system, Campus Receivables. This multiyear project will update significant portions of the application, making it more supportable, flexible, and secure.
- Shift support for the OnBase software suite from the Treasurer’s office to OIT, significantly expanding campus-wide support by adding functionality, growing the technical foundation, and upgrading the software to a campus-wide license.
- Enhance the University’s identity management security and create standardization by implementing the Oracle Identity Management Suite in partnership with Oracle Consulting.
- Continue efforts to automate housing functions and improve online capabilities, focusing on faculty and staff housing functionality for FY09.
- Integrate the University’s PeopleSoft-based SCORE system and the externally-hosted CollegeNet system for course evaluations. This will enable students to complete their course evaluations online, then access their grades for those courses through the SCORE system.

**FY09 goal: Attract, develop, and retain quality information technology professionals**

OIT will continue to strive to be a role model for other University departments in leading and sustaining diversity initiatives and in managing organizational change as we prepare to move our employees and services to 701 Carnegie Center.

For FY09, we plan to:

- Create a workplace at 701 Carnegie Center that our employees will look forward to moving to. By far our greatest organizational challenge in FY09/FY10 remains the design of the new administrative building at 701 Carnegie Center. We must manage this change effectively, not only for our employees, but also for the campus customers we serve;
- Continue to make OIT a more welcoming and diverse workplace through our ongoing diversity initiatives;
- In an effort to improve OIT’s employee performance enhancement process, implement an organization-wide job description repository; using this tool, managers will ensure that all OIT employees have current job descriptions.
Senior Advisory Group on IT

The Senior Advisory Group on IT (SAGIT) advises the Provost on administrative and academic systems projects that have been endorsed by the Enterprise Systems Planning Group (ESPG) and considers budgetary matters related to those projects. The specific charge of the group is to:

- Evaluate administrative and academic systems project proposals and review the proposed funding mechanisms for capital and operating expenditures required for such systems;
- Assess steady state costs of maintaining current systems and required IT infrastructure;
- Identify new systems opportunities that should be evaluated;
- Ensure projects are fiscally responsible and assess whether proposed funding mechanisms are satisfactory;
- Advise the Provost with regard to budgetary or other issues posed by projects.

During FY08, members of the SAGIT were:

Mark Burstein, Executive Vice President
David Dobkin, Dean of the Faculty
Chris Eisgruber (chair), Provost
Betty Leydon, Vice President for Information Technology and CIO
Jed Marsh (secretary), Vice Provost for Institutional Research
Christopher McCrudden, Vice President for Finance and Treasurer

Highlights

During the past year, SAGIT reviewed and funded the following project proposals:

- Security and Identity Management System
- Digital Repositories Architect
- Roxen Website Development Support
- Facilities Archibus and Maximo Upgrades
- Onbase Document Management System
- Campus / Princeton Receivables System Enhancements
- Learn.com Learning Management System
- CollegeNet Course Evaluation System
- High Performance Computing Hierarchical Storage Management
Enterprise Systems Planning Group

The Enterprise Systems Planning Group (ESPG) critically assesses all administrative and academic systems efforts, determines existing needs, and identifies key opportunities to build on our systems investments. The specific charge of this group is to:

- Evaluate the University’s current administrative and academic systems to identify gaps, needs, and opportunities;
- Recommend the appropriate distribution of resources for new systems, maintenance, upgrades, and development efforts that will enhance the University’s administrative and academic systems;
- Ensure that the University’s administrative and academic systems meet the needs of faculty, staff, and students;
- Endorse project proposals that need to be passed to the Senior Advisory Group on IT (SAGIT) for further review.

During FY08, members of the ESPG were:

Janet Dickerson, Campus Life
Polly Griffin, University Registrar
Ben Hammond for Michael McKay, Facilities
Karen Haskin, Academic Managers Group
Karen Jezierney for Robert Durkee, Office of the Vice President and Secretary
Betty Leydon (chair), Office of Information Technology
Nancy Malkiel, Dean of the College
Jed Marsh, Office of the Provost
Sandra Mawhinney for William Russel, Dean of the Graduate School
Christopher McCrudden, Treasurer
Kris Miller for David Dobkin, Dean of the Faculty
Julie Shadle for Brian McDonald, Development
Lianne Sullivan-Crowley, Human Resources
Karin Trainer, University Librarian
Treby Williams for Mark Burstein, University Administrative Services

Ex Officio:

Nancy Costa (secretary), Office of Information Technology
Colin Currie, Office of Information Technology
Serge Goldstein, Office of Information Technology

Highlights

During the past year, the ESPG:

- Received briefings on the Alumni Council Strategic Planning Initiative (Kathryn Taylor), Data Center Evaluation (Betty Leydon), IT Emergency Readiness (Donna Tatro), Mobile Computing (Steven Sather), E-mail Services for Alumni and Students (Steven Sather and Donna Tatro), and Teaching Spaces Master Plan (Polly Griffin);
• Reviewed the status of Digital Display Systems (Ben Hammond), Directory Display of Student Information, the Information Warehouse (Ted Bross), IT Strategic Planning Initiative (Betty Leydon), Microsoft Vista / Office 2007 Migration (Steven Sather), and PeopleSoft Enhanced Security (Colin Currie);

• Formed the Resource25 (R25) Steering Committee to assess critically all R25 systems efforts, to determine existing needs and gaps, and to identify key opportunities to leverage the University’s investment in R25. Members of the Committee include Tom Bartus (Office of Communications), Polly Griffin (University Registrar), Ben Hammond (Facilities), Paul LaMarche (Office of the Provost), Tom Myers (University Services), Nancy Costa, Colin Currie and Serge Goldstein (OIT);

• Requested that the Data Managers Group draft Information Access Best Practices to assist Information Guardians in fulfilling their responsibilities as described in the University’s Information Security Policy;

• Provided oversight of the FY08 IT Project Portfolio and endorsed the FY09 IT Project Portfolio.
Project Managers Team

The Project Managers Team (PMT) provides leadership and guidance on the delivery of administrative products and services, and continues to support the application and data management principles established under Partnership 2000. The PMT acts as the “working group” in support of the efforts of the Enterprise Systems Planning Group (ESPG). The specific charge of the group is to:

- Identify, assess, and prioritize mandatory maintenance (regulatory updates, software upgrades) and enhancements (to fill gaps in current functionality and/or deliver new functionality) to University systems;
- Coordinate systems requirements across offices and departments;
- Facilitate activities that foster the improved use of IT products and services at the University;
- Achieve the highest level of customer satisfaction in meeting the IT needs of the University community.

During FY08, the members of the PMT were:

Betty Ashwood, Financial Aid, Student Employment
Barb Basel, Public Safety
Marvin Bielawski, Library
Maria Bizzarri, Treasurer’s Office, Receivables
Steve Blechman, Human Resources
Christopher Brock, Athletics
Joseph Broderick, Office of Research and Project Administration
Justin Bronfeld, Graduate School
Ted Bross, OIT, Custom Development, Data Warehousing and Integration
Mary (Meg) Caddeau, Undergraduate Admission
Nancy Costa, OIT, Finance, Planning and Administration
Colin Currie (chair), OIT, Administrative Information Systems
Janet Finnie, University Health Services
Patty Gertz, Development
Lynn Grant, Housing
Ash Hadap, OIT, Administrative Collaborative Solutions
Dave Herrington, OIT, Departmental Application Services
Amy Hughes, Registrar’s Office
Paula Hulick, OIT, Educational Technologies Center
Emily Jeng, OIT, Custom Development
Andrew Kane, Housing
Donna Lawrence, OIT, Package Adaptation and Customization
Joanne McLaren, Treasurer’s Office, Payroll
Kris Miller, Office of the Dean of the Faculty
Tom Myers, Frist Campus Center/University Services
Joseph (JP) Plaksa, Housing
Ingeborg Radice, Athletics
Craig Richmond, Treasurer’s Office, University Financial Systems
Irina Rivkin, OIT, ERP Systems
Alla Ryklin, OIT, Project Coordinator
Laura Strickler, University Administrative Services
Janet Strohl-Morgan, Art Museum
Dave Tierney, TigerCard Office
Mark Washington, Facilities
Glenn Wemple, Undergraduate Admission
Ex Officio:

Chuck Augustine, OIT, Systems and Data Management Services
Deborah Becker, OIT, Database Administration Services
Janice Guarnieri, OIT, IT Training, Documentation and Support
Charles Kruger, OIT, Enterprise Servers and Storage
Steve Niedzwiecki, OIT, Data Security and Protection
Lea Novak, OIT, Documentation
Sal Rosario, OIT, Process Improvement
Anthony Scaturro, OIT, University Security Officer
Barrie Sutton, OIT, Project Coordinator
Donna Tatro, OIT, Enterprise Infrastructure Services

Highlights

During the past year, the PMT:

- Continued to invite new members from diverse business functional areas and OIT support areas to ensure that all resources required are involved in the planning of the projects;
- Reviewed and updated monthly the status of projects in the IT Project Portfolio. Key projects included Web Room Draw, Labor Accounting, Princeton Receivables, Financials Data Warehouse, Development Information Systems (campaign priorities), PeopleSoft HR/SA/CC 9.0 Upgrade, Online Matriculation Form. Most importantly, the PMT discussed interdependencies across projects;
- Provided a monthly update of relevant IT security news;
- Provided a forum for cross-departmental discussion of topics including data repository technologies, imaging technologies, data center needs, planned outages, disaster recovery, PUID policies and practices, UPS replacement, information access best practices, Vista testing and migration;
- Assembled a comprehensive list of FY09 IT project proposals for ESPG review.
Data Managers Group

The Data Managers Group (DMG) is comprised of mid- and high-level University administrators who have stewardship responsibility for data stored within University business applications. Data Managers are responsible for the collection and maintenance of specific data in their functional areas, enforcing corresponding policy and procedures, and providing accurate analysis and presentation of their data for reporting.

Data Managers serve as the primary source of information on their data, recommend security classifications and assign access rights for all their enterprise data, and are responsible for researching problems, recommending solutions, developing documentation, creating policies and procedures, and implementing processes required to address data administration issues.

During FY08, the members of the DMG were:

Betty Ashwood, Financial Aid, Student Employment
Maria Bizzarri, Treasurer’s Office, Receivables
Justin Bronfeld, Graduate School
Ted Bross (chair), OIT, Custom Development, Data Warehousing and Integration
Patty Gertz, Development
Lynn Grant, Housing
Amy Hughes, Registrar
Tammy Knutson, Treasurer’s Office, University Financial Systems
John Kraeck, Facilities
Jonathan Lebouef, Registrar
Kevin Leighton, Health Services
Janet Lute, Library
Jed Marsh, Office of the Provost
Laurie McVicker, Human Resources
Kris Miller, Office of the Dean of the Faculty
Craig Richmond, Treasurer’s Office, University Financial Systems
Kathy Swick, Treasurer’s Office, University Financial Systems
David Tierney, TigerCard Office
Chiz Walter, Office of Research and Project Administration
Glenn Wemple, Undergraduate Admission

Ex Officio:

Suzanne Coletti, OIT, Data Warehousing and Integration
Shane Farrell, OIT, Budget and Finance
Ash Hadap, OIT, Collaborative Services
Rita Saltz, OIT, IT Policy Advisor
Anthony Scaturro, OIT, University Security Officer
Leila Shahbender, OIT, Customer Services
Barrie Sutton, OIT, Project Coordinator
Dave Wirth, OIT, Telecommunications Services
Liz Zodeiko, OIT, Project Coordinator
Highlights

During the past year, the DMG:

• Provided continued oversight for the transition from the DataMall to the Information Warehouse and for the configuration of the Cognos 8 reporting environment;
• Provided input to OIT regarding the creation of new practices and procedures for account provisioning;
• Worked on an ongoing basis to resolve data issues between disparate central administrative systems within the University.
Desktop Systems Council

The Provost formed the Desktop Systems Council (DeSC) to standardize the University’s administrative desktop computer environment. By choosing a standard hardware configuration and a standard software suite, the University is positioned to negotiate favorable pricing, and computer support staffs are better able to provide the best possible support for DeSC customers. Launched originally as the Princeton Desktop Initiative in 1996, the program was an essential part of the success of the implementation of new administrative systems at the University. The goals of the Council are to:

- Streamline the costs associated with application development, software installation, computing support, system administration, and software licensing;
- Ensure that the standard administrative computing environment is sustained;
- Enhance the delivery of administrative systems and productivity tools.

During FY08, members of the DeSC were:

Charlayne Beavers (secretary), OIT, Integrated Technology Services
Marvin Bielawski, Library
Fanny Chouinard, Peter B. Lewis Center for the Arts
Nancy Costa, OIT, Finance, Administration and Planning
Joseph Crouthamel, Computer Science
Sal Fattaros, Ecology and Evolutionary Biology
Judy Hanson, History Department
Ellen Kemp, Woodrow Wilson School
Paul Lynn, OIT, Administrative Information Services
Dave Morreale, OIT, Desktop Support
Steve Niedzwiecki, OIT, Data Security and Protection
Vikki Ridge, Facilities
Steven Sather (chair), OIT, Support Services
Leila Shahbender, OIT, Student Computing

Highlights

Migration from Microsoft Windows XP and Office 2007
DeSC initiated a major migration from Windows XP and Office 2003 to Windows Vista and Office 2007. The migration is scheduled for completion on August 1, 2009. The Council acknowledged that Vista increases the integrity and security of the DeSC environment. To assist with the migration, OIT Desktop Support offered their help at no labor charge to the departments.

Storage and Bandwidth Usage Reduced
DeSC changed its desktop backup strategy from the TSM “complete service” to the TSM “personal option” by implementing a program to install dual mirrored drives in its managed desktops. The new strategy reduces the amount of storage and bandwidth required to backup DeSC desktops and decreases user downtime after a hard drive failure.
DeSC Server Infrastructure improvements
A new “event forwarding” service permits OIT to monitor the hard disks in DeSC machines and proactively swap out failing hard disks before they fail.

OIT updated DeSC’s OS X Server Infrastructure by replacing servers in the production environment. OIT also acquired several new servers to create a quality assurance environment, as well as a development environment. These server additions will increase reliability and integrity during server software upgrades. DeSC currently uses this infrastructure to host the Sassafras Keyserver metering program.

Image Maintenance
The availability of a Small Footprint Image (SFI) reduced the resources required to maintain the DeSC image and the applications in the DeSC environment.

DeSC Charges
The name, DeSC Software Fund, was changed to DeSC General Fund to reflect more accurately its use for funding more than just the purchase of software. The fund will now be available for software needs within the DeSC environment as well as purchases and costs for ongoing evaluations. The change will result in better service and support for customers of the DeSC program.

In an effort to be more equitable, the Council has also changed its charging model. The program will now charge only those computers which actually join DeSC rather than all computers purchased from the Dell Premier Standard Configuration website.
University Training Coordination

The mission of the Princeton University Training Team (PUTT) is to create a holistic and integrated framework for management development and staff learning. The group seeks to improve and develop the training infrastructure in order to meet institutional expectations.

During FY08, members of PUTT were:

Megan Adams, Treasurer’s Office
Nancy Costa (co-sponsor), OIT, Finance, Administration and Planning
Steve Elwood, Environmental Health and Safety
Diedrick Graham, Ombuds Office
Janice Guarnieri (co-leader), OIT, IT Training, Documentation and Support
Maureen Imbrenda (co-leader), Human Resources
Lorene Lavora, OIT, Education and Outreach Services
Maureen McWhirter, Academic Administration
Karen Mink, Academic Managers Group
Luisa Paster, Human Resources
Kimberly Roskiewicz, Academic Managers Group
Hannah Ross, Office of the General Counsel
Lianne Sullivan-Crowley (co-sponsor), Human Resources
Nicole Volpe, Human Resources

Highlights

New Manager Orientation
During FY08, PUTT worked closely with the Office of Human Resources (HR) to design, develop, and deliver a New Manager Orientation Program. The program will help new managers to understand and comply with the University’s expectations regarding the management of human, financial, physical, and technological resources. The program includes the following goals:

- To orient managers to the University’s mission and values;
- To provide managers with an overview of the University’s structure, decision-making bodies, and key functions, for both academic and administrative managers;
- To articulate specific expectations for managers about their performance, and their responsibility for compliance with key University requirements.

The team delivered two manager orientation programs during FY08, one in late fall and one in the spring. Each comprised four, weekly sessions. 25 new managers took part, including managers new to the University as well as existing employees who recently assumed a management role. Three or four New Manager Orientation programs are planned for FY09.

Management Standards Guidebook
First published in October 2005, the Management Standards Guidebook is a concise compendium and explanation of managerial obligations and resources. It is written for University officers, office heads, managers, those who supervise others, and other professional administrative staff.

PUTT is assisting with the updating of the guidebook to reflect current responsibilities, practices and policies. The revised version will be distributed to AAMG members in the October/November 2008 timeframe.
Committee on Academic Technology

The Committee on Academic Information Technology (CAT) facilitates communication and collaboration between IT providers and the University offices most directly responsible for the curriculum. The specific charge of the committee is to:

- Serve as an informational clearinghouse, so that those responsible for technology and those responsible for the curriculum are well-informed of each other’s initiatives;
- Develop new initiatives that may enhance the curriculum through information technology;
- Help evaluate IT initiatives that affect the curriculum and prioritize the distribution of resources;
- Take leadership to assure that the use of academic technologies in the curriculum receives appropriate assessment, both evaluative and formative.

During FY08, members of the CAT were:

Lin Ferrand, Office of the Dean of the Faculty
Serge Goldstein, OIT, Academic Services
Linda Hodges, McGraw Center for Teaching and Learning
Peter Quimby (chair), Office of the Dean of the College
David Magier, Library
Clayton Marsh, Office of General Counsel
Jed Marsh, Office of the Provost
Alberta Noon (secretary), OIT, Academic Services
David Redman, Graduate School
Janet Temos, OIT, Educational Technologies Center

Highlights

Blackboard Facebook Application (BbSync)
CAT considered the implementation of a new Blackboard application that would permit students to view announcements and notices about new course content within their Facebook web sites. To take advantage of the service, students would need to install the Blackboard Facebook application (called “BbSync”), and the University would need to enable the exchange of information between the Facebook application and our Blackboard system. The application does not display any actual Blackboard content; it only shows announcements and notices of new content. Students would still need to login to the Blackboard system in order to access the content.

CAT reviewed the security and privacy implications of supporting the new application. The Registrar expressed concern regarding one facet of the application, namely the display of roster information. As a result of the discussion, the group decided to turn off the course roster in the Blackboard system. As a consequence, roster information will not be available within the Facebook application. With this change, CAT approved making the application available for Fall, 2008 when it will be installed in the production Blackboard system.
**Labyrinth Bookstore**

In the fall, Princeton signed a contract making Labyrinth the exclusive local bookstore for its course books. The contract requires Princeton to make it possible for Labyrinth to post information on the Blackboard system about book availability. ETC developed the application that makes it possible for Labyrinth to list the textbooks and their availability, and publish this list to the Blackboard course site. CAT approved the design, with one change; Labyrinth will be required to supply the ISBN number for the book along with the title and availability.

CAT has asked that the application be re-written for next year in a way that will permit Princeton faculty and staff to enter the book list, with Labyrinth entering information only about the availability of the books.

**IT Strategic Plan**

CAT reviewed the IT strategic plan and endorsed the enunciated goals. The committee requested that OIT better publicize information security and privacy policies, and that we try to educate the community about the potential dangers associated with large-scale digitization of documents.

**Digital Repositories**

Following a demonstration of the Xythos (WebSpace) digital repository system, CAT expressed support for making the system available to students and faculty. CAT also learned about Sharepoint, another digital repository that is largely aimed at team collaboration internal to Princeton.

Mark Ratliff, Princeton’s new Digital Repositories Architect, gave a presentation to CAT on OIT’s digital repository plans, and asked the committee for feedback on those plans. The committee expressed special interest in the possibility of storing senior and graduate theses in a digital repository. CAT asked Mark to follow-up with the Dean of the College and the Graduate School regarding the possible use of digital repositories for such purposes.

**Second Life**

Janet Temos provided a guided tour of Princeton’s Second Life Island and she spoke about some of the existing academic uses. CAT agreed to gauge the interest within Princeton’s academic community before we expend further resources.
Digital Assets Coordination

The Digital Assets Coordination group promotes communication among members of the University community who are responsible for producing and/or managing various digital assets and the services surrounding them. The group seeks to increase awareness of the University’s digital assets and to share experiences, leverage expertise, promote efficiencies and the use of best practices in managing digital assets.

During FY08, members of the Digital Assets Coordination group were:

Marvin Bielawski (co-sponsor), Library
Joyce Bell, Library
Alexander Brown, Library
Sandra Brooke, Library
Trevor Dawes, Library
Jeffrey Evans, Art Museum
Cathryn Goodwin, Art Museum
Serge Goldstein (co-sponsor), OIT, Academic Services
David Hopkins, OIT, Broadcast Center
Colum Hourihane, Art and Archaeology
Trudy Jacoby, Art and Archaeology
Ben Johnston, OIT, Humanities Resource Center
Ellen Kemp, Woodrow Wilson School
Peter Koppstein, OIT, Educational Technologies Center
Jennifer Lang, Library
Donna Liu, Woodrow Wilson School
Paula Matthews, Library
Domingo Monet, OIT, Educational Technologies Center
Roel Munoz, Library
Richard Pilaro, Visual Arts
Janice Powell, Library
Mark Ratliff (leader), OIT, Digital Repositories Architect
Daniel Santamaria, Library
Tsering Shawa, Library
Richard Sieber, Architecture
Janet Strohl-Morgan, Art Museum
Jon Stroop, Library
Janet Temos, OIT, Educational Technologies Center
Donald Thornbury, Library
Linda Turzynski, Library
Highlights

During the past year, the Digital Assets Coordination group discussed the following:

- Janet Temos provided leadership for the group until the hiring of OIT’s new Digital Repositories Architect, Mark Ratliff in March. Mark then worked with members to revise the team charter to emphasize the cross departmental mission of the group.
- Group meetings provided opportunities for discussing several activities related to the management of digital assets. The group reviewed OIT’s new WebSpace and SharePoint services. The group also discussed plans for building a digital archive that could house research datasets, undergraduate theses and dissertations, as well as other archival content.
- The group created four ad hoc subcommittees. Three of the committees resulted from recommendations generated from the Library, Archive, and Museum workshop facilitated by the Research Libraries Group in April. These recommendations were:
  1. To investigate the possibility of using a consolidated repository for digital assets;
  2. To provide a robust search mechanism for a federation of digital image collections;
  3. To use social tagging to permit users to assign descriptions to digital assets.
- The fourth subcommittee will consider how to provide a consolidated repository of digital images and related services to those who work with images in publications and other communications. The subcommittees expect to deliver their final recommendations in FY09.
Research Computing Advisory Group

The Research Computing Advisory Group (RCAG) advises and collaborates with OIT on matters related to research computing at the University. The specific charge of this group is to:

- Advise OIT on the research computing needs of academic departments;
- Collaborate with OIT on various projects related to research computing;
- Advise OIT on the software needs for research computing.

