Office of Information Technology

Annual Report
2010-2011
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In June 2001, just over ten years ago, I joined the Princeton University community. Since that time, I have had a chance to work with, and among, a unique community of people. I have also been given a rare opportunity to oversee an organization as it is changing and evolving to meet the needs of the greater community it serves. This annual report is a special edition that summarizes our efforts to support the University’s information technology needs of this past year and, at the same time, looks back at the beginnings of the OIT organization and the many achievements that have moved IT at Princeton “ten years forward.”

From the beginning, OIT inherited a strong and robust technical infrastructure. With this solid infrastructure in place, we were able to turn our primary focus to improving our organizational effectiveness and expanding our role as a service organization. This new focus led to our now long-standing mission statement and goals, which continue to guide us in our efforts to deliver information technology products and services that meet the needs of the Princeton community and achieve the highest level of customer satisfaction.

In its first year as a new organization, OIT developed an “IT governance model” of appropriate advisory councils, to ensure that decisions about IT products and services reflected the needs of the community. This governance model provides a mechanism for faculty, staff, and students to partner with OIT to collectively determine the strategic direction of IT at Princeton. The Senior Advisory Group on IT (SAGIT) advises the Provost on funding for strategic IT initiatives. The Enterprise Systems Planning Group (ESPG) helps prioritize administrative and academic system needs. The Project Management Team (PMT) provides leadership and guidance on the delivery of administrative products and services. The Research Computing Advisory Group (RCAG) facilitates collaboration between faculty and OIT to provide centralized research support. The Committee on Academic Technology (CAT) facilitates outreach to University offices most directly responsible for the curriculum.

In 2006, to help assess OIT services and determine IT strategic directions critical to Princeton’s success over the coming years, OIT initiated a University-wide IT planning process. Over 1,000 faculty, staff, and students responded to surveys and participated in focus groups as part of this effort. In 2007, OIT published its IT strategic plan, “Information Technology at Princeton in the 21st Century: A Strategic Direction.” This past year, and still today, OIT continues to make advancements toward our goals, guided by these strategic directions.

One important strategic direction that emerged early on was that of providing support for computational research. We will soon be completing the construction of the High-Performance Computing Research Center (HPCRC), a project that is the culmination of years of relationship building and collaborative work with faculty and one of our most notable achievements. As a result of careful consideration and planning, we are hopeful that the two-story, 40,000 square foot facility, located on the Princeton Forrestal Campus, will support the research-computing endeavor at Princeton well into the future.

As we reflect on our first ten years, 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
Betty Leydon becomes vice president for information technology and chief information officer at Princeton in June 2001. She comes from Duke University, where she was highly praised as an effective and collaborative administrator, who has been very successful in understanding and meeting the needs of many different campus constituencies.

The creation of the new “Office of Information Technology” (OIT) marks a new beginning for Princeton’s IT organization and, with its new identity, a change in primary focus to excellence in service.

OIT enters into dialogue with the campus community about collective wants and needs in the area of information technology and, as a result, undergoes a significant organizational change in order to best serve the campus.

The OIT Help Desk service expands its hours of operation to 24 hours per day, 5 days per week. The extended coverage better meets growing computing support needs.

OIT enhances its website with an A-to-Z list of services, simplifying access to information about, and support for, OIT services and resources.

OIT partners with the Office of Communications and develops a new online calendar that consolidates all public events, simplifying access to event information for the University community.

A new “webmail” service supports the growing number of users who need access to their mail while traveling.

OIT “unplugs” the IBM mainframe over the weekend of April 27-28, removing the last legacy hardware from the 87 Prospect data center, for an annual savings of approximately $400k.

OIT creates an alternate machine room location at New South as a first step towards the implementation of a disaster recovery plan for campus computing facilities.

OIT delivers a number of new “client-server” systems that simplify transaction processing for central business offices and academic departments. These include: Time Collection, Peoplesoft HRMS (Human Resources, Payroll and Benefits Administration), Housing, Departmental Charges, Assets & Equities, and Stripes.

OIT opens up network access during reunions to allow visitors to plug in their laptops and connect to the campus network without registration.

Blackboard Course Management System provides a course website for all courses at Princeton for the first time, along with easy access to digitized video materials and electronic reserve materials from the Library.

A University IT Security Officer is hired to help bolster IT security and to coordinate campus security efforts, such as securing passwords and detecting and preventing network intrusions.

University students enroll in courses online, for the first time, using the new Student Course Online Registration Engine (SCORE).

With new “room draw” functionality, students submit housing applications online for the first time.

OIT deploys high-speed video networking in major University auditoria for the “webcasting” of University events and public lectures.

OIT introduces a “spam” filtering service to keep unwanted mail from reaching the electronic “inboxes” of the campus community.

OIT furthers its commitment to a world-class communications infrastructure and passes the midway point of a multi-year plan to upgrade Princeton’s network infrastructure.
In the most significant increase in central campus computing support in the past decade, OIT opens the OIT Solutions Center in the Frist Campus Center and moves customer support closer to its customers. In its first year, more than 8,000 customers visit the center for general computing support, hardware repair; account management, telephony services, software sales, and support for the Blackboard course management system.

A state-of-the-art Language Resource Center opens in the Andlinger Humanities Center to help sustain the University’s preeminence in foreign language instruction. The facility includes a language laboratory, video viewing rooms, and a state-of-the-art electronic classroom.

The undergraduate admission application is made available via the web for the first time. This customized Princeton Online Application collects appropriate information about prospects long before the application process begins.

To facilitate content sharing between students and faculty, OIT upgrades the Blackboard Course Management System to include Blackboard’s new “content system” component. This new feature provides a collaborative workspace for faculty and students to upload and share documents.

Information technology rates highly among Princeton seniors, placing second among all University services in the survey given by the Consortium on Financing Higher Education (COFHE).

OIT enhances computer security with an Intrusion Prevention System (IPS) that monitors the University network and computers for malicious activity and actively prevents or blocks the intrusions that are detected. The addition of departmental firewalls, together with the core University firewalls, removes 2,330,000 virus and worm-laden messages.

As part of a disaster recovery plan, OIT installs additional connectivity to New South and moves redundant critical servers to that location. This completes the creation of OIT’s first disaster recovery site, which will take over in the event of a loss of the primary data center at 87 Prospect.

Internet2 bandwidth is doubled in response to the increasing number of researchers for whom high performance computing is critical.

OIT hosts the children of its staff at the first coordinated “Take Your Child to Work Day” event. 46 OIT children attend.

OIT responds to the growing demand from undergraduates for expanded wireless coverage on campus and deploys a ubiquitous wireless infrastructure throughout the dormitories and residential colleges. By the end of the summer, 60% of the buildings on campus have a wireless infrastructure.

To meet the changing information technology infrastructure needs of Princeton’s research and teaching community, OIT works with the School of Engineering to plan for future infrastructure support for University researchers. The plan helps OIT determine the resources needed to match the IT infrastructure with the needs and priorities of the research community.

In an effort to operate more efficiently and save money, OIT establishes the “Doing More with Less” Task Force. Task force members identify more than 50 savings opportunities and many of the recommendations are implemented during the year.

Campus visitors can now gain temporary access to the campus wireless network with their laptop computers. Unregistered laptops can use the network for seven days each month.

OIT completes the implementation of the University’s core administrative IT systems and successful launches the PeopleSoft undergraduate Student Records and Admissions modules.

OIT implements a Faculty Office Visits program, in which graduate student consultants visit faculty offices to provide instruction in the use of the Blackboard course management system and related teaching technology.

OIT offers a server hosting service and opens its machine-room facilities to researchers who need a place to house and run their research computing equipment.

OIT develops the Interdepartmental Project Portfolio (IPP) system to track institutional IT initiatives and improve communication and collaboration between OIT and the University community on more than 100 “key” projects.

OIT holds a year-long staff development program, the OIT Team Learning Forum, which enhances professional and personal growth of OIT staff. Twenty OIT staff members participate in the first OIT Team Learning Forum.

OIT works with research faculty across the institution to plan for the evolution of Princeton’s IT infrastructure. Efforts culminate in the acquisition of a Blue Gene/L high performance computing system from IBM. At its inception, the computer, named “Orangeta,” is among the world’s top 100 most powerful supercomputers. Acquiring Orangeta helps faculty advance their research more quickly and provides new avenues for collaboration among researchers.

With the new supercomputer, the University places number 79 on the 2005 “Top 500” list of supercomputers worldwide.

In an effort to streamline IT billing and reduce costs to departments, OIT works with the Provost’s Office to centralize funding for “core IT infrastructure” services and eliminate monthly networking charges to departments.

The University increases its combined Internet and Internet2 bandwidth service to meet growing demands. Basic service grows to 1 gigabit/second, and Internet2 increases to 500 megabits/second. This five-fold increase in bandwidth facilitates large data set transfers, interactive and remote research projects, and sending or receiving live lectures or classes over the network.

OIT completes the last phase of a ‘redundant fiber network installation.’ The backup network will function in the event of a failure of the primary fiber infrastructure in order restore computing services quickly to buildings designated “most critical.”

The new Dell high-performance cluster, named “Della,” brings Princeton’s overall research computing processing power to over 15 trillion floating point operations per second (teraflops), placing Princeton’s research computing infrastructure among the highest ranks of research universities in the country.

Princeton’s collaborative research computing facility is highlighted in “Supporting Research Computing Through Collaboration at Princeton University,” a published report by Educause, the leading nonprofit higher-education organization for information technology.

OIT establishes a committee, the Architectural Review Board (ARB), to ensure that new systems meet security and other key standards. During the year, the ARB evaluates twelve major system initiatives.

OIT begins a new blog, It’s Academic, with stories of interest to the academic community.
OIT initiates a university-wide IT planning process to identify IT strategic directions and future IT investments critical to Princeton’s success over the next five years. As part of this process, OIT conducts meetings, focus groups, and individual interviews with over 1,000 members of the University community.

Working with the Provost’s Office and the University trustees, OIT establishes an annual fund to support strategic IT initiatives at Princeton and develops a process for requesting funding through the Senior Advisory Group on Information Technology (SAGIT).

Through partnership with PICSciE, the Provost’s Office, and individual faculty, OIT acquires the new Dell Beowulf cluster, Woodhen, its most powerful high-performance computer system.

OIT promotes safer and more secure computing practices through a Password Security Campaign and an online Password Management website that helps users easily change passwords.

OIT, working with the Emergency Preparedness Task Force, implements Connect-ED, a notification system that can disseminate critical information to the community during campus emergencies.

To improve cellular telephone service on campus, OIT negotiates the installation of commercial provider cellular equipment at multiple locations on campus. In addition, OIT begins installing internal building equipment to extend cellular telephone coverage in hard-to-reach locations inside buildings.

With the new PeopleSoft e-benefits system, employees use a new self-service feature to make benefits changes online for the first time.

A new room draw system enables students to select their rooms online, replacing a manual process and the need for students to select their rooms in person.

OIT offers a new blog service to support the growing trend in course blogs, faculty blogs, collaborative research, and student journals.

OIT pilots “clickers” in the classroom with the Physics department, the Genomics Institute, and the McGraw Center.

The OIT Help Desk offers Online Chat as yet another way to request IT help.

OIT launches The Productive Scholar, a series of weekly presentations for faculty and students on desktop technology tools available at Princeton.

The OIT Help Desk extends its hours of operation to 24 hours, seven days a week and becomes a part of the new Support and Operations Center (SOC), providing IT support and IT infrastructure monitoring around the clock.

After completing the IT planning process begun in 2006, OIT publishes Information Technology at Princeton in the 21st Century: A Strategic Direction. The report recommends the steps the University should take to consolidate and strengthen its use of IT. Highlighted as the highest priorities are: IT security; digital content management; IT support; collaboration tools; and remote access.

OIT, Facilities, and KSS Architects plan the relocation of most OIT staff to 701 Carnegie Center. OIT leads visioning sessions with its managers, conducts a workplace survey, and develops building design principles based on feedback from staff. Vice President Leydon holds “coffee talks with Betty” to discuss opportunities and challenges of the move with each individual.

Responding to the needs of researchers, OIT acquires 50 terabytes of high-speed disk storage, the Tgress file system, to be shared among all of our high-performance computing (HPC) systems.

OIT hires a digital content management architect to work with departments on a comprehensive, enterprise-wide strategy for storing digital information, searching and archiving data, and controlling data retention and disposal.

21,262 applicants learn of their admission decision online, and admitted students enter profiles, add photographs, and view blog entries about life and academics at Princeton on the new Admitted Students social-networking website.

OIT offers a new “IT Security Check-Up” service to departments, which includes a review of all aspects of protecting confidential and sensitive data.

OIT implements a new “server virtualization” infrastructure to consolidate more than 60 physical servers onto two powerful servers, saving energy and reclaiming floor space.

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

Renovations begin 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 take over service delivery in the event of a major failure at the main data center.

A select group of executives from business, technology fields, and educational institutions are invited to serve on an external advisory group, the Princeton Technology Advisory Council (PTAC). The council will meet annually to discuss technology trends and issues, share best practices, and talk about how Princeton should be thinking about, and planning for, technology over the coming years. It will become an essential component of Princeton’s technology planning.

OIT and PICSciE open a new TIGRESS (Terascale Infrastructure for Groundbreaking Research in Engineering and Science) high-performance computing facility in the Lewis Library and co-locate the OIT Computational Science and Engineering Support staff with PICSciE faculty and their technical support staff to help ensure the continued successful collaboration between these two groups.

Given the economic downturn and the University’s need to look for cost-cutting initiatives, OIT works with the University’s Cost Savings Working Group to develop a comprehensive list of IT cost-savings ideas and begins implementing a number of University-wide cost-savings initiatives that will help the University, and individual departments, meet cost-savings targets.

A new centrally-provided Onbase Document Management System, allows departments to convert paper documents to electronic versions that can be digitally stored, indexed, and retrieved.

OIT creates Technology Consulting Services (TCS) to help departments match IT solutions to business and academic needs and to provide personalized consulting, needs assessment, and process improvement services.

OIT implements SharePoint, a web-based tool that allows departments to collaborate online, share documents, have group discussions, blog, maintain group calendars, and develop wikis.

The Language Resource Center (LRC) becomes the Humanities Resource Center (HRC) and begins to serve humanists and social scientists interested in using digital materials in their teaching and scholarship, while retaining a strong focus on language instruction support.

The IT Security website launches and provides one-stop-shopping for all IT security-related information and services.

For the first time, thousands of alumni use their mobile phones to access information about reunion events on the “Reunions Mobile” website.
270 staff from OIT and the Office of Finance and Treasury relocate to 701 Carnegie Center: With careful planning, the building earns Leadership in Energy and Environmental Design (LEED) Gold certification for excellence in environmentally sustainable design, construction, and operation.

“PUAccess,” a new bank-like login procedure, simplifies access by students, faculty, and staff to technology services, while greatly improving the security of both personal identities and the University’s confidential data. A “secure password” campaign helps ensure that all Princeton accounts have secure passwords.

A new Virtualization Lab in the Lewis Library allows faculty to generate interactive, three-dimensional renderings of their research data.

The Library, OIT, University administrators, and students collaborate on a print-less initiative that implements a quota system for student printing at public computer clusters. The undergraduate quota is 2,100 sheets of paper and the graduate student quota is 3,000 sheets.

The new OIT Person Office is created to improve the quality and consistency of information related to a person’s affiliation with Princeton and access to Princeton technology resources.

A new PC power management project supports the University’s sustainability goals and reduces the energy used by desktop computers on campus. Through the program, staff and faculty computers are put to “sleep” when not in use. Applying the program to 2,000 computers conserves more than 750,000 kWh and saves $75,000 in electricity costs per year.

OIT hires a Senior IT Change Manager to help projects and departments better plan for, and manage, changes associated with major IT initiatives.

Students use the new electronic transcripts application to request and send electronic transcripts, greatly expediting the transcript request process.

A new Public Events Calendar provides coordinated and user-friendly access to information about public lectures, visits by major world figures, and other academic, student, arts, and athletic events.

The newly redesigned OIT website offers easier access to online information about OIT’s services, through keyword searches and a new Catalog of Services that provides a searchable inventory of all OIT services and resources.

The new High Performance Computing Research Center (HPCRC) breaks ground and years of collaboration and planning begin to be realized. The two-story, 40,000 square foot facility located at the Forrestal Campus, will house Princeton’s high-performance computing research systems and the University’s administrative computing systems. The data center is expected to be operational in the fall of 2011.

A new smartphone mobile application, iPrinceton, launches and provides mobile access to Princeton news, events, athletic news and schedules, course offerings, the library catalog, lectures, an interactive campus map, and more. The app is free and available for iPhone, iPad, Blackberry and Android devices. A web version is also available for viewing from any browser.

OIT now manages 8 centralized servers that run 383 virtualized servers, or 65% of the servers that can be virtualized using currently available solutions. Of the total, 79 virtual servers operate IT services for departments. The annual electricity savings achieved through virtualization equaled 1.9 million kilowatt-hours of power and a cost savings of over $165,000 per year.

OIT kicks off the “computer encryption” service to enhance security and help protect sensitive University data. The service encrypts data on University-owned computers, making the data unreadable by others.

As part of disaster recovery and emergency readiness efforts, all production servers move to the New South data center, where a generator protects against server outages. Additional servers are placed at Duke University to serve as a fall back in the event of a significant, or widespread, disaster in the Princeton area.

OIT hires a Director of the Princeton Project Office to help ensure the success of a growing number of complex, campus-wide IT initiatives.

The 2010-11 edition of the Undergraduate Announcement is distributed online for the first time, replacing a 15,000-copy print run.

Faculty and support staff use the new Course Reading List application to list materials for Fall courses. In the fall of 2011, students view required and recommended materials for their courses and can order these materials online.

OIT continues to promote and implement University-wide cost-savings initiatives in the areas of: printing, OIT computing clusters, IT infrastructure consolidation, desktop computer programs, e-mail consolidation, and OnBase document management.
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 Princeton.

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 all 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, because 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, 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.
<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Floating point operations</td>
<td>1,530,055,465,650,000,000,000</td>
</tr>
<tr>
<td>Bytes of data backed up and readily available for restoration by the University's TSM backup system</td>
<td>704,422,693,000,000</td>
</tr>
<tr>
<td>Bytes of data stored in the /tigress-hsm High Performance Computing (HPC) facility</td>
<td>269,526,823,337,984</td>
</tr>
<tr>
<td>Hertz of processing power in the TIGRESS HPC systems</td>
<td>19,946,880,000,000</td>
</tr>
<tr>
<td>Bytes of data on centrally-managed Oracle databases</td>
<td>5,792,798,343,168</td>
</tr>
<tr>
<td>Bytes of data in WebSpace owned by 9,848 users, departments and groups, (a 50% increase)</td>
<td>2,986,505,509,274</td>
</tr>
<tr>
<td>Bytes of storage maintained on the Exchange 2010 e-mail servers</td>
<td>4,100,000,000</td>
</tr>
<tr>
<td>Files stored on the networked Central File Server</td>
<td>155,737,992</td>
</tr>
<tr>
<td>SPAM messages quarantined every month (93% of e-mail sent to Princeton addresses)</td>
<td>42,500,000</td>
</tr>
<tr>
<td>Search requests performed by Princeton's Google search appliance</td>
<td>4,868,640</td>
</tr>
<tr>
<td>Kilowatt-hours of electricity saved annually through IT sustainability initiatives</td>
<td>3,500,000</td>
</tr>
<tr>
<td>Fewer sheets printed in OIT clusters with the “Print-Less” campaign (26% reduction over 2 years)</td>
<td>2,050,000</td>
</tr>
<tr>
<td>Jobs run on the TIGRESS high-performance computing systems</td>
<td>2,034,757</td>
</tr>
<tr>
<td>Report requests run against data housed in the Information Warehouse</td>
<td>1,090,300</td>
</tr>
<tr>
<td>Hours spent logged into cluster computers (with 498,610 logins)</td>
<td>512,663</td>
</tr>
<tr>
<td>Requests for technical support answered by the OIT Support and Operations Center (SOC)</td>
<td>128,443</td>
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<tr>
<td>Unique technology devices connected to the campus network (23% increase from FY10)</td>
<td>125,983</td>
</tr>
<tr>
<td>Visitors using Princeton's Visitor Wireless service, up from 55,175 last year</td>
<td>75,002</td>
</tr>
<tr>
<td>Gifts to Princeton processed in STRIPES</td>
<td>74,734</td>
</tr>
<tr>
<td>Admission decision e-mails sent to applicants using a PeopleSoft Student System solution</td>
<td>27,000</td>
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<tr>
<td>Technology devices relying on Princeton's wireless network, exploding bandwidth need 5-fold</td>
<td>25,000</td>
</tr>
<tr>
<td>W-2 and 1042-S statements generated online by users using HR Self-Service</td>
<td>15,600</td>
</tr>
<tr>
<td>Visitors to the Humanities Resource Center (HRC) to study language and humanity arts</td>
<td>12,322</td>
</tr>
<tr>
<td>iPquicken mobile app downloads: iPhone/iPad (5,664), Android (1,425), Blackberry (3,360)</td>
<td>10,449</td>
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<tr>
<td>Customers ‘checked in’ for technical support at the OIT Solutions Center Tech Clinic</td>
<td>7,160</td>
</tr>
<tr>
<td>In-office appointments by Software Support staff responding to requests for software support</td>
<td>5,299</td>
</tr>
<tr>
<td>Training videos viewed through the campus-wide offering of Lynda.com since April</td>
<td>5,194</td>
</tr>
<tr>
<td>Undergraduate students selecting rooms with Room Draw</td>
<td>3,442</td>
</tr>
<tr>
<td>University computers managed through the administrative desktop (DeSC) program</td>
<td>3,021</td>
</tr>
<tr>
<td>Transcripts requested by students and alumni using self-service eTranscripts (1,274 from alumni)</td>
<td>2,861</td>
</tr>
<tr>
<td>Videos served to courses through the Humanities Resource Center’s Video-On-Demand service</td>
<td>2,492</td>
</tr>
<tr>
<td>University staff attending 282 technology classes conducted by the OIT training team</td>
<td>1,875</td>
</tr>
<tr>
<td>Computer hard drives destroyed by Hardware Support through the Data Destruction service</td>
<td>1,523</td>
</tr>
<tr>
<td>Proposals submitted through the COEUS grants management system</td>
<td>1,279</td>
</tr>
<tr>
<td>Support requests handled by the Residential Computing Consultants</td>
<td>821</td>
</tr>
<tr>
<td>Data recovery services performed on failed computer hard drives</td>
<td>202</td>
</tr>
<tr>
<td>Departments opted for Automated Encryption Service to automate encryption of new laptops</td>
<td>157</td>
</tr>
<tr>
<td>SharePoint users join the SharePoint User’s Group (SPUG)</td>
<td>105</td>
</tr>
<tr>
<td>Virtualized servers (20%) dedicated to specific, departmental IT services</td>
<td>81</td>
</tr>
<tr>
<td>Members of SCAD serving 65 academic departments and programs</td>
<td>80</td>
</tr>
<tr>
<td>Members of DCS serving 40 administrative departments</td>
<td>60</td>
</tr>
<tr>
<td>Client engagements by Technology Consulting Services in its third year of operation</td>
<td>56</td>
</tr>
<tr>
<td>New websites developed in Roxen with the help of Web Development Services</td>
<td>44</td>
</tr>
<tr>
<td>Training sessions on Geographical Information Systems (GIS) offered by OIT and the Library</td>
<td>24</td>
</tr>
<tr>
<td>Webinars and 18 online tutorials given by the new Princeton University Learning Series (PULSe)</td>
<td>19</td>
</tr>
<tr>
<td>Centralized servers run 383 virtualized servers</td>
<td>8</td>
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<tr>
<td>New online “Undergraduate Announcement” replaces 15,000 printed publications</td>
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FY11 Timeline

July 2010

- OIT collaborates with the Office of the Dean of the College and produces an **online Undergraduate Announcement** that is easily accessible, searchable and user friendly. The new online format also creates significant sustainability, and cost, savings by eliminating the distribution of 15,000 print publications per year.

2010-11 Undergraduate Announcement on the web

The information that makes up the online Undergraduate Announcement is managed using the University's PeopleSoft system. This allows the Office of the Dean of the College to use features of PeopleSoft to more efficiently collect, and approve, course information and changes. The end result is a cost-effective Undergraduate Announcement that is accurate, accessible, timely, and green!

- OIT upgrades its Blackboard course management system. With **Blackboard version 9.0**, instructors and students have access to a number of key “Web 2.0” tools, which can be used to enhance the teaching and learning experience, including built-in blogging and journaling tools for individual, and collaborative, information exchange. The Notification Dashboard is another helpful tool that allows both students and instructors to stay informed of what’s new, what needs attention, ‘to dos,’ and any alerts.

Working with students and academic administrators, **OIT meets its goal to reduce the computers in OIT clusters** across campus by 33% within a two-year time frame. In FY11, the final 15% of computers targeted for reduction are retired from the clusters.

In addition, OIT continues to promote and implement other cost-savings initiatives in the areas of desktop computer programs, infrastructure consolidations, and OnBase document management.

August 2010

- The High Performance Computing Research Center (HPCRC) breaks ground and the years of collaboration and planning between OIT and research faculty for a facility to house Princeton's high-performance computing research systems begins to be realized. The facility, located at the Forrestal campus in Plainsboro, will also house a smaller component of the University’s administrative computing systems.

An artistic rendering of the two-story High Performance Research Center (HPCRC) expected to be operational in the fall of 2011.

With approximately 40,000 square feet, the new facility will contain computing space, electrical and mechanical equipment to operate the facility, and an office area for support staff.

Expected to be operational in the fall of 2011, the HPCRC will support the University’s program needs through at least 2017. Building plans allow for future expansion of the data center.

- OIT completes the **Treasurer’s Office migration from the DataMall into the University’s Information Warehouse**. The addition of financial data to the warehouse allows departments and offices to monitor expenses, perform analyses, and produce predefined, and ad hoc, queries and reports.

- OIT completes the **upgrade to WebSpace**, a file storage service accessible via the web. The upgrade offers new features that facilitate collaboration and make navigation and file management easier. Popular additions include customized views and thumbnails; enhanced search capabilities; a heavily anticipated Drop Box feature that makes file sharing easier; and integration with standard e-mail clients, enabling users to use their personal e-mail to compose, and send, e-mail communications from within WebSpace.
OIT establishes regularly scheduled SharePoint Users Group (SPUG) meetings to better support campus SharePoint users. The group meets quarterly to learn from presentations on best practices and to get technical updates. The meetings also serve as a venue for SharePoint users on campus to exchange information about their use of SharePoint with others and to build a community of technical support. SPUG members are encouraged to suggest agenda topics.

Alumni use the eTranscripts service for the first time. Implemented last year, the eTranscripts service enables students, and now alumni, to request electronic delivery of transcripts through an online self-service process. Alumni request 1,274 e-transcripts throughout the year, for a total of 2,861 requests for e-transcripts by students and alumni.

The 2010-11 edition of the policies governing appropriate use of University information technology resources and Internet access is made available online at www.princeton.edu/itpolicy. Annual revisions to these policies are a collaborative effort by a cross-campus panel that includes members of OIT.

The multi-year project to upgrade the University’s wireless network begins, with the installation of new Aruba networking equipment in several campus buildings. The Support and Operations Center (SOC) provides technical support for the Open Enrollment period. During this time, SOC consultants respond to 3,146 requests for technical assistance with open enrollment being the most popular topic.

The Lunch 'n Learn presentation, “On the Formation of Massive Galaxies,” features Jeremiah P. Ostriker, an influential researcher in theoretical astrophysics at Princeton University. Professor Ostriker talks about how, using high resolution simulations of massive galaxy formation, he has computed the formation of cosmic structures.

The University “IT Policy” document makes an online appearance

The new campus map provides enhanced navigation

As with the previous interactive map, photos and descriptions are provided for campus buildings. Extensive search options allow users to search for locations by building name or type, department name or type, organization name, facility name, or library name. Building details can also be accessed quickly by locating the building on the interactive map and selecting it.

A new Student Dashboard and Advising Notes application gathers data that relates to student academic progress from several offices into one central location. This provides a more effective advising facility for students and comprehensive student records for advisors. It is currently being used by the Residential College advising staffs, the Study Abroad program, health professions advising, academic advising for athletes, and the Office of the Registrar.

OIT staffs back-to-school events to introduce incoming undergraduate and graduate students to the IT technology services, resources, and support offered by OIT. Extended hours at the OIT Solutions Center Tech Clinic, and special “Move In” and “Dorm Storm” outreach events held at the residential colleges, help new students get started with IT on campus.

The Lunch 'n Learn presentation, “Improving Wikipedia,” features David Goodman, a volunteer administrator at Wikipedia and Vice-President of the New York City chapter. Goodman talks about the staggering, and unexpected, growth of Wikipedia, the most-used online encyclopedia, and his involvement in the current work to upgrade and maintain the quality and reliability of its information. He was previously Biological Sciences Bibliographer and Research Librarian at the Princeton University Library.
November 2010

**OIT at the Sustainability Fair:** OIT showcases its most notable contributions to the campus-wide green initiatives at Princeton University’s Sustainability Open House. The sustainability and cost savings benefits of the server virtualization service, the PC power management program, and the Print-less campaign, which encourages less printing at public computing clusters, are among the technology initiatives highlighted at the event.

**Server Virtualization**

<table>
<thead>
<tr>
<th>PHYSICAL servers</th>
<th>VIRTUAL servers</th>
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<tr>
<td>50</td>
<td>50</td>
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</table>

Reduce energy use by more than 90%

Virtualize your servers for FREE with OIT

OIT is on hand at the Sustainability Fair to share information about sustainability initiatives that can be achieved through technology.

**OIT begins a University-wide laptop encryption effort** and encrypts all Windows laptops within OIT. The encryption of OIT laptops kicks off a data security initiative that encourages University departments to install data encryption software on their laptop computers. A formal procedure for responding to potential data breach situations is also developed as part of this data security initiative.

The implementation of Oracle Identity Management (OIM) account provisioning and deprovisioning begins and further enhances data security at Princeton. When fully implemented, the OIM system will better secure Princeton University accounts through timely account creation and closure. Plans are to activate the system in the fall of 2011.

OIT and the Princeton Institute for Computational Science and Engineering (PICSciE) work together to gather the funds needed to purchase a replacement for the older half of the Della Beowulf cluster. The new cluster provides 768 cores and 3 TB of RAM and increases the peak computational performance from 1.9 teraflops to 8 teraflops. The new cluster also conserves energy with a decrease in power utilization by a factor of five.

December 2010

**A new smartphone mobile application, iPrinceton, launches** and provides the campus community with mobile access to information about the University, including Princeton news, events, athletic news and schedules, course offerings, the library catalog, lectures, an interactive campus map, and more.

The app is free and available for iPhone, iPad, Blackberry and Android devices. A web version is also available for viewing from any web-capable smart phone.

In FY11, the iPrinceton mobile app is downloaded to nearly 10,500 devices.

OIT completes the project to move **aging database servers to new, less-expensive “commodity” hardware.** This migration not only saves money, but provides a “greener,” more power-efficient solution. In addition, with new hardware and an upgraded Linux operating system, many jobs run in half the time or less, backups require much less time, and system outages for performing regularly scheduled maintenance and upgrades are shorter.

**Pictured are a number of the OIT staff who helped complete the database migration project ahead of schedule.**

To continue to improve cellular telephone service on campus, **OIT negotiates the installation of upgraded cellular equipment at multiple locations on campus.** In addition, OIT expands the installation of internal building equipment to improve cellular telephone coverage in hard-to-reach locations inside buildings.

The Lunch ’n Learn presentation “**Arts Libraries on the Edge: Hey, where do I shelve this?**” explores the challenges created by modes of media delivery that are outside traditional library holdings at Princeton. Darwin Scott is joined by librarians Sandy Brooke (Marquand Library of Art and Archeology) and Hannah Bennett (Architecture Library), to discuss their respective collections.
January 2011

- **OIT hires a new Director of the Princeton Project Office.** This newly created position helps strengthen and enhance the University’s IT governance process, as well as the planning and implementation of strategic, University-wide IT projects.

- **DataSpace is expanded to serve as a data repository for research grants** allowing researchers to store related data sets and research publications. The expanded use of DataSpace meets a new requirement of NSF that all research grants include a data management plan. Since January 2011, 13 grants submitted to the NSF reference DataSpace as their data preservation tool.

- **A new Interdepartmental Project Portfolio (IPP) site launches** with the annual call for IT project proposals. The new IPP uses the features of SharePoint to provide project managers with the means to electronically submit proposals to OIT for consideration for the 2012-13 project slate.

- A built-in workflow process moves proposals through the approval process. Status indicators inform project managers on the status of the proposal request, including whether a project has been approved by OIT and ESPG for the new project slate.

- New functionality, called **“Call Tracking”** is developed within Peoplesoft to allow staff in the Human Resources, Benefits, and Payroll offices to record, track, search, and report on all requests for help they receive from University employees. The new custom solution replaces the previously licensed Peoplesoft HR HelpDesk application and saves the University $30,000 in annual support fees.

- As part of **disaster recovery and emergency readiness** efforts, all production servers move to the New South data center, where a generator protects against server outages. Additional servers are placed at Duke University to serve as a fallback in the event of a significant, or widespread, disaster in the Princeton area.

February 2011

- **The Finance & Treasury website launches.** This website is the first University website to take advantage of the new features of the Roxen 5.1 content management system. A project is underway to transition all campus Roxen websites to Roxen 5.1.

- **The new Finance & Treasury website is designed in Roxen 5.1**

- **The new custom “Salary Administration Management” (SAM) module** in PeopleSoft HR improves the University’s salary administration process. Using the new process, central Human Resources and administrative departments work on salary administration tasks within the same system, where changes are immediate and in real-time. The built-in University MIP rules help prevent incorrect data from inadvertently being entered into the system and propagated. Monitoring tools allow HR to check on departmental progress and identify areas where help may be needed. The features and built-in controls of SAM offer a significant improvement over previous processes that required much greater manual effort and fewer, or no, controls.

- **A new PeopleSoft module automates the distribution of more than 8,000 e-mails** reminding incoming students to submit matriculation materials that have not yet been received by the Undergraduate Admissions office.

- A project to install **vending machine readers** begins and makes possible cashless Paw Point purchases by the University community at campus vending machines. These new readers extend the use of technology that is already used for transactions at registers on campus. The project is expected to conclude in June 2011.

- At the Lunch ‘n Learn presentation, “**Collaboration Tools for Scholars.**” Angel Brady, of Princeton’s Humanities Resource Center, explains the benefits of several collaboration tools and explores social media features that can further communication and sharing among academic collaborators.
March 2011

- A new educational outreach program, PULSe, launches and hosts weekly, live webinars that the University community can ‘attend’ from their desktops to learn about services and applications like Roxen, SharePoint, WebSpace and more. The PULSe site also offers online, learning videos.

- The installation of Voice Over Internet Protocol, otherwise known as VoIP, installed in the new Chemistry building marks the first on-campus installation of the VoIP technology that uses the data network for voice communications.

- The DeSC program adds “DeSC Lite” to the centrally-managed environments offered through the DeSC program. The new DeSC Lite program is a hybrid computer management solution offering a level of centralized computer management that enables departments to receive centrally-automated software updates, while also giving them the freedom to control other aspects of their computer management.

- The new “cPanel” web application service replaces the “WebLAMP” service and offers departments a more secure, standard, and flexible environment in which to run their web-based applications.

- Created in 2010, the OIT Person Office continues to improve the quality and consistency of information related to a person’s affiliation with Princeton and access to Princeton technology resources. This year, the expanded staff effectively tracks and cleans up data related to “affiliate” organizations and other non-Princeton accounts.

- The Lunch ‘n Learn presentation, “Mapping Globalization,” features Professor Miguel Centeno and graduate student, Manish Nag, both of the Department of Sociology at Princeton. The presentation explores how the art of ‘mapping’ can be used to simplify complex relationships and concepts of globalization through visual diagrams. These diagrams reveal stunning conclusions about global transactions through visual presentations.

April 2011

- The Business Technology Certificate Program (BTCP) honors its first program graduates. Completing a 3-year curriculum, eleven University staff, from nine departments, take with them a new proficiency in the many technologies used in everyday departmental business.

- OIT launches the new Research Computing website. The site presents information to the University community about all research computing, activities, resources, and services on campus, in a single, coordinated website.

- For the first time, faculty and support staff use the Course Reading List to enter required and recommended materials for the courses they are offering in the fall of 2011. Come fall, students will be able to use this same tool to view the “course reading lists” for the courses they are enrolled in and can purchase the course materials online, through Labyrinth Books, or other booksellers.

- A new Admitted Students website launches and provides a social-networking site where incoming students can enter their profiles, add photographs, and view blog entries about life and academics at Princeton.

- OIT secures a University-wide site license for the Lynda.com online training site. The site gives University students, faculty and staff online access to an award-winning training library with more than 1,000 titles from which to choose. Courses can be taken at any time of day and from any computer with a web browser and Internet access. From April to June, users avail themselves of this new training opportunity and view 5,194 training videos.

- A new image management tool, Kaltura, launches. The features of the new system allow the Library and the OIT Broadcast Center to digitally store, and more easily organize and manage, large collections of video materials.

- The Lunch ‘n Learn presentation, “The HathiTrust Digital Library Collection,” features John Wilkin, of the University of Michigan, and Jon Stroop and Marvin Bielawski, of Princeton University. The presentation talks about the efforts of more than fifty major research institutions and libraries to collect, organize, preserve, communicate, and share the record of human knowledge.
May 2011

- **OIT migrates 4,200 Exchange 2003 e-mail accounts to Exchange 2010** and moves the University closer to its goal of consolidating its e-mail infrastructure to a single e-mail system. The upgrade to Exchange 2010 offers the user community enhanced e-mail and calendaring features.

  The final phase of the project, migrating all existing IMAP e-mail accounts to Exchange 2010, also begins. As a part of this effort, incoming students are given Exchange e-mail for the first time.

- A newly developed interface between the University’s learning management system, Learn.com, and the Information Warehouse allows departments to report on staff training accomplishments.

- **OIT’s Web Development Services (WDS) completes the final redesign of six residential college websites.** Work on the Rockefeller College website completes a multi-year project to redesign all residential college websites, including Rockefeller, Butler, Mathey, Whitman, Wilson and Forbes. Each website design is unique and reflects, in style and color, the identity of the college it represents. All websites are created in the University’s Roxen content management system, which fosters a unified approach to website development and maintenance.

- A project begins to develop a new online software and hardware “store.” The new store will enable the University community to purchase computer software and hardware through a single, online location, simplifying computer-related department purchases.

- **Undergraduate students of the class of 2015 and incoming graduate students receive letters of welcome** from Betty Leydon, Vice President for Information Technology and Chief Information Officer. New students also receive an “IT Resources” brochure that introduces the OIT technology support and resources they can expect when they get to campus, and their University netIDs, which give them access to these Princeton resources.

June 2011

- **Academic instructors enter their hours into the new ‘Academic Instructor Hours’ module for the first time.** The new PeopleSoft module replaces a business process that previously required data to be entered in two separate systems. This new single source of information helps streamline the collection of academic instructor hours and ensures more accurate data.

- **OIT works with University departments to consolidate and “virtualize” individual servers.** By the end of June 2011, 79 departmental servers are virtualized onto the OIT-managed Virtual Platform System. OIT also virtualizes 110 physical servers within OIT, bringing the total number of servers virtualized since 2008 to 383. This total number represents 65% of the total number of servers in the main data centers. The 383 virtual servers now reside on 8 physical servers within the central data center.

  The annual electricity savings achieved through virtualization since FY08 equals 1.9 million kilowatt-hours of power. This energy savings equates to a cost savings of over $165,000 per year.

- **The OIT Support and Operations Center now “tweets” IT outages on Twitter.** Users follow PUOITSOC to receive outage tweets through their Twitter account when outages happen.

- **The Student Computer Initiative (SCI) Store opens** and offers students Apple and Dell computers that are competitively priced, specially configured for Princeton, and supported at the highest level by OIT computing support resources. iPad mobile devices are a new addition to program offerings and can be ordered with either of the Apple SCI computer models.

  In FY11, the “print-less” campaign continues to encourage students, faculty, and staff to print less. This year, the program includes quotas for student organizations, as well as students. As a result, printing in the clusters decreases by an additional 600,000 sheets, bringing the total sheet savings to 2,050,000 sheets. This savings is nearly 9% greater than FY10 “print-less” numbers.
**OIT’s Contribution to IT Sustainability and Cost-savings Initiatives**

**University Initiatives:**

**Sustainability:** Princeton’s Sustainability Plan sets ambitious goals in three areas: greenhouse gas emissions reduction; resource conservation; and research, education, and civic engagement.

**Cost Savings:** The University’s goal is to realize efficiencies in academic and central administration that enable the release of increased resources toward teaching, research, and the student experience.

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**IT Infrastructure Consolidation**

The consolidation of IT services and technologies continued in FY11. This effort resulted in reduced hardware and software licensing costs and improved operating efficiencies, by leveraging existing centralized hardware and standard practices.

At the end of FY11, OIT managed 383 virtualized servers, or 65% of the servers that can be virtualized. (Some servers cannot be virtualized using currently available solutions, but as virtualization technology matures, OIT expects to virtualize close to 100% of all physical servers.) Of that total, 79 virtual servers (or nearly 20%) operate IT services for departments.

Figure 1 illustrates the steady increase in the number of servers OIT has virtualized since FY08. The annual electricity savings achieved through virtualization equaled 1.9 million kilowatt-hours of power. The energy savings equates to a cost savings of over $165,000 per year.

**Desktop Computer Programs**

More than 3,000 University computers are managed through the administrative desktop (DeSC) and faculty computer (FCP) programs. The hardware and software standardization provided by these programs has positioned the University to negotiate lower pricing and maintenance fees. Additionally, computing support staff are better able to provide the highest level, and most efficient, support. Thus far, the purchase price of each program computer has been reduced by approximately $150 dollars (20%), which translates to a savings of approximately $75,000 in annual procurement costs.

**PC Power Management**

In another effort, during the past fiscal year, OIT added 500 computers to the University “PC power management” program, bringing the total number of computers in the power-management program to more than 2,400. Through this program, which powers off computers when not in use, computers consume approximately 50% less power. With additional effort in FY12, OIT hopes to achieve even greater cost and sustainability savings by increasing the number of computers in the program to 3,000.

**Virtual Desktop Infrastructure (VDI)**

As a next step in looking for desktop efficiencies, this past year, OIT implemented a new “virtual desktop infrastructure,” known as VDI. VDI has the potential to centralize, and simplify, desktop management and support. OIT is currently using VDI to provide central management, and remote support, for the computers in the OIT training rooms across campus, as well as for the computers in the mobile “Classroom in a Box” service.

In FY12, OIT will begin a pilot program to assess the possible benefits of using VDI to create centrally managed, virtual desktop environments that are accessible through tablet-based devices, such as iPads. The pilot should be available for broader evaluation early in the academic year.

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OIT’s infrastructure consolidation goals for FY12 are to:

- Increase the server virtualization target by 10%, for a total of 75%.
- Migrate servers and storage from less energy-efficient data center rooms across campus to the new High Performance Computing Research Center (HPCRC), opening on the Forrestal Campus in the fall of 2011.
OIT’s Contribution to IT Sustainability and Cost-savings Initiatives

**E-Mail Consolidation and Outsourcing Options**

The consolidation of two e-mail infrastructures to one system began in FY11. When complete in the spring of 2012, this effort will result in reduced hardware and software licensing costs and improved support efficiencies. Annual cost savings of approximately $50,000 will be realized by this consolidation effort.

By the end of FY11, OIT had finished the migration of over 8,000 e-mail accounts to a new single e-mail system. Account migration will finish by March 2012. The new system for faculty, students, and staff provides enhanced functionally, including e-mail and calendaring features.

OIT has also initiated a study of alternative sourcing of e-mail services for undergraduate students. During the year, OIT had conversations with key student services offices, Public Safety, and Undergraduate Student Government (USG) representatives about this study. OIT also began work with commercial providers of e-mail and other application services to arrange for a pilot of these “cloud-based” services in FY12. A group of volunteer students will participate in the pilot. Based on a preliminary analysis, OIT expects a cost savings of approximately $40,000 per year should we decide to contract with an outside vendor to provide e-mail and other application services (e.g., calendaring) to undergraduate students.

**OIT Computing Clusters**

Working with students and academic administrators, OIT met its goal of reducing the cluster computers by 33% within a two-year time frame; FY10 saw a reduction of 21% and FY11 saw an additional reduction of 15%. Already in FY12, the clusters have been reduced by another 27 machines, bringing the total number of public workstations remaining in the clusters to 162. This represents an overall reduction of 42%, exceeding the initial goal by 9% and resulting in a savings of approximately $48,000 annually.

In addition to the clusters, the Student Computing Services group continues to provide support for 17 OIT kiosks and 44 printers, as well as 119 classroom and podium workstations provided by the University’s Classroom Committee.

**Print-Less Initiative**

In FY09, OIT initiated a “print-less” campaign to encourage students, faculty, and staff to print less. Using the Pharos Uniprint print management system, a print quota program was implemented in FY10 for all OIT, Library and Woodrow Wilson School cluster printers. Working with undergraduate and graduate student representatives, a 2,100-sheet print quota was established for undergraduate students and a 3,000-sheet print quota for graduates. In its first year, printing in these clusters decreased by 17%.

In FY11, “print-less” efforts were extended to include quotas for student organizations. As a result, printing in the clusters decreased by an additional 600,000 sheets, bringing the total sheet savings to 2,050,000 sheets. This savings is 26% greater than FY09 numbers and 8.9% greater than last year’s numbers. Overall, 95% of students printed less than their assigned quota. Of the 5% who printed more, less than 1% were “outliers,” printing more than three standard deviations above the mean.

In addition to working with students to reduce printing, OIT continues to support the Uniprint print-management system for ten University departments and hopes to expand this number in the coming year. Those departments who manage their departmental printing with the Uniprint system are able to achieve print-related cost savings and sustainability goals of their own.

Looking forward, a newly formed “print-less” team is working to identify ways to further the “print-less” initiative and realize additional printing reductions across campus. The team is comprised of representatives from OIT, the Library, the Office of Communications, Print and Mail Services, the OnBase repository team, the University’s records manager, and students.
Who We Are

OIT consists of seven major functional areas:

**Academic Services (AS)** is led by Serge Goldstein and supports faculty and student use of instructional technology. AS has eight groups: Computational Science and Engineering Support; the Broadcast Center; Media Services; the Digital Repository Architect; Web Development Services; Programming and Database Services; the Project Office; and the Educational Technologies Center, which includes the Humanities Resource Center, the New Media Center, Learning Management Services, and Educational Technology Training and Outreach.

**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: Packaged Solutions and Integration; AIS Collaborative Solutions; Package Adaptation and Customization; ERP Systems; and Custom Development, Data Warehousing, and Integration.

**Enterprise Information Services (EIS)** is led by Donna Tatro. The department is responsible for e-mail and other collaboration services; directory, backup/restore, and database administration services; and the management of the University's data center locations. The department installs and manages the University's server and storage infrastructure and provides IT security services for central and departmental systems. EIS has four groups: Systems and Data Management Services; Collaboration Services Group; Enterprise Servers and Storage; and Security and Data Protection.

**Operations and Planning (OP)** is led by Nadine Stern. The department is responsible for OIT operations and planning efforts and for facilitating major IT-related initiatives that strengthen campus-wide IT services. OP has five groups: Budget and Finance; Strategic IT Communications; Technology Consulting Services; the University IT Security Officer; and Organizational Effectiveness & Strategic Initiatives (OESI).

**Organizational Effectiveness and Strategic Initiatives (OESI)** is led by John Milnes and is responsible for: human resources; staff recognition and development; IT training and documentation; facilities and space management; and strategic initiatives related to OIT’s operational effectiveness. OESI has three groups: Administration; IT Training and Documentation Services; and Organizational Support.

**Princeton Project Office (PPO)** is led by Janet Pumo and is responsible for supporting Princeton’s IT governance process and facilitating the annual campus-wide IT project selection process. The PPO also serves as a resource for project managers by providing them with a standard project management methodology, training, and assistance to help ensure project success.

**Support Services (SS)** is led by Steven Sather and provides front-line IT support for all members of the University community. SS has five groups: Desktop Support (including Network Operations, Hardware and Software Support, and Business Administration); Network Architecture; Distributed Computing Support; Communications and Integration Advisory Group; and Customer Services (including the Support and Operations Center).