During FY08, members of the RCAG were:

Mary Lynn Baeck, Civil and Environmental Engineering
Robert Calderbank, Applied and Computational Mathematics, Electrical Engineering, Mathematics
Roberto Car, Chemistry, Princeton Institute for Computational Science and Engineering
Emily Carter, Applied and Computational Mathematics, Mechanical and Aerospace Engineering
Kara Dolinski, Lewis-Sigler Institute for Integrative Genomics
Bruce Draine, Astrophysical Sciences
Hank Farber, Economics
Sal Fattoross, Ecology and Evolutionary Biology
Chris Floudas, Chemical Engineering
Serge Goldstein, OIT, Academic Services
Curt Hillegas (chair), TIGRESS and Computational Science and Engineering Support
Scott Karlin, Computer Science
Paul LaMarche, Office of the Provost
Daniel Marlow, Physics
Pino Martin, Mechanical and Aerospace Engineering
John Matese, Lewis-Sigler Institute for Integrative Genomics
Robert Ortego, Facilities
Jerry Ostriker, Astrophysical Sciences, Princeton Institute for Computational Science and Engineering
Josko Plazonic, Mathematics
Frans Pretorius, Physics
Stewart Smith, Dean for Research; Physics
Anatoly Spitkovsky, Astrophysical Sciences
James Stone, Applied and Computational Mathematics, Astrophysical Sciences
Daniel Trueman, Music
Chris Tully, Physics
Doug Welsh, Molecular Biology
Bill Wichser, Princeton Institute for Science and Technology Materials
Highlights

Hierarchical Storage Management System
RCAG strongly recommended that Princeton obtain a scalable storage system. Such storage is required to store current active research data sets for computation and analysis with high performance access, to store intermediate data sets for analysis at the end of a longer term project, and to preserve data long-term for later reference. RCAG helped OIT to design a Hierarchical Storage Management (HSM) system. By scaling to store in excess of 1 Petabyte of data, the HSM will meet researchers’ anticipated needs.

University Data Center
RCAG continues to provide important input into the location and design of the new University Data Center. The group aims to ensure that the new data center will best meet the needs of the University’s researchers while making the best use of resources.

Artemis
RCAG advised in the acquisition of the new SGI Altix ICE Beowulf Cluster, Artemis. The new cluster provides another facet to the diverse strengths of the TIGRESS High Performance Computing systems. Artemis is particularly well suited for large computational jobs that run across many processors, and it utilizes current technologies for superior sustainability reducing the electrical and cooling requirements. Artemis consists of 96 nodes, each with two 2.83 GHz quad core Intel Harpertown processors and 32 GB of RAM. The entire cluster is interconnected with a built in high-speed, low-latency, Infiniband network.

Dell Beowulf Cluster Expansion of Della
RCAG advised in the acquisition of a Dell Beowulf Cluster expansion. Della has been our most oversubscribed workhorse cluster. It provides a production environment for small to large jobs as well as a great scale up environment for codes that may be moved to larger clusters. To meet the increasing demand, all of the resources in Della were doubled – 128 nodes were added, each with two dual core 3.0 GHz Intel Woodcrest processors and 16 GB of RAM. One quarter of the new nodes are connected into the existing high speed low latency Infiniband network that connects one quarter of the existing nodes. Fortunately, there was no need to double the power and cooling requirements of the system. The additional elements use about one third of the electricity that the old part uses even though it more than doubles the computational capacity of the cluster.
University Video Coordination

The Princeton University Video Coordination (UVC) team coordinates video production projects and video streaming events on campus. The UVC team also maintains a portfolio of current and planned video projects and strives to sustain an open dialogue among the various video production, storage, and delivery groups at the University.

In addition, the UVC team:

- Coordinates the delivery of video services. The team will provide a venue for the discussion of video project proposals, and ensures that they are delivered as efficiently as possible;
- Seeks to avoid redundancy and duplication of effort, and to maximize the effective use of existing video resources;
- Develops strategies for video production and distribution. The team provides a forum to discuss current video delivery limitations and suggests ways to enhance current practices, including ways to deliver video through streaming media and through the use of cable TV facilities.

During FY08, members of the UVC team were:

Julia Cheng, Woodrow Wilson School
Marianne Crusius, OIT, Language Resource Center
Su Friedrich, Center for the Creative and Performing Arts
Serge Goldstein (sponsor), OIT, Academic Services
Jim Grassi, OIT, Media Services
David Hopkins (chair), OIT, New Media Center
Karen Jerzierny, Public Affairs
Kris Kauker, OIT, Media Services
Donna Liu, Woodrow Wilson School, uChannel Project
Mike Mills, OIT, Media Services
Lauren Robinson-Brown, Office of Communications

Highlights

Video Distribution
To assist in the video distribution of public events, PSG encoding boxes were installed. The devices can send video from multiple lecture halls to the 87 Prospect video head-end (physical location from which the television signal is transmitted) for easy distribution to public channel 7.

With the completion of the head end moves, the team plans to expand the number of streaming television channels from 4 to 28.

Channel 7 Subcommittee
The team formed a subcommittee to define a methodology for the delivery of programming to Channel 7. Members of this group are: Karen Jerzierny, Matt Camp, David Hopkins, and Lance Herrington. Erin Moren and Kristin Appelget were added in May. The team also worked on a process for promoting University events. The Channel 7 video channel will also be used to promote the Campus Master Plan events.
Flash Video Server Testing
Flash is the most popular video client. OIT purchased the Flash video server for streaming public lectures and installed two load-balanced servers. Commencement weekend was streamed with the Flash media server. The server reached its physical limits when the Internet learned that Steven Colbert was speaking on campus.

Rich Media Delivery in Classrooms
The team selected Anystream (now Echo360) as the rich media platform for Princeton. The University installed Anystream systems in McCosh 50 and Woodrow Wilson School Bowl 1 during the summer of 2007. By FY09, it is expected that at least seven units will be in operation on campus.

Podcasts
Princeton successfully delivered 127 million podcasts and vodcasts during FY08. The team is working with the New Media Center to improve the management of the podcast delivery process.

Broadcast Center Project
Media Services, Educational Technologies Center, and the New Media Center produced many campus video projects during FY08. Over the years, many members of the campus community, beginning with Don Albury, requested that Princeton establish a dedicated center for video. On February 29, 2008, Serge Goldstein, OIT Director of Academic Services, announced that David Hopkins would become the first Director of the Broadcast Center. The new Broadcast Center will be located in the basement of the new Lewis Science Library and services are expected to be available in fall 2008.
The OIT Ambassador Program

The OIT Ambassador Program aims to provide an OIT Ambassador for every department, to ensure excellent communications between OIT and departments, and to maintain a high level of departmental service and satisfaction. OIT ambassadors provide information about OIT services and announcements to University customers and bring back information about customer needs and issues to OIT. Ambassadors meet throughout the academic year on the third Tuesday of each month. 62 OIT Ambassadors serve 91 University departments and programs.

The following is a list of University offices and departments and their OIT Ambassadors:

Office/Department, OIT Ambassador
African American Studies, Andy Rosenau
Anthropology, Robert Hebditch
Architecture, Annie Saunders
Art and Archaeology, Anthony Scaturro
Art Museum, Hetty Baiz
Athletics, Matt Immordino
Bendheim Center for Finance, Elliott Gonshor
Brain, Mind and Behavior, Jeffery Guest
Butler Residential College, Kevin Mills
Career Services, Elisabetta Zodeiko
Carl Fields Center, Robert Hebditch
Center for Human Values, David Hopkins
Center for International Studies, Peter Koppstein
Center for Study of Religion, Matt Hood
Chemical Engineering, Andy Rosenau
Chemistry, Curt Hillegas
Civil and Environmental Engineering, Mary Chang
Classics, Dave Wirth
Communications, David Hopkins
Computer Science, Leila Shahbender
Conference and Event Services, Kathryn Moncado
Creative Writing, Hetty Baiz
Development Communications, Linda Mule
Dining Services, Mark Rodill
East Asian Studies, Charles Kruger
Ecology and Evolutionary Biology, Grant Weed
Economics, Chuck Augustine
Electrical Engineering, Dave Wirth
Engineering and Applied Science, Deborah Becker
English, Russell Wells
Environmental Health and Safety, Usha Patlolla
Facilities, Evelyne Roach
Firestone Library, Anthony Scaturro
Forbes Residential College, Kevin Mills
Frist Campus Center, Sally van Fleet
Geoscience, Deborah Becker
Germanic Languages and Literatures, Steve Albin
Health Services, Bob Stango
History, Ben Johnston
Housing, Marsha Jacobs
Human Resources, Sal Rosario
Humanities Council, Monica Parsons
Industrial Relations, Leila Shahbender
Latin American Studies, Ben Johnston
Linguistics, Dennis Hood
Mathematics, Charlayne Beavers
Mathey Residential College, Kevin Mills
McGraw Center for Teaching and Learning,
  Sorat Tungkasiri
Mechanical and Aerospace Engineering, Janice Guarnieri
Molecular Biology, Evelyne Roach
Music, Lance Herrington
Near Eastern Studies, Charles Kruger
Office of General Counsel, Anthony Scaturro
Office of Population Research, Mary Ng
Office of the Dean of the College, Serge Goldstein
Office of the Dean of the Faculty, Andy Rosenau
Office of the Dean of the Graduate School,
  Dennis McRitchie
Office of the Provost, Betty Leydon
Offices of the President, VP and Secretary, Nancy Costa
Office of Research and Project Administration,
  Marsha Jacobs
Ombuds Office, Jill Moraca
Philosophy, Robert Hebditch
Photonics and Optoelectronic Materials, Andy Rosenau
Physics, Charlayne Beavers
Politics, Leila Shahbender
Princeton Investment Company, Emily Jeng
Princeton Materials Institute, Evelyne Roach
Princeton Writing Program, Mariann Miller
Princeton Institute for Science and Technology Materials,
  Dave Wirth
Psychology, Jennifer Chen
Public Safety, Dave Herrington
Registrar, Dennis Hood
Richardson Auditorium, Sally van Fleet
Rockefeller Residential College, Kevin Mills
Slavic Languages and Literatures, Janice Guarnieri
Sociology, Monica Parsons
Spanish and Portuguese, Evelyne Roach
Study of Women and Gender, Mary Chang
Theater and Dance, Hetty Baiz
Treasurer’s Office, Michelle Templon
Undergraduate Admission, Charles Kruger
Visual Arts, Hetty Baiz
Whitman Residential College, Bob Stango
Wilson Residential College, Kevin Mills
Woodrow Wilson School, Elliot Gonshor
Lunch ’n Learn

Building upon previous years’ successes, the FY08 Lunch ’n Learn (LnL) lecture series continued to feature a host of speakers, both internal to and outside of the University. The roster included 12 faculty members, 14 University staff members (including the Library, OIT, the Office of Sustainability, and Woman’s Soccer) two external speakers (Ira Fuchs, Mellon Foundation and Douglas Dixon, Manifest Technologies) and a panel of six University students.

Topics ran the gamut from scholarly work (including the use of GIS for historical surveys, Google books, collaboration tools) to sports (IT tools for soccer), backyard astrophotography, electronic gadgets, and sustainability efforts at the University. Alain Kornhauser’s talk on the Princeton Autonomous Vehicle Engineering (PAVE) featured two LnL firsts – a panel of student speakers and a “hands-on” demonstration. Attendees, after the talk, stood in the rain outside Frist Center to see the actual PAVE vehicle.

Attendance was consistently brisk, with the largest crowd (95) filling the room for a presentation on Google searching. Most of the talks were documented in stories appearing on the IT’s Academic blog, and a few academic departments used the stories for their own publications. The Office of Communications and communications staff from academic departments also wrote stories of their own about the talks.

The podcast initiative continued to thrive, with an astronomical 40.5 million downloads during the year. For the first time, we added PDF files of speakers’ slides, when they were available. In addition, the Princeton University Press worked with us to film Ken Steiglitz’s talk on eBay as part of their promotion of his book, Snipers, Shills, and Sharks. They have been streaming this vodcast and report steady traffic since its posting. Many of the podcasts from previous years are still very popular.

The success of the LnL series has meant that we are being contacted by faculty volunteering to give presentations. They perceive the exposure via podcast and on the “IT’s Academic” blog as a tangible benefit.

The following table lists the talks and speakers:

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th>Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/07/08</td>
<td>The Google Book Scanning Project</td>
<td>Trevor Dawes, Marie Wange-Connelly</td>
</tr>
<tr>
<td>4/30/08</td>
<td>Tuning In or Tuning Out: The New World of Digital TV</td>
<td>David Hopkins</td>
</tr>
<tr>
<td>4/23/08</td>
<td>The Joys and Ploys of Little Toys</td>
<td>Douglas Dixon</td>
</tr>
<tr>
<td>4/16/08</td>
<td>Emerging Tools for Research and Instruction</td>
<td>Ira Fuchs</td>
</tr>
<tr>
<td>4/09/08</td>
<td>Collaboration Tools at Princeton</td>
<td>Mark Ratliff, Dennis Hood, Harris Otubu, Sal Rosario</td>
</tr>
<tr>
<td>4/02/08</td>
<td>The Sporting Edge: IT Tools for Winning Soccer</td>
<td>Julie C. Shackford, Scott Champ</td>
</tr>
<tr>
<td>3/26/08</td>
<td>Beyond Words: Environmental History, Digitization and GIS</td>
<td>Emmanuel Kreike</td>
</tr>
</tbody>
</table>
3/12/08  The Greening of Technology: Sustainability Initiatives at Princeton

3/05/08  History, Remote Sensing and GIS: The AvKat Survey Project

2/27/08  Digitizing the Universe From Your Backyard

2/13/08  The Changing Face of Programming

1/9/08  Google Search Strategies

12/12/07  Why Your Humble iPod Might Be Holding the Biggest Mystery in All of Science

12/5/07  Computers Driving Down Nassau Street

11/14/07  Tivo for the Internet: RSS Feeds for Research and Leisure

11/7/07  Research Computing: Princeton Perspectives

10/24/07  Securing the Electronic Ballot

10/17/07  Snipers, Shills, and Sharks: eBay and Human Behavior

10/10/07  Podcasting: Why and How

9/26/07  The Turing Machine in the Voting Booth

9/19/07  Blackboard: All the Tools, All the Time

Shana Weber,
Leila Shahbender,
Charles Kruger,
Curt Hillegas,
John Shorey

John F. Haldon

Robert J. Vanderbei

Brian Kernighan

Nancy Pressman Levy

Bernard Chazelle

Alain Kornhauser

Steven Adams

Curt Hillegas,
Frans Pretorius,
Dan Marlow,
Roberto Car

Alex Halderman

Ken Steiglitz

David Hopkins

Andrew Appel

Matthew Hood
The Productive Scholar

The Productive Scholar learning series provided weekly sessions about academics uses of common desktop software and networked applications. Each talk was linked to the on-campus possibilities for follow-up instruction. Speakers spent significant time preparing the materials that are distributed during the sessions. Publicity included carefully crafted e-mails and a web site that contained information about additional training opportunities and the availability of the software products. The series’ second year found a devoted audience. All of the 21 sessions were very well attended. Student trainers led four of the sessions, and session topics were greatly expanded. Also, with a year of survey data from which to draw, we were able to respond to the most frequently requested topics (Photoshop, Acrobat and PowerPoint).

Topics in the Productive Scholar sessions included Word, EndNote, RefWorks, Stata, LaTeX, PowerPoint, MATLAB, Geographic Information System, Excel, Mac OS, Vista, Zotero, Acrobat (with a sustainability twist), Xythos, Photoshop, and the University’s Office Hours system. The 17 instructors included staff from eight units from within OIT, five from the University Library, one graduate student, three undergraduate students from the Student Technologist And Trainer (STAT) program, and an outside consultant. Attendance averaged between 25-30 people per session, with many filling the 48-seat room to capacity and several requiring extra seating. The highest attended session, “Scanning and Image Editing with Photoshop,” had a standing room crowd of 65 people. The total for the entire series was 530 attendees.

An analysis of attendance indicates that, for a second year, academic staff accounted for the majority of the audience at 43%. At 17%, administrative staff was the second largest group attending with graduate students not far behind at 15%. Following each session, attendees were e-mailed a survey to rate the session. A snapshot of the responses shows that:

- 97% were pleased with the presenter, with 63% of those giving the highest rating, “strongly agree,” to the presenters.
- 92% of those surveyed felt that their time was well spent.
- 93% of the respondents would recommend the series to others.
Student Technologist and Trainer Program

Princeton’s new Student Technologist and Trainer (STAT) program offered software training to faculty, students, and members of academic departments in their offices as well as customized sessions for small groups and academic departments.

The program is aimed at faculty, students, and members of academic departments who want to make more productive use of their desktop software. They may have attended a University training program only to discover, when they return to their offices, that they still have key questions and concerns. Or they may be entering a new stage of a project and need technology assistance to sustain their progress.

The STAT students and staff provide training for common University-supported desktop software and network applications, including Acrobat Professional, Blackboard, EndNote, Excel, LaTeX, Photoshop, PowerPoint, Web Appointment, and Word. The Stats also provide assistance with Mac OS X and Widows XP and Vista operating systems.

The services were available upon request at no charge. Members of the University community can schedule sessions at their convenience, at a time and location that is most convenient. Many faculty and academic staff members prefer the “In-Your-Office” visits, one-on-one training consultations.

As a result of a well-prepared squad of student trainers, a new request system, and various outreach efforts, such as the new STAT website, office visit requests increased significantly. The STAT program realized a 30% increase in fulfilled requests. This one-to-one, in-office service not only provided an opportunity for faculty to receive training customized to their individual computer literacy levels and personal goals, but also acted as a complementary follow-up service after any large group presentations (including the Productive Scholar) and software training sessions. STAT training has been provided to 34 departments and/or programs.

Follow-up survey results indicate a high degree of satisfaction with the visits. While 33% of these visits have been for administrative staff, the remaining 67% have all been academic in nature. One third was provided to visiting faculty. Customized group presentations were also provided to Arabic Studies, East Asian Studies, Ecology and Evolutionary Biology, Near Eastern Studies, Spanish and Portuguese, Dean Ordiway, and others.
SCAD/DCS Program

The Support for Computing in Academic Departments (SCAD) and Departmental Computing Support (DCS) programs complement OIT’s central support by providing departments with a higher level of individualized advocacy and attention. In an effort to bring up-to-date information and service to the departments, their consultants participate in monthly meetings and training sessions that address common concerns and issues related to campus computing.

Sixty SCAD members serve a total of 63 academic departments, while 41 DCS members serve a total of 40 administrative offices.

Both programs continued to grow at modest rates. During FY08, four departments joined the SCAD program and three departments joined DCS. A number of SCAD and DCS departments, including Anthropology, Thomas Jefferson Papers, Religion, Princeton Survey Research, Princeton Blairstown, The Pace Center, Princeton Environmental Institute, Politics, Philosophy, Near Eastern Studies, East Asian Studies, MAE, International and Regional Studies, Center of Human Values, have increased their percentage support for the programs.

During FY08, training for SCAD/DCS members included:

- Vista OS and Demonstration
- Migrations from XP to Vista Professional
- Hands on Vista OS
- Office 2007: What’s new in 2007
- Advanced PHP/MSQL
- Intro/Advanced Security Management
- Security: What to look for if hacked
- Netscreen Firewall
- Network Infrastructure Training
- Intro / Advanced Matlab
- SharePoint
- Franklin Covey: 7 Habits Of Effective People
- Web Application Course Certificate
  (58 week session, July 2008 – Feb 2009)

The Computer Security Team (CST) is a group of departmental computer support personnel who provide OIT with an academic and administrative departmental perspective in scheduled monthly discussions regarding information technology security initiatives being pursued by OIT, University policies and procedures, departmental security needs, technical education, security awareness, etc. The team is open to all members of the SCAD/DCS community who have a particular interest in helping to shape the University’s information security-related direction. In FY08, the CST weighed in on information security-related topics such as credit card policy, data breach response procedures, centralized authentication, security log collection, analysis and review, and account provisioning. In this partnership, CST has provided OIT with valuable information regarding how to tailor our security deliverables to be consistent and supportive of departmental procedures and initiatives.
Participating Departments in the SCAD Program
Afro American Studies, Nivedita Mallina
American Studies Program, Michael Rivera
Anthropology, Jason Bush
Applied and Computational Mathematics, John Vincent
Architecture, Erik Johnston
Art and Archaeology, Julie Angarone
Astrophysics, Leigh Koven
Atmospheric and Oceanic Studies, Sandy Clark
Bendheim Center of Finance, Matthew Parker
Center for the Studies of Religion, Tammy Williams
Center of Human Values, Andrew Perhac
Chemical Engineering, Eric Paul
Chemistry, Dan Nordlund
Civil and Environmental Engineering, Islam El Nagger
Classics, Donna Sanclemente
Comparative Literature, Jason Robinson
Computer Science, Paul Lawson
Council of Humanities, Jay Barnes
Creative Writing, Rick Pilaro
East Asian Studies, Brandon Eldred
Ecology and Evolutionary Biology, Sal Fattoross
Economics, Matthew Parker
Electrical Engineering, Jay Plett
English, Kevin Mensch
European Cultural Studies, Carolyn Hoeschele
French and Italian Languages, Michael Rivera
Genomics, Robert Kuper
Geosciences, Brian Mohr
German, Sean Piorowski
Hellenic Studies, Carolyn Hoeschele
History, Carla Zimowsk
Industrial Relations, Jeannie Moore
Judaic Studies Program, Carolyn Hoeschele
Jefferson Papers, Jason Bush
Latin American Studies, Andrew Perhac
Mathematics, Josko Plazonic
Mechanical and Aerospace Engineering, David Radcliff
Molecular Biology, Alexander Oganesov
Music, Alexander Kass
Near Eastern Studies, Tammy Williams
Office of Population Research, Wayne Appleton
Operation Research Financial Engineering, Michael Bino
Philosophy, Jason Robinson
Physics, Vinod Gupta
Politics, Douglas Rosso
Princeton Institute for International and Regional Studies, Nivedita Mallain
Program in the Ancient World, Carolyn Hoeschele
Psychology, David Berkowitz
Princeton Environmental Institute, Raj Chokshi
Princeton Material Institute, Dan McNesby
Princeton Survey Research Center, Jonathan Niola
Religion, Tammy Williams
Residential Colleges, Marvin Waterman
School of Engineering and Applied Science, Karen Flamard
Spanish and Portuguese Languages, Michael Rivera
Sociology, Jay Barnes
Society of Fellows in the Liberal Arts, Jay Barnes
Study of Woman and Gender, Candice Kessel
Theater and Dance, Rick Pilaro
University Center for the Creative and Performing Arts, Tremayne Reid
Visual Arts, Rick Pilaro
Woodrow Wilson School, Cathy Cuff
Writing Program, Keith Thompson

Participating Departments in the DCS Program
Administrative Information Services, Mark Zabielski
Alumni Council, Kathy Haney
Athletics, Dan Joyce
Art Museum, Janet Strohl
Career Services, Jaysen LeSage
Center for Study of Brian, Mind and Behavior, Randee Tengi
Department of Public Safety, Alan Goldberg
Dining Services, Mark Washington
Environmental Health and Safety, Marcia Leach
Facilities, Mark Washington
Friend Center, Karen Flamard
Frist Campus Center, Dino Palomares
Index of Christian Arts, Jon Niola
Human Resources, Marie Farrington
Language Resource Center, Barbara McLaughlin
Nassau Hall, Joe Delucia
Office of the Dean of the College, John Green
Office of the Dean of Undergraduate Students, Victoria Haddad
Office of Development, Kathy Haney
Office of General Council, Loretta Rice
Office of Operations Support Treasurer Office, Joe Keane
Outdoor Action, Rick Curtis
Pace Center, Catherine Kerr
Princeton-Blairstown Center, Max Siles
Princeton Investment Company, Erin Smithouser
Program in Science and Global Security, Dorothy Davis
Registrar's Office, John Grieb
Tiger Card Office, David Tiernay
Undergraduate Admission, Glenn Wemple
OIT Teams

The OIT Leadership Group

The OIT Leadership Group is comprised of 50-60 OIT managers, who meet monthly. The mission of the group is to:

- Serve as change agents for improving the effectiveness of the OIT organization. The group recommends and leads efforts to improve the effectiveness of the organization;
- Foster collaboration among OIT leadership. The group participates in professional development workshops that strengthen relationships, and which enhance management and leadership competencies among members;
- Provide cross-organizational communication for OIT projects and operational issues. The group will provide a forum to discuss projects on the OIT Interdepartmental Project Portfolio, as well as discuss OIT operational issues.