**OIT Retirements**

Nancy Costa, Organizational Effectiveness and Technology Consulting Services, 13 years of service
Hetty Baiz, Princeton Project Office, 15 years of service
Jon Edwards, Academic Services, 24 years of service
Robert Hebditch, Enterprise Information Services, 12 years of service
Benedette Monahan, Support Services, 20 years of service
Refer to Appendix A: OIT Organization Charts, beginning on page 55, for departmental organization charts and details.
What We Do

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

Computing at Princeton
IT Policy for IT Resource Use
Policy Interpretation and Reporting Violations
Rights, Rules and Responsibilities

Getting Help
Departmental Computing Support for Administrative Departments (DCS)
OIT Ambassadors
OIT Knowledgebase
OIT Solutions Center
OIT Support and Operations Center
Outage Notification
Princeton Applications Developers Group (PAD)
Residential Computing Consultants
Support for Computing in Academic Departments (SCAD)

Getting Training
Administrative Systems
Blackboard Course Management System
Business Technology Certification Program (BTCP)
Classroom Facilities
Desktop Computing Applications
Digital Media
In-office Technology Tutorials
Lunch 'n Learn Seminar Series and Podcasts
New Media Center
Online Lynda Tutorials
Princeton University Learning Series (PULSe)
Productive Scholar Learning Series
Programming
Specialized Training for Course Needs
STAT In-office Technology Tutorials
Text-encoding

Getting Started
Establishing Your NetID / Security Profile
Online Campus Directory
Purchasing Hardware/Software
  • Desktop Systems Council (DeSC)
  • Faculty Computer Program (FCP)
  • Managed Macintosh Environment (MME)
  • Student Computing Initiative (SCI)
  • Home Computers
  • Software Sales
  • Media Sales
  • Moderns and Memory Sales
  • Printer Toner Sales
Updating Your Personal Information - MYINFO

Setting-up Your Computer
On Campus
  • In Your Office
  • In Your Dorm - Dormnet
  • Portable Computing - Mobile IP
  • Public Clusters
  • Wireless Computing
Off Campus
  • Virtual Private Network
  • Wireless Broadband Access Cards
Database Resources
Fax Services
File Backup
File Sharing
Global Internet Access
Host Master Database Registration
Linux Resources
Macintosh Resources
Print Services
Server Hosting / Virtualization
Site Licensed Software and Download Sources
Unix Resources
Website Hosting
Windows Resources

Maintaining Your Computer
Hardware Repair
File Recovery
Increasing Your Disk Quotas
Software Installation and Upgrades

Information Security and Privacy
Data Encryption
Hard Drive / CD / DVD / Floppy Drive Data Destruction
IT Security Advisory / Checkup Services
Notification and Remediation of Security Compromise
PUaccess Enhanced Login Security
Setting / Resetting Security and Password Credentials
Spam Filtering
Virus Disinfection / Protection

Consulting
Change Management
Design Services for Teaching with Technology
Gartner IT Research Services
Project Management and Planning
Technology Consulting Services
Web Application Development for Departments
Website Development Services
Vendor Relations / Contract Negotiation
Communication and Collaboration Tools
Audio / Visual Equipment Rental
Audio / Visual Technician Services
Blackberry Loaner Program
Bloggng Service
Broadcast Center
Broadband Wireless Data Card Loaner Program
Cable TV – TigerTV
Cell Towers for Major Carriers
Classroom Audio / Visual Equipment
Collaborative Workspaces
  • SharePoint
  • WebSpace
Creating Databases on the Web
Creating Web Applications (LAMP/.Net)
Desktop Conferencing “WebEx”
Digital Signage
Digital Suitcase
Documentation
  • Application User Manuals
  • Incoming Student Publications
  • Nevada Learning Quick Reference Cards
  • “Quick Start” Guides for Faculty and Staff
E-mail Services
  • Course E-mail Lists
  • Electronic Mailing Lists
  • E-mail - MS Exchange
  • WebMail
Event Scheduling with Resource25
Event Simulcast
Google Search Appliance
“IT’s Academic” Blog
On-demand Printing of Faculty and Staff Directory
Online Technology Updates
PDF File Creation
Podcasting – Princeton YouTube / iTunes
Public Events Calendar
Roxen Website Design and Development
Telephone and Voice Mail Services
  • Mobile Phones When Traveling
  • Office Phones
  • Telephone Conferencing
  • University Telephone Operators
  • Voice Mail
TV Interviews
Video Conferencing
Web Appointment Scheduling - WAS
Web Broadcast
Web Development Services - WDS

Using Administrative Systems
Academic / Events / Meetings / Scheduling (R25)
Alumni Relations and Advancement
Alumni Schools Committee Interview Site
Assets and Equities
Academic Advisement - Degree Audit
Bridge Year Program
Campus Community
Campus / Princeton Receivables
Campus Card Transaction System
Conflict of Interest – Faculty and Research/Technical
  Library Staff
Course Approval / Update Process
Course Enrollment - SCORE
Curriculum Management
Data Mall / Information Warehouse
Departmental Billing / Charges
Financials (PO / AP / GL / Budget)
Graduate Admission / Re-admission
Graduate Financial Support
Grants Management
Housing
Human Resources, Benefits, HR Help Desk
Labor Accounting
Matriculation Package
NCAA Eligibility
OnBase Document Imaging and Management, eForms, and Workflow Automation
Parking
Payroll
Person Office
Research Compliance
SEVIS / Visa Processing
Student Employment
Student Records
Ticketing
Tigercard Administration and Management System
Time Collection
Undergraduate Admission
Undergraduate Financial Aid
University Financials
University Public Calendar
What We Do

Using Instructional Technology
Film, Video and Digital Media
• Audio / Video Recording of Classroom Sessions
• CD and DVD Duplication, Printing, Production, Editing and Authoring
• Color Printing
• Creation of 35mm Slides from Digital Images
• Digital Camera Loaner Program
• Digital Media Storage, Digitizing, Cataloguing and Online Display
• Digital Video Production, Editing and Authoring
• Film and Video Projection Services
• High Quality Scanning and Printing - Letter to Tabloid Size
• Video Course Introductions
• Video on Demand for Courses
• Videotaping for Academic Events
• Videotaping Select Courses
Language Learning
• Foreign Language Audio, Video and Cable TV
• Language Learning Software
• Language Learning Materials Demonstration
• Language Resource Center Video Collection and Reserves
• Video Viewing Facilities
Teaching and Classroom Support
• Almagest Multimedia Lecture Building Software
• Blackboard Course Management System
Video on Demand for Courses

Educational Technologies and Research Computing
Electronic Text Creation, Encoding and Collection
Geographic Information Systems Support and Development
Grant Writing Assistance for IT Projects
High Performance Computing
High Speed Networking - Internet2
Humanities Computing Project Support
Humanities Custom Application Development
Princeton Software Repository
Research and Quantitative Project Support
Scientific and Engineering Programming Support
Visualization Lab
What We Accomplished - FY11 Goals Met

FY11 goal: Continue the expansion of Princeton’s high-performance computing infrastructure to meet the needs of the research community

OIT continued to collaborate with research computing groups and research faculty on improvements to research computing facilities, plans for the new facility, and outreach. Specific accomplishments include:

- OIT and the Princeton Institute for Computational Science and Engineering (PICSciE) worked together to gather the funds needed to purchase a replacement for the older half of the Della Beowulf cluster. The new cluster provides 768 cores and 3 TB of RAM and increases the peak computational performance from 1.9 teraflops to 8 teraflops. The new cluster also conserves energy with a decrease in power utilization by a factor of five.
- OIT launched the new Research Computing website in April 2011. The site presents information to the University community about all research computing results, activities, resources, and services on campus in a single, coordinated website.
- OIT purchased the Moab Cluster and Grid Software and Services Suites from Adaptive Computing to enhance the scheduling capabilities of the TIGRESS High Performance Computing systems. Systems are in the process of being migrated to the new software. The migration is scheduled to finish in the fall of 2011.
- The faculty received preliminary approval for the National Science Foundation Major Research Instrumentation (NSF-MRI) grant that will be used to replace the aging symmetric multi-processing system, Hecate. While awaiting official notification of the grant from the NSF, OIT is working with vendors to determine the best configuration and pricing with current technology. Plans are to purchase and install the system at the High Performance Computing Research Center (HPCRC) in the fall of 2011.
- The research computing community on campus, through PICSciE and RCAG, continued to provide input into the design and build process for the HPCRC. Construction of the facility is proceeding on schedule, with an expected opening in the fall of 2011. This new data center will greatly enhance Princeton’s ability to maintain and grow our research computing infrastructure.

FY11 goal: Complete major networking and telecommunications infrastructure upgrades and develop a roadmap for future growth and enhancements

OIT continued to perform major enhancements and upgrades to the campus network. Specific accomplishments include:

- Worked on the detailed network design and implementation for the new High Performance Computing Research Center (HPCRC) data center.
- Began the multi-year project to upgrade the University’s wireless network from Cisco to Aruba, and completed the installation of Aruba in several campus buildings. OIT developed financial plans to budget these migrations over the next several years.
- Developed the architecture to upgrade the student wired network service, Dormnet (in undergraduate dorms, graduate dorms, and graduate annexes), from 10 Mbps service to 100 Mbps in support of higher bandwidth needs by students.
- Converted several buildings, including administrative offices at 693 and 755 Alexander, to VoIP service.
- Resolved issues with Android and Apple iOS devices connecting to the campus network.
- Worked with Facilities to architect and implement improved network connectivity for several “Building Automation Systems” managed by Facilities.
- Worked with Facilities to architect and implement a new network for electrical power meter reading devices.
- Worked with Computer Science to architect and implement network service for Computer Science servers installed in the 87 Prospect Data Center, as well as for the Computer Science servers when they are installed in the HPCRC. This project will continue into FY12.
- Developed a network architecture that supports the relocation of Physics department servers from Jadwin Hall to the new HPCRC.
- Re-implemented the network path to Comcast to provide additional monitoring points, which will help address issues with Princeton’s Comcast ISP connection.
• Enhanced the host database, which captures information about networked devices on campus.

FY11 goal: Continue to enhance Princeton’s data centers at 87 Prospect and New South and plan for a new data center facility

During FY11, Enterprise Infrastructure Services (EIS) staff developed extensive plans for migrating the IT infrastructure located at 87 Prospect, and at several departments, to the new High Performance Computing Research Center (HPCRC) data center at Forrestal.

FY11 goal: Maintain and enhance a secure campus computing environment

Providing a secure computing environment remains one of OIT’s top priorities. The following summarizes OIT’s continuing efforts to provide a secure computing environment at Princeton:

• Launched a campaign to install data encryption software on University Windows laptop computers. This effort is ongoing.

• Formed a team to begin work on identifying and documenting a University procedure for responding to potential data breach situations. This effort will continue into FY12.

• Completed the development of the University’s new Oracle Identity Management system, which will better secure accounts through timely account creation and account closure. After quality assurance and User Acceptance Testing (UAT) are completed over the summer, the system will be activated in the fall of 2011.

• Developed procedures and reports to support the capture and review of security-related activity on a daily basis.

• Assessed and selected a product that will enable the University to identify where sensitive data is stored within the technology infrastructure, determine if the data is secured appropriately, and take remedial action if necessary. The product will be deployed in early FY12.

• In collaboration with the Treasurer’s Office, took steps to ensure that all areas of the University that accept credit and debit cards transactions are in compliance with the requirements mandated by the Payment Card Industry.

• Incorporated IT Security training into OIT’s Business Technology Certificate Program (BTCP) to increase the awareness of security-related best practices for computing.

FY11 goal: Produce strategic and tactical plans for emerging centralized services

OIT continues to make progress with the incremental provisioning of centralized services, with the key areas of focus being server virtualization and the relocation of department servers to Princeton’s centralized data center. To support the goal to move toward centralized services, OIT completed the following:

• OIT worked with several University departments to consolidate and “virtualize” individual servers. At the end of June 2011, 79 departmental servers had been virtualized onto the OIT-managed Virtual Platform System.

• OIT virtualized 110 physical servers within OIT, bringing the total number of servers virtualized since 2008 to 383. This total number represents 65% of the total number of servers in the main data centers. The 383 virtual servers now reside on 8 physical servers within the central data center.

• The annual electricity savings achieved through virtualization efforts to date equals 1.9 million kilowatt-hours of power. The energy savings equates to a cost savings of over $165,000 per year.

FY11 goal: Continue to deliver academic information technology systems that meet the needs of the academic community

The following summarizes the new features and functions delivered through the University’s academic services to support University teaching and learning:

Course Reading List

The design and development of the Course Reading List application was completed and the pilot concluded successfully. In the spring of 2011, faculty used the tool for the first time to enter the course readings for their upcoming fall courses. Students will be able to review these lists and purchase the course materials online through Labyrinth, or other booksellers, in the fall of 2011. The successful completion of the Course Reading List streamlines the book purchasing process for students and offers more functionality than is required by recent legislation of the Higher Education Opportunity Act in 2008, which
asks colleges and universities to include in their online course schedules the International Standard Book Number (ISBN),
author, title, and retail price for all required and recommended materials for each course offered.

**Blackboard upgrade to 9.1**

In June 2011, OIT migrated the campus from Blackboard 9.0 to Blackboard 9.1 and will be running in production for the fall,
2011 semester. The upgrade adds a number of key “Web 2.0” tools, including new wiki technology, and will help ensure our
Learning Management System remains in line with evolving educational tools.

**Project Management**

A new position was created in Academic Services (reporting directly to the director) to oversee project management and
help ensure successful project implementation. AS has adopted the OIT Interdepartmental Project Portfolio (IPP) for all
project tracking, as well as the yearly process of prioritizing department-wide, IT-related projects with guidance from IT
Governance.

**iPrinceton mobile application**

The “iPrinceton” mobile application was delivered in formats for iPhone, Android, Blackberry, and web-capable smart
phones. The application delivers key information about the University in a mobile-accessible format and includes events,
courses, maps, tours, and an innovative Places facility that provides information on dining and other campus venues. A web
application was also developed to help promote consistency in data across departments and to provide the means for data
owners to manage their data feeds to the iPrinceton application, now hosted on a centrally-supported Oracle database.

**DataSpace**

DataSpace, the University’s digital repository tool for archiving and publicly disseminating digital data, was expanded to
serve as a data repository for the output of research grants, including data sets and research publications, and to meet the
requirement of NSF that all research grants include a data management plan. Since January 2011, 13 grants submitted to the
National Science Foundation (NSF) now point to DataSpace as their data preservation tool.

**Kaltura image management tool**

The Kaltura image management tool is fully implemented and is being used by the OIT Broadcast Center and the Library to
store large collections of video materials.

**FY11 goal: Continue to deliver administrative information technology systems that meet the needs of the University**

The following summarizes the new features and functions delivered through the University’s administrative information
technology systems:

**University LDAP and alumni LDAP consolidation**

OIT worked with the Alumni Council to consolidate the University LDAP and Alumni LDAP applications. The first step in
this process was to resolve all identity ‘collisions’ between the two systems. OIT successfully identified the netIDs that exist
on both systems, but are assigned to two different individuals. OIT also resolved a number of conflicts within the University
LDAP application. In FY12, work will continue with the Alumni Council to resolve all remaining conflicts that exist on the
Alumni LDAP. Once all collisions are resolved, OIT will complete the virtual consolidation of the two LDAP applications
through the use of Virtual Directory.

**PeopleSoft Absence Management - CALM**

During this past year, Human Resources examined the existing absence policies and made decisions on the policy updates
that will be built into the new Peoplesoft Absence Management system. Now called “CALM,” the new system will provide
the University with a common and standard platform for tracking paid time off for University staff. It will also enable the
University to create a precise calculation of its paid-time-off liability. CALM will be developed and piloted in July, 2012, with a
target to have the entire University in the system by the end of December, 2012.

**Call Tracking: a cost-saving, custom solution**

New functionality, called “Call Tracking” was developed within Peoplesoft to provide the Human Resources, Benefits, and
Payroll offices with a mechanism to record, track, search, and report on all requests for help by University employees.
The new custom solution replaces the previously licensed Peoplesoft HR HelpDesk application and saves the University $30,000
in annual support fees. In addition to being less expensive, Call Tracking is also better tuned to current University business
practices. Access to ‘help request’ records is secured and accessible only to appropriate administrative office employees
based on security and access specifications. The system was designed with the involvement of the functional users, who are very pleased with the end results.

**Student Dashboard and Advising Notes**

The Student Dashboard and Advising Notes application integrates data related to student academic progress from various offices into one central location in PeopleSoft. Using web-services, the application also collects information from systems outside of PeopleSoft and integrates it within the application. This functionality greatly enhances the ability for multiple offices to collaboratively manage student records. The application is currently being used by the Residential College advising staffs, the Study Abroad program, health professions advising, academic advising for athletes, and the Office of the Registrar. The application provides an effective advising facility for students and a more comprehensive record for advisors.

**DataMall conversion to the University Data Warehouse**

As of June 30, 2011, DataMall functionality is available in the Information Warehouse for all except Capital Budget reports and ODBC. The Capital Budget reports have been created and are awaiting final testing and approval from the administrative users before conversion to the Information Warehouse is complete. The conversion of ODBC reporting into the Information Warehouse is scheduled for early FY12. Functionality not previously possible in the DataMall has also been developed.

**Undergraduate Announcement as a new online facility**

OIT collaborated with the Office of the Dean of the College to develop an online Undergraduate Announcement that is easily accessible, searchable, and user friendly. The new online format replaces the need for costly printed and distributed publications. The web-based Undergraduate Announcement is comprised of information collected and stored in the PeopleSoft system. Enhancements to the PeopleSoft Program Guide create, expand, and populate the Program Guide with each department’s masthead and prose sections. OIT also modified the customizations to the PeopleSoft Curriculum Management module to provide a more efficient way for the Office of the Dean of the College to gather and approve course information changes: specifically course title, course description, UA instructor, and term offered. The result of this project is a cost-saving Undergraduate Announcement that is accurate, accessible, and timely.

**New Salary Administration Management (SAM) for University staff**

OIT designed and developed the custom “Salary Administration Management (SAM)” module to move the salary administration process into the PeopleSoft HR environment. The new process allows central Human Resources and all administrative departments to operate within the same environment and record all changes immediately and in real time. The system design also offers departments the flexibility to maintain a department-specific reporting structure and custom approval trails. SAM also manages the University’s MIP rules, preventing incorrect data from inadvertently being entered into the system and propagated. Monitoring tools allow HR to monitor departmental progress and identify areas where help may be needed. The features and built-in controls of SAM offer a significant improvement over previous processes that required much greater manual effort and had fewer or no controls. The new SAM has been well received by its users.

**Conflict of Interest form**

As planning got under way in FY11 to create this functionality, it was decided by the Human Resources department to defer development of this functionality to an as-yet determined future project cycle.

**FY11 goal: Identify and implement IT-related cost savings initiatives to assist administrative offices and academic departments, as well as OIT, in achieving their University savings targets**

OIT worked with administrative departments, academic departments, and SUMAR to identify and realize new opportunities for IT-related cost savings in FY11, in support of the goal to continually identify efficiencies and projects in academic and central administration that strengthen the University workforce, business operations, and services, and ensure appropriate utilization of resources. In collaboration with administrative offices and academic departments, OIT achieved IT-related cost savings in the following areas:

- IT Infrastructure Consolidation
- E-Mail Consolidation and Outsourcing Options
- Desktop Computer Programs

- Print-less
- Cluster Computers
- Mobile Communication Devices

Details about the cost-savings results are provided in the section, “OIT’s Contribution to Sustainability and Cost-savings Initiatives,” on page 16.
FY11 goal: Attract, develop, and retain quality information technology professionals

During FY11, 17 new employees joined the OIT organization, seven employees retired, and five employees departed from the University.

“On the Spot” awards were awarded to 94 employees in recognition of their outstanding service.

In FY11, OIT made improvements to several management and administrative processes, including the development of a new web-based annual performance review; the enhancement and update of the OIT Job Description Repository, which houses job descriptions for all OIT positions; development of the OIT contracts database; establishment of an electronic method for signing and collecting the annual Conflict-of-Interest forms; enhancement of the new hire and separation process using SharePoint technology; simplification of budget reports; and simplification of human resources and financial management policies and practices.

Opportunities for Professional Development

Six OIT employees received certification in the Human Resource Management Development Program and five additional employees are in the process of achieving certification.

The OIT Business Technology Certificate Program (BTCP) graduated its first class of 11 graduates, two of whom are OIT employees. The program prepares support staff to facilitate their department’s business using computer technology, such as Microsoft Office, collaboration tools, and website development software.

Other OIT training initiatives included:

- A two-part course on “Handling Difficult Conversations”
- “E-mail Etiquette and Excellence: Making it Work for You and Others”
- System Center Configuration Manager (SCCM)
- Application Usability Tutorial
- New OIT Annual Performance Review information sessions

In addition to these instructor-led courses, licenses from two online learning vendors, Lynda.com and OLEDU-Online Education, were purchased and offer OIT staff on-demand professional development opportunities in a variety of technical areas.

Initiatives to Build Community

All OIT Meeting

OIT held its annual All-OIT meeting in October, 2010. The annual meeting is an opportunity for all OIT staff to gather, share information, and learn about various University initiatives.

The theme this year was, “Students and Technology: From Facebook to Finals.” Guest speakers included Michael Yaroshefsky, Undergraduate Student Government President; Cynthia Cherrey, Vice President of Campus Life; Amanda Wilkins, Director of the Princeton Writing Program; and Carol Porter, Director of the McGraw Center. Betty Leydon closed the meeting with answers to questions from staff.

701 Carnegie Center Advisory Group

The 701 Carnegie Center Advisory Group is comprised of 15 members from OIT, Finance and Treasury, and University Services. The group works on issues regarding emergency and security, communications, and the 701 Café, and on the coordination of events for the 701 community. An event held in November 2010 celebrated the one-year anniversary of OIT’s and Finance and Treasury’s move to 701 Carnegie.
In June, 2011, a Sustainability Fair was held at 701 Carnegie Center, where:

- 17 vendors participated;
- 200 people attended;
- 450 pounds of paper were shredded;
- OIT Hardware Support destroyed 73 hard drives; and
- Goodwill Industries collected 1,186 pounds of computer equipment and 943 pounds of clothing.

**The OIT Buddy Program**

OIT strives to help new employees feel welcome within the organization. Current employees voluntarily pair with a new employee, taking them to lunch, going on an Orange Key tour, or simply offering answers to questions about campus and the work environment. In addition, new staff members receive an OIT orientation session, a “welcome” packet of useful information about the organization, and an opportunity to meet with the organization’s CIO. Additionally, OIT’s Training and Documentation Services team is currently developing an OIT orientation program for all new hires.

**Take Your Children to Work Day**

OIT partnered with Finance and Treasury to create a special program for “Take Your Children to Work Day.” This year, 59 children between the ages of 5 and 15 participated in the program. Carla Benincasa, Marie Messler, and Brad Wells coordinated the activities, and 34 additional employees volunteered to help on the day of the event.

**OIT Softball Team**

OIT’s softball team, CTRL+ALT+DEL, played 20 games and ended the season with a record of 14 wins and 6 losses, becoming the ‘C League’ champions.

**OIT Ski Club**

Several group ski trips were organized by Leila Shahbender, which took place over the winter months and included Poconos and upstate New York destinations. The group trips were well attended by OIT colleagues.

**OIT Bike Rides**

Although retired, Robert Hebditch continued to organize several bike rides through campus during the fall and spring, with OIT staff.
What We Are Planning - FY12 Goals Planned

FY12 goal: Continue the expansion of Princeton’s high-performance computing (HPC) infrastructure to meet the needs of the research community

To continue to expand Princeton’s high-performance computing infrastructure to meet the needs of the research community, OIT set the following goals for FY12:

- Plan and prepare appropriate IT infrastructure for the new High Performance Computing Research Center (HPCRC) data center being built at the Forrestal Campus.
- Execute plans to move the IT infrastructure located in 87 Prospect, Lewis Library, and at several department data centers to the new HPCRC data center, which is scheduled to open in the fall of 2011.
- Relocate Della, Sesame, Adroit, and other smaller high performance computing systems to the new HPCRC data center.
- Complete and open the HPCRC data center for operations, and establish this facility as the University’s main, centralized computing data center.
- Purchase a new symmetric multiprocessing system to replace the old system, Hecate, with funding obtained through the National Science Foundation (NSF) Major Research Instrumentation (MRI) program grant, with Professor Roberto Car as the Principal Investigator. This new system will increase the computational power and memory available for research computing by more than a factor of ten over the old system and will use less electrical power. This new system will be installed in the new HPCRC.
- Purchase a new Beowulf cluster to replace the Woodhen cluster with funding collected from a number of faculty and academic departments. This new system will provide a significant increase in computational power over the old system, and will use significantly less electrical power. This new system will be installed in the new HPCRC.
- Complete the deployment of the Moab Cluster and Grid Software and Services Suites across all of the TIGRESS high performance computing systems. This deployment will provide enhanced scheduling capabilities that will be used to continue to improve the utilization and user friendliness of our systems.
- Continue to promote the many advantages of centralized server hosting to departments, and continue to migrate servers from department data centers to the OIT data center.