An advisory committee of five directs the OIT Leadership Group. During FY08, Deborah Becker, Shane Farrell, Shachi Gawande, Curt Hillegas, and Harris Otubu represented their respective OIT departments and served on the advisory committee.

During FY08, members of the OIT Leadership Group were:

Mary Albert, Web Development Services
Chuck Augustine, Systems and Data Management Services
Hetty Baiz, Project Office
Deborah Becker (advisory), Database Administration Services
Ted Bross, Custom Development, Data Warehousing and Integration
Robert Caivano, ERP, Financial Systems
Marion Carty, Printing and Mailing
Suzanne Coletti, Data Warehousing and Integration
Linda Mulé, Communications Services
Tom Dommermuth, ERP, Human Resource Systems
Jon Edwards, Education and Outreach Services
Shane Farrell (advisory), Budget and Finance
Shachi Gawandi (advisory), ERP, Student Systems
Devaki Ginde, Packaged Solutions and Integration
Becky Goodman, Integrated Technology Services
Diane Griffiths, Copy Center
Janice Guarnieri, IT Training, Documentation and Support
Ash Hadap, Collaboration Solutions
Martin Harriss, Infrastructure Management Services
Robert Hebditch, Infrastructure Management Services
Dave Herrington, Departmental Application Services
Curt Hillegas (advisory), TIGRESS and Computational Science and Engineering Support
Dennis Hood, Learning Management Systems
David Hopkins, Broadcast Center
Matt Immordino, Immordino
Paula Hulick, Educational Technologies Center
Marsha Jacobs, Grants and Housing Management
Emily Jeng, Custom Application Support
Ben Johnston, Humanities Resource Center
Joseph Karam, Collaboration Services Group
Charles Kruger, Enterprise Services and Storage
Lorene Lavora, Education and Outreach Services
Donna Lawrence, Package Adaptation and Customization
Betty Leydon (sponsor), Office of the Vice President for Information Technology and CIO
Marie Messler (administrator), Finance, Administration and Planning
Greg Meszaros, Business Administration
Mariann Miller, University Business Application Support
Mike Mills, Media Services
Bonnie Monahan, Telephone Support
Jill Moraca, Web Design Services
Dave Morreale, Desktop Support
Steve Niedzwiecki, Data Security and Protection
Lea Novak, Documentation
Harris Otubu (advisory), Help Desk
Kevin Perry, Educational Technologies Center
Mark Ratliff, University Digital Repositories Architect
Irina Rivkin, ERP Systems
Evelyne Roach, Distributed Computing Support
Sal Rosario, Process Improvement
Rita Saltz, IT Policy
Annie Saunders, Communications Services
Anthony Scaturro, University Security Officer
Leila Shahbender, Customer Services
Velga Stokes, Communications Services
Barrie Sutton, Collaborative Solutions
Janet Temos, Educational Technologies Center
Sorat Tungkasiri, New Media Center
Grant Weed, Telephone Services
Russell Wells, Production Management
Dave Wirth, Technical Operations

Highlights

701 Carnegie Center Working Groups

During FY08, the OIT Leadership Group focused on supporting the design efforts for 701 Carnegie Center with a variety of working groups. Each group’s leader is noted in parenthesis.

- Building Décor and Library (Hetty Baiz)
- Building Infrastructure (Peter Olenick)
- Building Operations (Andy Rosenau)
- Fitness and Recreation (Ted Bross)
- Change Management (Nancy Costa)
- Media Equipment (David Hopkins)
- Office Equipment and Labs (Becky Goodman)
- Security (Donna Lawrence)
- Training Rooms (Janice Guarnieri)

All working groups submitted reports describing building requirements in their respective areas, and met with the Project Manager and KSS Architects to review their findings.

OIT Leadership Group Initiatives

In support of their mission to serve as change agents for improving the effectiveness of the OIT organization, the group identified three areas of focus:

- Work-Life Balance
- OIT Relations with Other Departments
- Professional Growth

By the end of FY08, team leaders and members were identified. Teams began their efforts, with work continuing over the summer.

Diversity Task Force

Throughout FY08, the OIT Diversity Task Force, a subcommittee of the OIT Leadership Group, coordinated a variety of efforts to make OIT a more welcoming and inclusive organization that values diversity and shares affinities. Efforts included the IT’s Us newsletter, Getting IT Together activities, the OIT Buddy Program, enhancing the OIT Facebook, coordinating OIT Book Discussions, and producing a video sharing stories of diversity.

The Spring 2008 All-OIT Meeting

The OIT Leadership Group coordinated the Spring All-OIT Meeting. The theme of the meeting, Space: The Final Frontier, provided a most informative and enjoyable meeting. Dennis Hood hosted the meeting; Betty Leydon welcomed the staff and shared information on all of the locations where OIT staff currently work and where they will be working in the future; Provost Chris Eisgruber served as guest speaker; the meeting featured a video presentation of OIT’s move to the new Lewis Science Library, with updates from Curt Hillegas, David Hopkins and Janet Temos; Chuck Augustine provided an update on data center operations at 87 Prospect and New South, as well as plans for a new data center. During lunch, Lizzie’s Nightmare provided music featuring Movin’ on Up, A Letter From Princeton, and Proud Betty. The meeting concluded with a trivia contest on the Lewis Science Library and 701 Carnegie Center building statistics.

Other OIT Leadership Group activities during FY08 included:

- A group book discussion on Leading IT: The Toughest Job In The World, by Bob Lewis;
- Two Franklin Covey workshops, Achieving Your Highest Priorities and 7 Habits of Highly Effective People, with more than 120 staff participating;
- A briefing by Nancy Costa on Organizational Change Management based on Kotter’s Eight Stage Process for Leading Change. In addition, the Ombuds Officer, Camilo Azcarate, served as a guest speaker. He facilitated a discussion on how we can prepare ourselves for change.
OIT’s recent IT strategic planning process identified the need for a “data lifeline,” a comprehensive way to store digital information, along with ways to search and archive the data, and policies to control data retention and disposal. In response, OIT recommended that Princeton build an “information infrastructure” that will include massive central data storage, comprehensive data repositories, simple-to-operate collaboration software, and enhanced support for managing digital assets.

To help oversee these efforts, OIT has hired Mark Ratliff, a new “digital repositories architect.” Mark will work with members of the University community to understand their digital content management needs and to ensure that the University’s digital repositories architecture is designed to meet those needs.

In addition to the new position, OIT established a new Digital Repositories cross-functional team. This team will complement the work of the Digital Assets team, an advisory group composed of members from various University departments currently considering several initiatives related to management of digital assets. The goals of the Digital Repositories team are:

- To develop effective strategies for establishing, managing, and promoting services that the University community may use to store and manage unstructured digital data (e.g., files containing text, images, music, sounds, video and other digitized materials);
- To coordinate the activities of all OIT staff members involved in the implementation, management and support of digital repositories;
- To insure that the various repository products supported by OIT are being appropriately and effectively used, and that OIT is clearly communicating to its customers the appropriate use of these products.

During FY08, members of the team were:

Steve Albin, Departmental Application Services
Daniel Chin, Enterprise Servers and Storage
Devaki Ginde, Packaged Solutions and Integration
Serge Goldstein (sponsor), Academic Services
Martin Harriss, Infrastructure Management Services
Curtis Hillegas, TIGRESS and Computational Science and Engineering Support
Joseph Karam, Collaboration Services Group
Paul Lynn, Collaborative Solutions Group
Kevin Perry, Educational Technologies Center
Mark Ratliff (leader), Digital Repositories Architect
Sal Rosario, Process Improvement
Anthony Scaturro, University Security Officer
Leila Shabender, Customer Services
Janet Temos, Educational Technologies Center
Russell Wells, Production Management
Highlights

Team charter
The team drafted and adopted the team charter. After its establishment in April, the group met three times. It focused most of its efforts on discussing and reviewing the strategic positioning and implementation of the new SharePoint and WebSpace file storage and collaboration services.

New collaboration tools
As part of its digital information management strategy, OIT has acquired and installed several products that will simplify the management of digital content for all members of the Princeton community. Principal among these are: SharePoint (a collaboration tool for internal University use); Xythos (a web-based product that supports both internal and external file sharing); OnBase (a tool for digitizing, storing, and managing University documents); and DSpace (a research data archiving tool).

The team compared the functionality and relative performance characteristics of SharePoint, WebSpace, and the other similar OIT service offerings. Based on those findings, the team made specific recommendations on how the two services should be configured, strategically positioned, and promoted. The team discussed the scalability of the current SharePoint and WebSpace configurations and documented appropriate uses for the collaboration tools. The team also proposed quota management and cost allocation procedures for the SharePoint and WebSpace services.

Exploring the tools
To enhance its familiarity with the new tools, the team itself built e-mail lists, a SharePoint team site, and related tools to maintain and promote internal communications. The team will soon examine OnBase, the system for storing administrative documents and files, and DSpace, which can be used to archive research datasets, electronic theses, and other academic publications.
Disaster Recovery

The Disaster Recovery team was formed to complete the work begun as part of Partnership 2000, to maintain a disaster recovery plan in case of a major disruption to the computing services at 87 Prospect. The Disaster Recovery Team identifies the resources and actions needed to restore the campus network and computing infrastructure if the current facilities are impaired. The team reviews and updates OIT’s disaster recovery plans by March 31 annually.

The Disaster Recovery Plan includes:

- A timeline for the restoration of campus network and Internet connectivity;
- A timeline for the prioritized restoration of academic and administrative applications;
- A prioritized list of computing services and the steps needed to re-establish the operation of these services;
- Specific information about the location of backup data and restoration procedures for critical applications and services;
- Business continuity and restoration plans for administrative and academic activities in the event of a major disruption to campus computing services.

The team makes recommendations with regard to improvements to current physical and logical computing environments that would reduce the time needed to restore services in a disaster situation. The team also evaluates the existing network infrastructure, server deployment, and operational procedures to find ways of increasing the availability of computing service to the campus community (through reducing scheduled and unscheduled down-time).

During FY08, members of the team were:

Chuck Augustine (leader), Systems and Data Management Services
Deborah Becker, Database Administration Services
Colin Currie (co-sponsor), Administrative Information Services
Dave Herrington, Departmental Application Services
Charles Kruger, Enterprise Servers and Storage
Kevin Mills, Hardware Support
Steve Niedzwiecki, Data Security and Protection
Peter Olenick, Networking and Telecommunications
Kevin Perry, Educational Technologies Center
Anthony Scaturro, University Security Officer
Leila Shahbender, Customer Services
Donna Tatro (co-sponsor), Enterprise Infrastructure Services
Russell Wells, Production Management
Dave Wirth, Technical Operations

Highlights

Backup Service
Disaster Recovery worked with EIS Infrastructure Management Services (IMS) group, who run the TSM backup system, to have all backup data copied to encrypted tapes and stored off-site.
Notification Service
The team developed a proposal for use of the Connect-ED (PTENS) notification system within OIT. The proposal is pending approval by the OIT Cabinet.

Internal Communication
The team replaced the blog on the Disaster Recovery site with a forum application. OIT successfully tested the new application during the power outage required for installation of the new UPS at 87 Prospect.

Backing up the Princeton Web
The team began discussions with SunGard and Akamai regarding their services for providing an external location to host the Princeton web site. The team also worked with the Office of Communication and the OIT Collaboration Services group on a plan to replace the Princeton web site with a single lightweight page in the event of an emergency. The minimization of the main Princeton web presence would permit the existing Roxen servers handle the expected 5-10 fold increase in web traffic expected following any campus incident that generated national news attention.

Business Continuity
The team installed a test version of the “Restarting Berkeley” program that facilitates collection of business continuity plans from administrative departments that OIT supports.

Backup Network
The Networking group developed a proposal for a backup campus network that could restore service to the entire campus with 24 hours, rather than the two weeks envisioned in the current plan. The plan was part of a larger proposal to SAGIT for enhancement of disaster recovery and availability improvements. The proposal was not approved, but a revised version may be submitted in September.

Backing up the Help Desk
The team worked with Leila Shahbender to develop a proposal for a backup server for the Help Desk system and a relocation of the OIT home page from the weblamp server to the Help Desk server.
Facilities and Office Management

The OIT Facilities and Office Management team seeks to identify and improve OIT administrative processes and organizational effectiveness. As the OIT organization continues to evolve and develop, the team evaluates and recommends revisions to the OIT office allocation plan using the “OIT Space Principles.” The team also aims to foster communication among OIT administrative staff and with University administrative staff.

During FY08, members of the team were:

Joyce Bell, Administrative Information Services
Shane Farrell, Budget and Finance
Betty Leydon (sponsor), Office of the Vice President of Information Technology and CIO
Marie Messler, Finance, Administration and Planning
Carol Morea, Support Services
Dave Morreale, Desktop Support
Alberta Noon, Academic Services
Andy Rosenau (leader), Human Resources and Administration
Leah Targon, Office of the Vice President of Information Technology and CIO
Sally Van Fleet, Enterprise Infrastructure Services

Highlights

During FY08, the team participated in the 701 Carnegie Center Building Operations workgroup. The group focused on facility maintenance issues, the dining options, and issues related to mail delivery.

The group also looked for opportunities to improve administrative processes within OIT and continued with the programming and operation of the OIT “Get to Know You” series. The group revised the OIT Staff Hire and Exit policies, dealt with numerous facility maintenance issues in OIT Buildings, and worked to standardize the new staff orientation policies across OIT departments.
Information Technology (IT) Architecture

The IT Architecture team works collaboratively with staff throughout OIT and other campus departments to define and articulate the standards, technologies, processes, interfaces and best practices which form the University’s IT architecture.

During FY08, members of the team were:

Deborah Becker, Database Administration Services
Colin Currie (co-sponsor), Administrative Information Services
Jon Edwards, Education and Outreach Services
Serge Goldstein, Academic Services
Dave Herrington, Departmental Application Services
Robert Knight, TIGRESS and Computational Science and Engineering Support
Charles Kruger, Enterprise Servers and Storage
Paul Lynn (co-leader), Collaborative Solutions Group
Dave Morreale, Desktop Support
Steve Niedzwiecki (co-leader), Data Security and Protection
Peter Olenick, Networking and Telecommunications
Anthony Scaturro, University Security Officer
Donna Tatro (co-sponsor), Enterprise Infrastructure Services

Highlights

During FY08, the team took a more prescriptive approach to Princeton’s IT Architecture by making specific Architectural recommendations. We began with four areas: File Storage, Database support, Authentication, and Web Application environments. We also decided to include in the descriptions of each of the areas the expected Life Cycle of the various components, products, and technologies (including old, current and planned technologies).

The team agreed to establish a SharePoint site to store and publish IT Architecture related documents as well to use to support the activities of the Architecture Review Board (ARB).

A sub-team of the IT Architecture team, the ARB reviews architectures when customers are considering the deployment of new or enhancement of existing University systems. The ARB reviewed these system architectures in FY08:

- Admitted Students Website
- Archibus
- Alumni Council – Harris Connect
- Blackboard Facebook
- Central Authentication Service – Shibboleth
- dotNet Service
- eConnectTrak
- Exact Target
- Guest Account Provisioning
- Learn.com Learning Management System
- Oracle Identity/Access Management
- Oracle Names Service
- Registrar – Course Information Application
- TechExcel ServiceWise
- Telephone Management System
- Topaz Animal Care Facilities
Software Coordination

OIT formed the Software Coordination team to maximize the efficiency of software delivery by coordinating software selection, acquisition, and distribution for overall campus use and by introducing version control for publicly available applications in campus clusters and on public UNIX servers.

The OIT Software Coordination team represents a variety of OIT departments, all with responsibility for providing software to the University community. The team has worked to identify, coordinate, communicate, and facilitate resolution of issues regarding software. It has established channels of communication with departmental representatives and defined a process through which members of the University community can identify software issues that need attention. The team strives to ensure that the software installed on OIT public clusters, OIT-imaged machines, and OIT central servers is compatible and meets the needs of the University community.

During FY08, members of the team were:

Serge Goldstein (co-sponsor), Academic Services
Becky Goodman, Integrated Technology Services
Curt Hillelges, TIGRESS and Computational Science and Engineering Support
Phil Immordino, Desktop Software Support
Charles Kruger, Enterprise Servers and Storage
Robert Lawler, Administrative Information Services
Lorene Lavora, Education and Outreach Services
Steve Niedzwiecki, Data Security and Protection
Steven Sather (co-sponsor), Support Services
Leila Shahbender (leader), Customer Services

Highlights

Fax Gateway Service
The software coordination team facilitated the deprecation of the OIT Campus Fax Gateway Service and the adoption of the MyFax internet based service effective January 2008. Users in the Treasurer’s Office, Health Services, Facilities, OIT, and others successfully migrated to the new service. A variety of faxing packages are available at group rates. OIT University Business Applications support facilitates user registration and B2B departmental invoicing is handled directly by the Treasurer’s office.

Desktop Conferencing
At the recommendation of the team, a twenty-seat license for WebEx was purchased at the beginning of the year. The Help Desk took on the role of administering WebEx accounts for users so they can set up their own meetings. At the end of the year the team undertook a brief evaluation of Microsoft Live Meeting as a replacement, deciding however that WebEx was the preferred desktop conferencing solution because of its rich features and simplicity of use.

Secure Shell (SSH) Client for Windows Evaluation
As the currently supported SSH client (network protocol that allows data to be exchanged using a secure channel) for Windows is outdated and not compatible with Vista, the team reviewed several alternatives and selected PuTTY (a free SSH client for Windows and Unix platforms) for a more in-depth evaluation. The team agreed PuTTY is the client of choice and is in the process of writing a recommendation for Cabinet review.
Office of Information Technology

Appendices 2007-2008

PRINCETON UNIVERSITY
Office of Information Technology

OIT in the News 2007-2008

PRINCETON UNIVERSITY
Get a ‘Second Life’ at virtual Princeton U campus

By Katie Wagner
Staff Writer

Some of Princeton University’s most historic buildings have been given a new home.

A student returning to campus, however, wouldn’t be able to notice the change unless he or she logged on to Second Life, a 3-D virtual world accessible through the Internet that is entirely built and owned by its users. To visit the virtual world, one must create an avatar, which is a computer-animated figure that moves along the screen as a user changes his or her location in Second Life. A user’s avatar represents his or her identity in the virtual world and first and last names must be selected for all avatars. Just about every aspect of an avatar’s appearance can be determined by its user, including body shape, height, hair color and clothing.

On July 21, Princeton University opened five Second Life “islands” to the general public, including a central campus island that contains “rebuilt” versions of real campus buildings — Nassau Hall, Chancellor Green and Alexander Hall. New additions to the university’s architecture that can’t be found on the real-life campus are also part of the island, such as the Princeton University Gallery of the Arts.

This building, which contains enlarged copies of artwork currently on display in the real campus’ Friend Center and some pieces by a local artist, has received positive feedback from Second Life users, said Janet Temos, director of the university’s Educational Technologies Center.

The university has purchased a total of seven Second Life islands and four servers in order to create its virtual version of the campus. Three of the islands, including the central campus island, are so large they require their own servers. One of the two islands still being developed should be open by the end of September. This island is being designated as a student meeting space. It currently contains a sculpture designed by a non-student artist, but university scholars will eventually have opportunities to build their own structures on this island and all other university islands, but the central campus island.

“T’m interested to see what’s going to happen with students, because I’d say the majority of them have probably had lifelong experiences with these kind of multi-player role-playing games,” Ms. Temos said.

Although Second Life is primarily a social and recreational space that offers opportunities to visit bars, listen to concerts, meet new people, establish relationships and shop, it’s also the home of some virtual classrooms and science laboratories.

While Ms. Temos doesn’t think it makes sense to hold Princeton classes in Second Life, like several other universities have done, she said she’d like to see it used to support course curriculums.

“My goal is to provide a useful tool for teaching and learning,” she said.

Ms. Temos added that she’s already talked to one of the university’s Japanese language instructors that wants to use Second Life in her coursework, but that most university professors will not know about the university’s entrance into the virtual world until the semester begins.

Professors will probably need the school year to determine how to best integrate Second Life and their course curriculums, she said.

Much of the university’s islands were developed by Ms. Temos and a team of university staff. However, the exteriors of Nassau Hall and the Chancellor Green Library and both the exterior and interior of Alexander Hall were created by New Media Consortium employees, including an architect from Great Britain.

To become a Second Life resident through Princeton University visit: http://etc.princeton.edu/sl/.

A rendering of Nassau Hall, prepared by New Media Consortium, appears in one of the “islands” in Second Life’s virtual Princeton University campus.
Get your tech on at PU

By Katie Wagner
Staff Writer

Princeton University’s Office of Information Technology is offering the public an opportunity to meet some of its premier technology researchers and experts for lunch.

Instruction on how to more efficiently use some of the most popular Web sites and information on complex ways technology has helped scientists make discoveries, will be offered at this fall semester’s edition of “Lunch ‘n Learn,” a series of information technology seminars sponsored by the university’s Office of Information Technology.

Dennis Hood, manager of courseware for the office, will lead off the series on Sept. 19 with an explanation of Blackboard, the university’s course management system.