FY12 goal: Develop a roadmap for future growth and enhancements to the University data and voice communications infrastructure

To help ensure the reliability and future growth of the University’s data and voice communications infrastructure, OIT set the following goals for FY12:

- Develop a strategy for upgrading the campus telephony environment, including voice mail, to take advantage of modern unified messaging and communications technology solutions that integrate with the data network. As part of this effort, the benefits and feasibility of terminating University-provided telephone services in the dorms will also be explored.
- Plan and prepare appropriate IT infrastructure for the Neuroscience Center, 22 Chambers Street (dependent on approval of the project), and the hotel-style door lock system for the dorms.
- Improve and increase wireless connectivity on campus by expanding the installation of 802.11n wireless data networking.
- Enhance the distributed antennae system to improve cellular reception on campus.
- Continue to provide a high speed, robust, and reliable wired data network.
FY12 goal: Continue to improve the products, procedures, and policies related to information security and privacy at Princeton

To provide a secure computing environment and to continue to enhance information security and privacy at Princeton, OIT plans to accomplish the following goals:

- Complete the first round of the Windows laptop encryption effort and further expand the service to include an encryption option for University-owned Macintosh computers and desktop computers.
- Working closely with the IT Security cross-functional team and other appropriate stakeholders, develop an OIT “IT Security Roadmap” that will provide an inventory of current IT security tools and initiatives. It will also articulate the IT security objectives for the next several years, and clearly identify all participants, responsibilities, priorities, and target dates.
- Develop a mechanism to enforce an annual password change process, and implement the process to better secure Princeton’s data.
- Provide significant, direct support for the following projects: the Enhanced Data Protection and Privacy project; the University Data Loss Response project; the project to select, test, and implement an effective data scanner; and the project to document the University’s Response Plan.
- Expand OIT’s existing “IT Security Check-up” service to help departments better secure Princeton’s data against possible data breaches and identity theft. Through this ‘check-up’ OIT staff will work closely with all departments to identify and secure institutional and personal data stored on servers, laptops, and desktop computers. In addition to improving how data are protected on systems, OIT will expand training and education programs to include opportunities for all members of the University community to learn about securing electronic data.
- Complete the implementation of the account provisioning and deprovisioning component of the Oracle Identity Management system to better secure Princeton’s data through timely account creation and closure.

FY12 goal: Continue to deliver academic information technology systems and services that meet the needs of the academic community

To deliver academic technology that continues to meet the needs of the academic community, OIT plans to:

- Complete a Web content management system (CMS) needs assessment to ensure that the University is offering departments an enterprise CMS solution that meets current website development needs. OIT will also complete an evaluation of the Drupal CMS; if the evaluation determines that Drupal will enhance the University’s current CMS offering, an early adopter Drupal environment will be implemented. Drupal is expected to include features and functions that support current and future website development needs at the University.
- Set up an enterprise offering of the WordPress blogging system and begin migrating existing blogs from the deprecated Moveable Type blogging system to the new WordPress system.
- Successfully deliver the Course Reading List tool for use by students to view and purchase course materials in fall 2011.
- Implement a web interface that permits University departments to more easily maintain iPrinceton data (e.g. Places).
- Working closely with the Library, implement a website that supports faculty in their efforts to develop newly-required data management plans for all grants submitted to the National Science Foundation (NSF).
- Enhance instructional technology outreach and support for faculty and support staff by establishing a new instructional technology lab that specifically focuses on the needs of support faculty and departmental support staff.
- Continue to develop, design, and deliver high-quality departmental websites on time and on budget.
FY12 goal: **Continue to deliver administrative information technology systems and services that meet the needs of the University**

To deliver administrative information technology that continues to meet the needs of the academic community, OIT sets the following goals for FY12:

- **CALM** - The Peoplesoft Absence Management system, known as “CALM” at Princeton, will be implemented in FY12. CALM will provide the standard mechanism for all University staff to record and track sick leave, paid time off, and other “exception” time from the University. This new system will also perform a vital role in enabling the University to calculate its paid-time-off liability. An initial pilot group will begin using CALM in July, 2012. The entire University will begin using the system in December of 2012.

- **Housing Replacement** - A project is underway to help Facilities assess Housing systems and identify a suitable replacement for the current Housing system, Diebold. Diebold was recently purchased by the CBord vendor, and will no longer be supported. Once a housing system is selected, a new project will be defined for the implementation of the chosen product. The housing system replacement is expected to begin in FY13.

- **Undergraduate Admissions Document Imaging and Workflow Automation** - OIT will develop an OnBase solution that will enable the Office of Admissions to transition away from a paper-based admission process to a paper-less, electronic review and storage process. The new process will greatly improve the accuracy and accessibility of admissions information, as well as reduce costs. The new digitized process will be available in fall, 2012. A SAGIT request to fund this effort was approved in July, 2011. This will be an ambitious and transformative project for the Office of Admissions.

- **Labor Accounting Re-factoring** - In order to maintain an acceptable level of service for the functions provided by the Labor Accounting application, it is necessary to change the system’s underlying technical implementation without modifying its external functional behavior. This effort will result in a system that can be modified and supported more easily moving forward. The needs of other University functions, most notably the Graduate School, will be highly influential in the design of the re-factored system.

- **Chart of Accounts Redesign** - The Office of Finance and Treasury is embarking on an effort to redesign the University’s Chart of Accounts (COA). Nearly all financial related systems will be impacted by this effort. Major changes will be required for the General Ledger, Accounts Payable, Receivables, Labor Accounting, Information Warehouse, and other systems. OIT will be involved throughout this effort to ensure that project decisions related to technology are achievable from a technology standpoint. The Chart of Accounts redesign will be a multi-year effort that will require a great deal of coordination and collaboration across multiple departments.

FY12 goal: **Work with SUMAR on the continuation and expansion of IT-related cost savings initiatives**

During FY12, OIT will continue to work collaboratively with administrative and academic departments to achieve cost savings through initiatives implemented in FY11. Following are the areas where continued IT cost savings are planned:

- Continue “Print-less” efforts and participate in the Enterprise Printing Solution project to develop a strategy for implementing a central printing system on campus.

- Continue to expand the desktop PC Power Management program by adding additional computers to the group of computers that are managed by the program and powered down when not in use at night.

- Refresh OIT computer cluster hardware and decrease the number of machines in these clusters by 10%.

- Continue to enhance the IT financial processes, tools, and reports to enable the University community to better manage their department IT budgets and more easily identify areas where IT savings can be achieved (e.g., telephone billing). Working with Finance and Treasury, assist with SUMAR initiatives by conducting analyses of departmental IT-related business processes and developing guidelines for funding technology purchases for appropriate business needs. Provide improvements to assist OIT departments with their internal budget management.

- Continue to help departments achieve power and cost savings through server virtualization and centralized server hosting services.

- Lead an evaluation of the “desktop virtualization infrastructure” to determine if this infrastructure can provide a new source of IT cost savings for University departments.
FY12 goal: Investigate new models for IT service delivery and develop financial models to determine the economic viability of obtaining IT services in new ways

In FY12, OIT plans to investigate new models for delivering IT services, including economic viability. Specifically, OIT plans to:

- Evaluate new methods for managing institutional computers and software.
- In collaboration with the OIT Leadership Group, publish and promote guidelines for assessing Software as a Service (SaaS) solutions.
- Pilot e-mail services delivered by external service providers for students.
- Prepare financial analysis in key areas such as telecommunications / telephony. Provide costing model alternatives to ensure OIT’s leadership can make informed decisions regarding funding and sourcing strategies to meet IT’s changing needs.

FY12 goal: Enhance the institution’s ability to select and effectively manage IT projects that broadly impact the University community

To help ensure that University IT projects are appropriately selected and effectively managed, OIT plans to:

- Facilitate the annual IT project planning process, resulting in a cross-University endorsed IT project slate.
- Promote the use of the Princeton Project Management Methodology to help ensure the success of University-wide IT projects on the FY12 project slate.
- Expand and develop the Princeton community of skilled project managers and technical leads.
- Enhance Princeton’s Project Management Methodology to improve end-user involvement in projects, clarify integration of systems testing, and integrate change management principles.
- Enhance OIT’s Interdepartmental Project Portfolio (IPP) tool and planning process through the offering of annual “departmental project planning” sessions that help managers prepare for submitting proposals to the University IT project portfolio.

FY12 goal: Continue to make OIT a more welcoming and diverse workplace that attracts, develops, and retains the highest quality IT professionals

To continue to offer a welcoming and diverse workplace, OIT set the following goals for FY12:

- Develop and implement an overall staff recognition strategy.
- Develop an overall diversity strategy that makes OIT a more welcoming and inclusive organization that values and learns from the differences diversity brings to the organization.
- Develop a compensation zoning strategy for OIT job bands to better attract and retain qualified IT professionals.
- Develop and implement an overall OIT recruitment and on-boarding strategy that meets the changing needs of IT.
- Develop a comprehensive OIT staff development strategy that addresses succession planning in key areas.
- Continue to provide for OIT’s training needs by expanding technology and soft-skill development course offerings through an online learning curriculum, webinars, and instructor-led classroom sessions.
- Continue to enhance leadership and management training in order to continually provide for IT’s changing leadership and management development needs.
IT Governance at Princeton

IT Governance Model

OIT

Provost

Senior Advisory Group for IT (SAGIT)

Enterprise Systems Planning Group (ESPG)

Project Managers Team (PMT)

Committee on Academic Technology (CAT)

Faculty Committee on the Library and Computing (FCLC)

Research Computing Advisory Group (RCAG)

Academic Managers Group (AMG)

Administrative Departments

Data Managers Group (DMG)

Desktop Systems Council (DeSC)

Academic Deans

Department Chairs & Faculty
Senior Advisory Group on IT (SAGIT)

The Senior Advisory Group on IT (SAGIT) advises the Provost on the budgetary matters related to IT systems projects that have been endorsed by the Enterprise Systems Planning Group (ESPG), and other projects that are presented by the Vice President for Information Technology and/or the Provost. The specific charge of the group is to:

- Evaluate 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 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 FY11, members of the SAGIT were:

Carolyn Ainslie, Vice President for Finance and Treasurer
Mark Burstein, Executive Vice President
Nancy Costa, Associate CIO
David Dobkin, Dean of the Faculty
Chris Eisgruber (chair), Provost
Aly Kassam-Remtulla, (secretary), Associate Director for Academic and Administrative Planning
Betty Leydon, Vice President for Information Technology and CIO
Nadine Stern, Associate CIO and Director of Operations and Planning

Highlights

During FY11, the SAGIT reviewed and funded the following project proposals:

- PeopleSoft Absence Management Module fit-gap analysis
- Academic Support for Princeton Undergraduates
- Unified Campus Recreation Registration
- PeopleSoft Campus Solutions Feature Pack Upgrades
- Computer Aided Dispatch & Reports Management System
- Common Funding Portal Request
- Enhanced Data Protection & Privacy Initiative
Enterprise Systems Planning Group (ESPG)

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

- Ensure that the University’s systems meet the needs of faculty, staff, and students;
- Evaluate current systems and identify gaps, needs, and opportunities;
- Recommend the appropriate allocation of OIT resources for maintenance, upgrades, and development;
- Endorse project proposals so that they can be passed to the Senior Advisory Group on IT (SAGIT) for further review, if needed.

During FY11, members of the ESPG were:

Carolyn Ainslie, Vice President for Finance and Treasurer
Steve Baumgartner for Adam Cohen, Deputy Director of Operations, Plasma Physic Lab
Steve Blechman for Lianne Sullivan-Crowley, Vice President for Human Resources
Claire Fowler for Nancy Malkiel, Dean of the College
Polly Griffin, University Registrar
Ben Hammond for Mike McKay, Vice President for Facilities
Karen Jezieri for Bob Durkee, Vice President and Secretary
Aly Kassam-Remtulla for Mark Burstein, Executive Vice President
Betty Leydon (chair), Vice President for Information Technology and CIO
Jed Marsh, representing the Office of the Provost
Sandra Mawhinney for Bill Russel, Dean of the Graduate School
Kris Miller for David Dobkin, Dean of the Faculty
Nilu Shroff, Chief Audit and Compliance Officer
Karin Trainer, University Librarian

Ex Officio members were:
Nancy Costa, Associate CIO
Colin Currie, OIT Executive Director for Administrative Information Services
Serge Goldstein, OIT Director for Academic Services and Associate CIO
Janet Pumo, OIT Director, Princeton Project Office
Nadine Stern, Associate CIO and Director of Operations and Planning

Highlights

During FY11, the ESPG:

- Received briefings on Finance & Treasury system plans (Carolyn Ainslie), Princeton’s new mobile applications (Serge Goldstein), the Course Reading List initiative (Peter Quimby), IT Change Management (Nancy Sildorff), IT Security updates (Donna Tatro), Grants Management System overview (Jeff Friedland), IT Audit & Compliance (Nilu Shroff / Jerome Park), the Undergraduate Admission Document Management Proposal (Janet Rapelye), the Graduate Admission Document Management project (Sandra Mawhinney), Content Management Systems at Princeton (Serge Goldstein), the OnBase Document Management System (Beth Parham), Princeton’s Interdepartmental Project Portfolio Tool (Janet Pumo), and administrative system updates (Colin Currie).
- Provided oversight of the FY11 IT Project Portfolio and endorsed the FY12 Project Portfolio.
- Thanked Nancy Costa and Laura Strickler for their years of service and leadership in the support of information technology at Princeton University.
Project Managers Team (PMT)

The Project Managers Team (PMT) provides leadership and guidance on the delivery of administrative products and services, supporting the application and data management principles established under Partnership 2000. The PMT acts as the working group in support 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 FY11, the members of the PMT were:

Betty Ashwood, Financial Aid
Barbara Basel, Public Safety
Marvin Bielawski, Human Resources
Maria Bizzarri, Finance and Treasury
Steve Blechman, Human Resources
Kathleen Bozowski, Transportation and Parking
Christopher Brock, Athletics
Justin Bronfeld, Graduate School
Ted Bross, OIT, Custom Development, Data Warehousing and Integration
Nancy Costa, OIT, Project and Consulting Services
Colin Currie (chair), OIT, Administrative Information Services
Robert Faille, Office of Development
Devaki Ginde, OIT, Packaged Solutions and Integration
Dave Goetz, Dining Services
Lynn Grant, Housing
Ash Hadap, OIT, AIS Collaborative Solutions
Dave Herrington, OIT, Departmental Application Services
Lisa Herschbach, Residential Colleges
Jonathan Horowitz, Alumni Council
Amy Hughes, Registrar’s Office
Emily Jeng, OIT, Custom Application Development
Tammy Knutson, Finance and Treasury
Donna Lawrence, OIT, Package Adaptation and Customization
Diane Lefebvre, Finance and Treasury
Joanne McLaren, Finance and Treasury
Kris Miller, Office of the Dean of the Faculty
Judy Oakley, University Health Services
Jerome Park, Audit and Compliance
Hilary Parker, Office of the Executive Vice President
Joseph (JP) Plaksa, Housing
Janet Pumo, OIT, Princeton Project Office
Craig Richmond, Finance and Treasury
David Ritchie, Office of Development
Irina Rivkin, OIT, ERP Systems
Nick Robinson, TigerCard and University Ticketing
Emily Shandley, University Scheduling
Janet Strohl-Morgan, Art Museum
Barrie Sutton, OIT, Princeton Project Office
Chizuko Walter, Office of Research and Project Administration
Mark Washington, Facilities
Glenn Wemple, Undergraduate Admission
Ex Officio members were:
Mary Albert, OIT, Academic Services
Chuck Augustine, OIT, Systems and Database Management
Deborah Becker, OIT, Database Administration
Paula Brett, OIT, New Media Center
Janice Guarnieri, OIT, Training and Documentation Services
Charles Kruger, OIT, Enterprise Servers and Storage
John Milnes, OIT, Organizational Effectiveness & Strategic Initiatives
Jill Moraca, OIT, Web Development Services
Steve Niedzwiecki, OIT, Security and Data Protection
Lea Novak, OIT, Documentation Services
Sal Rosario, OIT, Technology Consulting Services
Alla Ryklin, OIT, Training Services
Anthony Scaturro, OIT, IT Security Officer
Nancy Sildorff, OIT, Princeton Project Office
Russell Wells, OIT, Person Office

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 required resources are involved in the planning of projects;
- Reviewed and updated the status of projects in the Interdepartmental Project Portfolio (IPP) and discussed project inter-dependencies;
- 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, and other related topics of general interest;
- Assembled a comprehensive list of FY11 IT project proposals for ESPG review.
Data Managers Group (DMG)

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. This group has been in existence for 11 years and has played a major role in the implementation and ongoing success of many administrative applications.

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 this past year, the members of the DMG were:

- Maria Bizzarri, Finance and Treasury, Receivables
- Kathleen Bozowski, Transportation and Parking Services
- Justin Bronfeld, Graduate School
- Ted Bross (chair), OIT, Custom Development, Data Warehousing and Integration
- Joel Carstens, Financial Aid / Student Employment
- Maureen Ciambrello, Finance and Treasury, Receivables
- Colin Currie, OIT Administrative Information Services
- Lisa DePaul, Student Housing
- Cynthia DiTullio, Office of Development
- Eugenia Evans, Faculty and Staff Housing
- Robert Faille, Office of Development
- Judith Farquer, Graduate Student Financial Support
- Lynn Grant, Housing
- Michael Hauser, Office of Development
- Amy Hughes, Office of the Registrar
- Andrew Kane, Office of Housing
- Tammy Knutson, Finance and Treasury, University Financial Systems
- John Kraeck, Facilities
- Peter Krivcov, Finance and Treasury, Asset Administration
- Joseph Lane, Finance and Treasury, Purchasing
- Jonathan Lebouef, Office of the Registrar
- Kevin Leighton, University Health Services
- Janet Lute, Library
- Jed Marsh, Office of the Provost
- Laurie McVicker, Human Resources
- Kris Miller, Office of the Dean of the Faculty
- Joe Mudry, Facilities
- Cynthia Murphy, Office of the Provost
- Judith Oakley, University Health Services
- Piet Richards, Finance and Treasury, Asset Administration
- Craig Richmond, Finance and Treasury, University Financial Systems
- Kevin Read, Office of Development
- David Ritchie, Office of Development
- Nick Robinson, University Services
- Brian Rounsavill, Finance and Treasury, Purchasing
- Jeff Rowlands, Library
- Kathy Swick, Finance and Treasury, University Financial Systems
- Jim Taylor, TigerCard Office
- Chiz Walter, Office of Research and Project Administration
- Glenn Wemple, Undergraduate Admission
- Suzanne Coletti, OIT, Data Warehousing and Integration
- Shane Farrell, OIT, Budget and Finance
- Ash Hadap, OIT, AIS Collaborative Solutions
- Janice Guarnieri, OIT Training and Documentation Services
- Mark Ratliff, OIT, Academic Services
- Rita Saltz, OIT, IT Policy
- Anthony Scaturro, OIT, IT Security Officer
- Leila Shahbender, OIT, Customer Services
- Barrie Sutton, OIT, Princeton Project Office
- Russell Wells, OIT, Person Office
- Grant Weed, OIT, Telecommunications Services
- Liz Zodeiko, OIT, Administration Information Services

Ex Officio members were:
- Suzanne Coletti, OIT, Data Warehousing and Integration
- Shane Farrell, OIT, Budget and Finance
- Ash Hadap, OIT, AIS Collaborative Solutions
- Janice Guarnieri, OIT Training and Documentation Services
- Mark Ratliff, OIT, Academic Services
- Rita Saltz, OIT, IT Policy
- Anthony Scaturro, OIT, IT Security Officer
- Leila Shahbender, OIT, Customer Services
- Barrie Sutton, OIT, Princeton Project Office
- Russell Wells, OIT, Person Office
- Grant Weed, OIT, Telecommunications Services
- Liz Zodeiko, OIT, Administration Information Services

Highlights

During the past year, the DMG:

- Provided continued oversight for the transition from the DataMall to the Information Warehouse, and for the ongoing configuration of the Cognos 8 reporting environment;
- Provided oversight for the implementation of the Oracle Identity Management (OIM) suite of applications;
- Provided guidance and direction to multiple ESPG projects, including Matriculation, Bridge Year Program, Rents, PTENS, and TMS replacement;
- 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 (DeSC)

The Provost formed the Desktop Systems Council in 1996 to standardize the University’s administrative desktop computer environment. The Council provides a stabilizing influence so the various computing environments’ organizational concepts, directions, and projects are established and maintained with a farsighted view. The Council provides insight on long-term strategies in support of University mandates and OIT initiatives. Members of the Council ensure that the University’s business and academic objectives are adequately addressed, and information technology remains under control. Launched originally as the Princeton Desktop Initiative, 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 hardware procurement, 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 FY11, members of the DeSC were:

Charlayne Beavers (coordinator), OIT, Support Services
Marvin Bielawski, Library
Nancy Costa, OIT, Project and Consulting Services
Judy Hanson, History
Paul Lynn, OIT, Collaborative Solutions
Dave Morreale, OIT, Desktop Support
Steve Niedzwiecki, OIT, Security and Data Protection
Matt Parker, Economics
Jennifer Poacelli, Civil and Environmental Engineering
Vikki Ridge, Facilities
Steven Sather (chair), OIT, Support Services
Leila Shahbender, OIT, Customer Services

Highlights

The Desktop Systems Council - Program Changes

With the increasingly accelerated shifts in technology, the Council determined that it was time to evaluate the mission and goals of the Desktop System Council program. The new Mission Statement refocuses the Council’s oversight and increases the scope of its governance to include additional managed environments. The Desktop Systems Council was restructured as a broader program and renamed “The DeSC Program” with several managed environments—DeSC Standard, DeSC Lite, and MacDeSC Standard. The Council’s oversight changed from day to day technology tasks to more high level oversight of policies, guidelines, and strategic planning.

In practice, the Council’s responsibilities are carried out by performing the following functions:

- Conducting standing monthly meetings;
- Monitoring and reviewing activities and issues that impact managed environments;
- Controlling objectives as emergent issues force changes to be considered;
- Resolving conflicts and disputes, reconciling differences of opinion and approach;
- Accepting project deliverables;
- Establishing and enforcing policies and standards for DeSC Standard and MacDeSC Standard, and to a lesser degree, for DeSC Lite;
- Ensuring alignment with University schedules, policies, and services.

DeSC Program Managed Environments

- DeSC Standard (previously known as “DeSC”) – A fully-managed Windows environment that is guaranteed to support University Business Applications.
- MacDeSC Standard (previously known as “Managed Mac Environment (MME)” added to the DeSC Program - Provides benefits and centralized management that is similar to DeSC Standard, for Apple desktops.
- DeSC Lite - Offers a lightly-managed solution for the growing number of computers that are ineligible for the DeSC Standard environment to accommodate today’s less predictable and more complex computing environments.
“Three to Five” DeSC Roadmap Assessment

In an effort to keep the DeSC program relevant in the current faster-paced, multi-device computing environment, the Council is conducting an assessment to develop a “three to five roadmap” to keep desktop management current with customer and department expectations. The Council began the assessment by reviewing the DeSC program’s greatest accomplishments and major initiatives, as well as examining the reasons for the program’s success for the last 15 years. The group also discussed the major initiatives and the greatest challenges that DeSC and OIT face in providing desktop computing services to departments. Currently, we are conducting focus groups with the DeSC contacts. The Council’s next step is to review the responses and release a report early next calendar year.

DeSC Laptops and Data Protection

In January 2011, all existing DeSC laptops were encrypted with the latest version of the Princeton encryption software, and we began to encrypt all new DeSC laptops automatically during setup.

The DeSC Program and Sustainability

With all DeSC OptiPlex 745 Folder Redirection configurations complete, in March 2011 OIT started powering down the rest of the desktops in the DeSC Standard environment during the evenings to assist the Council in meeting one of its sustainability goals for the DeSC program. A Power Management pilot was started with OIT DeSC Lite computers.

Princeton University Training Team (PUTT)

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

During FY11, members of PUTT were:

- John Milnes (co-sponsor), Office of Information Technology
- Lianne Sullivan-Crowley (co-sponsor), Human Resources
- Maureen Imbrenda (co-chair), Human Resources
- Janice Guarnieri (co-chair), Office of Information Technology
- Suzanne Bellen, Finance and Treasury (new)
- Allison Petito, Finance and Treasury (new)
- Denise Moser, Finance and Treasury
- Maria Bizzarri, Finance and Treasury
- Steve Elwood, Environmental Health and Safety
- Diedrick Graham, Ombuds Office
- Michael Gonzalez, PPPL
- Nicole Volpe, Human Resources
- Kamara Blackman, Human Resources
- Lisa Baratta, representing the Academic Managers Group
- Nancy Burnet, representing the Academic Managers Group
- Vikki Ridge, Facilities
- Hannah Ross, Office of the General Counsel

Highlights

Princeton Deconstructed

In January 2011, PUTT sponsored the new pilot program, Princeton Deconstructed. The program is designed to provide members of the campus community with a better understanding of the University’s governing structure. Sessions were presented by the Vice President from each area:

- Princeton Governance – Lianne Sullivan Crowley - Vice President for Human Resources
- Princeton Finance Overview - Carolyn Ainslie – Vice President for Finance and Treasurer
- Student Governance - Cynthia Cherrey – Vice President for Campus Life

The pilot included 60 participants and was extremely well received. Offerings will role out to campus in October of 2011.