The 10-seminar series will cover a variety of topics, including the benefits and risks associated with using electronic voting machines, how to podcast, tips for buying on eBay and how university students programmed a car to drive itself.

“This is a wonderful opportunity for both the faculty and the university to share with the public what kinds of meaningful research happens across the street,” said Jon Edwards, coordinator of institutional communications and outreach for the Office of Information Technology.

“We’d love to have members of the community not only come to the lectures, but also ask questions and share their experiences battling for merchandise on eBay and using other Internet sites,” Mr. Edwards added. “This is not meant to be over people’s heads. We’ve been very careful selecting our speakers.”

Each subject will be presented by a university speaker, with five seminars by university professors, one by a university graduate student and four by university staff.

“We have people here, who are doing such interesting things in technology. They’re all just really providing unique slants,” said Lorene Lavora, manager of education & outreach services for the Office of Information Technology. “Every year our attendance seems to get better and better. At one of our lectures last year, we had at least 85 people.”

She added, “Another great thing about the series is its valuable for our speakers in that it gives them more exposure. So far, we’ve had over 9 million downloads of last year’s seminars.”

More information on the seminars is available at the Office for Information Technology outreach education Web site, www.princeton.edu/~eos/. Videos of talks from past Lunch ‘n Learn series can be downloaded at http://blogs.princeton.edu/itsacademic/ or at the iTunes store, under higher education, for free.

All seminars will be held noon on Wednesdays in Multipurpose Room B of the Frist Campus Center.

The semester’s final seminar is scheduled for Jan. 9. Nancy Pressman Levy, a librarian for the university’s Donald E. Stokes Library for Public and International Affairs, will speak about Google search strategies.

Participants are encouraged to bring their lunches. Cookies and beverages will be provided.
IT guidelines posted

The 2007-08 edition of the guidelines governing appropriate use of University information technology resources and Internet access has been posted online.

Since these policies appear only on the Web, the site (web.princeton.edu/sites/guidelines) also offers a printer-friendly version in Adobe Acrobat (PDF) format.

This companion document to “Rights, Rules, Responsibilities” is a core policy document, which applies to all members of the University community. It is revised each year by a cross-campus panel.

University community invited to CPUC meeting

The Council of the Princeton University Community (CPUC) will hold its first meeting of the academic year from 4:30 to 6 p.m. Monday, Oct. 1, in Betts Auditorium, School of Architecture. All members of the University community are invited to attend.

Agenda items include the introduction of Alison Boden, the new dean of religious life and the chapel; information on planning for the University’s upcoming fundraising campaign presented by the development office staff; and a demonstration of “Second Life,” a virtual world that includes a Princeton University “island,” by Janet Temos, director of the Educational Technologies Center, who will focus on its uses as a teaching and learning tool.

The CPUC, which first met in October 1969, has the authority, according to its charter, “to consider and investigate any question of University policy, any aspect of the governing of the University and any general issue related to the welfare of the University; and to make recommendations regarding any such matters to the appropriate decision-making bodies of the University or to the appropriate officers of the University.”

Membership includes six senior officers of the University, 15 faculty members, 12 undergraduates, seven graduate students, four alumni and seven staff members. The complete list of members is available on the CPUC website at <www.princeton.edu/~vp/cpuc/mem.html>.

Meetings are presided over by President Tilghman. The proposed meeting dates for the rest of the year are Nov. 12, Dec. 10, Feb. 11, March 10 and April 21. All are at 4:30 p.m.

For more information about the CPUC, visit <www.princeton.edu/~vp/cpuc>.
STUDENT GOVERNMENT

USG creates new IT committee

By Reilly Kiernan
PRINCETONIAN STAFF WRITER

The USG Senate is striving to expand its online presence and address problems with dining hall overcrowding, officers said during the organization’s first meeting last night.

USG vice president Josh Weinstein ’09 announced the creation of an information technology committee that will be headed by Phil Stern ’09 and USG webmaster Bruce Halperin ’09.

The committee will oversee planned improvements to Point and the launch of a new USG website, as well as helping USG members with websites for their projects.

The IT committee is involved with the “revamping, reshaping and redesigning of Point,” Weinstein said.

USG president Rob Biederman ’08 explained the creation of a five-tiered marketing approach to re-publicize Point, a web portal that includes event listings and links to other Princeton-related sites. The campaign will include posters, emails, a study break, video advertising and free T-shirts all intended to increase student use.

The USG will also sponsor a series of focus groups that will give faculty, students, USG members and administrators a chance to discuss the future of Point.

Possible changes to the site include an improved events list and a simplified welcome screen. Another new feature will let users receive personalized alerts about events put on by groups in which they are interested.

Meanwhile, the new USG website should be launched next week, Weinstein said, explaining that it will include a list of USG goals for the year and publicity about past events.

For MEETING page 4

Class of 2008 senator appointed

MEETING
Continued from page 1

The senate also discussed Whitman College’s current dining hall overcrowding problems. Mike Wang ’10, the new student-dining liaison, will communicate with Dining Services Director Stu Orcifice, in an effort to figure out what kind of short- and long-term changes can be made.

USG members offered possible ways to ease overcrowding in Whitman’s dining hall and to boost use of the relatively empty Wilcox and Wu dining halls. Biederman suggested offering students a discount — such as charging them only half a swipe of their prox cards — to go to the less popular dining halls during peak hours.

“We need to make sure that Butler and Wilson kids don’t end up being Whitman kids who don’t live in Whitman,” he said.

Associate Dean of Undergraduate Students Tom Dunne told the senate that imbalanced dining hall traffic is “part of a transition schedule.” In a few years, he added, he thinks the crowds will spread out as the other dining halls are renovated.

To encourage more activities in the colleges, the USG Projects Board has also been granted an additional $9,000 to help student groups put on events in the residential colleges.

During the meeting, the senate also approved the appointment of Aaron Spolin ’08 to replace Andrea Pasinetti ’08 as one of the senior class senators. Pasinetti is studying abroad in China for the remainder of his term, which ends in January.

Class of 2008 president Tom Haine, who ran against Spolin and Grant Gittlin ’08 in last semester’s race for the senior class presidency, said he selected Spolin from a large applicant pool.

“I’m thankful he chose to appoint me,” Spolin said. “It was honorable of him to consider me, especially considering we were technically opponents in the last election.”
University officials outlined Princeton’s upcoming $1.75 billion capital campaign at yesterday’s meeting of the Council of the Princeton University Community (CPUC).

“It is a very exciting time,” said Michele Minter, director of Development for the Office of Campaign and Individual Giving. “The University is propelled forward, both in terms of what it can fund and in terms of its relationship to its alumni.”

Planning for the campaign has been ongoing for years, and Minter said the campaign’s “quiet phase” officially began July 1, 2005.

See MONEY page 2

Members of the Council of the Princeton University Community (CPUC) welcomed a new dean of religious life, learned about the University’s upcoming capital campaign and presented Princeton’s Second Life campus at their first meeting of the academic year yesterday.

The first item on the agenda was President Tilghman’s introduction of Alison Boden, dean of religious life and the chapel, who served as the dean of Rockefeller Memorial Chapel at the University of Chicago for the past 12 years.

Since starting her job on Aug. 1, Boden said she’s been thinking about ways the Office of Religious Life can be relevant to all members of Princeton’s diverse community.

“I’ve tried to think of ways that we can get to core ethics of who we are as individuals and what we want to be as an institution,” she said. “What are the higher level things we actually agree on?”

See CPUC page 5
U. and MIT fight in virtual world

CPUC
Continued from page 1

When asked what members of the University community could do to facilitate her work, Boden’s answer was simple. “Talk to me,” she said. “Any old time. Give me your ideas. Tell me what your experiences are.” I’m very grateful for [the CPUC] that brings in people from across the institution. I want very much to know what it’s like to be here, what great things are coming along.”

After Boden’s introduction, Michele Minter, director of development for capital and individual gifts, gave a 30-minute presentation on the University’s upcoming capital campaign. The seven-year effort will raise more than $1.75 billion and include approximately 500,000 gifts.

The meeting then turned to the University’s official presentation of its Second Life program, a 3D virtual world. Everyone can fly or take off all their clothes, and where most men are well over eight feet tall.

Janet Temos GS ’01, director of the educational technologies center, said the University first started the project in January and started seriously developing its online presence last March. Princeton’s current campus includes a virtual U-Store, Nassau Hall, Chancellor Green and Alexander Hall, all electronically designed using photographs from the interior and exterior of each building.

At one point in the discussion, Dean of the College Nancy Malkiel asked Temos, “Who’s deciding how Princeton is portrayed?”

“I have talked to some people, but I will do anything anyone wants because it is very important to me that we have a very credible presence in this world,” Temos responded.

The University owns eight islands, four of which are densely populated. “We are a part of a continent of institutions of higher education,” Temos said.

But the University recently had a squabble with MIT over virtual open space. As a result, Princeton shifted its islands further away from the space MIT claimed as its own. “They have us blocked off,” Temos said with a smile. “You can go to Cornell, though. They’re quite nice to us.”

Tilghman said she “can imagine this is an incredible time sink for students, faculty and staff. I could waste a lot of time fooling around on this.”

Temos agreed that Second Life could be distracting but said she has “found a community here that is interested in the same intellectual things I am. I think it’s a valid teaching tool because of the great suggestions I’ve gotten from faculty on how they’d like to use it.” In addition to designing its virtual campus, the University spent $1,675 in start-up fees to Linden Labs with an additional monthly membership fee of $195.

Temos said the University has 20 years of recorded public lectures that members of the University community and the general public would be able to access in Second Life, where it is easy for users to access podcasts and vodcasts. Second Life members can also sign up for e-mail alerts or RSS feeds of events at virtual Princeton.

The three most intricately designed buildings on the virtual campus are Nassau Hall, Chancellor Green and Alexander Hall. Temos said, though the Wilson School and some science departments have asked to be added to the campus.
On-campus Mac users quadruple

I never thought I’d switch to a Mac. After all, I have used PCs since I was 5 years old. I carried around my old Dell Inspiron 8000, a bulky nine-pound beast of a laptop, throughout high school, and it never suffered from any hardware problems over its five-year lifespan.

The trouble was Windows — the operat-

See SWITCH page 3
Once-popular Macs back on top

**SWITCH**
(continued from previous page)

ing system from hell. But despite the organizational upheaval, the plunge and get a Mac. It wasn’t alone, in fact, 40 percent of Princeton students and faculty said they use Macs as their personal computers. In the mid-90s, when the iMac was first released, 20 percent of Princeton students had Mac computers connected to the network. The OIT director Steven Sather said. Ninety percent of students chose Macs when the class of 2008 arrived on campus at the start of the fall. The figure reached 23 percent for both this year and the following year and then plunged to 38 percent of all personal computers on the network in fall 2006.

This year, the University’s Student Computer Initiative is somewhat as popular as PCs. Students were offered a selection of Dell, IBM and Apple computers for 60 percent of these Macs, up from 40 percent last year. These figures are even more surprising when compared to Apple’s market share of 25 percent. As reported by MacWorld in August.

After four years of skyrocketing Mac ownership, however, the advent of modern Macs has sparked speculation that Microsoft could reclaim its former dominance on campuses. But the operating system’s closest ally is the PC, not the Mac. Students and faculty who use Macs report they use it for personal reasons, and that it is a more powerful compute system to use. Some of the better Macs are three years old and are not beefy enough to run Vista, Shabender said. Leila Shabender, manager of computer support at OIT, said the sleek new interface is ‘terrible as a ‘sexy’ Microsoft advantage — it is almost useless and is so taxing that the system should be sold with additional memory. I mean, what do you expect, why is your computer slow?’

Six hundred to 700 students at the University currently use Vista, according to OIT. Shabender said. The system has some decent offers, like the better security than Windows XP. But the security is so tight that it can become a nuisance for users to do everyday activities. It’s would be nice to use these computers in architecture and with software. As a result, the Macs are not as popular as they were a few years ago. However, some students still use Macs for their personal use and find them more suitable for their needs.

The Macs are now more popular than ever. In fact, 60 percent of the students on campus are using Macs, which is a significant increase from last year. This is largely due to the increase in the number of students who have purchased Macs for personal use. The Macs are also more popular because they offer a wider range of applications and are more compatible with other devices. However, the Macs are still not as popular as they were a few years ago, due to the high cost and limited availability. Overall, the Macs are still a popular choice among students and faculty at Princeton University.
TECHNOLOGY

Internet heightens privacy concerns

By Michelle Wu
PRINCETONIAN CONTRIBUTOR

"[The] Internet is enhancing our freedom and autonomy," he said, "but at the same time, it's making us less free," since concerns about photos or rumors appearing online lead people to restrain their behavior.

As an example of the consequences of Internet fame, Solove cited a 2002 video on youtube.com that featured a middle school student wielding a golf club as he imitated the lightsaber fights in "Star Wars." The "Star Wars Kid" quickly gained unwanted notoriety as edited versions of his performance multiplied on YouTube, eventually forcing him to drop out of school.

Solove, who writes a blog titled Concurring Opinions, said other repercussions of the Internet age can be less extreme but still damaging. As See GOSSIP page

(continued on next page)
Online info can fuel rumor mill

GOSSIP
Continued from page 1

it becomes increasingly easy for people to post their own and others' personal information online, he said, gossip that would have been forgotten in the past can last for the rest of our lives — open to being found on google.com by friends, family, dates and prospective employers.

Though some say the threat of Internet exposure benefits society by forcing people to conform to social norms in an increasingly "rude" age, Solove said unrestricted online freedom can be dangerous. Instead, he proposed a "middle ground" policy, where the threat of lawsuits forces people to take greater accountability for their actions.

As an example of his centrist stance, Solove said he thinks current copyright laws are too strict while current privacy laws are too loose. A photographer who takes an embarrassing photo, for instance, can take action against those who reprint it without permission, but the subject of the photo may have trouble preventing the picture's circulation.

Solove said Internet gossip can leave a permanent mark on its victims, describing it as "[bringing] back the scarlet letter in digital form." He added that while some information posted on the web may be false, even true information, when circulated widely, can bring more infamy to its subjects than their actions might deserve.

For students, photos posted on networking sites like facebook.com may influence the decisions of future employers, Solove said. Especially among members of today's tech-savvy generation, he added, the risk of Internet exposure is severe. He cited several statistics to make his case, including ones stating that 50 percent of existing blogs are written by people under 19, about 65,000 videos per day are posted on YouTube, 100 million myspace.com profiles exist and the number of blogs grew from 50 to 50 million over the past seven years.

Some students who attended the lecture, however, were relatively unfazed by Solove's warnings.

"I think it's fine because everybody knows people can access your info," Elizabeth Ingriselli '11 said about Facebook's influence. "You're putting it in public, so it's your own fault if you're incriminated."

Solove was the year's first speaker in a lecture series sponsored by the Center for Information Technology Policy.
Second Life is a reality for the future

Regarding ‘Letters to the Editor’ (Tuesday, Oct. 2, 2007):

I agree that the University should take part in iTunes U. In fact, we have been contributing to iTunes U since Feb. 2006 as the Princeton University Podcast channel. Princeton content is also available in both pod and vodcasts through the University Channel (UChannel) and the iTunes site. As to the original comment made in “Second Life and the Soul,” that Princeton is “pouring” money into Second Life (SL) as far as hosted server fees go, (server space is what one really pays for in SL), the costs of Second Life are more like a slow drip in terms of comparable services. Most of the Princeton island development was done in-house, and the outside contractors were hired at a rate favorable to what we customarily pay temporary employees for special projects.

The Second Life platform is the most mature of the virtual realities now available and has both flaws and strengths. As leading indicators such as the “Horizon Report” suggest that virtual realities are going to become almost as important as e-mail in future years, it seems expedient that we at Princeton explore them now, in their infancy. While nothing could ever replace the value of the face-to-face exchanges that happen on a campus as vibrant and exciting as Princeton, that does not mean that we don’t extend those discussions through other means. Hosting precepts in Second Life is not the intention of Princeton’s SL space, nor is SL a useful tool for doing anything that is more easily or meaningfully done on the actual Princeton campus. But because of the synchronous nature of a virtual world, its three dimensions, and the fact that avatars have some limited range of expressions and gestures, virtual realities have the potential for a humanity far more immediate than other aspects of the internet the author finds to be “soulless.” Additional ly, the alumni population already finds the SL campus interesting and has expressed approval about having a few recognizable buildings to look at in a virtual space.

Janet Temos
DIRECTOR OF EDUCATIONAL TECHNOLOGIES CENTER, OIT
FILE SHARING

RIAA sends pre-litigation letters to students at MIT

By Nick Semenkovitch
THE TECH

[U-WIRE] CAMBRIDGE, MASS. - Thirty individuals at the Massachusetts Institute of Technology have been sent pre-litigation settlement letters after allegedly illegally downloading copyrighted music, according to a press release issued by the Recording Industry Association of America last month.

The letters are part of an RIAA strategy announced February 2007 that give students accused of piracy a chance to settle outside of court. The pre-litigation letters offer discounted settlements compared to settlements available after civil court proceedings begin, according to the press release.

Sending pre-litigation letters also allows the RIAA to avoid the potentially costly litigation involved in the RIAA's previous strategy of "John Doe" lawsuits and subpoenas that order universities to divulge the names of students. Instead, the RIAA contacts schools directly with pre-litigation letters containing IP addresses — addresses used to uniquely define computers on the Internet — of users accused of piracy and the dates of the offenses. The RIAA then requests that schools forward the letters on to users, according to the press release.

Timothy J. McGovern, manager of IT Security Support for Information Services and Technology, said that MIT received the letters and forwarded them on to recipients.

Over 400 letters were sent to students at 22 different universities, said Liz Kennedy, spokeswoman for the RIAA. A listing of the schools involved and the number of letters sent is available on page 18. The letters were sent during the third week of September, said Kennedy.

The notices come on the heels of 23 pre-litigation notices that were sent to MIT in May. Of the 23 individuals, 15 settled outside of court using the pre-litigation offer, according to an RIAA press release. The eight remaining individuals had their records subpoenaed, according to Massachusetts District Court filings. Kennedy said that seven of the remaining eight individuals settled outside of court in a later opportunity, avoiding civil trials. The eighth case was dropped, since the user associated with the IP address used for downloading could not be identified.

In addition to deterring pir-

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Universities punish students for piracy

MUSIC
Continued from page 2

 piracy by lawsuits and threats of lawsuits, the RIAA has been lobbying Congress to impose restrictions on universities to curb piracy. Some proposed restrictions include traffic shaping systems (hardware that limits the bandwidth available to P2P applications) and network monitoring systems (devices that detect the sharing of copyrighted material).

Other universities have instituted a variety of measures to curb piracy. In May, Stanford announced a plan to fine students who receive DMCA notices. The fines start at $500 for the first DMCA notice and increase to $1,000 by the third DMCA notice. In April, Ohio University banned all P2P applications. Students who violate the policy will lose Internet access and may be subject to disciplinary action.

McGovern said he thought that such restrictions were unlikely for MIT. "There haven't been any discussions and there are no discussions under way right now [about traffic shaping]," said McGovern. "Personally, I can't foresee it ever happening," he said.

McGovern, however, stressed that sharing copyrighted material is against MIT's network policies.

According to the IS&T website, a student's first case of alleged copyright infringement results in a warning, as long as the student responds that the copyrighted material was removed from their computer. A second violation results in temporary suspension of network access and a meeting with IS&T representatives. A third violation results in an indefinite suspension of network access and referral to the Committee on Discipline.

"We have a progressive protocol for repeated infringement," said McGovern. "Things can certainly go to the Committee on Discipline."

(continued on next page)
Students rank fixing clusters a high priority

By Kelly Kiernan
PRINCETONIAN STAFF WRITER

Students care most about improvements to computing facilities, academic advising and large events sponsored by the student government, a new USG priorities survey found.

Last night's USG meeting was a planning meeting to look at the results of the survey and brainstorm potential projects.

"Not so much our administration, but over time, the USG has become a body that worked on what it wanted instead of what the student body cared about," USG president Rob Biederman '08 said. "The purpose of this survey was to get a better idea of what the student body's priorities are."

The survey found that "computer-related" problems were the highest priority for campus life improvements. Almost 60 percent of respondents voted for improving technological resources and facilities.

Members of the USG information technology committee met with OIT this week to discuss possible improvements.

Proposed ideas include an application on Point that would allow student to check the status of printers in computer clusters to see which are working and which are not, switching from Webmail to Gmail for University e-mail and expanding e-mail quotas.

"We're trying to [get] ... the USG and OIT to work together," USG vice president Josh Weinstein '08 said.

The campus life question of the survey also indicated that 55.7 percent of survey respondents said they care most about "recreational facilities," U-Councilor Liz Rosen '09 and Class of 2010 senator Ben Lund are leading See MEETING page 5

USG recognizes need for gym improvement

MEETING
Continued from page 1

an initiative to work on improvements to the University's exercise facilities.

"Clearly we recognized that Dillon Gym needs short-term improvements and long-term modifications," Biederman said.

Lund also proposed establishing "satellite" gyms with small amounts of equipment in each of the residential colleges, a suggestion that raised concerns about the University being exposed to problems with liability and supervision.

The second question of the survey related to academic priorities. The three choices "PDF policy reform," "Written comments from preceptors and professors at midterms" and "academic advising reforms and improvements" all generated fairly similar responses, with academic advising getting the most by a mere 1 percent.

The third survey question indicated that 72.4 percent of respondents prefer more large social events over "frequent smaller events," Biederman said that "more large events isn't something that's financially possible, so we'll work on making better large events."

USG social chair Christian Husby '08 recently convened a committee of about 20 members to coordinate USG social events. One of the committee's goals is to make people more aware of how performers are selected, with information about the process posted on the USG website.

"[The committee] is making the process more apparent and more open," Husby said. "People aren't aware of how it works."

The USG senators each discussed their "pet projects," which ranged from a push to make 24-hour study spaces available and buses for Thanksgiving transportation to a hot chocolate giveaway during the first snowfall and debates over birth control prices.
Test planned for emergency notification system

Princeton will conduct a campus-wide test of its emergency notification system Friday, Oct. 19, to ensure that members of the University community can be contacted during a campus emergency.

All faculty, staff and students must update their personal contact information through the appropriate self-service websites no later than 5 p.m. Wednesday, Oct. 17, to ensure inclusion in the test. Options for adding phone, e-mail and SMS text contact information are provided through the Student Course Online Registration Engine (SCORE), database, where undergraduate and graduate students enter their information, and also through the Office of Human Resources self-service website for University employees.


The University is initiating an annual schedule of testing the newly named Princeton Telephone and E-mail Notification System (PTENS) to allow new members of the campus community to confirm they have provided accurate and complete contact information and can be reached in an emergency. The test also is an opportunity to encourage all faculty, staff and students to update their contact information. The first system-wide test of the notification system was in May.

One notable change to the system is that the system vendor, NTI Connect-ED, no longer requires an SMS e-mail address for text messaging. Instead, individuals who "opt in" to benefit from this feature will receive text messages automatically to their cell phones, in addition to phone and e-mail alerts. Individuals who have their cell phone information in student and employee databases no later than 5 p.m. Oct. 17 will receive a text message on their mobile phones asking if they would like to receive SMS text alerts from Princeton University. In order to receive SMS text messages in future emergencies, individuals must reply to agree to receive text messages.

After a student, faculty or staff member has used the self-service database to add or confirm their cell phone number, their cell phones will receive a message from 23177 with the following text: "Princeton Alert: You asked to receive Tiger alerts. Please reply with Y Tiger" to confirm.

Though the University will not use text messaging for all emergencies, individuals will not receive future text message alerts if they do not reply to the message by texting the following: Y Tiger.

During the Oct. 19 test, campus administrators will use the notification system to send simultaneous alerts to individuals through landline phones, cellular phones, text messaging and e-mail beginning at 1 p.m. The notification system can access up to six phone numbers per person, in addition to two e-mail addresses.

The Oct. 19 test message will begin by stating: "This is a test of the Princeton University emergency notification system."

Although the message will advise that it is a test, individuals should give advance notice to anyone who may receive the message instead of the intended recipient — for example, family members or roommates — of the test date.

All of the University's approximately 12,000 faculty, staff and students are expected to receive their messages within minutes of the distribution to various groups. As during a true emergency, members of the campus community are strongly encouraged to avoid making phone calls or sending text messages during the test period to avoid unnecessarily delaying important communications. Also, individuals should not respond to the test message.
EDITORIAL

Hook me up with your digits

Students should give their cell phone numbers to the U. for safety precautions

Recent outbreaks of violence on college campuses around the country have prompted administrators nationwide to re-evaluate the safety measures in place to protect their faculty and students. Princeton has taken laudable steps since the Virginia Tech shooting, most notably by implementing an emergency SMS system. It is troubling, however, that so few students — particularly upperclassmen — have availed themselves of this safety mechanism by providing the University with their cell phone numbers. Text messages could instantly inform thousands of people of emergencies on campus, but the University must have your phone number in order to contact you.

The University currently asks for cell phones numbers through SCORE, but there is no system in place to encourage compliance. If students, aware of their options, refuse to provide their numbers or do not have a phone, it is certainly their prerogative to withhold information. Without written assurance prominently displayed in SCORE — that the University will not use private information for any non-emergency purposes — students cannot make an informed decision. Students may, rationally or not, be concerned about their information being used for fundraising after graduation or other similar ends. Surely the University is not as callous as to engage in such a practice, but it could certainly make its policies regarding student contact information clearer and more accessible. Ideally, entering cell phone information would be mandatory for academic year registration and opting out would include checking a box affirming that one has read and understood the University’s policy and the risks involved in not providing the information.

In an editorial last spring, this board urged for the development of even more drastic public notification systems than those in places today, but we cannot expect the University to take greater care for us than we do of ourselves. That some students may have consciously decided to withhold their numbers from the registry is startling, and we can only stand in awe of their myopia and naivete. If students are unwilling to cooperate in this, the simplest of ways, then they may find that they are only as safe as they deserve to be. And that would be a pity.
Texts, calls, e-mails sent to U. community

EMERGENCY

Continued from page 1

SMS information directly into the system. Now we could use existing cell phone data and send messages to people asking them to "opt-in,"" Cliatt said.

The change allowed 6,804 individuals to receive text message notifications, up from 1,011 in the spring. Cliatt attributed this and other increases to months-long efforts to expand participation in the program.

In addition to the "opt-in" text message program, the University worked with the registrar's office to integrate contact information into the SCORE course registration interface, and last week Public Safety sent out 2,000 e-mails to individuals who did not have any information in the database.

The outreach emphasis in part on graduate students not included in the notification database.

"Almost 2,500 individuals were not included in the May test due to not having a number in the phone system, and the vast majority were grad students. Since then, the number of individuals [without phone information] has dropped to just over 1200," Cliatt said.

"I think it's an effective way to communicate that there's an emergency." - Anna Shapiro '11

Grad students. Since then, the number of individuals [without phone information] has dropped to just over 1000," Cliatt said.

"I think it's an effective way to communicate that there's an emergency," Anna Shapiro '11 said. "With text messaging especially, I think there will be instant notification."

Not all students, however, experienced the full spectrum of notification delivery.

"I didn't get anything but an e-mail," Elizabeth Borges '11 said.
CT at the Show

CT's annual conference in Washington, DC, at a glance

Campus Technology 2007 Draws the Leaders

Internet2 Insider. Ken Klingenstein’s opening keynote, “Leading in a New IT Environment,” grabbed Web 2.0-focused attendees who were fascinated by the Internet2 (www.internet2.edu) guru’s unique perspectives. For more on the future of net-based learning, catch the Mediasite recording at www.campustechnology.com/summer07/recordings.

R U Digitally Competent? A sharp UT-Austin panel tackled the urgent issue of how to lead institutions in “Preparing 21st-Century Students,” and audience interaction was dynamic. Left to right: Robert Bruce, moderator Susanna Wong Hamdon (also inatt), Lucas Horton, and Leslie Jarmen. Watch the discussion at www.campustechnology.com/summer07/recordings.

Mobility Packs ‘Em In. Attendees converge on Jay Dominick’s (Wake Forest U) “Mobile U” session focused on the hot area of “Moving to the New Converged Device Campus.” The assistant VP/CIO kept attendees enthralled with the nitty gritty of how WFU determined strategy and then moved quickly to actionable planning and deployment.
October, 2007, Campus Technology
(continued from previous page)

HPC and the CIO. How does high performance computing change campuses? MIT’s VP of IS/IT Jerry Grochow led an all-star CIO panel in an eye-opening discussion of the true impact. Left to right: Grochow, Betty Leydon (Princeton), Marilyn McMillan (New York University), and Jeff Huskamp (University of Maryland-College Park).

Behind the Model Learning Spaces. The always outspoken San Jose State U AVP Mary Jo Gorney-Moreno led a team “reveal” entitled “Building Innovative Formal/Informal Learning Spaces for Collaboration,” and gave attendees a behind-the-scenes look at how project leaders met the challenge of building new high-tech learning spaces and an up-to-the-minute incubator classroom at SJSU. Attendees also learned how the team is reporting their ongoing research to the community. Left to right: Gorney-Moreno, Andrew Milne (Tidebreak; www.tidebreak.com), and Menko Jonsson (SJSU). See the action at www.campus-technology.com/summer07(recordings).

Exhibits for All. Attendees thronged to an exhibit hall chock-full of technologies for every possible campus application. Demos abounded!

Ad-Hoc Leadership Groups Work! The members of the “Santa Fe Women” shared with both female and male session attendees how the successful networking group has impacted their careers and lives. Left to right: Carrie Regenstein (Carnegie Mellon), Anne Moore (Virginia Tech), Kathy Christoph (U of Wisconsin-Madison), and moderator consultant/author Judith Boettcher.
New bill to restrict downloads

By Kate Benner and Sam Fox Krauss
PRINCETONIAN STAFF WRITERS

The long process of reauthorizing the Higher Education Act came closer to completion yesterday when the House Committee on Education and Labor unanimously approved a version of the bill that could soon be voted on by the whole House, possibly in December.

The act expired at the end of 2006 and, after a year of hearings and debates, seems close to being renewed. The Senate passed its reauthorization in July with a unanimous vote, approving a bill that expands aid for college students and sets in place federal higher education policy for the next five years.

One provision of the bill requires colleges to help curb illegal peer-to-peer filesharing. There was no discussion of this provision during the mark-up of the bill in committee this week, the Chronicle of Higher Education reported.

Under the provision, the Secretary of Education would create a list of the 25 universities whose networks are responsible for the most illegal downloads. These universities would then be responsible for taking measures to crack down on the illegal sharing on campus.

"We have an overall concern with Congress stepping into this area when the higher education community is working with RIAA [Recording Industry Association of America] and the Motion Picture Association for an appropriate response," said Joyce Rechtschaffen '75, the University's director of government affairs.

In a Nov. 7 letter to committee chairman George Miller (D-Calif.), the presidents of several universities, including Stanford and Penn State, decried the illegal download provision. "The proposal would mandate a completely inappropriate role for the Secretary of Education to single out individual institutions based on

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Pell grants to receive additional funding

HOUSE

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information under the control of the entertainment industry,” the letter said.

If passed, the bill would require schools to consider “technology-based deterrents.”

“[Holt] feels that we don’t do enough foreign language education,” Zach Goldberg, the congressman’s communication director, said in an interview with The Daily Princetonian. The provision establishes grants for partnerships between universities and school districts to promote foreign language learning.

The bill would also change the Pell Grant program, a need-based federal postsecondary grant program, by making funds available year-round. It added a provision that rewards colleges who restrict their tuition growth with additional Pell Grant funding.

Nine percent of Princeton students receive Pell Grants.

“The revision to the Pell Grant program makes a really good effort at making college more affordable,” Goldberg said.

In an effort to combat tuition increases, the secretary of education would be tasked with issuing a list of universities ranked by the tuition and other fees they charge and would have to place universities whose tuition outpaces the “higher-education price index” on a “watch list.”

Rechtschaffen said she does not think the provision will affect Princeton, saying “we don’t think that we will be raising tuition above that threshold.”

The bill would require colleges to compile statistics on tuition and graduation rates and to publish the figures on the University and College Accountability Network website, based on a site by that name launched last September by the National Association of Independent Colleges and Universities. Princeton already provides data to the website.

“This measure clearly represents Congress’ desire to give students more information on financial aid,” Rechtschaffen said.
Editors say news in print will stay

By Daniella Roseman
PRINCETONIAN STAFF WRITER

As online journalism continues to chip away at the world of print media, newspapers and magazines will need to constantly adapt to the demands of the internet age, editors from Time and Newsweek told a crowded audience in McCormick 101 last night.

During the event — titled “How Dead is Print?” — Time, Inc., managing editor Jim Kelly ’77 and Newsweek editor-at-large Evan Thomas discussed the future of print news media. Both editors’ publications have reduced their print circulation due to diminishing readership, but they remained optimistic that some manifestation of print will endure in the future.

Magazines and newspapers, Kelly said, are “recognizing the fact that readers don’t just want to use content, they want a hand in creating the content.” For instance, he said, The New York Times lets readers engage

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Thomas, Kelly ’77: divide between editorial and business still exists

MEDIA

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with the paper's writers and columnists through blogs and comment features.

One problem with the move to the internet, however, may be that it provides a smaller source of revenue. "We cannot charge for an Internet ad what we charge for a print ad," Kelly said.

Nevertheless, online advertising may be the way of the future, Kelly said. He noted that companies like Johnson & Johnson and Jeep are taking their advertisements to the web, and, in some cases, even redirecting funds that would previously have been dedicated to print ads, using them to launch their own sites catered to their target audiences.

In the past, newspapers tended to rely on classified ads for revenues, but they are being replaced by online alternatives like craigslist.com, Kelly said.

Thomas emphasized, however, that a market still exists for print publications. "The scariest thing would be if The New York Times and The Washington Post disappeared," he said. "But I don't think that's going to happen ... The news organizations that provide the greatest stories on a day-to-day basis are the great newspapers. People would really miss it if [they] were really gone."

Though publications are increasingly using the internet to provide their readers with interactive offerings, Thomas said some journalists find it burdensome to spend a lot of time responding to reader comments, which detracts from their time for reporting and writing. Online discussions can sometimes be less than civil, he added. "I appreciate interactivity ... but the comments are crude, vengeful, heedless, thoughtless, discouraging," Thomas said. "They're mostly venting — they're like road rage."

Thomas admitted that citizen journalism in the form of blogs is gaining wide popularity, but he said that blogs cannot replace print news because they lack objectivity. "Journalists at least try to hide [their biases]," Thomas said. "That's just missing from most of the blogs."

Thomas said the objectivity question is particularly pertinent to the relationship between media and business — two groups whose separation, both editors said, has traditionally been viewed as akin to the separation between church and state.

The objectivity question that journalists grapple with is also tied to the financial stability of print media, Thomas said. He raised the example of a Newsweek reporter whose story angered Lockheed, which had previously bought too, I don't know," Thomas said. But he emphasized that professional journalists will always be around, and that the basic requirements of journalism will remain the same. These include, he said, "being relentlessly curious, wanting ads from the magazine but pulled them after the article ran. This meant significant revenue loss for the publication, but it was heartening that the magazine's business office didn't interfere with the writer's work, Thomas said."

But, he added, if the news and business sides of publications do begin to interact, that would be "subtly blurry that line."

"Whether [journalists] will have to go to business school to get to the story and being able to tell a story about the story that is animated and lively and draws people in."

The event was part of the Louis R. Rukeyser '54 Memorial Lecture Series, organized annually by the University
Going green

Ben Chen
Columnist

A recent guest column from Shana Weber, the University’s sustainability manager, listed many long-term goals for the University to become a greener campus. Princeton is investing in new technologies and, over the next few years or decades, is converting the University’s buildings into more environmentally friendly ones. 

Much, however, can be done here. I recommend simple, specific solutions the University can implement to make Princeton a more green-friendly campus, without having to give buildings a complete makeover. You won’t like the last two, but hear me out.

1. Turn off the hallway lights. I noticed this last year: The hallway lights are never turned off. Not during holiday breaks, not even for the entire summer—they’re always on! How many light bulbs does the University go through each year? Electric consumption from light bulbs in hallways must be ridiculous. One possible solution employed in some academic buildings is to install motion detectors. This change would be fairly effective during class hours and most effective late at night, when very few people walk around the hallways. Plus, it looks cool when your path lights up in front of you like in the movies.

2. Individual Plastic/Glass/Can Recycle Bins for every room. Every room already gets its own trash bin and recycling bin—so why not a glass/plastic containers bin? The gray cylindrical bins are scarce and are located in inconvenient locations in many dormitories. It’s so much easier to just dump it in the trash can outside your door than walking through your entryway to the can bin. Is purchasing a whole new set of recycling bins worth it? It might sound ridiculous, but people consume beverages in their rooms all the time. And especially since the new alcohol policy has been established and requires greater surveillance by RCAs, along with a more enforced wristband policy, the most likely result is an increase in room parties with more bottles of beer and more handles of liquor. Definitely lots more beverage consumption, and definitely lots more to recycle.

3. Charge money for using laundry machines. Insert a quarter into the machine and do your load. Installing the money collectors could be costly, but they would pay for themselves in no time at all. Free laundry has been awesome—it was one of the perks my April Hosting host told me about that got me to come here. But charging for it will reduce the number of times we use the washers and dryers, and this would save water and electric consumption. I’ve seen cases where just one pair of pants or just one towel is dried in a dryer while piles of wet clothes are waiting in line, causing a massive traffic jam. Charging 25 cents would also relieve problems people are having with laundry services on campus by shortening the long lines at the laundry rooms. And instead of buying or replacing more machines, the University could charge students and turn a profit. A convenient option would be to charge it to their account by swiping their prox, but that might be too convenient and students could freely charge their parents for their laundry—kind of reminds me of how some freshmen bring back their dirty laundry during Thanksgiving break to give to their parents to do.

4. No more free printing. Yeah, I said it. I haven’t heard of another school that allows students to enjoy free, unlimited printing (but if there are, please let me know). The common system among several schools is that students are given a quota proportional to the number of classes they take—maybe 600-800 sheets a semester. After that, each page is worth some amount (maybe five cents a sheet). Students would definitely be more conscious about what they actually need to print out and would use duplex printing more often. Apart from saving trees, one result is most likely that it might drive people out of humanities classes with lots of print-out readings and send people to science classes with fewer printouts and more problem sets, maybe like MAE 328: Energy for a Greenhouse-Constrained World. At least after this course people will feel a little better about having free printing taken away from them.

So these are some solutions toward making Princeton more environmentally friendly, and they can go a long way and do more than expected. Though some of the reasoning is facetious, the suggestions are more serious. While the Office of Sustainability works on upgrading our buildings, there are definitely ways we can make Princeton greener.

Ben Chen is a Mechanical and Aerospace Engineering major from Los Altos, Calif. He can be reached at bc@princeton.edu.
November 30, 2007, The Times of Trenton

The Times

Princeton U. to relocate offices to West Windsor
Friday, November 30, 2007
BY JOYCE J. PERSICO

WEST WINDSOR -- Princeton University will move some of its administrative and technology offices to Carnegie Center West on Route 1 south by August 2009 when it leases a four-story building that will be constructed there next summer.

The university's Office of Information Technology will make the move from the Princeton Borough campus to the West Windsor site as part of a plan by the university to establish a "walkable campus" in Princeton, according to university spokeswoman Kristin Appelget. Appelget was not able to say how many staff members would be making the move that was revealed at a Wednesday night meeting of the West Windsor Planning Board. She said staffers were scattered throughout various locations in Princeton, both on and off campus.

The rectangular building will face Route 1 and be situated just south of the Princeton Overlook office development. Owned by Boston Properties, Carnegie Center West won approval for office construction nearly 30 years ago, so the 71-acre lot slated for the university's building required little discussion from the board, which approved the application 6-0. But planning board chairman Marvin Gardner raised the issue of taxes. Carnegie Center West is a valuable piece of West Windsor real estate, but the university, which has an option to buy the building within the first 10 years of its 15-year lease, is a nonprofit entity.

"If they ever buy the property, we would have to negotiate with Princeton University for a PILOT, or payment in lieu of taxes," Gardner said. "That payment would be ongoing but it would be generally less favorable to the township (than regular taxes)." While no price was put on the property, Gardner estimated the location was worth "millions." He also learned that the university also was interested in leasing but not buying a second building of the four that are proposed for Carnegie Center West.

Boston Properties came before the board because original plans in the 1970s called for an L-shaped building. The new proposal calls for a 112,000-square-foot, four-story rectangular building that will be positioned between Route 1 and Canal Pointe Boulevard. The longest side of the building will face Route 1 and will house offices, a fitness center for employees and a cafeteria with outdoor dining on the south side. It will consist of a red brick exterior with rounded vertical metal corners.

If all permits are obtained from West Windsor in a timely manner, construction will begin as early as June. Although the application calls for 400 parking spaces, Appelget said that a university shuttle system already in operation would be modified to include a stop at Carnegie Center West from various campus locations. She also pointed out it was not the first time the university was using an off-campus site for offices. Her own office is located on Chambers Street in Princeton Borough.

Contact Joyce Persico at jpersico@njtimes.com.

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OIT considers modern e-mail clients

By Doug Eshleman
PRINCETONIAN STAFF WRITER

Amid grumbles from scores of students and faculty members, the University is considering shifting from the webmail client it has used for several years to a more modernized e-mail program.

The University currently uses Sun Java System Messenger Express 6.2, an application last updated in 2004, and far behind current technologies. "We are aware that our current webmail is not as robust as some of the more modern clients," said Steven Sather, an OIT associate director.

Sather said that OIT is considering using a more modern client that offers better application-like experience and increased storage capacity. One major concern, he said, is that security and privacy might be affected if the University's e-mail service is outsourced to a third party like Google, Microsoft or Yahoo, all of which offer sophisticated, free web-mail programs.

The information technology committee of the USG proposed switching to Google's Gmail as a way to improve students' e-mail experience, discussing the possibility of a change at a USG Senate meeting in October and lobbying OIT for the change. Phil Stern '09, the committee's chair, said in an e-mail that the current client "has a number of problems and unfortunately no updated version exists for an upgrade."

One major issue with the current system is that it currently offers a maximum of 200 megabytes of space, compared to the more than 5,000 megabytes of storage that come with a free Gmail account.

Katie Hsih '10 uses Mozilla Thunderbird because she has "lots of problems with the webmail program," she said. "The storage space is too small, and the search feature isn't very good," she added.

Matt Russell '09, who checks
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Students, faculty see webmail as outdated

UPGRADE
Continued from page 1

his mail through Microsoft Outlook, said he has nearly exhausted the 200 megabyte allotment in his account. “I do use Outlook instead of webmail, but the storage space is really a problem,” he said. “I always have to delete messages with attachments to free up space.” Russell uses his Princeton account and routinely receives e-mails that take up several megabytes of space.

Though Hsh, Russell and other students routinely approach their quotas, Sather said “most students never even reach the current limits.” But, he added, “at some point in the future the e-mail quota will be adjusted up again,” possibly as soon as next semester.

In the long term, however, the outdated webmail client will need to be replaced because its features are lacking in comparison to other systems.

“OIT has been looking at other webmail clients, many of which incorporate AJAX functionality like drag and drop and provide a much more robust, application-like experience,” Stern said.

Features like search in Google’s Gmail, he added, are far more advanced than those of the Sun Java webmail client. “OIT is in the process of testing some of these clients and will probably be doing student pilots as they get further into the process.”

There are several obstacles, however, when it comes to choosing a new client. Last spring, OIT tested the Gmail and Windows Live e-mail clients among a group of students, and the results were mixed.

“There was not a strong consensus that either of these was significantly better than what currently existed,” Sather said. One of these reasons was technical: It was hard to use Gmail with popular mail programs like Microsoft Outlook, Mozilla Thunderbird and Mac Mail because it did not offer compatibility for the IMAP protocol. That feature has since been added.

OIT is most concerned about privacy issues that could arise from using an outside e-mail service, Sather said. University webmail is managed and stored on servers on campus, and the University has complete control over those servers. If the University were to use Google or Microsoft webmail, then the contents of every account would be stored off campus on servers not owned by the University.

“if a court order ever came for e-mail records, Google or Microsoft may handle such requests differently than would the University,” Sather explained. “The University uses e-mail for several things which some people consider confidential — from library records to exchanges with faculty about grades — and there is a concern over the University sending that information off campus.”
ALL IN THE FAMILY

Children pose for the photo, "Orphanage, Karachi, Pakistan." The 'Prince' presents a special photo pullout in today's paper featuring the work of campus photographers inspired by the question, "What's family?" A companion exhibition also opens today in Murray-Dodge. See Section P.

IVY LEAGUE

Yale offers free online courses

By Daniella Roseman
PRINCETONIAN STAFF WRITER

Students and "self-learners" across the globe can now access many of Yale's educational offerings through a program launched yesterday called "Open Yale," which will offer courses online and free to the public.

The initiative — which is being piloted this year — offers access to video and audio-only lectures, searchable transcripts, problem sets and other materials for seven of the university's most popular courses, program director and Yale art history and classics professor Diana Kleiner said.

The resources made available by Yale are extremely accessible, Kleiner said, and are available in multiple bandwidths to accommodate a variety of computers. Everything is downloadable so that "a faculty member in a remote corner of the developing world ... putting together a course for the first time" can incorporate a useful piece of Yale's course materials. "We're very excited about that," she said.

Yale is one of a number of schools, including Harvard and MIT, that have already made courses available online. Harvard's courses are offered for a fee through the Harvard Extension School, while MIT is a member of the international Open Courseware Consortium, See INTERNET page 2.