New Manager Orientation

During FY11, PUTT continued to participate in Human Resources’ New Manager Orientation program, which was delivered to approximately 75 new managers over the course of the year. The program helps new managers understand and comply with the University’s expectations regarding the management of human, financial, physical, and technological resources.
Committee on Academic Technology (CAT)

The Committee on Academic 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 FY11, members of the CAT were:

- David Redman, Graduate School
- Rebecca Louie (secretary), OIT, Academic Services
- Mary Baum, Office of the Dean of Faculty
- Marvin Bielawski, Library
- Serge Goldstein, OIT, Academic Services
- Clayton Marsh, Office of General Counsel
- Jed Marsh, Office of the Provost
- Peter Quimby (chair), Office of the Dean of the College
- Janet Temos, OIT, Educational Technologies Center
- Polly Griffin, Registrar

Highlights

The committee met three times during the 2011 academic year: in October, March, and May. Major topics discussed were:

**Mobility**

OIT licensed the Blackboard mobile suite on December of 2009, and released the first version of iPrinceton in September of 2010. The committee reviewed OIT's plans for iPrinceton, and made a number of recommendations on how iPrinceton could be developed to serve the Princeton community, including the implementation of online “Tours” and a facility that would allow members of the community to easily access information on open hours for dining and other facilities (“Places”).

**Blackboard 9**

CAT reviewed the transition from Blackboard 8 to 9, and endorsed OIT's plan to upgrade from 9.0 to 9.1 in summer, 2011. The committee also considered Princeton’s plans to continue licensing Blackboard and concurred with current plans to maintain Blackboard as the University’s Learning Management System (LMS) for the foreseeable future: a time frame of 2 to 5 years.

During this time, OIT will continue to closely monitor on-going developments in the LMS space, so that, should the need arise, Princeton can quickly adjust its LMS offerings to market and educational contingencies.

The Committee also considered a new capability in Blackboard 0.1 that would link the Blackboard LMS to the Blackboard alert system (PTENS). While recognizing that it is important not to dilute the impact of PTENS messages, the Committee felt that this opportunity should be investigated further. OIT will gather data on how often faculty use existing facilities (Blackboard announcements and course e-mail lists) to reach out to students, and will pass this information on to the Committee for future discussion.

**Course Reading List**

OIT demonstrated the Course Reading List tool currently under development, and the time line for rollout was discussed and finalized. The committee was pleased with the tool and believes it will be successful with faculty.

**Printing**

CAT members discussed the on-going issue of extensive printing at Princeton. Committee members suggested that a campaign be started to make departments more aware of the extensive amount printing, possibly through the implementation of software that would keep track of paper and toner usage.

**Lynda.com**

OIT demonstrated the Lynda suite of online training modules, and the committee endorsed the plan to provide a site-license for this suite for the entire campus. Lynda.com will provide online and just-in-time training on a wide range of IT topics to the entire Princeton community, and may be particularly helpful for students who need to quickly master basic IT technologies.
Research Computing Advisory Group (RCAG)

The Research Computing Advisory Group (RCAG) advises and collaborates with OIT, PICSciE, and the Dean for Research on matters related to research computing in all academic disciplines at the University. The specific charge of this group is to:

- Advise on the research computing needs and priorities of academic units;
- Collaborate on, and ensure broad input on projects related to research computing;
- Advise on the software, infrastructure, and support needs and priorities for research computing.

During FY11, members of the RCAG were:

- Mary Lynn Baeck, Civil and Environmental Engineering
- Roberto Car, Chemistry, Princeton Institute for Computational Science and Engineering
- Jonathan Cohen, Psychology, Neurosciences
- Iain Couzin, Ecology and Evolutionary Biology
- Kara Dolinski, Lewis-Sigler Institute for Integrative Genomics
- Bruce Draine, Astrophysical Sciences
- Hank Farber, Economics
- Chris Floudas, Chemical Engineering
- Serge Goldstein, OIT, Academic Services
- Curt Hillegas (chair), OIT, Academic Services and Princeton Institute for Computational Science and Engineering
- Scott Karlin, Computer Science
- Daniel Marlow, Physics
- Luigi Martinelli, Mechanical and Aerospace Engineering
- John Matese, Lewis-Sigler Institute for Integrative Genomics
- Jerry Ostriker, Astrophysical Sciences, Princeton Institute for Computational Science and Engineering
- Josko Plazonic, Mathematics
- Frans Pretorius, Physics
- Anatoly Spitkovsky, Astrophysical Sciences
- James Stone, Applied and Computational Mathematics, Astrophysical Sciences
- Jeroen Tromp, Geosciences, Princeton Institute for Computational Science and Engineering, Applied and Computational Math
- Daniel Trueman, Music
- Chris Tully, Physics
- Doug Welsh, Molecular Biology
- Bill Wichser, Princeton Institute for Science and Technology Materials
- John Ziegler, Facilities Off-Campus Development
- Ex Officio:
  - Paul LaMarche, Office of the Provost
  - Betty Leydon, Office of Information Technology
  - Stewart Smith, Office of the Dean for Research

Highlights

High Performance Computing Research Center

RCAG continues to provide important insight into the design and construction of the new High Performance Computing Center (HPCRC), a data center under construction at the Forrestal campus. The group aims to ensure that the new data center meets the needs of University researchers, and makes the best use of University resources. Construction of the facility is nearly complete, and centrally-managed research computing systems are scheduled to move from 87 Prospect Avenue and the Lewis Library into the new facility starting in September 2011. A number of research computing systems from academic departments will also move from main campus into the HPCRC starting at that time.

Research Computing Website

RCAG, with the help of the OIT Web Development Services group, designed and implemented a new Research Computing website that brings together all of the information relevant to the research computing community into a single location. The website, which went live in April 2011, presents a unified and comprehensive view of Princeton’s computational science and engineering research as well as the resources, services, and facilities available on campus to enable and accelerate that research.

Della Upgrade

The older half of Della, one of our computational clusters, was replaced with new Dell hardware. The new hardware, which was purchased with funds contributed by key users and departments, provides a significant performance boost while using a fraction of the electrical power and cooling compared to the old system. This replacement is part of a system life-cycle management program designed to balance the ongoing capital replacement cost while best using the University’s utility and human resources in a sustainable manner.
University Video Coordination (UVC)

The 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 provides a venue for the discussion of video project proposals and ensures that projects 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 cable TV facilities.

During FY11, members of the UVC team were:

- Betteanne Bertrand, Woodrow Wilson School
- Paul Csogi, Lewis Center for the Arts
- Marguerite d’Aprile-Smith, Lewis Center for the Arts
- Susan Fou, Office of Development
- Serge Goldstein (sponsor), OIT, Academic Services
- Jim Grassi, OIT Broadcast Center
- Lance Herrington, OIT, Broadcast Center
- David Hopkins (chair), OIT, Broadcast Center
- Lisa Jackson, OIT, Broadcast Center
- Kristian Kauker, OIT, Media Services
- Dan Kearns, OIT, Broadcast Center
- Kevin Mills, OIT, Hardware Support
- Mike Mills, OIT, Media Services
- Teresa Riordan, School of Engineering
- Evelyn Tu, Office of Communications

Highlights

Princeton University iTunes U site

Apple upgraded the management system for the iTunes public and iTunes U sites. The upgrade provided easier ways to edit podcast category pages and group creation. The Princeton iTunes sites have experienced millions of downloads of Princeton lectures over the past few years.

Social networking and High-definition upgrades

Members of the UVC worked on several projects involving social networking and High-definition (HD) productions:

- The Broadcast Center upgraded their production of events by using the Newtek Tricaster 850 HD for high quality production. The entire Commencement week of events, as well as the major events at the “She Roars” conference, were produced in HD. This was a first for the University.
- The Office of Communications developed a web page (http://www.princeton.edu/live) that combines a live video stream from the Broadcast Center with live feeds from Facebook and Twitter. The feeds were moderated by the Office of Communications and the site enabled event participants to post live feedback and questions from their mobile devices.

Enterprise Media Management System

Kaltura was purchased the summer of 2010 and installed in January 2011. Getting the system to run properly required a few months of challenges. The new and improved version of the software will be installed the summer of 2011. Roxen has developed a Kaltura video plug-in for easily embedding videos in Roxen web pages.

Future of the UVC

This was the thinnest year ever for UVC meetings. Several staff changes in departments drastically reduced the membership of the group. The Chair plans to meet with the UVC Sponsor in FY12 to assess the future of this coordination team.
OIT Outreach Programs

The OIT Ambassador Program

The OIT Ambassador Program aims to provide an OIT Ambassador for every department. A program ambassador helps promote a flow of communication between OIT and departments: Ambassadors share information about OIT services and announcements with their departments and bring back information about customer needs and issues. Ambassadors meet on the third Tuesday of each month. 60 OIT Ambassadors serve 93 University departments and programs.

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

- Admissions, Charles Kruger
- African American Studies, Mary Albert
- Alumni Council, Barrie Sutton
- Anthropology, Kevin Graham
- Architecture, Annie Saunders
- Art and Archaeology, Anthony Scaturro
- Art Museum, Jeanne Mrak
- Astrophysical Sciences, Martin Harriss
- Athletics, Matt Immordino
- Bendheim Center for Finance, Rob Tengowski
- Butler Residential College, Tim Manning
- Career Services, Liz Zodeiko
- Center for Human Values, David Hopkins
- Center for International Studies, Maureen Novozinsky
- Center for Study of Religion, Kevin Murial
- Chemical Engineering, Evelyne Roach
- Chemistry, Curt Hillegas
- Civil and Environmental Engineering, Evelyne Roach
- Classics, Maureen Novozinsky
- Communications, David Hopkins
- Computer Science, Leila Shahbender
- Conference and Event Services, Kathryn Moncado
- Creative Writing, Evelyne Roach
- Development Communications, Linda Dereka
- Dining Services, Usha Patolla
- East Asian Studies, Charles Kruger
- Economics, Charles Augustine
- Ecology and Evolutionary Biology, Grant Weed
- Electrical Engineering, Martin Harris
- Engineering and Applied Science, Deborah Becker
- English, Russell Wells
- Environmental Health and Safety, Usha Patlolla
- Facilities, Evelyne Roach
- Finance and Treasury, Nancy Stildorff
- Firestone Library, Anthony Scaturro
- Forbes Residential College, Kevin Mills
- French and Italian, Usha Patlolla
- Frist Campus Center, Diane Griffiths
- Geosciences, Deborah Becker
- Germanic Languages and Literatures, Steve Albin
- Health Services, Bob Stango
- Hellenic Studies, Evelyne Roach
- History, Ben Johnston
- Housing, Marsha Jacobs
- Human Resources, Sal Rosario
- Humanities Council, Shachi Gawande
- Industrial Relations, Leila Shahbender
- Latin American Studies, Ben Johnston
- Linguistics, Dennis Hood
- Mathematics, Charlayne Beavers
- Mathey Residential College, Maureen Novozinsky
- McGraw Center for Teaching and Learning, Sorat Tungkasiri
- Mechanical and Aerospace Engineering, Janice Guarnieri
- Molecular Biology, Evelyne Roach
- Music, Sarah Kampel
- Near Eastern Studies, Charles Kruger
- Neuroscience, Simon Lee
- Office of General Counsel, Anthony Scaturro
- Office of Population Research, Rob Tengowski
- Office of the Dean of the College, Serge Goldstein
- Office of the Dean of the Graduate School, Dennis McRitchie
- Office of the Dean of the Faculty
- Office of the Provost, Betty Leydon
- Offices of the President, Vice President and Secretary, Betty Leydon
- Office of Research and Project Administration, Marsha Jacobs
- Ombuds Office, Jill Moraca
- Philosophy, Joe Karam
- Physics, Charlayne Beavers
- Politics, Leila Shahbender
- Princeton Blairstown Center, Kris Kauker
- Princeton Institute for International and Regional Studies, Maureen Novozinsky
- Princeton Investment Company, Emily Jeng
- Princeton Materials Institute, Evelyne Roach
- Princeton Writing Program, James Grassi
- Princeton Institute for Science and Technology Materials, Evelyne Roach
- Psychology, Ron Li
- Public Safety, Dave Herrington
- Registrar, Dennis Hood
- Richardson Auditorium, Rob Tengowski
- Rockefeller Residential College, Sal Rosario
- Slavic Languages and Literatures, Janice Guarnieri
- Sociology, Usha Patlolla
- Spanish and Portuguese, Evelyne Roach
- Theater and Dance, Evelyne Roach
- University Health Services, Bob Stango
- Woman Studies, Maureen Novozinsky
- Woodrow Wilson School, Michael Muzzie
Lunch ‘n Learn

The Lunch ‘n Learn weekly IT series included 20 sessions this year, having spawned an equal number of free, audio-only podcasts (posted on www.princeton.edu/lnl), and many articles on the IT’s Academic blog (www.princeton.edu/itsacademic). The series continued to expand its following on both Facebook and Twitter.

The FY11 series featured speakers internal and external to the University. The roster featured 22 speakers, including faculty members such as professor William Howarth from the department of American Studies, and staff members, such as Sorat Tungkasiri of the New Media Center. Topics varied from “Optimizing Fusion Particle Codes for Massively Parallel Computers” to “Collaborative Tools for Scholars.”

Attendance was consistently good, with crowds typically between 20 to 30 attendees. Most of the talks were documented in stories appearing on the “IT’s Academic” blog, and some of these stories were shared with relevant academic departments for their own publications.

The Productive Scholar

FY11 included 22 well-attended sessions of this popular series. The best attended of these was “On-Demand Technology Training: PULSe and Lynda.com” (29 attendees).

Some new sessions this year included “cPanel: Migrating your WebLamp account to cPanel” (David Herrington), “Tablets, e-Readers and Other Devices for Reading Books” (Janet Temos), and “Video-On-Demand at Princeton” (Ben Johnston and Barbara McLaughlin).

Perennial topics included Word, EndNote, and Zotero.

Princeton University Learning Series (PULSe)

In March of 2011, an initiative known as PULSe - the Princeton University Learning Series - launched, aligning OIT outreach and training efforts with more contemporary, “just-in-time” modes of learning. A collaboration between Training & Documentaton, Technology Consulting Services, and Collaboration & Conferencing Technologies, PULSe is an online venue where faculty, staff, and students can learn about technology through custom video tutorials, weekly webinars, and social media. A website was created at www.princeton.edu/pulse. PULSe content is free, but access to the tutorials and webinars requires authentication with a Princeton University netID.

The concept of training webinars was partly inspired by the 2009 cost-savings initiative: we wished to further leverage our web conferencing system and provide an economical means of providing training without travel. While it is impossible to prove with certainty that the PULSe program is solely responsible, the number of registered iLinc accounts has more than doubled since its inception. Another advantage of the use of the iLinc system has been the ability to record the sessions, thus providing an ongoing library of tutorials with minimal effort. Each recording is made available on the PULSe website shortly after the live session. Web statistics indicate that the recordings are being accessed at a rate of approximately three times the number of live participants.

The collection of PULSe video tutorials shows how to use the special features of a range of applications. The tutorials address frequently asked questions, or demonstrate how to use advanced functionality within an application. The video library currently includes tutorials on SharePoint, WebSpace, Roxen, Microsoft Office and Exchange, DataSpace, and PeopleSoft.

PULSe also includes strong social media elements with a presence on Twitter (http://twitter.com/#!/pulearns) and Facebook (https://www.facebook.com/pages/PULSe-Princeton-University-Learning-Series/15842492421723). Followers receive regular links and updates that may feature anything from technology news to tutorials available free on external sites. The PULSe website provides an embedded Twitter stream of the “#pulearns” tweets and retweets.

Initial participation in the PULSe webinars was low, as there was not a mailing list to reach the intended audience. That has been addressed with the creation of a “putrain” mailing list. Addresses of previous OIT training participants and attendees of Lunch ‘n Learn and Productive Scholar sessions (PU addresses only) were merged to create a list of 3400+ names. Unsubscription has been minimal. Use of this list has tripled webinar attendance for the second series and provides OIT with a means to deliver training-specific mailings, newsletters, etc.
Student Technologist and Trainer (STAT) Program

The STAT program continues to offer “In-Your-Office Visits” and private-site training to faculty and academic staff members at no charge. With In-Your-Office Visits, a STAT student or staff member provides one-to-one training consultation in University-supported software and technology tools. Visits provide an opportunity for faculty and academic staff to receive customized computer training, as well as individualized, follow-up sessions to large group presentations (e.g., the Productive Scholar) and software training sessions. A one-hour introduction to OIT services and resources is another STAT offering that introduces new faculty and academic administrative staff to Webmail, passwords, helpful bookmarks, personal web pages, online appointment schedules, software sales site, eReserves, video reserves, network drives, and other helpful technology basics for those new to the University.

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.

80 SCAD members serve a total of 65 academic departments and programs. 60 DCS members serve a total of 40 administrative offices. Both programs continued to grow at modest rates. During FY11, eight departments joined the SCAD program, including Anthropology, Medieval Studies, The Studies of Women and Gender, Princeton Neurosciences Institute, Julian Street Library Residential College, MAE, and International and Regional Studies. Four departments joined DCS, including Davis International Center, Health Services, Teachers Prep, Princeton University Press. A number of SCAD and DCS departments increased their percentage support for the programs, including Geosciences, Communications, Department of Public Safety, and the Alumni Council.

During FY11, training for SCAD/DCS members included:

- Windows 7 Part 1# 6292 Planning and Support (2 sessions) and certification
- Windows 7 Part 2# 6294, Enterprise Desktop Administrator. (2 sessions) and certification
- ITIL v3 Foundations (2 sessions) and certifications
- Snow Leopard 201 Essentials and certifications
- Snow Leopard Server Essential 10.6 201 MAC OSX and certifications
- SharePoint Designer Boot Camp (two sessions)
- SharePoint 2010 Overview
- XML/XSLT
- Photoshop
- MatLab Training (2 sessions)
- Web Development
- McFee EPO Consol EPPC Encryption Training
Computer Security Team

The Computer Security Team (CST) is a group of departmental computer support personnel who meet monthly to review security initiatives being pursued by OIT and to share their academic and administrative departmental perspectives about University policies and procedures, departmental security needs, technical education, and security awareness. CST continues to provide OIT with valuable information regarding how to tailor our security deliverables to be consistent and supportive of departmental procedures and initiatives.

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 direction. During FY11, the CST reviewed several information security-related topics:

- Information Privacy;
- Account Password Management;
- Locating personally identifiable information on hard drives, network folders, databases, e-mail;
- Hard drive encryption; and
- The use of third party service providers, such as Dropbox, to back up computer hard drives and synchronize information across multiple computers, smart phones, iPads, etc.

Coverage for Extended Absences

The SCAD/DCS program provided fill-in support for departments with SCAD/DCS members on extended absences owing to sickness, disability, or vacation. Additional SCAD/DCS support was also provided to departments working on large-scale projects that required additional resources. In FY11, SCAD/DCS resources assisted:

- Facilities: an ongoing assignment to support SCAD on disabilities in the IT department;
- African American Studies: a temporary assignment until a SCAD is in place (New SCAD will start soon);
- Latin American Studies and Anthropology: a temporary assignment until a SCAD returns from a month vacation;
- Other departments receiving two- and three-week coverage: MAE, Dean of the Undergraduates students, Electrical Engineering SEAS, Chemistry, Art Museum, Residential Colleges, the Princeton Blairstown Center, PRIIS, Athletics, Music, Religion, and Center of Religion.

Classroom in a Box (CIAB)

SCAD/DCS support staff maintained the Classroom in a Box program (CIAB). The CIAB program has grown to include 25 Macbook computers that run both Windows Vista and Mac OSX, and 25 Dell Latitude computers that run Windows Vista and Windows 7.
Departments participating in the SCAD program:

African American Studies, Kai Laidlaw
American Studies Program, Michael Rivera
Anthropology, Kai Laidlaw
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, Jeffrey Guest
Center of Human Values, Andrew Perhac
Chemical Engineering, Eric Paul
Chemistry, Dan Nordlund
Civil and Environmental Engineering, Islam El Naggar
Classics, Donna Sanclemente
Comparative Literature, Jason Robinson
Computer Science, Paul Lawson
Council of Humanities, Jay Barnes
Creative Writing, Rick Pilaro
East Asian Studies, Brandon Emrita
Ecology and Evolutionary Biology, Axel Hanessen / Jessie Saunders
Economics, Matthew Parker
Electrical Engineering, John Bittner / David Raddcliff
English, Kevin Mensch
European Cultural Studies, Carolyn Hoeschele
French and Italian Languages, Michael Rivera
Genomics, Robert Kuper / John Wiggins
Geosciences, Doreen Sullivan / Mark Dalton
German, Sean Piorowski
Hellenic Studies, Carolyn Hoeschele
History, Carla Zimowsk / Sean Piorowski
Industrial Relations, Jeannie Moore / Cate Carroll
Judaic Studies Program, Carolyn Hoeschele
Julian Friend Center Library, Kayle Hartzel
Latin American Studies, Kai Laidlaw
Latino Studies, Carolyn Hoeschele
Mathematics, Josko Plazonic
Mechanical and Aerospace Engineering, Dan McNesby / John Grieb
Molecular Biology, Russell Clarke
Music, Brian Fitzwater
Near Eastern Studies, Tammy Fortson
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, James Plastine
Princeton Environmental Institute, Raj Chokshi
Princeton Material Institute, Dan McNesby
Princeton Neuroscience Institute, Randee Tengi / Garrett McGrath
Princeton Survey Research Center, Jonathan Niola
Religion, Jeffrey Guest
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, Victoria Haddad
Theater and Dance, Rick Pilaro
University Center for the Creative and Performing Arts, Evan Younger / Rick Pilaro
Visual Arts, Rick Pilaro
Woodrow Wilson School, Cathy Cuff
Writing Program, Keith Thompson

Departments participating in the DCS program:

Administrative Information Services, Mark Zabielski
Alumni Council, Kathy Haney
Athletics, Dan Joyce
Art Museum, Janet Strohl-Morgan/ Becky Pursell
Career Services, Jayse LeSage
Communications Office, John Jameson
Department of Public Safety, Igor Zikovic
Dining Services, Mark Washington
Environmental Health and Safety, Marcia Leach
Facilities, Mark Washington / Ginger Sharp / Derek Diza/ Ben Ruset
Firestone Library, Eugene Kaganovich, Larry Woods, Tracey Hall
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 / Nick DiPietro
Office of General Council, Loretta Rice
Office of Operations Support Treasurer Office, Joe Keane / David Parks
Outdoor Action, Rick Curtis
Pace Center, Stephen Streicher
Princeton-Blairstown Center, Max Siles
Princeton Investment Company, Jane Zhou / Jack Olsen
Registrar’s Office, Shane Smith
Undergraduate Admission, Glenn Wemple / Jonathan Bickel
The OIT Leadership Group

The OIT Leadership Group is comprised of 60 OIT managers who meet monthly to carry out the mission of the group, which 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 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 (IPP), as well as discuss OIT operational issues.

An advisory committee of six directs the OIT Leadership Group. During FY11, Charlayne Beavers, Ben Johnston, Janice Guarnieri, Devaki Ginde, David Hopkins, Chuck Augustine represented their respective OIT departments and served on the advisory committee.