(continued on next page)
U. has no plans for distance learning

INTERNET
(Continued from page 1)

which offers different schools’ courses free of charge.

“I expect more universities will probably participate in this kind of thing, and I expect that each will... bring to it something new and something different.” Kleiner said of the trend to offer courses to a wider audience through the internet and distance learning. “I think that academic institutions like Yale should absolutely share their resources and actively participate in the kind of democratization of knowledge.”

But the University is not ready to jump on the Yale-Harvard bandwagon just yet. “Princeton, as a matter of policy, is not interested in engaging in distance-learning,” Associate Dean of the College Peter Quimby said.

Quimby said that he is concerned about how putting video cameras in the classroom would affect students’ learning experience. “We have some questions about whether students would engage in asking questions, in responding to questions, in interacting with a faculty member, if they knew that [those interactions] would be made available to the broader public without any kind of filter,” he said.

The University does post a significant number of public lectures online, including those on the University Channel. Launched in 2005 by the Wilson School, the channel provides downloadable video and audio feeds of lectures and panels from universities around the world, many of which are now available on iTunes.

Despite his reluctance to see the University offer online courses, Quimby praised Yale’s decision to make its academics available to a wider audience. “It is a really lovely outreach program that they have engaged in at some significant expense in terms of effort,” he said. But, he added, “it’s a very intensive undertaking, a pretty significant investment for the University, and it wouldn’t benefit our students.”

The Open Yale program is aided by a grant from the Hewlett Foundation, but Quimby said that even if Princeton received such a grant, putting together a program of online courses for the public is not on the University’s agenda at the moment. “We haven’t decided not to [offer courses online],” he said. “We just haven’t really sat down and looked at it comprehensively yet.”

Betty Leydon, the University’s vice president for information technology, noted that online courses can never quite replicate a live classroom environment. “Although a student can read materials and, in some cases, watch lectures, there is no student-faculty interaction and no assessment,” she said of the programs offered by Yale, MIT and Harvard. “Princeton believes strongly that student-faculty interaction and engagement is a critical part of learning. So, while it’s nice to have materials online, it’s not the same thing as taking a course at Princeton.”

Kleiner acknowledged that the Open Yale program will never quite mimic a Yale classroom. “It needs to be kept in mind that education on campus is different,” she said. Rather, she added, the program “reflects and enhances the value of a Yale education [and] highlights the merit of a liberal arts education in today’s increasingly specialized world.”

The courses offered through Open Yale include astronomy, modern poetry, philosophy, political philosophy, psychology and the Old Testament. Eight new courses are being produced this year, and Yale plans to add 30 more courses over the next three years.
EDITORIAL

A quota we can support

At OIT cluster printers across campus, the pages pile up like leaves in the fall: essay drafts, half-completed problem sets, course readings and surplus flyers. They lie there, abandoned, a reminder of Princeton’s insatiable appetite for printing. And who could blame us? At a whopping cost of zilch, we are tempted to print whether we need to or not. The result is backlogged, jammed and broken printers — and reams upon reams of wasted paper.

Responding to widespread frustration with campus printing facilities, the USG has proposed a new system that would inform students which printers are available and which are suffering from “PC Load Letter.” This may help avoid the notorious dash across campus minutes before a paper is due, but the USG’s proposal will only mask the real problem here: It is time that undergraduates were reminded that Princeton’s “free” printing does not come without a cost.

Our excessive consumption of paper wastes energy and trees and comes back to students in the form of higher tuition and manpower hours spent trying to fix the printers. Environmental organizations on campus have already persuaded the University to purchase 100 percent recycled paper. While maintaining the tradition of free printing, Princeton should allot each student a fixed number of pages per semester. That would force everyone to at least consider whether they really need to print yet another draft of their thesis. Such a system would follow the model recently adopted by Duke, which allows students to extend their printing quota if they have reason to churn out more pages. And, of course, students could always use their own printers.

A printing quota would cut down on needless waste and reduce the backlog at busy campus printers in Firestone Library and the Frist Campus Center. The USG should get behind this solution now, before a helplessly jammed printer falls victim to an “Office Space”-style beating.
Last April, the University installed an emergency notification system to alert members of the community during events such as public safety emergencies, weather-related closings or public health crises. The system can send messages simultaneously to individuals through landline phones, cellular phones, text messaging and e-mail.

- The Princeton Telephone and E-mail Notification System relies on contact information in the Student Course Online Registration Engine and the Human Resources Self-Service website. The notification system can access up to six phone numbers per person, in addition to two e-mail addresses and a separate text messaging address. At least one valid phone number must be provided in these systems for an individual to be registered.

- As of Jan. 2, cell phone information had been provided by 3,103 undergraduate students, 1,437 graduate students and 2,276 faculty and staff members.

- The University ran an emergency notification test in October, during which the system made 18,634 phone calls, and sent 17,280 e-mails and 6,604 text messages. All e-mails and text messages were delivered within two minutes, and 70 percent of calls were successfully received within the first five minutes of the test.

To update contact information or learn more about the emergency notification system, visit <web.princeton.edu/sites/emergency/PUENS-FAQ.html>.

Source: Office of Environmental Health and Safety
Princetonians fall victim to phishing e-mails

By Peter Wei
Princetonian Senior Writer

The University briefly suspended the e-mail accounts of roughly 10 individuals as a result of a phishing scam that targeted the University during final exam period, University spokeswoman Emily Aronson said.

Over 2,000 University students, faculty and staff received the e-mail in question on Jan. 21. The e-mail claimed to be from "Princeton Webmail Support" and directed recipients to "reply to this message and enter your password...or your Webmail account will be deactivated."

Of the 10 people who responded to the e-mail, so submitted their passwords and as a result lost control of their accounts. OIT suspended the compromised accounts and contacted the users in question to reopen their accounts and reset their passwords.

"OIT responded immediately to prevent further delivery of the e-mail," Aronson said. All users have now been reconnected with their accounts, she added. Likewise, OIT blocked all e-mails from the purported "Princeton Webmail Support." It also prevented anyone from sending e-mails to princetonu@yahoo.com, the reply address of the phishing e-mail.

Public Safety also responded to the scam and sent a Campus Safety Alert to Princeton Webmail users, warning them about the scam. The e-mail "appears to originate from outside the US, possibly from Nigeria," Public Safety Deputy Director for Operations Charles Davall said, adding that the way the e-mail had been redirected from its original source suggested that country. It is likely that the scam was designed to obtain personal information that could facilitate identity theft, Davall said. The University will continue to investigate the scam's source.

According to experts, this e-mail was part of a larger wave of scam e-mails targeting more than a dozen universities in January, including Columbia, Duke and Notre Dame. "We've seen large, small, and private institutions attacked," Douglas Pearson, a technical director at the Research and Education Network, said in an article in Security Focus, a web publication that provides information regarding IT security.

As opposed to ordinary "spam" e-mails, which try to advertise products, this scam was a "phishing" attempt, which tries to trick recipients into divulging personal information. Sophisticated phishers often direct users to an official-looking "spoofed" website that asks for sensitive information, such as credit card or social security numbers. Nationwide, it is estimated 1.2 million computer users suffer losses from phishing every year. Estimated losses total $3 billion.

Davall estimated that four to five phishing e-mails were sent to students last year, mainly targeting members of the Princeton University Federal Credit Union. "In the end," he said, "it comes down to the individual user" to foil such scams. "Anytime you get an e-mail to change your password, be suspicious," he said. "Contact the institution to be sure."

Aronson concurred. "The University tries to respond quickly to monitor and prevent these e-mails," she said. "Many don't make it through the spam filter." Nevertheless, end users are ultimately responsible: "The best defense is being aware and vigilant."
TECHNOLOGY

MPAA admits to overstating infringement

By Doug Eshleman
PRINCETONIAN SENIOR WRITER

For the past two years, the Motion Picture Association of America (MPAA) had claimed that the pirating of copyrighted movies on college campuses accounted for a staggering 44 percent of monetary losses to the movie industry. But the organization recently disclosed that the real figure is closer to 15 percent, an admission that could undermine its efforts to aggressively combat illegal filesharing among students.

'It's unfortunate that it was a mistake, but it is welcomed news for us.'

Dean Harold, Associate Dean of Undergraduate Students

The MPAA offered little explanation for the serious inconsistency, claiming only that it was due to "human error," according to the Associated Press. The specific nature of the error is still unclear. The organization did not respond to multiple requests for comment.

As part of its intensive efforts to combat piracy, the MPAA has supported legislative action to curb unauthorized movie downloading on college campuses, including support for a bill in the House earlier this year called the Curb Illegal Downloading on College Campuses Act of 2007. The act would make college internet networks more secure against illegal downloading.

See PIRACY page 5

(continued on next page)
Columbia and Penn top offenders

PIRACY

Continued from page 1

The MPAA also published a list of "Top 25 Piracy Schools" in April 2007 ranked by number of students caught violating copyright laws, naming Columbia and Penn as the top two offenders.

At Princeton, which did not make the list, the revised figure was seen as a potentially positive sign. "It is unfortunate that it was a mistake," Associate Dean of Undergraduate Students Hilary Herbost said in an interview. "But it is welcomed news for us if at least the percentage of violations is lower than had been thought."

The University received 209 complaints in the last academic year from both the MPAA and the Recording Industry Association of America (RIAA), which monitors copyright violations for the music industry. Eighty-three complaints were received in 2005-06, and 180 were received in 2004-05. "Although we had more cases last year, [the number] fluctuates," Herbost said. "One year does not make a trend."

Herbost said that the University does not actively monitor for copyright infringements. Rather, it receives complaints from copyright holders against specific IP addresses on campus. Thus, it is difficult to know precisely how frequently piracy occurs on campus. Students at the University illegally download music more frequently than they download movies, Herbost added.

Under the Digital Millennium Copyright Act, the University, as an internet service provider, is required to forward any complaints to the individuals who are tied to the IP addresses in question. These complaints can take the form of a warning, a pre-litigation letter, or a subpoena. In the first two cases, the University protects the privacy of the individual while taking steps to prevent future violations, University Counsel Clayton Marsh '85 said. If served with a subpoena, however, the University is required by law to release the identity of the accused person.

Marsh said that the volume of pre-litigation letters, which inform copyright violators of pending litigation against them, has been increasing, though the overall number remains small. These letters allow the students to pay a fine to the RIAA or MPAA to avoid taking the matter to court.

In the past several years, several students who have received pre-litigation letters have settled. Some have maintained that they would have liked to challenge the organizations out of court if they had the time and money, however. None of the students contacted chose to comment at this time.

It may be that even though students understand the copyright law, they still deliberately choose to engage in pirating because they do not see it as a real crime. "We do quite a bit to educate students on this, and I think that students are aware of the policy," Herbost said, but in many cases "they just don't see it as a property issue."
Technology

Wilson School Lectures Go Online

By Chetan Marzin
Princetonian Staff Writer

In a high-tech application of the University’s motto, “Princeton in the Nation’s Service and in the Service of all Nations,” the Wilson School has made a vast collection of public policy and international affairs lectures and event recordings available to the public through the creation of the University Channel (UChannel).

Featuring content from youtube.com and podcasts, the UChannel is hosted at ucp.princeton.edu and now documents more than 1,000 hours of material. Acting Dean of the Wilson School Nolan McCarty said that the goal of the UChannel is to “get the public programming of the school and the University out to a broad set of people who are interested in public affairs.”

“We obviously spend a lot of money and resources at the University,” he said. “And I think it’s great that we’re able to disseminate these events to a wider public.”

Featured topics span late Pakistani leader Benazir Bhutto’s views on defeating terrorism in her country to Federal Reserve Chairman Ben Bernanke’s keynote address at a Wilson School conference on government service.

Though on sabbatical in China, Wilson School Dean Anne-Marie Slaughter ’80 said in an e-mail that starting the UChannel is “one of the things I am proudest of helping to create since becoming dean.”

Slaughter said that she has met people from around the world who have benefited from the UChannel’s offerings. “That kind of public affairs education is an important part of our overall mission,” she said.

Donna Liu, the Wilson School’s director for strategic initiatives, spearheaded the UChannel project in an effort to harness the power of digital media.

“A couple of years ago, we came up with the idea of contributing these public lectures that happen ... in all academia to the public domain,” she said. “With all the new media options, there was no reason that they were not being seen by a wider audience.”

The UChannel site now receives 15 million hits every month and has recorded visitors from more than 130 countries, Liu said.

“It’s a good way to get the expertise of the Princeton faculty out to a wider public,” said sociology and Wilson School professor Douglas Massey, whose lecture “Fences, Amnesty, or the Status Quo?” is one of the videos the UChannel has posted on YouTube.

“Hopefully it will lead to a more informed public,” he said. “But one has to realize that the subset of people that take the time to go on the web and look at these issues is not a broad cross section of the public.” He added, though, that the more people the channel reaches, the better.

Liu said that other university professors are using the UChannel’s content to teach. For instance, a University of Hawaii professor used a podcast by Princeton economics professor Paul Krugman to augment his treatment of globalization. Liu noted, however, that only 15 percent of traffic to the site comes from.edu domains.

In addition to the Wilson School, the UChannel’s charter members include the public policy schools at Columbia, Middlebury and the University of Texas at Austin. Additional content from the Council on Foreign Relations, Oxford and Peking universities, and several other schools in the United States is hosted by the UChannel.
University launching redesigned website

The University is launching a redesigned home page and main website intended to be more user friendly and to feature multimedia technology showcasing the accomplishments of students, faculty and staff.

A joint effort of the Office of Communications and the Office of Information Technology, the new site was developed based on feedback since the last redesign launched in February 2005. In addition to the home page at <www.princeton.edu>, the changes affect the main site — the top 200 pages of Princeton’s online presence that serve as a springboard into the millions of web pages at the University.

The home page, with its signature emphasis on frequently refreshed news content, now prominently features video and other multimedia tools to visually demonstrate the creative and intellectually stimulating nature of life on campus. The Office of Communications will be posting more multimedia, produced by staff members and provided by other offices at the University.

In addition, a new “student work” feature gives students opportunities to submit their own materials to be posted on the home page and puts Princeton in a relatively unique place among its peers in terms of prominently showcasing student talent. The feature already has been met with excitement by some graduate and undergraduate students, who were among those invited to preview the new site.

“I think the addition of student media to the University website is a positive step toward realizing President Tilghman’s vision for the arts at Princeton,” said freshman Isaiah Miller, who produced a public service announcement to be posted on the new home page.

“While the Lewis Center for the Arts fosters and showcases media from arts-oriented students, a media display on the main website will open up a lot of opportunity for creative individuals on campus with a wide variety of interests and academic callings to express themselves through film,” he said.

“I believe it is both a tribute to their work and an asset to the University to have such creations available for public consumption.”

Each video posted will include closed captioning or a transcript for the hearing impaired. Other new technologies accessed through links on the main site include blogs, podcasts and vodcasts.

User feedback was incorporated to create several enhancements on the home page, such as moving the Shortcuts (formerly called Quick Links) box to increase visibility, adding a Community Resources section and replacing the two news categories, “Top Stories” and “Announcements” with “News at Princeton” and “Featured Events.” To highlight the University’s increased emphasis on the arts, a link to an arts overview page has been added to the primary navigation on the left. The search tool also has been enhanced, combining the People Search function and the Search Princeton function into one step.

This is the third redesign since Princeton launched an official Web presence in 1993; the first was in 1998.

“Relaunching a site of this size is a massive undertaking that usually takes years of planning and collaboration,” said Thomas Bartus, Web manager. “We’ve worked on this project at breakneck pace for the past six months, and we believe that campus and other visitors to the University’s main site will have extremely satisfying experiences. As we’ll continue to update the site during the next six months, we encourage user feedback.”

To provide feedback about the new site, use the “Web page feedback” form, which is reached through a link at the bottom of each page. Although individual responses to feedback will not be provided, all submissions will be reviewed and considered.
STUDENT GOVERNMENT

USG postpones amendment vote

By Jack Ackerman
PRINCETONIAN STAFF WRITER

An amendment to the USG constitution proposed by USG president Josh Weinstein '09 was rejected yesterday at the first meeting of the newly elected student body government.

The changes allow Weinstein to choose the U-Council chair before the Senate confirms the appointment, whereas in the past the Senate voted for the U-Council chair without the president's nomination.

U-Councilors Sarah Langberg '09 and Maria Saliciccioli '09 argued against the amendment in question, saying it would give the president more power in choosing U-Council chairs.

"We're giving the president that [new] power," Langberg said.

Weinstein refuted their arguments, calling his proposal a simple "semantic change" and adding that the language simply makes things clearer but will not change the way the USG functions.

Though the USG Senate came to a consensus on all other proposed amendments, the Senate decided not to vote on the amended constitution and instead voted to discuss the amendments further at next week's meeting.

Other changes included the addition of an Information Technology Committee, which will serve as the primary liaison to the Office of Information Technology... [and] is responsible for the maintenance and development of the web-based or web-related initiatives of the USG," according to the proposed amendment.

The proposed IT Committee reflects increased student interest in USG online ventures, particularly the focus on redesigning Point, Weinstein said.

A second amendment proposes adding an elections manager to the ranks of the USG. The elections manager, along with two assistants, will act as an independent organizer of the various USG elections that occur throughout the year. The manager is appointed by the USG president and will be prohibited from holding elected office during his tenure.

Discussion of the Alcohol Committee's new workshops to combat high-risk drinking was a prominent part of the night's agenda.

Weinstein expressed concern that the committee's meeting of the meetings focused too greatly on heavy drinking and would turn away students who do not believe that they drink excessively. Nevertheless, he still strongly encouraged "broad student involvement" in the events. "We can really help shape the alcohol policies," he said.

At the last senate meeting, President Tilghman expressed concern over lack of student participation in meetings regarding the University's revised alcohol policy. Widespread participation would prove student interest in the alcohol issue, Weinstein said.

Vice president Mike Wang '09 encouraged students to bring up issues of importance directly with Tilghman. "It's really good to go to her office hours," he said, noting that they are posted online and published in The Daily Princetonian.

Weinstein noted that 128 students have applied for positions on the USG, including on the newly created Frosh-Soph Council.

Within the meeting, the Senate also held a brief session closed to non-elected members and the public so that newly appointed officers could be confirmed to their positions.

SENATE
Continued from page 1

IT committee to redesign Point

2007-2008 Annual Report Page 111
Clicking for credit in the classroom

By Peter Wei
Princetonian senior writer

Just as on “Who Wants to Be a Millionaire,” the distribution of votes can immediately be displayed via a bar graph. “Any professor who has asked questions and been confront ed with blank stares might be interested in trying a clicker system,” said Ben Johnston, a data analysis specialist for ORC. “Quite often,” he said, “students in the class know the answer but for whatever reason—peer pressure, fear of being wrong—they don’t raise their hands.”

On the game show “Who Wants to Be a Millionaire,” contestants are stumped by their multiple-choice question, can poll the audience to see how many people support each answer, and then reveal the correct answer. New technology has allowed professors to do similar things. Since their first became available in fall 2006, iClickers have been used in everything from religious instruction to Wilson School courses in introductory physics. The system allows professors to propose a multiple-choice question, whose answer students can then vote on using their iClickers. Students use their iClickers to answer short questions in Professor Bess Ward’s ENV 202 class in Frist 302 on Monday morning.

(continued on next page)
Interactive tools check student attendance

ICLICKERS

Continued from page 1

of how well the class understands the material.

Geosciences professor Bess Ward, who teaches ENV 202: Fundamentals of Environmental Studies: Climate, Air Pollution, Toxics and Water, had a similar opinion of the clicker system. "I think it makes the students feel more comfortable about answering and asking questions in class," she said in an e-mail.

Electronic polling devices have existed for several years, but the iClicker's predecessor required that each individual point the clicker to the receiver, a process that was more temperamental and inaccurate.

The iClicker, which costs about $25, does not require any pointing because the receiver can register information anywhere in the classroom.

iClickers can be used for purposes other than answering multiple-choice questions. English professor William Gleason used them to allow his ENG 366: Topics in American Literature: American Beat Sellers class last spring to vote on the books they would read during the final week of class. "I thought it would be a fun and efficient way for the students to nominate books," he said in an e-mail, adding that the system worked without any glitches.

In other classes, iClickers are also a way to enforce attendance. In PHY 104: General Physics II, students are issued clickers for the semester after paying a $20 deposit. Because each iClicker emits a distinct signal, each student's answers can be tallied throughout a semester.

"We make the answers to the clicker questions count a small amount toward the final grade," said physics professor Peter Meyers, who teaches the course. Any student who votes gets at least half credit, so merely showing up matters as much as getting the correct answer.

Though he uses clicker questions to assess understanding, Meyers acknowledged that a major reason for grading the answers is to enforce attendance. "I've heard from previous instructors that attendance had been slipping badly," he said. "Clickers can both bring students to lecture and make the lectures more interactive."

Students generally agreed that the iClickers are successful in enforcing attendance. "I think it makes people come to lecture, that's all," Ivan Kleinfeld '11 said.

Others, however, think that the iClickers can facilitate learning as well. "They certainly get people to class more, and you can stop and discuss questions," Josh Israel '11 said.

The technology is not necessarily appropriate in all environments, though. Johnston said that iClickers are best in "large lecture-type classes," explaining that "in small classes, open discussion is usually encouraged and preferable."

Though several departments use iClickers, many professors are unaware of their availability. Economics professor Uwe Reinhardt said in an e-mail that he "dreamt for years of using them in Econ 100," calling it a "fantastic teaching tool" that he "would probably use for every lecture."

Reinhardt added, however, that "if the clicker is now available at Princeton, I have not been apprised of it." Economics professor Beth Bogan was likewise unaware of their availability.

Johnston believes that as professors become more aware of the use of iClickers through word of mouth, more of them will choose to use them in their classrooms.

Meyers said that the talk he's heard surrounding the iClickers has been positive. "There is a good buzz, [students] get to learn from their peers, and they all participate at once," he said.
U. ready to show off new website

By Cornelia Hall
PRINCETONIAN SENIOR WRITER

Student life takes center stage on the University's new website, which will launch this month after an extensive redesign that began last summer.

Some of the changes include student contributions, such as videos portraying student life, a layout emphasizing accessibility and a more user-friendly search function.

"We can convey important messages to the world about Princeton through visual means as well as text, and this design better enables us to do that," Communications Director Lauren Robinson-Brown '85 said in an interview.

The website's last update occurred in 2005. Robinson-Brown said that it is standard for most institutions to consider redesigning their websites every three years. But, she added, "the driving factor [for redesign] was our desire to present a stronger visual message."

The Office of Communications (continued on next page)

Student input to be crucial for new site

INTERNET

(continued from page 1)

rations and OIT collaborated on the new website after collecting input from students, faculty, staff and visitors via the online feedback tool.

The biggest change visitors will notice is the new multimedia feature. The new website allows visitors to choose among different videos profiling student activity on campus and customize their video with closed captioning or full-screen view. Such emphasis on student work is often missing from most peer institutions' websites, Robinson-Brown said.