During FY11, members of the OIT Leadership Group were:

Mary Albert, Academic Services Project Office  
Chuck Augustine (advisory), Systems and Data Management Services  
Charlayne Beavers (advisory), Technology Integration  
Deborah Becker, Database Administration Services  
Paula Brett, New Media Center  
Ted Bross, Custom Development, Data Warehousing and Integration  
Robert Caivano, ERP, Financial Systems  
Daniel Chin, ESS Architect  
Suzanne Coletti, Data Warehousing and Integration  
Linda Dereka, Strategic IT Communications  
Christopher Dietrich, ESS Operations  
Tom Dommermuth , ERP, Human Resource Systems  
Shane Farrell, Budget and Finance  
Shachi Gawandi, ERP, Student Systems  
Devaki Ginde (advisory), Packaged Solutions and Integration  
Becky Goodman, Administration  
Daniel Griffiths, Administration  
Janice Guarnieri (advisory), IT Training and Documentation Services  
Ash Hadap, AIS Collaborative Solutions  
Martin Harriss, Infrastructure Management Services  
Dave Herrington, Departmental Application Services  
Curt Hillegas, TIGRESS and Computational Science and Engineering Support  
David Hopkins (advisory), Broadcast Center  
Matt Immordino Technology Consulting Services  
John LeMasney, Educational Technology Training and Outreach  
Betty Leydon (sponsor), Office of the Vice President for Information Technology and CIO  
Marie Messler (administrator), Operations and Planning  
Gregory Meszaros, Business Administration  
Mariann Miller, Support and Operations Center  
Mike Mills, Media Services  
John Milnes, Organizational Effectiveness & Strategic Initiatives  
Bonnie Monahan, Telecommunications Support and Administration  
Jill Moraca, Web Development Services  
Dave Morreale, Desktop Support  
Steve Niedzwiecki, Security and Data Protection  
Harris Otubu, Technology Consulting Services  
Kevin Perry, Educational Technologies Center  
Matt Petty, Data Center Facilities Management  
Janet Pumo, Princeton Project Office  
Mark Ratliff, Digital Repositories Architect  
Irina Rivkin, ERP Systems  
Evelyn Roach, Distributed Computing Support  
Sal Rosario, Technology Consulting Services  
Rita Saltz, IT Policy  
Annie Saunders, OIT Communications  
Anthony Scaturro, IT Security Officer  
Leila Shahbender, Customer Services  
Nancy Silldorff, Princeton Project Office  
Robert Stango, Systems Deployment and Security  
Barrie Sutton, Princeton Project Office  
Janet Temos, Educational Technologies Center  
Henry Umansky, Web Programming  
Grant Weed, Telephone Services  
Russell Wells, Person Office
**Highlights**

During FY11, the efforts of the OIT Leadership Group focused on the needs of both the OIT organization and its Leadership Group members. The monthly meetings focused on strategic initiatives such as cloud computing, mobile technology at Princeton, emerging technologies, business continuity planning, collaborative presentations, effective on-line learning opportunities through Lynda.com, IT security, sustainability and the new High Performance Computing Research Center (HPCRC) at Forrestal Village. The group was also responsible for planning and coordinating October’s All OIT meeting, which focused on students and technology. Guest speakers included Michael Yaroshefsky, USG President; Cynthia Cherrey, VP Campus Life; Amanda Wilkins, Director, Princeton Writing Program; and Carol Porter, Director, McGraw Center.

Additionally, the OIT Leadership Group worked on initiatives to support cost savings and professional development.

**Cost Savings Initiatives**

In support of the mission to serve as change agents for improving the effectiveness of the OIT organization, several OIT Leadership members along with OIT staff played critical roles in the development and implementation of key cost-savings initiatives, which included the departmental server consolidation/virtualization project, migration of Oracle databases, reduction of public computing and printing costs, and desktop computer savings. Total annual cost savings to the University is estimated to be $1.2 million.

**OIT Professional Development**

A training needs analysis was completed with input from OIT managers to identify professional development opportunities that are most requested. In response to this assessment, the following training was provided in FY11:

- Handling Difficult Conversations - Diedrick Graham, University Ombudsperson
- Handling Difficult Conversation – Part II – A Follow-up - Diedrick Graham, University Ombudsperson
- E-mail Etiquette and Excellence: Making it Work for You and Others – John Weeren – Speech Writer for President Tilghman

Additionally, eight documentaries were screened over the summer. Each documentary addressed key leadership themes.
Disaster Recovery

The Disaster Recovery team was formed to maintain a disaster recovery plan in case of a major disruption to the computing services at the 87 Prospect or New South data centers. The team identifies the resources and actions needed to restore the campus network and computing infrastructure in the event current facilities are impaired. The team reassesses and updates the OIT disaster recovery plan by March 31 of every year.

The Disaster Recovery Plan includes:

- A time line for the restoration of campus network and Internet connectivity;
- A time line 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;

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). In addition, the team consults with academic and administrative departments regarding their business continuity plans to continue University operations in the event of a major disruption to campus computing services.

During FY11, 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
- Charles Kruger, Enterprise Servers and Storage
- Kevin Mills, Hardware Support
- Steve Niedzwiecki, Data Security and Protection Services
- Kevin Perry, Educational Technologies Center
- Anthony Scaturro, IT Security Officer
- Leila Shahbender, Customer Services
- Donna Tatro (co-sponsor), Enterprise Infrastructure Services
- Russell Wells, Person Office

Highlights

Plan for expanded off-site disaster recovery support capabilities

In FY10, an external backup for the Princeton web site was established using a virtual server hosted at Duke University. This year, the team established a plan to consolidate existing disaster recovery support resources at the Duke site and add a mirrored copy of the Princeton Active Directory. When it is complete, the Duke site will host an external copy of the OIT Playbook, an external copy of the Princeton Active Directory, and the DR Sharepoint site. The directory will allow users of the site to authenticate using their Princeton netIDs and passwords. It will also provide the basis for creation of other authenticated services in the future.

Transfer OIT Playbook to Duke server

The first component of off-site disaster recovery support to be implemented at Duke University was the OIT Playbook. It is now running in a virtual server at Duke, and will make use of the remote AD service when that is available early in FY12.

Initiated Network Core Hardening Project

The University approved funding for a project to improve the resiliency of its network infrastructure by adding a backup generator to the power supply for the core network servers and switches located at 87 Prospect Ave. This equipment will remain at 87 Prospect after the other servers and storage are moved to the new data center on the Forrestal campus in the fall of 2011. An initial engineering study was performed, and Facilities Design and Construction department is developing a detailed design. Construction is planned to begin after the completion of the server and storage moves.

Developed Business Continuity planning process

The team identified the lack of business continuity plans within OIT as an issue, and proposed an approach to developing initial plans. Departments will be asked to provide summary plans for responding to three scenarios: server outages, widespread staff outages, and unavailability of their office area. A task force with representation for each OIT department was formed from within the OIT Leadership Group to plan and implement this process.
Information Technology (IT) Architecture

The IT architecture includes the hardware systems, software systems, technical standards, methodologies, and processes used to provide computing services at Princeton University. The IT Architecture team collaborates with staff within OIT and across other campus departments to foster awareness of the current IT architecture and plans for its evolution, thereby providing information about our IT capabilities, promoting adoption of best practices, reducing redundant effort, and maximizing investments in technology. The team’s activities include maintaining the documentation that describes the existing architecture, documenting and reviewing planned changes to the architecture, recommending appropriate changes, and reviewing current uses of architectural components.

During FY11, members of the team were:

Donna Tatro (sponsor), Enterprise Infrastructure Services
Mark Ratliff (leader), Digital Information Architect
Deborah Becker, Database Administration Services
Colin Currie, Administrative Information Services
Serge Goldstein, Academic Services
Charles Kruger, Enterprise Servers and Storage
Paul Lynn, AIS Collaborative Solutions
David Morreale, Desktop Support
Steven Niedzwiecki, Security and Data Protection
Robert Knight, TIGRESS and Computational Science and Engineering Support
Theodore Bross, Custom Development, Data Warehousing and Integration

Highlights

In FY11 team members finished revising and submitting their contributions to the documentation describing the existing architecture. The document includes sections describing:

- Network Architecture
- Server and Storage Architecture
- Relational Database Architecture
- Web Publishing Architecture
- Administrative Systems Architecture
- Academic Computing Architecture
- Research Computing Architecture

The most recent revision of the document will be submitted to Cabinet in FY12.

The team met to discuss the idea of creating a catalog of the “Web Services” offered by OIT. In this discussion, a web service is defined as a data feed formatted as XML or possibly in plain text that can be consumed by other applications. Academic Services has created a web page listing the addresses of various web services related to Princeton’s iPhone application, iPrinceton. Team members will continue this discussion to determine whether or not the utility of such a service warrants the development and management effort that would be involved.

The team charter was also updated this year. The new charter includes a goal for updating and delivering the IT Architecture documentation to the OIT cabinet in March of each year. Chris Tengi was also added as a new member.

The Architecture Review Board (ARB)

The Architecture Review Board (ARB), a sub-team of the IT Architecture team, reviews the technical architecture of projects presented by customers deploying or enhancing University systems. During FY11, the ARB reviewed the following system architectures:

- High Performance Computing Research Center
  Review of the new Data Center, primarily to familiarize the members of the ARB with the details of the new facility.

- Course Reading List
  The purpose of the project is to comply with federal regulation that requires that colleges make course reading lists available to students. The University is taking the extra step of facilitating online book ordering through Labyrinth Books if students choose to do so. A number of recommendations were made, addressing issues regarding security, PCI Compliance and the need for a test environment.
OIT Cross-functional Teams

- **PCI Compliant Tool**
  The Student Computer Initiative (SCI) computer purchasing system is being rewritten to be PCI compliant. A third party provider, TrustWave, will be used to certify PCI compliance.

- **R25 Live**
  This is a project to set up a “sandbox” environment to test a product from CollegeNet, called 25Live, which will provide Princeton University with the ability to deliver the Smart Events Request Form (Smart Form) solution with minimal effort, as opposed to a currently-slated, in-house custom development project. The purpose of the review was to solicit input from the ARB prior to initiating the effort. A number of potential problems were raised during the review, including the use of an outdated version of the Oracle database, which is not supported in Windows 7.

- **University Ticketing**
  The Tickets.com server needs to be made PCI compliant as the application captures credit card information. Physical relocation of the server is necessary. A recommendation to use a terminal server was made to simplify the security configuration.

- **OnBase Encryption**
  Due to the large number of highly-sensitive documents that are stored in OnBase, an effort is being undertaken to encrypt the disk groups where the files and keywords are stored in the database. The vendor of OnBase offers two modules that address these requirements: Encrypted Disk Groups and Encrypted Alpha Keywords. If implemented, these two modules will enable the encryption of the keyword values and documents.

- **Keyless Lock System**
  Facilities plans to install a new keyless lock system on dormitory room and suite doors. This keyless lock system will replace the existing mechanical lock and key system. A particular vendor product is under consideration. The review of the replacement system identified concerns over an encryption algorithm used in the product that has since been resolved in follow-up conversations with the vendor.

IT Security Standards and Procedures

The mission of the IT Security Standards and Procedures team is to develop and maintain a comprehensive library of IT standards and procedures that:

- Ensure that information and technology resources are handled in a manner consistent with University policies, such as:
  - Rights, Rules, and Responsibilities,
  - Princeton University Information Technology Resources and Internet Access -- Guidelines for Use,
  - Information Security Policy,
  - Policies designed to satisfy legal or contractual obligations, e.g., the proper handling of credit card information.

- Guide the development, deployment, administration, operation, monitoring, use, audit and control, and retirement of University systems in a manner that reduces the University’s risk of information and/or system compromise, while striving to facilitate operational efficiencies and reduce cost.

- Satisfy University business requirements, are consistent with OIT’s overall IT strategy, and are sensitive to the needs of all OIT departments and their constituencies.

- Are clearly and effectively communicated to the members of all University constituencies and are smoothly transitioned into our environment.

The goals and objectives of the team are:

- To serve all University constituencies as a primary OIT contact for IT standard-related and procedure-related issues and concerns.

- To keep abreast of developments and trends in the protection of information and systems, and in the satisfaction of legislative and contractual obligations.

- To implement an effective framework for collecting and managing IT standards and procedures, and for delivering them to the members of the various University constituencies.

- To provide business justification for the initiation of each IT standard and procedure.
- To develop IT standards and procedures as needed.
- To leverage the appropriate OIT teams for product research/selection, architectural designs, implementation, maintenance and administration strategies, communication strategies, etc.
- To promote awareness of University policies, and the IT standards and procedures that support them.
- To prioritize all IT standard-related and procedure-related efforts.

During the past year, team members and related focus areas were as follows:

Donna Tatro, (Sponsor) Enterprise Infrastructure Services  
Kevin Graham, Customer Services  
Janice Guarnieri, IT Training and Documentation  
Curt Hillegas, Computational Science and Engineering Support  
Paul Lynn, Collaborative Solutions  
Tom Byrne, Customer Services  
John Milnes, Organizational Effectiveness and Strategic Initiatives  
Steve Niedzwiecki, Security and Data Protection  
Evelyn Roach, Distributed Computing Support  
Rita Saltz, Communication and Integration Advisory Group  
Annie Saunders, Communication and Integration Advisory Group  
Anthony Scaturro, (Chair) IT Security Officer  
Russell Wells, Person Office

The IT Security Standards and Procedures team meets monthly, beginning in August of each fiscal year.

**Highlights**

In FY11, the team accomplished the following:

The team’s work began with defining “policies”, “standards” and “procedures”:

- **Policy** refers to high level, business requirements sanctioned by the University administration. These would not be developed by our team, but by cross-University teams representing a variety of academic and administrative departments. What we will do is to collect and/or develop “standards” and “procedures” that support the policy.

- **Standard** refers to the “what” of our policy implementation, i.e., products and definitions. For example, our standard for anti-virus software is McAfee Anti-Virus. Our password composition standard is for passwords to have a minimum of eight characters with a mix of upper case alpha, lower case alpha, numeric and symbolic characters.

- **Procedure** refers to the “how” of our policy implementation, i.e., how products are configured, how individuals gain access to systems, etc.

The policies that drive the team’s work include, but are not limited to:

- Rights, Rules, and Responsibilities,
- Princeton University Information Technology Resources and Internet Access -- Guidelines for Use,
- Information Security Policy,
- Policies designed to satisfy specific legal or contractual obligations, e.g., the proper handling of credit card information.

The group also focused on the development of a formal procedure for handling potential exposure of sensitive information due to the loss or theft of a computer, mobile device, or removable media; a system compromise; or inadequate access controls. The final draft of this procedure was developed and vetted by the team, and has been shared with OIT and the SCAD/DCS community for comment.

For fiscal year 2012, we plan to:

- Determine the appropriate method for organizing and communicating IT security standards and procedures.
- Compile a list of IT standards and procedures that are required to effectively implement policy, and to enable the University to comply with our legal and contractual obligations.
- Determine which areas will be responsible for the development of these standards and procedures.
- Collect and/or facilitate the development of the IT standards and procedures that have been identified.
OIT Cross-functional Teams

Services Management Team

The Services Management cross-functional team kicked off at the start of fiscal year 2011. The charter of the team is to:

- Serve as an advisory board, reviewing proposed and existing services to ensure all phases of the life cycle are being considered;
- Assist OIT with a culture change to establish accountability for services;
- Update the current contents of the Catalog of OIT Services, and develop a process for maintaining the contents so that it is a reliable and useful tool, both internally and externally.

The group meets on the 2nd and 4th Tuesday of the month provided there are agenda items.

In the past year, the members of the team were:

Charlayne Beavers, Support Services
Dan Chin, Enterprise Infrastructure Services
Becky Goodman, Operations and Planning
Harris Otubu, Technology Consulting Services
Mark Ratliff, Academic Services

Leila Shahbender (lead), Support Services
Barrie Sutton, Princeton Project Office
Janet Temos, Academic Services
Liz Zodeiko, Administrative Information Services
Nancy Silldorff, Princeton Project Office

Membership for the coming year will change, with Nancy Silldorff retiring from the team and Linda Dereka joining.

Highlights

During FY11, the team divided into two groups, with one reviewing the existing active entries in the Catalog of OIT Services and the second developing the content of a new services proposal document. This work is ongoing.

The group has now developed a project plan detailing the steps the team needs to take to design and implement the processes and procedures for accomplishing the three components of its charter. The goal is to complete this work by the end of the calendar year.

The next phase will be to automate and integrate these processes into the OIT Catalog of Services.
Appendix B: IT News at Princeton
July 7, 2010, Office of Information Technology, News and Announcements

SCI store offers Apple and Dell computers

Princeton’s online student computer store is now open and taking orders for computers from the 2010-11 Student Computer Initiative (SCI) program. SCI computers are configured for academic use at the University, specially-priced for Princeton students, and fully supported on campus by Office of Information Technology technical staff.

The 2010-11 program offers four computer models: there are two Apple computers and two Dell computers. All computer models come with the latest Macintosh or Windows operating system (whichever applies) and a suite of software that is pre-installed onto the computers. Microsoft products come with a license from Microsoft that entitles SCI computer owners to no-cost license upgrades (with a media charge of $10.00 - $20.00) while they are enrolled students at Princeton. This includes MS Office and the Windows operating system for all computers, including Apple computers.

Other notable benefits are the convenience of on-campus technical support and an inventory of computer software and hardware, and 3-year warranties that have been negotiated into the price of each computer.

A Math/Science/Engineering (MSE) software package is available as an add-on to any SCI computer, and comes pre-installed. The package includes Matlab, Mathematica, Java JDK, scientific word processors, R, TIBCO Spotfire S+, to name a few. For a complete list of software included in the MSE software package, see the SCI website at www.princeton.edu/sci.

SCI computers can be purchased using a credit card, a student account, a loan through the Financial Aid Office, or with a Princeton Computer Installment Loan.

A University issued netID is required to purchase an SCI computer. All actively enrolled Princeton University students are eligible to purchase SCI computers.

To learn more about the SCI program and to order an SCI computer, go to www.princeton.edu/sci. Send questions about the SCI program to sci@princeton.edu, or call the Help Desk at (609) 258-4357 to speak with a consultant.

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July 26, 2010, Office of Information Technology, News and Announcements

iT4U@princeton newsletter for new students

The OIT newsletter for new students, iT4U@princeton, is now available for the 2010-11 academic year. This student newsletter provides an introduction to the essentials of computing on campus, including OIT support and resources.

University residential colleges and departments are welcome to distribute this publication to support the incoming student population.

Student publications, including the iT4U@princeton newsletter, are available online. For more information about student technology support and resources, see the Students section of the OIT website at www.princeton.edu/oit.

For questions about the iT4U@princeton newsletter or any other OIT publication, please send e-mail to Linda Dereka at dereka@princeton.edu.
Broadcast Center produces popular Course Introduction videos

Yair Mintzker’s From Luther to Napoleon is one of the many course video introductions created by The Broadcast Center.

In its repertoire of service offerings, the Broadcast Center (BC) has been producing Course Introduction videos for University faculty and departments. These videos are a new and innovative way to reach students and to begin the teaching before students even set foot in a classroom.

The Broadcast Center has created Course Introduction videos for more than ten University departments, including the Center for African American Studies, the Keller Center, and the History department. These course videos are often published to department websites where students can freely learn about the courses from the professors teaching the course. The History Department has a number of Course Introduction videos that highlight new course offerings for the fall; the videos are available on the department’s course video web page.

The Broadcast Center coordinates the process for video Course Introductions production. A team of video producers, editors, and engineers plan the details of the video shoot, preparing the video script for the teleprompter and arranging the set. The entire video process is customizable to a professor’s preferred level of assistance. Scripting assistance, and pre-production guidance is also available.

For more information about the Course Introduction video service, or to request these services, visit www.princeton.edu/bc. Here, you will also find information about the many other services offered by the OIT Broadcast Center.

The Broadcast Center is located in the Lewis Library, in room 132. To contact the Broadcast Center, call (609) 258-7872 or send e-mail to bctv@princeton.edu.

All Clusters: the print queue that rules all OIT cluster printers

Over the summer, OIT Student Computing Services worked to make printing to OIT cluster printers even more convenient with a single queue. The new queue, All_Clusters, manages print requests for all OIT cluster printer locations. Now, users can print to the All_Clusters queue and their print jobs will be ready and waiting for release at any print release station they choose.

Connecting to the new queue is easy and no different from the method used in the past to connect to an OIT print queue. Instructions for connecting to the All_Clusters print queue are provided in KB solution 8329.

Mac Users: Please note that a new version of the Princeton Printer Assistant program is needed. Information about this program is included in the KB solution listed above.

For questions about the new cluster printing process, or for help with setting up the printer queue, contact the OIT Help Desk by calling 258-HELP, sending e-mail to helpdesk@princeton.edu, or chatting online with a Help Desk consultant from www.princeton.edu/oit.

For more information about the OIT computing clusters, see www.princeton.edu/clusters.

To learn more about the Pharos Uniprint print management service and how it can help reduce printing and related costs to networked departmental printers, see kb.princeton.edu/9950.
Respecting Copyright

Copyrighted music, film, video, and game files: Are they illegal to have on your computer?

Guard against illegal use of copyrighted materials

Tools built to make use of the Internet easier have created special concerns for the holders of copyright. While it takes time and energy for someone to photocopy all the pages of a book, it takes scarcely any time for someone to download an album of music, a feature film, an episode of a television show, or a computer game. Sometimes, because it is easy to download copyrighted material, it is tempting to believe it is legal to do so. But it is legal only if the material being downloaded is in the public domain, if the copyright holder has given you permission to make a copy of the material, or if you are making copies for purposes of criticism, comment, news reporting, scholarly or instructional purposes such that the “fair use” exception under federal copyright law applies. The University’s “fair use” guidelines are available at:

www.princeton.edu/fairuse

However, most contemporary music, film, television shows, computer games, and computer software are not likely to be in the public domain. Nor is it likely that downloading such materials in their entirety for entertainment purposes without permission from the rights-holder will meet the “fair use” criteria.

Therefore, if you do not know whether material is copyrighted or not, assume that it is, and proceed accordingly.

What if I own legal copies of the material?

Even if you have legally obtained copies of copyrighted materials on your computer, you must be careful to protect those copies against unauthorized copying by others.

In particular, file sharing technologies such as BitTorrent and so-called “private” sharing networks (to the extent you have reason to use such technologies for legitimate purposes) should be used responsibly and with great care to ensure that copyrighted materials are not being made available for copying by others not legally entitled to do so. Indeed, failure to restrict unauthorized access to copyrighted materials stored on your computer may constitute contributory infringement under federal copyright law.

What is legal to download?

Some material is in the public domain, and is available through web or file transfer sites maintained for that purpose. Some recording artists and some television studios provide streaming versions of performances for your viewing or listening, www.artistdirect.com is one site that offers streaming of music by various artists. And some performers do give permission to copy and share some of their work, for example, composer and singer Janis Ian: www.janisian.com.

The recording industry publishes a website which includes pointers to sources of legal music on the Internet:

www.musicunited.org

The Motion Picture Association of America also has an educational website regarding copyright:

www.respectcopyrights.org

EDUCAUSE publishes a comprehensive list of legal sources of online content:

www.educause.edu/legalcontent

For general information about copyright, the website of the U.S. Copyright office can be helpful:

www.copyright.gov

How will the rights-holder know?

The music industry, the film and television industry, and organizations representing software manufacturers and firms creating computer games, have become increasingly concerned about copyright infringement via the Internet, and have pursued the infringers - sometimes filing lawsuits against the individuals. Other kinds of copyrighted materials also are of concern.

The University has received infringement complaints in the past regarding books (including the latest JK Rowling titles), talking books, still photographs, satellite images, web page background designs, and illustrations copied from others’ web pages.

Just as some Princetonians search the Internet for music, films, or other material they would like, the rights-holders or their agents often search the Internet for computers that are holding and/or distributing unauthorized copies. When rights-holders find an unauthorized copy of a work, they often file an infringement complaint with the service provider. Sometimes, they file a lawsuit. And under some circumstances, they may file criminal charges.

Princeton University is the service provider for its students, faculty and staff, and has received many infringement complaints over the past few years. Unless these complaints are addressed promptly, the University may also be held liable for infringement. So if you use the University network to make illegal copies, or if you fail to protect legally obtained copies on your computer, you put yourself and the University at risk.

What happens if I get caught?

Penalties for copyright infringement include civil and criminal penalties. In general, anyone found liable for civil copyright infringement may be ordered to pay either actual damages or “statutory” damages affixed at not less than $750 and not more than $30,000 per work infringed. For “willful” infringement, a court may award up to $150,000 per work infringed. A court can, in its discretion, also assess costs and attorney’s fees. For details see Title 17, United States Code, Sections 504, 505.

Willful copyright infringement can also result in criminal penalties, including imprisonment of up to five years and fines of up to $250,000 per offense.

Violation of federal copyright law is also a violation of University regulations and will be reported to appropriate disciplinary authorities. Princeton students may receive a Dean’s Warning, disciplinary probation, or other, even more serious, penalty as a result of infringement. University policy also requires that loss of computing and

(continued on next page)
network privileges be considered as part of the penalty in cases of repeated infringement.

Does OIT scan my computer for illegal files?

Although most campus copyright infringement is revealed when the University receives complaints from the rights-holder or agent, some unauthorized service of music, films, television, computer games, and proprietary software has been discovered by OIT simply because of the network performance problems caused by the traffic, particularly (but not exclusively) in the Dormnet part of the network.

In such cases, OIT does not peruse files, but makes inferences which it reports to the appropriate disciplinary authority, while notifying the student of the potential disciplinary and legal action. As a general matter, Princeton University is committed to protection of privacy, unless intrusion is warranted, and does not actively monitor its computing network for purposes of seeking out infringing activity on the part of its users. Further, the language of the Digital Millennium Copyright Act makes it clear that the service provider is not expected to be aware of content carried through its services, only to be properly responsive when alleged infringement is reported.

The University’s ‘Rights, Rules, Responsibilities’ can be found online at:

www.princeton.edu/rrr

Please be aware OIT cannot knowingly assist you in illegal activity, such as making unauthorized copies or sharing copyrighted materials without authorization. To do so would be to participate in violating federal law, and in acting as agents of the University, Help Desk, Solutions Center, and other OIT staff are forbidden to do so.

For a printable version of the ‘Respecting Copyright’ publication, and other OIT publications, visit the publications pages of the OIT website at www.princeton.edu/oitpubs. Princeton University departments and offices should feel free to print this OIT publication and distribute it as needed to support copyright laws. This information is also available online, in the OIT Knowledgebase, KB solution 9407.

The University’s core IT policy document can be found online at:

www.princeton.edu/itpolicy

September 13, 2010, Office of Information Technology, News and Announcements
(continued from previous page)
‘IT Quick Start’ for new faculty and staff

The OIT newsletter for new faculty and staff, IT Quick Start, is now available for the 2010-11 academic year. This newsletter provides an introduction to the essentials of computing on campus and introduces the many OIT technology services and support resources.

University departments are invited to distribute this publication to support new faculty and staff.

The IT Quick Start is available online. For more information about faculty and staff technology services and support resources, see the Faculty and Staff sections of the OIT website at www.princeton.edu/oit.

For questions about the IT Quick Start newsletter or any other OIT publication, please send e-mail to Linda Dereka at dereka@princeton.edu.

Transportation news: The new 701 Carnegie Shuttle provides direct service to/from 701 Carnegie Center to the Chapel, with stops at the Helm building, Goheen Walk, and Clio Hall. Academic year hours of operation are 8:00 am to 6:00 pm. Campus stops are approximately on the quarter hour. 701 arrivals and departures are approximately on the hour and half hour. Realtime shuttle location is provided on the TigerTracker princeton.transloc.com.

Fall IT training: Adobe Acrobat, Office 2010, SharePoint and more

The Fall IT training curriculum is now online and open for registration at the Princeton Employee Learning Center at www.princeton.edu/training.

OIT training highlights include:

Adobe Acrobat PDF Review and Comments -
Learn how to mark up a PDF document and track comments. This training opportunity is especially helpful to University faculty and staff who have taken the Working with PDF Documents session.

Office 2010 -
• Introducing Office 2010 - An information session overview of Microsoft’s new Office Suite.
• Moving Up to Office 2010 - A hands-on introduction to the new Office 2010 Backstage view and what’s new and different in Word and Excel.

Getting Started with Outlook 2010 -
A hands-on introduction to the new Outlook 2010 ribbon and what’s new in Mail, Calendar and Contacts.

SharePoint 2007: Creating and Managing Document Libraries -
A hands-on with document libraries, including version control, setting permissions, and using document workflows.

Other training that may be of interest:
• Working with PDF Documents
• Creating Online Forms with Adobe Acrobat Part I and II

Send questions about Fall training opportunities or other training-related questions to training@princeton.edu.
New edition of ‘IT Policy’ available

An updated edition of the policies governing appropriate use of University information technology resources and Internet access has been published to www.princeton.edu/itpolicy. Because these policies appear only on the Web, the site also offers a printer-friendly version in Adobe Acrobat (PDF) format. Everyone in the University community is expected to be familiar with, and comply with, the IT Policy.

September 23, 2010, IT’s Academic

IT’s Academic Gets a Facelift

By Jon Edwards

Welcome to the new IT’s Academic blog! Most of the writing and all of the keywording (is that a word?) are mine. The photography is Lorene Lavora’s. But this latest incarnation of this blog owes its look and feel and remarkable functionality to Michael Muzzie, Senior Web Developer in OIT’s Academic Services. It is our collective hope that members of the University community will like what they see here and then contact Michael to start their own blogs!

For more than 15 years, Princeton University has sponsored a series of technology seminars. Part of the outreach efforts of its IT department, these Lunch ‘n Learn seminars invite customer friendly speakers with varied affiliations to explore a wide array of cutting edge technology topics. During the past five years, Lorene Lavora and I sought to transform the existing series into fully integrated outreach, with these blog posts, very high quality podcasts, RSS feeds, and through Facebook, all in all a demonstration of how a small outreach office with sophisticated collaboration tools can leverage its resources.

In late 2006, Lorene and I created the first version of IT’s Academic, the blog you are reading. Then, in January, 2007, Princeton began to share podcasts of its LnL seminars freely through its iTunes site. The remarkable result has been more than 100 million downloads in just more than two years! Even the early podcasts remain very popular.

A worldwide audience appreciates access to the kinds of activities that occur at institutions of higher education like Princeton. After most LnL seminars, we have produced stories for the blog that contained links to the podcasts, Lorene’s amazing photography, and links to the speakers’ slides. And we encourage session attendees and the public to sustain the enthusiasm of the seminars by posing questions to the speakers.

The most popularly downloaded talk has been Assistant Professor of Music Dmitry Tymoczko’s Geometry and Music. There, he demonstrated that major and minor chords map onto a circle in perfect 3:4:5 triangles. In April 2008, Princeton’s new Director of the Broadcast Studio, David Hopkins gave a session on the “New World of Digital TV.” After only one week in iTunes, his podcast was downloaded more than 330,000 times.

Two years ago, Lorene also created a comprehensive presence on Facebook that provides a summary of upcoming events, easy links to the podcasts and photographs, as well as an RSS feed to the stories in the IT’s Academic blog. We invite you to become a friend of that Facebook Page.
OIT is pleased to announce the first in what will be regularly occurring SharePoint Users Group (SPUG) meetings for members of the University community interested in or already using SharePoint. The meetings will offer suggestions for best practices, provide technical updates, and serve as a place of community where users can share experiences and inspire one another in their use of SharePoint.

The first meeting is:

Tuesday, October 26
Frist Multipurpose Room C
12:00-1:15 pm

Agenda topics include:
• an introduction by Matt Immordino of OIT’s Technology Consulting Services (TCS) and how this group supports SharePoint (and other applications).
• a reporting demonstration using AvePoint by Joe Karam (manager of OIT’s Collaborative Services Group, and technical support for SharePoint)
• round table discussion—bring your feedback, questions, and ideas because this is the place to voice them!

This is a BYOL(unch) meeting, so feel free to bring your lunch.

SharePoint Users Group meetings for the remainder of the academic year are scheduled for the fourth Tuesday in January, April, and July 2011.

If you haven’t done so lately, check the SharePoint Users Group (SPUG) SharePoint site for the latest. To request access to the site, send e-mail to Lorene Lavora at lavora@princeton.edu or Matt Immordino at mimmordi@princeton.edu.

SharePoint User Support Team members are Lorene Lavora, Matt Immordino, and Jeanne Mrak.

Tag(s): SharePoint Users Group (SPUG)
University Vice President and Secretary Bob Durkee ’69 presented a progress report on the implementation of last spring’s recommendations by the eating club task force at a meeting of the Council of the Princeton University Community on Monday. At the meeting, Durkee also discussed the plans of the recently announced task force on campus and social life.

The progress report, which was posted on the University website at 2 p.m. Monday, addresses each recommendation and summarizes the actions the University and the clubs are taking in response.

When the task force report was released in May, one of the most controversial proposals was the establishment of a multiple-club Bicker system.

Durkee said that members of several eating club graduate boards, current eating club officers and the Office of Information Technology developed a framework for how a multi-club Bicker could operate.

The system, if adopted, would match bickerees with clubs based on a confidential mutual-selection process. It would also place those students not admitted to their preferred bicker club in a sign-in club based on the existing lottery system. In addition, the system would notify all sophomores of their club placements at the same time, effectively eliminating second-round sign-ins.

The task force hopes that the eating clubs will adopt a pilot of the proposed system this year, according to the progress report. However, meetings with current undergraduate club officers and graduate board members regarding the adoption of this policy have yet to take place.

During her introduction to Durkee’s presentation, President Shirley Tilghman noted that in addition to answering questions about the relationship between the University and the eating clubs, the task force highlighted “additional thinking that needs to go on on this campus.”

New working group to follow up on ideas raised by eating club task force

In an effort to address some of those questions relating to social life beyond the clubs, the University has established a Working Group on Campus Social and Residential Life, which will release a report this spring.

According to Durkee, the new working group will attempt to answer some of the more fundamental questions about student life at the University that were raised by the eating club task force.

These issues include the enhancement of residential college life, the use of University amenities including the Fields Center and Campus Club, the role of fraternities and sororities on campus, and the possibility of reintroducing a campus pub.

The working group will consist of 13 members of the University community, including five undergraduates, faculty and administrators.

Original URL: http://www.dailyprincetonian.com/2010/10/05/26454/
New interactive map

A new interactive campus map is available for members of the University community and visitors.

The new map provides greater detail and new features that support a better user experience. The names of buildings, streets, athletic fields, parking lots, and even named walks appear on the map. A higher resolution campus image and zoom and drag features support improved usability, especially on mobile devices.

As with the previous interactive map, photos and descriptions of buildings are provided for buildings. The search functions much the same, allowing users to search for locations by building name or type, department name or type, organization name, facility name, or library name. Building details can also be accessed quickly by searching for a building on the interactive map and selecting it.

The data used to render the campus map is called from a unified source of information, which ensures the most up-to-date information.

The map was developed by the Educational Technology Centers of the OIT Academic Services department, with assistance from the Office of Communications and the Department of Facilities. Asynchronous JavaScript (Ajax) and CSS web development techniques were used in its development.

Feedback on the new map should be directed to pumap@princeton.edu.

The direct URL to the campus map is www.princeton.edu/map.
Improving Wikipedia

By Jon Edwards

Wikipedia, said David Goodman at the October 13 Lunch 'n Learn seminar, is by far the most used online encyclopedia, and the most referenced source in the world, with more than 338 million unique visitors a month. It contains articles in more than 260 languages, has an impressive geographic reach, and extensive coverage of topics, currently with more than 16 million articles and 5 million illustrations and media files.

It owes its success as a modern, comprehensive, encyclopedia, and its challenges, to its five pillars. It is designed for its online environment, it has a neutral point of view (which sometimes requires multiple points of view), its content is free, and all involved should act in a respectful and civil manner. Beyond that, suggests the fifth pillar, Wikipedia does not have firm rules.

The staggering and unexpected growth, even to those close to the project, carries with it an inherent problem: the reliability of the information. Conventional methods of certifying information are not applicable: basic principles of the site are that anyone can edit, and decisions on content are made by consensus among whoever wishes to participate, rather than by any form of centralized editorial control or peer review. There is therefore considerable resistance to its use for serious purposes. Nevertheless it is inevitably being used for such purposes, including in the academic world. This imposes a responsibility on those working at the encyclopedia to try to upgrade and maintain the quality.

This responsibility has given rise to multiple layers of control, for preventing the inclusion of improper material, and evaluating the accuracy of what is included. In his talk, Goodman explained some of these procedures, and demonstrated them in action. Though they have an effect, he acknowledged that they work erratically and unsystematically.

Their effectiveness depends upon a sufficient number of suitably qualified people participating in writing, screening, and upgrading the articles. Therefore, there are organized efforts to recruit qualified users to work in a systematic way on content in specific areas. There are informal workgroups of skilled amateur and professionals in some subject areas. And there are experiments where some college faculty use Wikipedia writing assignments in their courses.

Most successful method, says Goodman, is the individual participation of knowledgeable people. Most involved encounter certain barriers: an anti-elitist lack of respect for formal qualifications, the somewhat artificial prevailing style, the peculiarities of the interface, the difficulties in writing simultaneously for readers with a wide range of background, the impossibility of getting one’s own way with an article, the impossibility of stabilizing a finished article, and the lack of personal authorship for completed work—in short, the crowd-sourcing environment. Goodman recognizes that Wikipedia will never be a medium for academic authorship. But it is an unmatchable medium for communicating knowledge to the widest possible audience. The barriers can be overcome with skill and patience, he insists, and the necessary abilities are the same as those for teaching a class of beginners.

Above all, he hopes that more will become involved with the writing projects. Some you you, he hopes, will also become addicted.

Speaker Bio: David Goodman is one of the volunteer administrators at Wikipedia, and Vice-President of the New York City chapter. David was previously Biological Sciences Bibliographer and Research Librarian at the Princeton University Library. He has a Ph.D in Biology from the University of California at Berkeley, and a MLS from Rutgers University. Goodman’s Wikipedia page contains a link to the notes he presented at the Lunch ‘n Learn talk.

A podcast of the presentation is also available.

In its youth, which seems only now to be ending, film-making and film-editing required an immense amount of expensive and specialized hardware and a hefty range of fine technical skills. Today, suggested Dave Hopkins and Jim Grassi at the October 27 Lunch ‘n Learn, even teenagers with affordable hand-held devices can shoot, edit, and even distribute films for the mass market.

Be sure to run through their slides which contain a range of clips that tell the story through film. There you can watch Francis Ford Coppola predicting in the 1970s that children would someday be able to make movies of quality. There too you can watch Gus van Sant, a master film editor splicing tapes. Imagine the cumbersome task, when every scene and every noise involves a separate reel of 35 mm film stock. There are still editors who persist with such handiwork, manipulating bins of reels, but the immense power of new software, notably Final Cut Pro, has compelled most filmmakers to make the transition to digital. Films are now shot, edited, and delivered digitally. The films never touch tape.

And watch the simple film made by a father of his young son after a trip to the Dentist. Meant to be shared with grandparents and close friends, 70 million through YouTube have now viewed the amusing clip. An 8th grader named Brook Peters made a documentary about 9/11 that was so good that it is up for consideration at Tribeca. The point is, of course, that anyone with a camera, an idea, and some talent can now reach a very large audience. The barriers to entry have been drastically reduced.

Such technologies always trickle downward, suggests Hopkins. Quality no longer costs $15K. He showed a remarkable piece of footage taken with an iPhone. Without having to rely on tape, there’s also an immediacy with the film. There’s no longer a need to wait for post-production. Efforts, good and bad, can be sent instantly to YouTube.

New light panels are not only less expensive, he adds, but they also do not overheat and no filters are required for indoor shots.

Expect to see more use of the smaller technologies. The final episode of House this season was filmed on a very small camera, making possible footage in very closed spaces.

Hopkins and Grassi suggest that, as a result of the new technologies, a new breed of producer has evolved, a videographer “preditor,” a one-person film shoot, from idea, to the writing, the shooting, the editing, and even the distribution.

Software certainly plays an important role in making the technology so accessible. With Apple iLife, users can easily locate related clips and produce compelling movie trailers.

In the future, they suggest that we can look forward to better compression to compensate for larger hard drives, more video on walls, sidewalks, streets, and 4-D TVs that will fill all the senses.
Felten appointed chief technologist for FTC

By Catherine Ku
CONTRIBUTOR

The Federal Trade Commission has appointed computer science and Wilson School professor Edward Felten to a year-long post as its first chief technologist, the agency announced Thursday. Felten, who will help the FTC navigate technology policy issues, is also founding director of the University’s Center for Information Technology Policy.

Felten will assume his position in January, and computer science professor Margaret Martonosi will serve as acting director of CITP during his one-year leave of absence.

“Ed is extraordinarily respected in the technology community, and his background and knowledge make him an outstanding choice to serve as the agency’s first chief technologist,” FTC chairman Jon Leibowitz said in a statement.

The FTC aims to protect consumers from fraudulent or unfair business practices, such as identity theft and false advertising. As chief technologist, Felten will advise the commission on its

See TECHNOLOGY page 5

Felten to advise on technology policy

TECHNOLOGY
Continued from page 1

role in consumer protection and antitrust issues. Felten has served as a part-time policy consultant for the FTC since August, and he has advised the agency on a number of issues, including Internet privacy to e-mail spam.

Felten said the security of personal information online is a major priority, especially in the era of social networks such as Facebook and Twitter.

“It’s clear that people like social media, but they also do care about what type of information they are providing,” Felten said. “One of the missions of the FTC is protection of consumer privacy.”

Stephen Schultze, associate director of CITP, said in an e-mail that Felten’s background in intellectual property lawsuits, privacy research and cyber security analysis will be a valuable asset when he begins his post at the FTC.

“Ed is tremendously skilled not only at understanding technical issues in their entirety, but also at translating them into terms that policy makers can understand,” he explained. After he serves his one-year term at the FTC, Felten said he thinks he will “be in a better position to teach about how policy really works.”

Schultze predicted that both CITP and Princeton students would benefit from Felten’s association with the FTC.

“We already connect students with high-profile D.C. internships and employment, and after his tenure at the FTC I imagine he will have even more ideas for how Princetonians can engage in D.C.,” he noted.

CITP, which is associated with both the Engineering School and the Wilson School, specializes in research on the intersection of public policy, technology, engineering and the social sciences. The center promotes discussion of digital technologies through campus events and the new undergraduate certificate in information technology and society.
CPUC discusses plans to renovate Firestone at meeting

By Caleb Kennedy
CONTRIBUTOR

An update on renovation plans for Firestone Library topped the agenda at Monday’s meeting of the Council of the Princeton University Community.

“Although it has been lovingly cared for by the University ... the reality is that this building, now 60-plus years old, simply needs to be completely revamped,” University Librarian Karin Trainer said of the University’s largest academic building.

University architect Ron McCoy GS ’80 joined Trainer and detailed the massive renovation slated to take place over the next 10 years. The University has established an agreement with the design firm Frederick Fisher and Partners, which will work alongside Shepley Bulfinch Richardson & Abbott, the firm that has worked on the renovations since 1997.

Trainer began her presentation by describing the history of the renovation process. “Firestone is a building that opened in 1948. At the time it was the absolute bee’s knees in modern academic libraries,” she said, explaining that time to the Council of the Princeton University Community at its meeting on Monday.

Provost Christopher Eisgruber ’83 presents an update on the University endowment.

USG presents launch of new events calendar site

CPUC
Continued from page 1

has taken its toll on the building both structurally and technologically.

Trainer said the current lighting and electrical system is “not very sustainable,” and the building does not meet modern accessibility standards for people in wheelchairs.

“In 1948, the telephone was about as modern as the building was designed to encompass,” she added.

One of the primary goals of the renovation is to use space more efficiently, including through the use of “new shelving and lighting, along with wider aisles.”

The Library of Congress classification system will also be adopted as part of the overhaul, replacing the current Richardson classification system, which is often difficult for patrons to understand. “It’s a pleasure to know now that the consolidation is underway,” Trainer said.

In a presentation on housing policies, Amy Campbell, the director of campus life initiatives, said that University ID cards will remain activated for all students over winter break. Last winter students had to request their cards to remain activated during the break. The limits placed on early move-in this year will be continued next year, she added.

At the meeting, USG president Michael Yaroshesfsky ’12 also presented the USG’s new events calendar website. Emily Shandley, associate director of University scheduling, followed with a similar presentation on changes to the University’s official online public events calendar.

Yaroshesfsky said the new USG website, launched this month, will “change the way that students, faculty members and community members get involved on campus” by integrating social network components, such as event invitations for students.

Yaroshesfsky noted the redundancy of current campus event calendars as he flipped through images of 28 University-related calendars in his PowerPoint presentation.

Other new features on the USG calendar, which can be found at cal.tigerapps.org, include personal event reminders, optional message boards and event administration tools.

Shandley opened her presentation with lighthearted recognition that the University’s public calendar was one that Yaroshesfsky had called redundant. She said she hopes the consolidated calendar will reduce time spent by event organizers on data entry.

In reference to the cost savings and increased efficiency offered by these consolidated calendars, President Shirley Tilghman said, “It sounds like we were really making progress on calendars of all kinds, which is a good thing.”
OIT analyzes network errors

By Kurt Brendel
CONTRIBUTOR

After experiencing a wireless outage and facing difficulties adopting a new printing system earlier this fall, the Office of Information Technology now believes it has resolved these problems, though the underlying causes remain uncertain.

Over the summer, OIT transitioned to a printing system that allowed users to print to any networked printer on campus. At the beginning of the school year, however, many users reported to OIT that they could not connect to the new system. And two months ago, a University-wide outage knocked out wireless Internet service on campus for more than nine hours.

Steven Sather, director of support services for OIT, said OIT has conducted reviews of both problems and has adopted more regular monitoring of both systems.

Matt Marder '13 said he grew frustrated trying to connect his personal computer to the "All Clusters" print queue earlier this year and resorted to printing all his documents directly to a printer in Forbes College from the residential college's computer cluster.

"I gave up trying to connect to other printers after a couple tries," Marder said. "I just stick to the printers in Forbes."

"Testing of the system over the summer did not reveal the problems experienced at the start of the academic year," Sather explained in an e-mail. "The problems surfaced when we went from hundreds of people using the system in the summer to thousands of people using it during the school year."

To investigate the problem, Sather said, "The printer in my building hasn't been working for a couple weeks." Sather also oversaw the investigation into the wireless Internet outage, which occurred Sept. 22 at 3:27 p.m., and was resolved by 1:44 a.m. the following day.

"It was frustrating for a few hours because I couldn't do my homework," Marder said of the outage. "These things happen, I guess."

"We examined what was happening on a micro, not macro, level," Sather explained. "We closely watched the network and determined the sorts of data traffic that was causing congestion."

While OIT technicians did not find conclusive proof, Sather said, "We believe we now understand the causes of both the printing and the wireless problems experienced earlier this semester."

Moving forward, Sather added, OIT has implemented "some additional enhancements ... over fall break which should improve the speed and reliability of wireless," which includes a filter to limit the type of "background noise" traffic that had been clogging the system.

Network outage struck 2 months ago

PRINTERS
Continued from page 1

OIT "tracked individual print requests through the system to see where they got stuck."

Dinora Llamas '12, who lives in Scully Hall, noted, "The printer in my building hasn't been working for a couple weeks."

"It's been slightly irritating," Llamas added. "I've had to go to places like Firestone to print what I needed."

Sather said that while printing complaints have been less common in recent weeks, Current problems may not be due to the implementation of the new system.

"Now most times people are having problems printing, the problem can be traced back to the computer used to print from and not an underlying printing infrastructure problem," Sather explained.

Dinora Llamas '12

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THE DECADE ISSUE

In this special Decade Issue, The Daily Princetonian looks back at some of the most pivotal events of the last 10 years. Selected stories cover topics ranging from milestone changes in University policy to the Princeton community's involvement in larger national incidents. In addition to reprinting stories from the last decade, the 'Prince' reflects on major University developments and looks forward to the next 10 years.

2001

May: Tigges named 19th University president pg. 4
September: Administration responds to 9/11 tragedy pg. 4
November: Faculty members are focus of FSI anthrax investigations pg. 4

2002

February: University to implement four-year college system pg. 5
April: West 05' 80 leaves Harvard to become University professor of religion and African-American studies pg. 5

2003

March: Wellman named Hargadon's successor pg. 6
September: Tiggesman defends women appointees pg. 6

2004

April: How students use the facebook.com pg. 6
April: Freeze inflation plan passes pg. 7

2005

March: U. installs wireless Internet in all dorms pg. 7
September: In Katrina's wake, alumni join together pg. 7
November: Campus Club donates clubhouse to University pg. 8

2006

February: University to create arts neighborhood pg. 8
September: Princeton ends early decision admission program pg. 8
November: Thousands gather to celebrate first bonfire in 12 years pg. 9

2007

April: Tragedy hits Virginia Tech pg. 9
September: U. kicks off $1.75 billion campaign pg. 10
December: Nave '99 admits to fabricating assault, threat e-mails pg. 10

2008

September: University band harassed by cadets at The Citadel pg. 11
November: All eyes turn to Michelle Obama '05 pg. 11
December: University gains control over Robertson endowment in settlement pg. 12

2009

May: University gains control over Robertson endowment in settlement pg. 12
May: Endowment losses force University to cut budget pg. 12

2010

May: Eating Club Task Force issues report pg. 13

(continued on next page)
iPrinceton for the mobile ‘U’

Princeton University recently introduced iPrinceton, a new mobile application that brings campus life, and teaching and learning resources to the mobile devices of the Princeton community.

With iPrinceton, get on-the-go access to the latest Princeton news and announcements, on-campus events from the University’s Events Calendar, athletic news and schedules. Browse course offerings and search the library catalog with the Courses and Library modules. Review and download the collection of Princeton lectures, promotional videos, and classroom sessions with the iTunes U module.

For those navigating the campus or looking for contact information while on the go, the campus directory and interactive campus map applications are sure to be helpful.

iPrinceton is free of charge, but must be downloaded from device-specific ‘stores.’ iPhone and iPod Touch formats are available from the iTunes App Store. A Blackberry format is available from the Blackberry App World store. The Android format, due out this month, will be available from the Android Market. For all other devices, a web format that works on any smartphone with web-browsing capability is available from the Princeton University website at mobile.princeton.edu.