The new design will also allow students to submit their own work to the Office of Communications to be considered for inclusion on the homepage.

David Hopkins, manager of OIT's New Media Center, said that in an age when young people are constantly sharing their work online through outlets such as YouTube.com, the new website will provide a natural vehicle for continuing this trend.

"I like the video portion. It's almost like a mini Princeton YouTube video," Yung Fan '11 said as she viewed the website's preview page.

"We're really proud to be breaking ground and showcasing student work to the world right through the homepage," Robinson-Brown said.

Those who worked on the new website responded to the feedback they had received. "Everything we've learned in the last three years, we've incorporated into this design," Robinson-Brown said.

The most commonly voiced concerns were about accessibility. One important change that came about from widespread input is a "Community Resources" section of the homepage that makes features such as a financial aid estimator, a useful tool for prospective applicants who visit the website, easier to find.

Lucia Diaz '10 said that the new website "is easier to navigate" and that she will visit it more often, particularly when she is searching for important information.

"I will more likely go to it, than just try to ask a friend, if they know," she said. "It seems much faster and better laid out."

Calendars such as those for featured lectures and events, academic deadlines and art exhibitions will be grouped in a single location.

The search function will also be more user-friendly. Typing in the name of a faculty member or student will now turn up directory information and results from University websites simultaneously.

By providing site visitors with an easy way of discovering the goings-on at the University as well as simplifying common tools, the website's creators hope the changes will make the website more popular.

"Once you realize that [the website] is dynamic and interesting, you might want to visit a lot, and we hope that will happen for all of our audiences," Robinson-Brown said.

Certain aspects of the website will remain unchanged. For one thing, it will continue to include the abundance of University news that appears on the current website.

And, of course, she added, the website "is still pretty black and orange."
New typeface commissioned for use in updated logo

By Josephine Wolff

The University updated its new graphic identity yesterday with the launch of a new, custom-designed typeface called Princeton Monticello. The font, an update of a design previously used by the Princeton University Press (PUP), was created by Matthew Carter of Carter & Cone Type, Inc., and is named after President Thomas Jefferson's iconic residence.

The University has purchased 2,000 licenses for the new typeface and has made it available free of charge to members of the campus community for design purposes through the recently launched website for the new graphic identity, princeton.edu/identity. Members of the public can also use the font but must purchase it from an outside company, according to the site.

"We decided to update Monticello and commissioned Princeton Monticello because the typeface has historic ties to both the University and America," Communications Director Lauren Robinson-Brown '85 said. "The new signature is a distinctive.

The Bottom Line

Mostly sunny
9 a.m. 2 p.m. 7 p.m.
35° 40° 36°
Some a.m. clouds, then mostly sunny, breezy and seasonable.
Chance of rain: None.

Campus calendar

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Tonight: GSG Valentine's Day Dance, Frisell Multi-purpose Room, 9:30 p.m.
Feb. 15: FD MC / Friday Dance, Mathey College, Mathey Common Room, 8:30 p.m.

In 'Street'
'Street' discusses awkward dates, happy marriages and campus love life. PAGE 51

HAVE A STORY IDEA? E-MAIL tips@dailyprincetonian.com
2,000 licenses will be available for campus use

FONT
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mark, rooted in typographic tradition, yet offering contemporary flavor.

The original Monticello font dates back to America's first successful type foundry, which was established by Archibald Binney and James Ronaldson in Philadelphia in 1796. Since then, it has undergone numerous revisions. In 1949, the Mergenthaler Linotype Company designed the fourth version of the typeface to provide a historically appropriate style for the publication of "The Papers of Thomas Jefferson" by PUP. It was during this revision that the font was named for Jefferson's Virginia mansion.

PUP has continued to use and revise the font since the early 1990s. "In 2002 I was asked by the [University Press] to convert Monticello to a digital font for the continuing volumes of Jefferson's papers," Carter said in an e-mail. Carter also designed a font for Yale University in 2004.

Charles Creesy, the director of publishing technologies at PUP, has done extensive research on the history of the Monticello font, which he calls one of the "most enduring American typefaces ever designed" in his article "Monticello: The History of a Typeface."

Design, in consultation with a University steering committee, created the new image. The new identity replaces one designed by Drenttel Doyle Partners Inc., that was adopted by the University in 1994.

"The new identity is different from the old in that the old separated the orange and black, used one-line and merged "Princeton University" together in two separate fonts that represented the tradition and innovation," Robinson-Brown said. "While the old identity was very forward thinking for its time, we believe the new identity accomplishes the same goals, yet in a bolder, more inspiring manner."

Planning for the new identity began in 2004, and the three-year process incorporated input from students, faculty, staff and alumni focus groups, Robinson-Brown said. She added that senior administrators at Princeton became interested in developing a new University identity after the successful launch of a new Athletics Department logo in 2004.

Student reactions to the new design

Student input played a role in the planning process for the new image, but student reactions to the new image were mixed. Student Design Agency manager Andy Chen '09 participated in an early planning meeting with Michael Bierut, a Pentagram partner. Chen said that the creativity of the graphic designers involved was limited by constraints imposed by the University.

"The University largely wanted to keep the way it is perceived by the outside world the same, so any drastic departure from a conservative image would not have been acceptable," Chen said. "In my opinion, the redesign could have been more daring ... in a way that represents Princeton as a forward-looking institution with greater universal appeal."

Chen said the new image was intended to correct the faults of the old identity, which he called "clunky, inelegant and outdated," because of its combination of two fonts — Baskerville and Univers. The success of the new design in correcting these problems is "limited," Chen added. That, in his opinion, the Princeton Monticello font is "unique" but the redesigned shield is too wide and "heavy."

The redesigned shield's color scheme, however, won praise from Daria Hrabrov '09. "[The new shield] definitely conveys a sense of tradition, and the shield didn't look as professional," Hrabrov said that she found the old logo "troublesome" because two different fonts were used to write the words "Princeton" and "University" whereas the new one features both words printed in the new Monticello font.

Willem Boning '08, however, criticized the Princeton Monticello font as looking "stiff, stuffy and a little emaciated." The old logo and fonts had a "more progressive" appearance than the new one, Boning said.

"Princeton still has a reputation for being a stuck-up, exclusive old boys' club, and the new logo doesn't do anything to counter that misconception," Boning said.

The University community may, however, grow more accustomed to the new logo over time.

"It's not a design that impresses at first glance, but the more I use it, the more I understand its flexibility and usefulness," Chen said.

Though the font is theoretically available to every member of the campus community, high demand may potentially result in a shortage if all of the University's licenses are distributed.

"We believe that the initial 2,000 licenses are more than ample to cover design needs on campus," Robinson-Brown said. "We expect that Princeton Monticello will be used for official print and web publications. However, we purchased many extra licenses so that students and others who wish to show their pride in Princeton by using the new font may also do so." She added that if there is a substantial demand for more licenses, the University will be able to purchase more.
EDITORIAL

Webmail for tomorrow

The start of the semester ushered in a 1GB e-mail quota. This five-fold increase from 200MB starts to address the frustration of students who are incessantly required to delete e-mails from their overflowing inboxes. Nonetheless, the quota remains far below Gmail’s 6 GB limit or Yahoo’s unlimited storage, and students will be able to fully reap the benefits of this larger allotment only when OIT changes the webmail program.

The current client, Sun Java System Messenger Express 6.2, is riddled with problems. Chief among these is a bug that frequently prevents the program from displaying the e-mail inbox. Students trying to access their e-mail are then forced to reload the page again and again until finally the inbox appears properly. The more messages the folder contains, the more pronounced the problem becomes. Therefore, with an increased e-mail quota, it is likely that more and more students will have trouble accessing their e-mail through Webmail. While using programs like Outlook or Thunderbird is an easy fix to the problem on students’ own computers, this bug remains a great inconvenience to people who want to check their messages from other terminals, be it a friend’s laptop or the web kiosks on the 100-level of Frist Campus Center.

The current webmail client has many other flaws. The program, which was last updated in 2004, is not user-friendly, especially when compared with alternatives that provide the functionality and ease-of-use of desktop applications, such as Thunderbird or Outlook. Webmail’s search function and sorting capabilities are particularly unpleasant.

OIT must work with the Information Technology Committee to change the webmail client as quickly as possible to ensure that it is at least on par with the options available for free on the internet today. We welcome the introduction of the 1GB email quota, but it must be only the beginning of an aggressive University effort to ensure that Princeton students are well served by a state-of-the-art email system.
Would we ban access to JuicyCampus at Princeton?

**YES**

Ben Chen  
COLUMNIST

A few examples of the juicier posts on juicycampus.com include bickering surprises, biggest tool, looest vagina, smallest dick and the real reasons people took years off. Pretty funny to us, but pretty humiliating for the subjects of interest. The University should ban this website. JuicyCampus stokes the deviant and superficiality of even IvyGate. I won't deny it: The moment I heard about it I perused a few for a half hour. I found most of the posts hilarious, even the ones about my friends. While it tickled my brain for that half hour, afterward rationality kicked in, and I realized that some of this stuff could ruin people.

We all enjoy what we see on the site, but we also know that it is not in everyone's best interest. On principle alone, creating a site that promotes the labeling, criticism, defamation and humiliation of others members of our community is plain wrong. While people gossip among themselves regularly, creating a facility that streamlines this process is ridiculous. An open, anonymous, networked forum increases gossip exchange greatly, increases the number of people who participate and increases the number of people that get the shaft. The site also cannot qualify as a novel method of communication, especially since the communicators are totally anonymous and unknown to each other.

Many students were afraid of invasion of privacy with the greater communication and information exchange of facebook.com, but those fears have generally subsided with up-

**NO**

Alexis Levinson  
COLUMNIST

Don't lie. When you heard about juicycampus.com, your first reaction may have been disgust, but your second one was hitting the website, typing in your name to make sure you weren't on it and then looking through the threads. And if you haven't heard of it before, well, you're probably checking it out right now. So get off your moral high horse.

There's no denying that a lot of the posts on juicycampus are degrading, despicable, potentially libelous—pick your pejorative adjective. It's also entertaining, but until you're the subject, "sticks and stones can break your bones but words can never harm you" hasn't held water since, well, forever.

The University of New Mexico banned Facebook in 2005 until it gave in to student protests the next semester. But would people here really organize a protest to have their access to JuicyCampus? I hope not.

There is no way to prevent people from accessing the site and no way for the website itself to shut down. Disallowing people from accessing the site on the Princeton network could be a way for Princeton to join or even lead the way with other universities who are also being pressured to ban the site.

Ben Chen is a mechanical and aerospace engineering major from Los Altos, Calif. He can be reached at bc2@princeton.edu.

Alexis Levinson is a sophomore from Los Angeles, Calif. She can be reached at aleclevinson@princeton.edu.
FACULTY

Digital orchestra wins MacArthur funding

By Paige Kestenman
PRINCETONIAN STAFF WRITER

The Princeton Laptop Orchestra (PLOrk) has received an Innovation Award totaling $238,000 from the MacArthur Foundation’s Digital Media and Learning Competition.

Co-founded by music professor Daniel Trueman GS ’99 and computer science professor Perry Cook in 2005, PLOrk is a musical performance group of 15 laptop-based instruments.

The award money will allow the currently technologically limited PLOrk to become more portable, stylish and harmonious, Trueman said. PLOrk was one of 17 competition winners, chosen from 1,010 applicants.

“The 17 winners represent some of the best thinking from many disciplines and professions working to harness the power of the web for learning,” MacArthur Foundation President Jonathan Fanton said in a statement.

“Musical instruments are amazing, seductive technological objects, and our aim is to make digital musical instruments inspire the way acoustic instruments do,” Trueman said in an e-mail.

“As it stands now, the PLOrk ‘stations’ are quite heavy and awkward to carry around; no one would ever want to haul one around campus to their dorm room,” Trueman said. “One

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(continued on next page)
Award to expand PLOrk tech.

**MUSIC**
Continued from page 1

... of the aims of the Princeton Laptop Orchestra is to enable students (and professionals!) to make electronic music anywhere, anytime.

“We've been working with the same basic technological setup since the orchestra started,” PLOrk co-director Seth Cluett GS said. “Now that we know what it is capable of, we can adapt and modernize the technology.”

The MacArthur funding will pay for the development of new, more portable hemispherical speakers as well as improvements in the use of local wireless networks carrying time-sensitive musical information.

“Networking is one aspect of making music jointly with laptops that really is without precedent,” Truemn said. “In addition to listening, we can share information — beats, melodies, text messages, meta-data, whatever — over the network and collaboratively compose and perform.”

The grant will also encourage new techniques for interacting with a computer in musical ways, whether using existing technology like a Wii remote or new designs built at Princeton.

“Within this new highly mobile and robust real-time laboratory, we aim to teach and discover new ways of making music that rely on digital networking,” Truemn and Cook said in their project proposal.

PLOrk is a particularly “brilliant” idea because it provides a way for students of any musical background to create music, music department chair Scott Burnham said.

“We've had everyone from Ph.D.s to freshman seminars working with the program,” Burnham said. “It's a superb pedagogical tool.”

PLOrk is also a unique way to teach computer science because students become inspired when they hear the results of their coding, Cluett said.

The computer equipment, however, was expensive to set up and is costly to maintain, Burnham said.

“[PLOrk] is a terrific enterprise, and it's expensive,” Burnham explained. “This grant will really help [Truemn] continue to develop it.”

The Innovation Award is part of MacArthur’s initiative to determine how technology affects the current generation in all aspects of life. This year's winners will receive developmental and educational support as well as funding.

Though Cook and Truemn entered the competition together, MacArthur has an editorial policy that only one investigator is listed per grant, and thus Truemn is the official recipient.

Students in MUS/COS 314: Computer and Electronic Music through Programming, Performance, and Composition and MUS 316: Computer and Electronic Music Composition are the performers in PLOrk this semester.

PLOrk will be performing on April 5 in Chicago and May 16 on campus.
Students question intent of controversial website and call for boycott

FORUM
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"Toxic" tales

"In my opinion, JuicyCampus is trash," sophomore class president Connor Diemand-Yauman '08 said. "Its primary function is to create a safe haven for everyone who wants to believe, embarrass and degrade other students by protecting them with a blanket of anonymity." Diemand-Yauman, like many other Princeton students, sees the site as hurtful and dangerous.

Sarah Ferguson '08 has firsthand experience with the negative effects of JuicyCampus. She was named on the site in several defamatory posts and challenged the anonymous poster to "grow a pair" and say something to her face.

"I have a right to stand up for myself," said Ferguson. She was just so afraid and so wrong," Ferguson said in an interview. "I don't, particularly want the entire Princeton population thinking I'm the type of person who is that sexually promiscuous. It is unfortunate to become sort of a caricature of myself, but I think the people who are close to me know that that's not who I am."

Ferguson has vowed never to visit the site and forbade her friends from talking about it because "it is too toxic." JuicyCampus gives its users protection from accountability and offers few options to those who feel wronged by the site. Though JuicyCampus's terms and conditions state that users should not post defamatory content, it does not associate IP addresses with specific posts, does not allow posts to be edited or removed and, short of subpoena, does not give access to its server data.

Matt (vester, a 2005 Duke graduate, founded JuicyCampus as a place for students to share personal experiences. In an interview, vester said the site is "meant as a fun place to hang out on the internet."

"The reason we gave users the option to be anonymous was so they could post the things that most interested them without being afraid of the repercussions they could face from school administrators, professors or whatever. We want people to be honest on our site," he said.

Honest or not, people are telling lots of stories on the site. The site's introduction at Princeton coincided with spring Bicker at the eating clubs, and since then Prospect Avenue has become one of the most popular topics on the site.

"It is not surprising to me that it is mostly sophomore names that are on there," Ferguson said. "The intense competition that surrounds Bicker fuels it."

I think the site has induced a kind of paranoia within the student body," Diemand-Yauman said. "Immediately when I heard about the site I was worried, 'Oh no, is there something written about me?' So what do I do? I go look on the site, and then I am perpetuating this hurtful cycle. If you are visiting the site you are supporting it — bottom line."

Like Ferguson, Diemand-Yauman has stopped visiting the site. He also supports the idea of a school-wide boycott of JuicyCampus.

"I believe the site is dangerous. Lately, we've seen all too often what happens when people are ostracized, humiliated and hurt by others," Diemand-Yauman said.

"We have no idea what people go through daily and who might be on the edge."

One of the most extreme examples of the tragic consequences that can result from cyberbullying is the recent suicide of Megan Meier, the teenager from St. Louis whose death was largely attributed to her own experience with the networking site MySpace.

When asked about the possible dangers of the site, vester admitted that "there are risks of cyberbullying," but added, "I don't think JuicyCampus causes those effects. We don't encourage lies to be posted on our website in any regard."

USG president Josh Wein; '08, a senior in music, has received dozens of complaints about the site and has discussed the site with many administrators. "I think the proper response is for the student body to work together on stopping this problem," Wein; said.

Here to stay

A senior at Loyola Marymount University (LMU) was recently arrested for using JuicyCampus to post a threat to kill as many people as he could. As a result, students at LMU have created the "BAN JuicyCampus!!" Facebook.com group that asks for the site to be blocked from the LMU network. The group states that its mission is to "ban JuicyCampus from our individual lives" and has nearly 900 members.

Similar efforts have not taken place at Princeton, and University spokesman Cass Cliatt '90 said in an e-mail that "it is not the University's policy to prohibit access to websites for reasons not related to preventing criminal enterprises or acts."
TECHNOLOGY

OIT may add more Apple

By Michelle Wu
PRINCETONIAN STAFF WRITER

Macs have outstripped PCs in laptop sales through the University's Student Computer Initiative (SCI), which sold three Macs for every two PCs last fall.

"The percent of Macs on campus has grown significantly," said Steven Sather, OIT's director of support services. "Five years ago there were about 10 percent of the computers that were Macs. That number has grown by a little over 10 to 15 percent each year to this year." He estimated that about 40 percent of the student body owns Macs.

Macs have traditionally been more attractive to college students than to the average American consumer because of their aesthetic appeal and because Apple the student demographic in its advertising campaign.

The introduction of the Windows Vista operating system last year offered a more aesthetically appealing desktop than previous Windows systems. The growing popularity of Macs, however, remains relatively unaffected. Users are unearthing technical problems with Vista, and Apple also introduced its own system upgrade, Leopard, in October 2007.

Leopard offers users new features but keeps its characteristic appearance. The operating system includes features such as "Spaces," which allows users to organize applications and remove desktop clutter, and "Time Machine," which lets users access their computer systems exactly as they appeared the previous day.

For Yi Liao '11, who bought her first Mac through SCI last fall, the new operating system has costs and benefits. "Printing is such a pain now because the popup program that works with the cluster printers doesn't work with Leopard."

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PCs trail Macs in sales for fall term

LEOPARD

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Leopard," she said. "Otherwise, it's pretty cool. I like the mail [features] they incorporated — when people e-mail you stuff, you can immediately add those events to the calendar. Little details like that — it's a lot smoother."

Mac's newest laptop model, the MacBook Air, is only .76 inches thick when closed, and its lightweight portability appeals to students. Sather said that though OIT has not yet determined which models will be offered through SCI next year, the MacBook Air will be considered as one of the options.

A criticism of Windows Vista was that older PCs were not powerful enough to run the new operating system. On the other hand, a new program called Boot Camp is automatically configured with Leopard and allows users to run both Windows and Leopard on their Mac computers, choosing which system to run at startup.

The University provides Macs and PCs for student use in campus facilities and in the computer clusters. When purchasing new machines, OIT takes into consideration that "we want computers in the clusters to last for three years before we replace them," Sather said. "We've been upping the number of Macs in the labs to more closely align with the number of Macs owned by students."

With Macs' new ability to run both systems, however, replacing all PCs with Macs in the future might afford the University a practical and cost-saving alternative.

"We're looking at how we can use Boot Camp effectively in places like clusters," Sather said, but "looking at a computer cluster that just has Macs in it would be a couple years down the road."
New tower to boost signal

By Isabel Fike
PRINCETONIAN STAFF WRITER

An AT&T antenna atop Fine Hall is in the final stages of construction and is scheduled for completion next week.

"The antenna has been put up with the intent to improve the phone service on campus and in the Princeton community," University Director of Community and Regional Affairs Kristin Appleget said. "Students should hopefully notice an improvement almost immediately once the antenna is complete."

The plan for the antenna has been in the making for more than a year, but due to a lengthy planning board review process, construction only started in January. Concealment panels are currently being placed around the antenna to make it less visible to the public.

T-Mobile and Sprint are also building antennas on top of Fine Hall that will be complete.
Patrolling the edges, rethinking the core
Princeton researchers envision a more secure Internet

Teresa Riordan

Like human society itself, the world's computerized infrastructure is wondrously complex, both spectacularly fertile and deeply flawed. The Internet is, without question, a worldwide success. More than a billion people use it. On many places on Earth, the World Wide Web and e-mail have become so integrally woven into the fabric of life that it is hard to remember that just 20 years or so ago the Internet was an idea in its infancy. Banking, air travel, the electrical grid — all have been transformed by computers and the Internet.

But the near-magical powers that the digitized world provides can be harnessed both for good and for ill. A recent report produced by the National Research Council and the National Academy of Engineering — while delineating the great promise of our networked culture — also warns of "ominous threats."

"Cyberspace in general, and the Internet in particular, are notoriously vulnerable to a frightening and expanding range of accidents and attacks by a spectrum of hackers, criminals, terrorists and state actors who have been empowered by unprecedented access to more people and organizations than has ever been the case with any infrastructure in history," write the authors of "Toward a Safer and More Secure Cyberspace," which urgently calls for a substantial increase in funding for cybersecurity research. The report argues that most of the players who are dependent upon cyberspace are unaware of how vulnerable and defenseless they are, and that the nation is "paying enormous costs for relying on such an insecure infrastructure."

Just how can a system that is as complicated as human society be made more secure? Some of the most influential thinkers on this question sit just a few dozen steps away from each other in the engineering complex on the Princeton campus: Edward Felten, director of the Center for Information Technology Policy, focuses on software and policy; Ruby Lee heads the Princeton Architecture Lab for Multimedia and Security; and Larry Peterson and Jennifer Rexford are key players in the Global Environment for Network Innovation.

While these researchers may be physically proximate, their unique visions on how to best ensure cybersecurity can seem worlds apart. What follows are portraits of these pathfinders at the frontiers of security research.

A 'clean sheet' redesign

Peterson is chair of the computer science department and a force behind the Global Environment for Network Innovation (GENI), a National Science Foundation-backed effort to build a testbed Internet — one that parallels the actual Internet but which researchers can use to run all sorts of experiments.

Continued on page 6
Security

Continued from page 1

The research community has a lot of fundamental solutions to offer up to security problems, but currently we have no way to investigate and validate these solutions,” Peterson said. “GENI will enable us to test out what works and what doesn’t.”

GENI is often referred to as a "clean-slate" attempt to redesign the Internet from the ground up. PETRAN said that GENI may indeed lead to a wholesale restructuring of the Internet, if that leads to more incremental changes.

"It's an extreme position to believe that we are going to replace the entire Internet, but we do,” he said.

On the other hand, Rappaport notes, the Internet as itself a model for its own reinvention. "Thirty years ago the Internet was the crazy-cast idea and back then its architecture and telecommunication was the switched system,” he said.

Peterson likes to say that this is "an Internet architecture that was fundamentally upgradable so that new fundamental research in a way that is possible, and that is possible for GENI to be a ground to experiment what network architectures might look like as a ground to look at networking and wireless architectures, and also, for example, Bluetooth, wireless networking, and telecommunication was the switched system," he said.

Peterson notes that the ability of the GENI community to proactively influence the future of the Internet. He points out that if the Internet continues on its current trajectory, industry will make all the important decisions about its future. "If the industry continues to chart the course of the Internet, we won’t even be able to have a national conversation about security and privacy,” said Peterson.

Peterson argues that a blue-sky project like GENI is essential because it provides an opportunity to test ideas on the Internet experimentation facilities. "We can test the feasibility of a new idea and then see what works out and what doesn’t work out," he said.

So far, the Internet has proved to be exceedingly interactive at the "edge" — for example, giving the new material for an incentive 10-year-old in the billion-dollar music industry a few knaves in the invention of Napster. Peterson sees GENI as the means to train innovative thinking in the technology and the cultural aspects of the Internet, instead of just technical applications.

GENI will allow researchers to experiment with new approaches to understand the Internet. It will also allow them to play with new technologies that eventually may upend the network of networks that currently serves as the Internet's nervous system with something we can scarcely begin to imagine. 

"We don’t want the Internet to become more secure," Rappaport said. "We want the Internet to become more useful. We want the Internet to be a tool that can improve the quality of life."
Security

Continued from page 6

improving routing protocols — the rules by which information is shunted from one path to another across the Internet. In this, Rexford is aiming to increase security incrementally over time — taking in many ways the opposite of the “clean-slate” approach that GENI promises.

The Internet is essentially an aggregation of 25,000 or so separately operated networks of computers. They are stitched together by the “border gateway protocol,” which is notoriously insecure.

The system works fine when all the players are honest. But some players are not, and thus arise the unfortunate phenomena of identity theft, spam and denial-of-service attacks. “If you lie about who you are you can easily reroute Internet traffic,” said Rexford. “Which is why it is so crucial that we address this vulnerability in the system.”

Felten, Lee, Peterson, and Rexford are by no means the only researchers at Princeton wrestling with security and information technology. In electrical engineering, Paul Prucnal and members of his lab are building stealth communications networks with optics; Niraj Jha recently received a major National Science Foundation grant for building architectures for secure embedded systems; and Hisashi Kobayashi and Mung Chiang have concentrated their powerful analytical skills on various aspects of communications security. In computer science, Robert Tarjan is conceptualizing trustworthy systems with well-understood security and privacy properties; Andrew Appel is casting a vigilant eye on electronic voting security; David Walker is pursuing secure software applications; and Boaz Barak is working in fundamental cryptography. And H. Vincent Poor, dean of engineering and an electrical engineer, is exploring new ways to provide security in wireless communications, the use of which continues to increase dramatically.

It is precisely the unfettered proliferation of inspired yet divergent research agendas — epitomized by the work currently under way at Princeton — that offers the promise of security to the ever-increasingly networked world. In certain respects, all of these researchers are intellectual heirs of Robert Kahn, one of the cofounders of the Internet who earned his Ph.D. in electrical engineering from Princeton in 1964. Like Kahn, they are boldy challenging the status quo, imagining new possibilities.

At a recent event at Princeton, Kahn posed the following provocative question: Just how will the research community — where many of the really innovative ideas have originated — influence the future of the Internet, now that it is so deeply imbedded into our society? “That,” he observed, “is one of the more interesting problems of our time.”

A version of this article first appeared in the winter 2007 ESQuad News.

Short-term, high-impact research

Edward Felten

Spectrum of solutions

Jennifer Rexford
INTERNET

N.J. subpoenas JuicyCampus

By Kate Benner
PRINCETONIAN SENIOR WRITER

Juicycampus.com was subpoenaed by New Jersey Attorney General Anne Milgram earlier this month. The attorney general’s office is investigating whether JuicyCampus — a gossip site on which students from 60 universities, including Princeton, posted anonymous comments — misrepresented itself to consumers and violated the Consumer Fraud Act.

The Consumer Fraud Act is a civil act that “deals with undisclosed or erroneous information in terms of a commercial transaction,” said Bill Potter ’68, a partner at the Princeton-based law firm Potter & Dickson. A violation of the Consumer Fraud Act warrants a civil penalty of up to $10,000, and subsequent violations carry a penalty of $20,000.

“What we’re seeking is factual information about the operation of the website and how it honors its representation,” said Jeff Lamm, a spokesman for the New Jersey Division of Consumer Affairs.

“We are currently not commenting on this matter,” said

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Controversial website may face legal action

GOSSIP
Continued from page 1

March 25, 2008, The Daily Princetonian

In addition to the subpoena of Lime Blue, the owner of JuicyCampus, Milgram subpoenaed AdBrite, a company that advertises on the site, and Google, which only stopped advertising on JuicyCampus in February.

"JuicyCampus was in violation of our terms of service," Daniel Rubin, a spokesman for Google, told The Chronicle for Higher Education last week. This violation prompted Google to discontinue advertising on JuicyCampus.

"I would guess ... they're trying to find a way to stop what they think is bad practice by appealing to values that aren't first amendment values," Wilson School professor Stanley Katz said.

"This goes beyond free speech because JuicyCampus isn't enforcing its user agreement," Julian Smisek '09, president of the Princeton chapter of Amnesty International, said in an e-mail.

"I fail to see where there's fraud in the free exchange of information on a website," Potter noted. He added that a successful prosecution "could have a chilling effect on the free exchange of information."

Juicy on campus

Princeton is the only "supported campus" in New Jersey, and according to the website of The Press of Atlantic City, Milgram said the complaint originated from a Princeton student whose name and address were posted on the site. It is against JuicyCampus' Terms and Conditions to post private information, including addresses.

Lamm refused to confirm the identity of the complainant but noted only that he or she was a New Jersey student or resident. "We're aware of students who basically are maintaining that they are being victimized," he added.

Princeton's JuicyCampus website is viewed more than that of any other Ivy League school besides Cornell. According to the March 7 Yale Daily News, Marichal Gentry, the dean of student affairs at Yale, has consulted general counsel as to the possibility of banning JuicyCampus at Yale and imposing punishments on those who log in.

Despite JuicyCampus' popularity at Princeton, student responses to Milgram's actions have been generally positive, though some doubt the effectiveness of the legal action.

"While I believe in the constitutional amendment of free speech, I realize the negative effect of JuicyCampus and the atmosphere it harbors and fully support the actions of the attorney general," T.J. Klein '09 said.

Shawn Cruz '10 was in favor of the subpoenas, but noted, "It seems like they are trying to find any law possible to take away JuicyCampus."

Connor Diemand-Yauman, Class of 2010 president, previously called for a boycott of JuicyCampus and is collaborating with Associate Dean of Undergraduate Students Thomas Dunne and the Office of the Dean of Undergraduate Students to organize a campaign against anonymous statements.

"I think it's a step in the right direction," Diemand-Yauman said. "It's comforting to know that those online standards are being upheld. The bigger problem, he added, is the willingness of Princeton students to participate in a website where students "anonymously and cowardly [post] information about their classmates."

"One of the reasons that it's particularly problematic is that this site is targeting institutions where we are encouraged to lay claim to our thoughts," Diemand-Yauman said. "They are using college campuses for an organizing platform when it is absolutely antithetical to the role that colleges play."
Webmail tops USG Senate meeting agenda

By Kelly Lack
PRINCETONIAN SENIOR WRITER

OIT representatives heard student comments and suggestions regarding the University Webmail system at a USG Senate meeting last night.

USG vice president Mike Wang '09 described the Sun Java Webmail system as "highly in need of improvement."

Among the problems with the current Webmail system discussed at the meeting were its inability to filter messages, to search through multiple folders at the same time and to retrieve e-mail addresses previously used when the user types in the first few letters.

The representatives from OIT, who included senior manager of customer services Leila Shabu-bender, presented students with the options they are currently considering, stressing that no decisions have been made yet.

One of the options under consideration is "moving most students to Exchange [a Microsoft e-mail front similar to Outlook or Mozilla Thunderbird]," explained Christyne Beavers, technology integration specialist at support services at OIT.

"We're doing this assessment [regarding student opinions of the e-mail system], and in the background we're doing an assessment on cost-analysis to try to determine which way to go," Beavers said.

Shahbender also brought up a "digital [student] suitcase" available at princeton.edu/suitcase, which is an online service students can use to create a downloadable zip file for storing their Princeton University e-mail, files on their H drive and blog entries.

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OIT hears feedback on e-mail

INTERNET
Continued from page 1

Though this service is "meant for people who are leaving campus [so that they] can take all their intellectual property with them, anyone can use it while they're at Princeton if they want to back up their H drive or back up their e-mails," Shahbender said.

USG social chair Christian Husby '08 said he used to use the Sun Java Webmail system but has since converted to Gmail because of the other features it included, such as a plate to store documents and a calendar.

Students also prefer to use other applications because of the notifications that pop up when they receive an e-mail, U-Councilor Becca Silver '09 said.

That the University increased the size of the e-mail quota five-fold, however, was helpful, Class of 2010 senator Cole Morris said.

U-Councilor Liz Rosen '10 added that another benefit of the current system is the effectiveness of the University's junk-mail filter.

Students also expressed a desire during the meeting to retain their Princeton e-mail addresses after they graduated.

"To notify everybody [about a new e-mail address] would just be kind of a hassle," Husby said.

Even if the University did outsource its e-mail, most students agreed that they would prefer to keep "Princeton" in their e-mail addresses.

"We can't promise to implement anything with a new system, but we're trying to get feedback from you to find the best fit possible," said Joseph Karam, manager of enterprise infrastructure services at OIT.

Another item on the meeting agenda was amending Article III, Section D of the USG constitution to stipulate that "all appropriations from the Senate Pilot Programs fund which are greater than $1000" must require Senate approval.

The amendment was approved unanimously.

Finally, USG president Josh Weinstein '09 encouraged students to attend Ivy Council meetings, at which student government representatives from across the Ivy League gather to discuss campus issues.

While he acknowledged that the Ivy Council has been faulted for its lack of accomplishments, Weinstein said he found attending the meetings helpful because it gives him a chance to hear about issues at other Universities.

The next Ivy Council meeting will occur this Friday afternoon at Cornell.
CLASS OF 2012

Admissions decisions go live on website

By Doug Eshleman
PRINCETONIAN SENIOR WRITER

After months of breathless anticipation, eager applicants logged online yesterday evening to find out if they had been granted a spot in the Class of 2012. Next year's freshman class will be the first that did not have the option of applying Early Decision to the University.

Just more than 6 percent of the record 20,118 applicants will receive acceptance letters, compared to rates around 10 percent in previous years, with the target size for the Class of 2012 being 1,240 to 1,250 students, Dean of Admission Janet Rapelye said in January.

The University will confirm the admissions statistics later this afternoon.

Though applicants can opt to find out their admission decisions online, they can also choose to wait for paper letters to arrive in their mailboxes all over the country over the course of the week.

Last year, 68 percent of the students admitted decided to enroll at the University. Rapelye acknowledged in an interview with The Daily Princetonian last November that the University would be conservative in the number of students admitted this year, though the elimination of Early Decision could mean lower yields than in previous years.

Rapelye anticipates drawing more heavily from the waitlist this year than in past years to increase yield.

The decision to eliminate Early Decision was "made with recognition that selectivity ratios and yield percentages may change, but that the underlying moral obligation to equalize the admissions process is more important," Young Alumni Trustee Matt Margolin '05 said after the September 2006 announcement of policy change.

Rapelye acknowledged the possibility that Princeton may lose its No. 1 U.S. News and World Report ranking, as well as lose potential applicants to other schools that promise better chances of admission with their early-admissions policies.

"We're in a position of strength, and it takes courage, but it's the right thing to do," she added.
By the numbers

The University's Office of Information Technology helps students, faculty and staff work effectively with all kinds of technology, from e-mail and administrative software to classroom teaching tools. The office's help desk — which provides telephone and online assistance for computing and network problems — recently extended its hours to 24 hours a day, seven days a week, except on University holidays.

• The help desk responded to 539,635 phone and e-mail inquiries during the 2006-07 fiscal year. The help desk's physical counterpart, the Solutions Center in the Frist Campus Center, had 7,508 visitors during that time. Those needing computer help also can visit <oitweb.princeton.edu> to chat online with help desk staff or browse the Knowledgebase, a database of common topics and questions, to which 200 new solutions were added last year.

• The office held 308 classes during the last fiscal year to train members of the University community in software programs such as Excel and Photoshop as well as the Roxen content management system. Close to 1,900 people attended.

• The office also promoted the artistic talents of its staff members by holding its first fine arts and crafts exhibit, "OIT Expressions," last June, with 100 submissions from its staff. This year's show opens June 20 at the Lucas Gallery at 185 Nassau St.

Source: Office of Information Technology

April 7, 2008, Princeton Weekly Bulletin
(continued from previous page)
Upgrades to enhance PeopleSoft HR, student records systems

Planned upgrades to the University's PeopleSoft system are intended to provide better navigation, greater ease of use and new features for human resources and student records applications that are used by faculty, staff and students.

The Office of Information Technology (OIT) has been working with the offices of human resources, the registrar, the dean of the faculty and others on the upgrades throughout the 2007-08 academic year. New versions of the systems are scheduled to be available Aug. 5. Current systems will be offline from Aug. 1-4 for upgrading.

Human resources applications affected include the online self-service system at <www.princeton.edu/selfservice> that enables faculty, staff and retirees to enroll in benefits plans, change personal information and update emergency contacts. The changes also affect nearly 430 staff members who are users of the central human resources, benefits and payroll systems.

Student administration applications affected include the online course registration system used by students as well as grading and advising sites used by faculty. They also include the undergraduate and graduate admission systems and academic administrative functions such as curriculum management, grade recording, course roster viewing, transcript updating and degree requirement tracking, which in total are used by some 1,450 faculty and staff members.

Irina Rivkin, senior manager of enterprise resource planning systems in OIT, said that navigation of the human resources self-service system will be greatly improved through the upgrades. Key changes on the academic side include a redesign of the course information and faculty advising systems with input from the Office of the Dean of the College, including one feature that will add students' photos to each class roster, Rivkin noted.

The PeopleSoft financial system is not affected by the upgrades.

Information sessions, online demonstrations and hands-on training opportunities will be available prior to the launch of the upgraded systems. Registration information for training sessions and further details about new features are available at <www.princeton.edu/PSHelp>. Additional details about the upgrades also will be e-mailed to users of specific systems.

Questions can be directed to the OIT Help Desk at 258-HELP (4357).
By the numbers

Audio files of hundreds of lectures and other events held at the University are available as free downloads from Princeton’s podcasts website at <www.princeton.edu/WebMedia/podcasts/>. Since the site’s debut in 2006, hundreds of thousands of people have accessed the podcasts.

- The podcasts feature a dynamic lineup of distinguished guests who visited the University dating back to 1998. Audio of lectures by such notable figures as movie director Martin Scorsese, U.S. Sen. Hillary Rodham Clinton, New York Times columnist Bob Herbert and Afghan President Hamid Karzai — in addition to Princeton professors such as philosopher Kwame Anthony Appiah, computer security expert Edward Felten, poet Paul Muldoon and mathematician Ingrid Daubechies — can be easily downloaded as MP3 files for audiences on and off campus.

- Those who are interested in receiving the podcasts on their MP3 players can sign up to download every podcast and have new ones sent to them automatically. Between July 1, 2007, and May 1, 2008, more than 100 million podcasts were downloaded.

- Currently there are more than 550 podcasts available. As of the beginning of May, the five most popular were: a symposium called “What Is Prayer?” featuring Sister Mary Margaret Funk of Our Lady of Grace Monastery and scholars David Hall of Harvard Divinity School, Albert Raboteau of Princeton and Carol Zaleski of Smith College; Princeton provost and legal scholar Christopher Eisgruber speaking on “Religious Freedom and the Constitution”; two lectures by Paula Fredriksen of Boston University on “Sin: The Early History of an Idea”; and Princeton’s 2007 Commencement ceremony.

- People from 184 countries have accessed the podcasts. Outside of the United States, the countries where the podcasts are the most popular are Canada, China, Germany, Japan and the United Kingdom. However, the podcasts have also attracted at least one listener from the following countries: Andorra, Burkina Faso, Cuba, Micronesia, Samoa and Zambia.

Source: The Office of Information Technology’s New Media Center.
Calendar

June 16 - Sept. 6

"Temperamental Sea" by Michael Devlin, a mailing production supervisor in the Office of Information Technology (OIT), is part of an exhibition that will be on view in the Lucas Gallery, 1BS Nassau St. The second annual exhibition, titled "OIT Expressions," will include paintings, poetry, photographs, art, glass, fabric art, wood carving, sculpture, writing and music.
**ART**

**Outside the Cubicle**

Princeton University's Office of Information Technology employees share their creative skills in an art exhibit.

By Megan Sullivan

Clockwise from left: Darcy Cotten's "Summer Night," "Duck Duck Goose" by Mark Pellecchia and Leah Targan's stained glass "Playground" are on view in OIT Expressions.

We all wear masks. We may be completely different people outside of work than when on the clock — someone our office colleagues might not recognize.

The exhibit OIT Expressions, on view at the Lucas Gallery in Princeton June 21 through July 13, shows the creative side of individuals usually recognized or identified by their computer-related skills. The artists are all employees of Princeton University’s Office of Information Technology.

A brightly colored abstract by Mark Pellecchia, titled "Masks," relates to the common thread of the exhibit that we have interests that stem beyond our cubicles and offices. "We all have a lot of sides to us we don’t always show," says Mr. Pellecchia, a desktop support specialist.

"You look at somebody sitting behind a desk on a computer and you have no idea what they do in their spare time," says Darcy Cotten, a computer graphic designer and artist, who is on the OIT Expressions committee. "I had no idea there were so many talented people... it’s like you’re meeting somebody different when you meet them at the art show."

The concept of having an OIT employee art exhibit came about when the department adopted a diversity initiative project about two years ago. The intention was to give employees the opportunity to express their diversity in ways that might not be seen immediately through their job position. A group of nine employees pooled their efforts and formed an art committee, and the first OIT Expressions exhibit was held last June.

This year, the committee has 10 members and 80 works of art will be on view from 25 artists, including paintings, photographs, art glass, fabric art, woodcarving and sculpture. Biography information also will be posted so viewers can learn more about what the artists do, both inside and outside of work.

Ms. Cotten works in the office of printing and mailing, which is not on the university’s main campus. Because of this, she says it’s difficult to know what a lot of her coworkers do. "There are people who work one building from each other, but because what they do doesn’t overlap with someone else, they never meet them," says Leah Targan, executive assistant to the vice president and chief information officer, as well as an OIT Expressions Committee member.

Through the exhibit, gallery visitors might discover that Mr. Pellecchia enjoys hiking on nature trails and mountain biking. He turns his phone off and leaves it in the car whenever he escapes outdoors, disconnecting himself from the technological world. "I love nature, you have to have that if you're in computers," he says. "Too much technology and you go nuts."

His ideas often come from nature, as in his drawing "Duck Duck Goose." While walking through Mercer County Park one day, he decided to sit alongside the lake to relax. "I saw these geese just hanging out in the middle of the lake, and it just looked so serene and peaceful," he recalls. "I wanted to capture it to remember that image in my head."

Mr. Pellecchia uses visual expression as a way to relieve tension. "I tend to be one of those people that is high-strung and art is my therapy, it levels me off. It just feels good to do, honestly."

In addition to her job at OIT, Ms. Targan makes commissioned stained glass art pieces, from boxes to lighting fixtures to windows (www.stainedglassart.com). She took her first stained glass class in her 30s, which has opened a new world of expression for her for nearly 20 years. Ms. Targan’s pieces on view include a stained glass box that looks like a miniature playground. The lid has working swings, seesaws and a sandbox filled with real sand.

Examples of her beadwork, using fine glass seed beads, will also be on view. "Mom's Secret Garden" is a bright green, double strand, 32-inch necklace dotted with colorful leaves and flowers. "Even though I haven't been beadning for years, I've been collecting beads for decades," Ms. Targan says. "I picked out all the beads that look like they belong in a garden."

To keep the mood of the exhibit light, Ms. Targan will show her first pair of knit socks on view. "I've been knitting since I was 6," she says, "but I never made a pair of socks because I had the feeling if I knit one, I would be so aggravated I would never finish the second one." A couple of months ago, she finally found a class that taught how to knit both socks at once with a circular needle.

"One of the things I'm finding, some people in our organization don't realize this is supposed to be a good time... I thought people might get the idea if I put in a pair of socks, they might submit other silly things that express themselves."

Ms. Cotten attends a writers group every week, and also has painting nights each Tuesday as an outlet from daily stresses. "I get involved in something and you kind of lose all sense of time and the problems you have in your life," she says of painting. "It's just wonderful."

Her paintings on view include "True Pieces," a portrait of her daughter swimming. "She's in the pool and she's having a blast splintering water and everything," Ms. Cotten says. "I called it 'True Pieces' because she loves the water and she really is a Pieces, so it fit. And she has that expression of plain old summer fun on her face."

"Summer Night" features Ms. Cotten’s son, reclining in a porch chair and wearing a man's hat, muscle shirt and a tough guy expression on his face. Reflecting back on the painting, Ms. Cotten realizes it was a transition point for her son, who had just turned 18. "He's in a part of his life where he's almost grown up, but he's not, so you kind of see it in the painting."

In addition to paintings, she also has a piece of photography and three poems on view. As a member of the art committee, Ms. Cotten has discovered her talents in other areas, and says she never would have pushed forward with writing if it weren't for the show. "There's no stopping me now," she says.

All three artists agree it can be intimidating sharing their work with the public, having paintings themselves vulnerable to the critique of their peers. Ms. Targan submitted a piece inspired by MacDougall's "The Expulsion from the Garden of Eden," but was hesitant to share the drawing at first. "I was very scared to show this type of expression to the world," Ms. Targan says.

"At first, art to me was a little scary," Mr. Pellecchia admits. "When you do a piece of work, you're putting a piece of yourself in it for everyone to see. I tend to be private when it comes to my emotions, so this was a big step for me."

The OIT Expressions exhibit will be on view at the Lucas Gallery, 185 Nassau St., Princeton, June 21-July 13, Hours: Mon.-Fri., 10 a.m.-7 p.m.; Sat., 10 a.m.-5 p.m.; Sun., noon-5 p.m. Closed July 4. Admission is free. http://etc.princeton.edu/oitexpressions

June 20, 2008, The Princeton Packet