As is typical with mobile apps, all changes and enhancements to iPrinceton will be delivered as updates to the existing application.

Departments interested in developing a mobile module for inclusion in the iPrinceton app should contact Serge Goldstein, Associate Chief Information Officer and Director, Academic Services, Office of Information Technology, at serge@princeton.edu. Applications considered for iPrinceton are well-suited for the mobile environment and provide mobility-oriented information to the mobile Princeton community.

The iPrinceton mobile project began in December 2009 with an agreement that provided the University access to Blackboard Mobile Central, an environment that supports user access to public information for viewing on mobile platforms. OIT’s Academic Services worked closely with several University departments to develop the interface between department data and Blackboard Mobile and performed extensive data filtering and formatting to comply with the data requirements for Blackboard Mobile Central.

The new iPhone application is also featured in the News at Princeton article, “Princeton’s phone app provides mobile resource,” on Princeton’s website.
Princeton’s new phone app provides mobile resource

NICK DIULIO

Students and visitors to Princeton’s campus looking for everything from course schedules to University news and events can finally say there’s an app for that. Princeton’s Office of Information Technology (OIT) has launched iPrinceton, a free smartphone mobile application that comprises a diverse suite of 10 interactive features. These include a complete faculty and student directory, information and news about Princeton Athletics, a University events calendar, a course catalogue and descriptions, a detailed campus map, University videos, news, and images, as well as a full library catalogue and a link to Princeton’s social media pages.

The app can be found at mobile.princeton.edu.

“We felt this app was very important for the University, and we worked with offices across campus to create it,” said Serge Goldstein, associate chief information officer and director of academic services at OIT, adding that the app will be a useful resource not only for Princeton students, but also alumni, prospective students and their families. “This is becoming a very common trend in higher education, and schools that have already done this have received great feedback.”

Each of the app’s 10 features, or modules, offer a diverse range of functions to meet the needs of visitors to campus, and individuals with a general interest in the University.

The course catalogue provides a full listing of every course from the University registrar’s website, sorted by category — engineering, freshman seminars, humanities, interdisciplinary programs, natural sciences, social sciences and writing seminars — all of which are then subdivided into course topics. Within each category, users can view every course offered for the most current semester, along with a detailed course description, the days on which it is held, the number of sections (if applicable), the name of the instructor and its location on campus.

The athletics module is organized by each of the University’s varsity sports teams, with subdivisions for men’s and women’s where applicable. Within each sport tab, users can access a regularly updated news feed about that particular team, as well as the current season’s schedule and scores.

The videos module brings users to Princeton’s YouTube page, where users can watch a wide variety of content, including student- and faculty-produced videos, as well as features showcasing University events such as Reunions and Commencement. Moreover, the still photography feature enables potential students and visitors to take a virtual tour of the campus’ most attractive buildings and grounds, as well as browse for photos of activities and events held on campus.

For those looking to keep up with current Princeton news and events, the news module will provide users with updated content from the University’s home page. This will include top news, feature stories and featured events. Users also can search within the news module for keywords or topics.

The evolution of iPrinceton was a cooperative venture between OIT and Blackboard Mobile Central, a San Francisco-based technology design firm that previously helped develop smartphone applications for universities that include Duke, Stanford and MIT.

Also instrumental in the app’s development was Ryan Irwin, a member of the class of 2010. According to Goldstein, Irwin grew up with the group of young men who eventually went on to form Blackboard Mobile, and this summer Irwin worked with the Blackboard team in California to help facilitate the execution of iPrinceton.

“He was able to show us test builds of several different apps and to let us know what we could expect from iPrinceton,” Goldstein said of Irwin’s contributions.

Several University departments also played an integral role in providing OIT with much of the app’s content. For example, all course data was supplied by the registrar’s office, while the University’s Office of Communications provides the app’s videos, campus images and news feed.

Goldstein said this is just the first phase of iPrinceton’s development, adding that the app eventually will include logistical information about Reunions and Commencement while also expanding with features such as real-time campus bus locations, library book reservations and health services information.

During a “soft launch” testing phase began in early September, more than 2,000 users downloaded the app. Currently, iPrinceton is available for the iPhone via the iTunes App Store and for the BlackBerry through the BlackBerry App World store, and soon will be made available for additional devices — such as the Android and iPad.
Arts Libraries on the Edge: Hey, where do I shelve this?

By Janet Temos


Note: to access resources cited in this blog post, you must either be on a machine on the Princeton University network, or have a VPN or proxy server running on your machine. For instructions on how to set up a VPN or proxy server connection, click here.

“These are exhilarating times to be arts librarians,” said Darwin Scott, librarian of the Mendel Music Library at Princeton. Today’s Lunch ‘n Learn session explored just how exhilarating - and challenging- it is to deal with new modes of delivering various media to library patrons, when the media exists outside the traditional collection of books, manuscripts, disks, drawings and other tangible assets one usually thinks of as library holdings. The presenters represented the three main arts repositories at Princeton; Darwin Scott was joined by librarians Sandy Brooke (Marquand Library of Art and Archeology) and Hannah Bennett (Architecture Library), to discuss their respective collections.

Sandy Brooke began the session by describing the tension between a library’s mission to collect, provide access, and preserve for the future, in an age where digital media seems to be increasingly difficult to quantify in terms of ownership, shared access, and sustainability.

“Old literature is good literature for art historians,” Brooke said, explaining that scholars rely upon important documents from past centuries. Marquand’s holdings are still largely print-based, she noted, however, there is an increasing number of digital versions of both text- and image-based references. Art has traditionally been studied through surrogates, whether photographs, drawings or descriptions of works that are either housed in remote places, or may no longer survive.

A new form of art—that which is born digital—presents certain challenges to those who would study it, because the delivery medium is no longer a surrogate for the work, but may be the work itself. Digital art is often recorded on perishable media, the formats of which can migrate to incompatible formats in a fairly short period of time. It might be posted directly to the web, and lost when its link later disappears. The work itself might be a record of an ephemeral event that is almost impossible to capture in its entirety. When offered for distribution by a vendor or dealer, its licensing terms can be extremely limiting and restrictive with regard to how the work can be later viewed, shared, or migrated to more stable digital formats.

Such licensing terms, Brooke noted, are much more restrictive than the terms of fair-use usually applied to educational use of copyrighted materials. Many digital objects handled by dealers and vendors are delivered with the idea of restricting access to them, thus creating an artificial scarcity. Ensuring future access to this media that comprises an original work is uncertain, since access is often provided via an online resource with a fee-based delivery method. If the online resource were to go out of business, its digital content might well be lost.

As an example, Brooke showed an installation by Swiss video artist, Pipilotti Rist (1962 - ). Brooke cited Rist’s Pour Your Body Out (7354 Cubic Meters), an award-winning 2008 installation at the Museum of Modern Art (MoMA) in New York, as a problematic example for scholarship.

What resources would a researcher today have to study this recent work of art, since it is no longer viewable at the museum?

Brooke showed several still photos of Rist’s work found in ArtSTOR, an online database for the study of art history, but found no images of the 2008 MoMA installation. The artist’s own website contains links to her gallery and some visual references to other video projects, but not the MoMA installation. The MoMA website has some valuable documentary video footage about Rist’s installation, but there is no video that presents a complete idea of what it was like to experience the complete work in situ. A YouTube search offers the MoMA videos again, along with two amateur videos made by people who attended the exhibit while it was at the MoMA; one of these videos, obviously shot with a cell phone, is enhanced by a sound loop provided by the amateur videographer—however it is music composed by the phone’s owner that has nothing to do with the original installation. Since Rist’s works tend to deal in dreamlike, distorted imagery, it’s almost impossible to tell whether the distortions seen in the YouTube clips were intended by the artist, or simply a result of a highly-compressed, low quality copy of the original work. Authorized digital copies of such ephemeral works are typically priced at hundreds of dollars apiece, so collecting them on any scale is beyond the financial resources of most repositories; trying to capture something tangible and complete about such works, as Brooke demonstrated in the searches described above, is no easy matter.

For the moment, Brooke concluded, the sustainability of this kind of digital art is uncertain; questions of rights, of access, of preservation are only partially answered by current means of distribution. Guerrilla websites such as ubu.com, a web-based educational resource that operates on a gift economy, posts avant-garde works under an assumption of fair use. Ubu.com was created in protest to the marginal distribution of these elusive works, but the fact that the site

(continued on next page)
sometimes knowingly violates copyright in posting links makes their sustain-
ability tenuous, at best. Many of the sound and video works on the site are
represented by highly compressed video and audio files introducing uncertainty
as to their accuracy; as with the YouTube video of Pipilotti Rist’s video installa-
tion, it’s impossible to say whether the files represent the artist’s vision—or the
technological limitations of a bad digital copy. More sustainable solutions may be
in the future, however. Brooke mentioned the Electronic Arts Intermix site, a not-for-
profit venture that is trying to preserve digital art for cultural repositories such as libraries and museums. An education-
al streaming solution to providing high-
quality copies of video art for art libraries is one licensing model being considered by this organization, which has preservation
and sustainable access to video art as its two chief missions.

Architecture librarian, Hannah Bennett, next described some of the unusual
challenges faced by those wanting to preserve records of contemporary archi-
tectural works. Long gone are the days of architectural drawings being produced
in drafting rooms, with paper being the medium that recorded a building’s design
from first inspiration to the delivery of final plans to builders. Digital render-
ing of architecture is now the standard method for design, a method that cre-
ates a dense stream of information that originates from architectural offices, and eventually results in documents that builders can work with to construct the building. In fact, the transmission of architectural information from architect to builder these days is commonly referred to as BIM - building information manage-
ment-where the information critical to making the building is captured, but cer-
tain aspects of the design process might not be preserved. This partial capture of
data creates a new level of complexity for those who would like to study the entire history of an architectural work.

Most information that is ultimately trans-
ferred to builders, Bennett explained, is taken by sampling from the complex array of
digital data that is generated in the design process. As illustrated, Bennett showed several examples of architec-
tural renderings, including some of the

Guggenheim Museum Bilbao by architect
Frank Gehry. Gehry, in common with other
architects currently in practice (including
many of Princeton’s faculty members in
the School of Architecture), developed a
pioneering proprietary software program,
CATIA, to realize his particular design
methods. Other firms have since devel-
oped their own software unique to that
particular architectural office or project.,

Bennett showed some examples of de-
sign sketches made by Princeton faculty
member, Axel Kilian, and demonstrated the CADenary software that Killian
developed for his own design practice. These tools allow for amazing flexibility
in terms of drafting complex shapes, but
their uniqueness means that it may be a
challenge to read the files they produce
in the future. Bennett commented on
this reliance on technology, saying that
“design language has now become
internal to tools, rather than to the form.”
As enriching as a complex design such
as Bilbao is to architecture, preserving
the output of many different proprietary
software packages presents a set of
preservation challenges for custodians of
architectural history.

Bennett enumerated the queries posed
by these new design tools. “How will
they maintain technical currency?” she
asked. “How will we archive them?” And,
ultimately, “how will we present them to
the future scholar?” Bennett concluded
her portion of the talk by showing some
hanging loops of chain used by Spanish
architect Antonio Gaudi (1852-1926)
to explore the catenary curves he often
used in his architecture - in a photograph
someone just happened to take of that
experiment. “Older material can be
equally valuable” Bennett said, citing this
early architecture experiment exploring
forms that are very hard to draw using
traditional drafting tools. Today’s comput-
erogenerated architectural designs pres-
ent a myriad of such capture-able design
moments - and librarians need to find a
way to preserve them for future scholars.

Darwin Scott, librarian at Mendel Music
Library, concluded the Lunch ‘n Learn
by discussing various online databases
used to present digital copies of music and the performing arts. Scott men-
tioned that rights management is a major
consideration in this area as well as in
other forms of the arts, even though the
resources for presenting them via sub-
scribed services are more numerous.

Rights issues, particularly in the case of theatrical works, become more and
more complex as more people (and their intellectual property) become involved
in a production. “Most recordings of
Broadway shows are illegal,” Scott noted.
Older forms of media that preserved
works such as concerts, or plays were
“collectable objects.” Tapes, disks, LPs
and other media at least provided one
way that an event could be captured and
preserved—and purchased to form part of
a collection. By contrast, streaming librar-
es of musical and dramatic performanc-
es provide subscribers with thousands
of recordings for an annual fee, but this
model provides an interesting challenge
for a library collection, since the library
does not in fact “own” the content to
which it subscribes. This raises impor-
tant questions about sustainability and
preservation.

Several vendors of streaming services
promise that they will provide a form
of perpetual access to the material in their
library to subscribers in the event they go
out of business. This usually means that
data files will be available in some form
for bulk download, but perhaps not with
a sustainable model to preserve the user
interface that makes it possible to use
them. Scott mentioned some commercial
streaming services that are available to
retail consumers. Until recently, institu-
tional clients had been shut out of the
distribution model for these popular
services. However, some distributors
are now bridging the gap by providing
high-quality streaming subscriptions for
libraries and other cultural institutions.
Scott demonstrated a few of these
services, using the Quick Links section of
the Mendel Music Library’s home page,
and Scott’s own Lib Guide list of links to
music and performing arts resources.

The Naxos Music Library, various collec-
tions from the Alexander Street Press,
and DRAM (The Database of Recorded
American Music) were among the collec-
tions that Scott featured in his presenta-
tion. Naxos, a respected record label,
offers a large collection of musical re-
cordings of various genres, including clas-
sical, jazz, folk, blues and world music;

(continued on next page)
DRAM also offers streaming music; here, the focus is on American composers and performers. The Alexander Street Press offers a wide variety of sound and video offerings, including Opera in Video, Dance in Video, and Theater in Video. The videos offered from the Alexander Street Press not only will play on your computer, but are captured in a high enough resolution to project on a larger screen. A new service from Alexander Street even allows you to stream some of this content to your compatible mobile device (currently supported are iPhones on a 3G network or better, and devices running the Android OS) by using a link, a text message containing the link, or a QR reader on the device. These links stay current for 48 hours, allowing plenty of time to enjoy the content. Recent enhancements to the library’s online catalog also allow direct links to many of these digital assets via searches done in Princeton Library catalog.

The video content in the Alexander Street databases come from various sources. For the Theater in Video collection, many of the videos are drawn from performances intended for broadcast television, Scott noted. TV content also accounts for much of the Dance in Video collection, whereas the Opera in Video collection has more access to commercial releases. The quality and range of the works offered are sometimes not ideal, although in some cases, they record spectacular performances. Each vendor also uses their own proprietary user interface - there is no standardization--so it can take some time to familiarize one’s self with each interface in order to get the best results. Links to the resources mentioned in this post-and many more-as well as tips to help users navigate and search these online repositories can be found in this PowerPoint presentation, which Scott prepared for Lunch ’n Learn attendees.

The session concluded with Darwin Scott’s summation about it being an exciting time to be an arts librarian; the challenges presented by the diversity and volume of new media types also make this a wonderful time to be a subscriber to many online resources that make it possible to experience art, architecture and the performing arts in increasingly accessible ways. The fact that old media has little in common with new forms of delivery presents challenges for librarians and for patron access, but as sources for these materials become increasingly more numerous and more diverse the end user and the scholar can only benefit--and enjoy.

Got bandwidth? Welcome to live performances on a device near you!
**OIT Person Office: one-stop service for person and account data**

The Office of Information Technology recently formed a new group called the Person Office. This office serves as a single-point-of-contact and centrally oversees the quality and consistency of the University’s person and account data. Broadly stated, person data can be thought of as biographic and demographic data, and the data that relates to an individual’s affiliation with Princeton and his or her appropriate access to University technology resources.

The Person Office is the steward for person and account data and is the clearing-house for issues that relate to this data. The office now handles services previously dispersed across OIT. Services include demographic data correction, netID changes, Departmental Computer User (DCU) account creation, requests for account terminations and extensions, online directory updates, and service account maintenance. The Person Office also oversees several functional areas, including PeopleSoft Campus Community, the Interface Hub, Identity Management, Account Management, PUAccess, and other relevant functions.

More information about the Person Office is provided online.

To request assistance with issues that relate to person and account data, submit the online form "Person Office Support Request."

To speak with a representative of the Person Office, contact Russell Wells, Person Office Manager, by sending e-mail to persnofc@princeton.edu, or by calling 258-1928.

Requests for assistance from the Person Office can also be placed through the OIT Help Desk. To contact the Help Desk, call 258-4357 (8-HELP), send e-mail to helpdesk@princeton.edu, or chat online from the OIT website at www.princeton.edu/oit.

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**Send your password? Never!**

Phishing e-mail—you may have heard of it or even received some. It is a phony message crafted to appear as if it is coming from a bank, a commercial enterprise, or a Princeton organization such as OIT or the Credit Union. These messages request that you send personal information or your password to verify your account. Sometimes the message even threatens to end your service unless you do so.

These phishing scams can trick you into providing your Princeton account and password, or personal information like your Social Security number or bank account details. The e-mail can look and sound very official, often including the organization’s logo and an e-mail address that appears to be legitimate. They may even appear in your quarantined messages and look as if it was sent from someone at Princeton; don’t trust or release messages that have been marked as spam and quarantined.

No reputable organization will ever ask you to send personal credentials or your password. This includes OIT, the Credit Union, and your bank. So, don’t send it! You should also never click or copy a web link, nor call any phone number that may be included in these phishing e-mail messages. If you have a question about any such request, call the apparent sender, using a phone number that is published in your customer service information or on the organization’s public website.

Remember: if anyone asks you to send your password, DON’T SEND IT! When you receive such messages, follow safe computing practices. Delete them without any interaction and keep your accounts, your personal information, and Princeton’s systems and data secure.

For more information about phishing, see the IT Security article, “Protect yourself against “phishing” for your IDs, passwords and other personal information.”
Recently published book evaluates advantages of public access to university materials

By Caleb Kennedy
STAFF WRITER

What if nearly all the aspects of an Ivy League-quality class were free of charge for anyone with access to the Internet? In her new book, "Unlocking the Gates," research analyst Taylor Walsh discusses how these opportunities are being presented by many elite universities and how they are impacting society and education.

The introduction to the book was written by former University president William Bowen '58, who said that there are "a variety of incentives" for universities to increase public access to their educational resources.

"MIT providing course online was part of its education mission," he said. "Their worldwide reputation was enhanced... The public always benefits when there are new ways of disseminating knowledge."

However, compared to some of its peers, Princeton has yet to develop the same scale of online interactive and educational materials. Though Yale offers online lecture courses for download on iTunes U, a portion of the iTunes store which offers free access to materials from institutions of higher education, Princeton's offerings on its iTunes account and on the University's YouTube channel consist mainly of occasional public lectures and public relations and informational videos. Both the iTunes and YouTube accounts are run by the University's Office of Communications.

The University's Office of Information and Technology also maintains an official WebMedia site that offers some archived lectures and streaming video of live events. Despite the disparity between the online prestige of other universities' educational offerings and Princeton's, Bowen said that Princeton should "not necessarily feel obligated to improve in this area. I noted that for universities such as Yale or MIT, which offer more extensive online access to academic programs, providing courses online was part of their education mission." This ideology may not be the case for other universities.

University spokesperson Emily Atkinson cited the Princeton focus on its intimate campus environment as a distinctive for publicizing academic courses. "We generally do not record academic course lectures, largely because of the residential nature of our campus that promotes the intimate in-class learning experience," she said.

Through Princeton's current focus may not be on public accessibility of course materials, Princeton was one of the first to offer online course access when it partnered with Oxford, Stanford and Yale in early 2009 to create a fee-based offering of online courses called All-Stars. Princeton withdrew from the program at the end of the year after concluding that the business model was unworkable, which ultimately proved true "The program closed in 2006. Cost is also a major factor in an economic climate where nearly all universities are operating on tighter budgets. The resources needed to produce content, for free - MIT's program costs up to $4 million per year - are often provided in the university's operating budget or funded through private and external philanthropy. Despite the costs, however, as Walsh explains in her book, there are several advantages for universities to offer increased access to their educational resources. The growing number of schools willing to offer up comprehensive and interactive course materials for free, she explained, represents an unprecedented act of transparency, revealing what really goes on in some of the world's most prestigious universities in a way that wasn't possible before."

Walsh's book also provides a brief history of the origins of these programs, which started in the midst of the dot-com boom in the late 1990s when "universities had a desire to carve out territory in the online space," she said.

MIT's 2002 OpenCourseWare initiative was one of the first programs to offer free content to the public. Several other universities followed suit with their own projects, including Carnegie Mellon's Open Learning Initiative, Open Yale Courses and webcast.berkeley.

These programs were not only nonprofit, but provided comprehensive programs which often offered videos of lectures, homework exams, textbook readings and even interactive demonstrations by professors.

Staff IT training opportunities in 2011

Interested in IT training? The winter/spring IT training opportunities are now being offered on the Princeton Employee Learning Center; visit the site and register.

2011 Training Highlights include:

Adobe InDesign Part 1 & 2 (two 3-hour classes)
Do you create newsletter or flyers? If so, Adobe InDesign software delivers the page layout tools you’ve always wanted. It integrates tightly with Adobe Photoshop, Adobe Illustrator, and Adobe Acrobat. Plus, it frees you to be more creative by delivering intuitive features that reduce elaborate design tasks to a few quick steps.

Adobe Photoshop Part 1 & 2 (two 3-hour classes)
Adobe Photoshop helps you create or modify images for print, the web, and video using state-of-the-art editing, compositing, and painting capabilities.

Adobe Illustrator Part 1 & 2 (two 3-hour classes)
Used by design professionals worldwide, Adobe Illustrator provides precision and power with sophisticated drawing tools, expressive natural brushes, a host of design time-savers.

Review of Accounts Payable and Departmental Charges Reports in the Information Warehouse
(including Visa, Office Max, Fed Ex, and other B to B reports)

SharePoint 2007: Creating and Managing Document Libraries
The class explores the use of document libraries to manage the storage and editing of documents

Questions about these offerings or other general, training-related questions can be sent to training@princeton.edu.

A note about the 701 Carnegie Shuttle: Direct service to/from 701 Carnegie Center to the Chapel, with stops at the Helm building, Goheen Walk, and Clio Hall. Campus stops are approximate on the quarter hour. The shuttle arrives and leaves 701 Carnegie approximately on the hour and half hour. You can track shuttle locations using Tiger Tracker at http://princeton.transloc.com/.
SharePoint Users Group Meeting - Jan 25

OIT is pleased to announce regularly occurring SharePoint Users Group (SPUG) meetings for members of the University community interested in or already using SharePoint. The meetings will offer suggestions for best practices, provide technical updates, and serve as a place of community where users can share experiences and inspire one another in their use of SharePoint. These meetings will occur quarterly. Related, targeted meetings (e.g. a New to SharePoint group) are also being planned.

Future SPUG meetings are scheduled on:
- April 26
- July 26

These are BYOL(unch) meetings, so feel free to bring your lunch. They will be held in Frist Multipurpose Room C at noon. Please check back here for information on special interest group meetings.

If you haven’t done so lately, check the SharePoint Users Group (SPUG) SharePoint site for the latest. To request access to the site, send e-mail to Lorene Lavora at lavora@princeton.edu or Matt Immordino at mimordi@princeton.edu.

The SharePoint User Support Team members are Lorene Lavora, Matt Immordino, and Jeanne Mrak.

Tag(s): SharePoint Users Group (SPUG)

Request for IT project proposals for 2012-13

The annual IT planning process for fiscal years 2012 and 2013 has begun and the Enterprise Systems Planning Group (ESPG) is now calling for IT project proposals. This year, in addition to requesting proposals for enhancing central academic and administrative systems, OIT is asking departments to submit proposals for any projects that will require OIT resources, including departmental applications and websites. In this way, OIT resources can be better managed across all projects, regardless of their size.

Proposals should be submitted by Monday, February 7, 2010 using the new Interdepartmental Project Portfolio (IPP) SharePoint site. The IPP site provides a proposal form for creating and submitting your proposals online and a dashboard for tracking the progress of your proposals through the IPP process. Here, you will also find helpful links to a Quick Reference Card and information about the University’s IT Governance and annual IT planning process.

To access the online proposal form, go to www.princeton.edu/ipp and click the “Begin work on a new proposal” link.

Department Managers and Office Heads have received e-mail from Betty Leydon about the current IT planning process.

Now in its tenth year, the ESPG assists in setting University-wide priorities for upgrading and enhancing our IT systems, and ensures current systems are effectively maintained and necessary system enhancements are completed.

If you have questions about the annual IT planning process or need help preparing a project proposal, please contact Barrie Sutton at barries@princeton.edu or Nancy Costa at ncosta@princeton.edu.

Tag(s): IPP IT project proposals
Technology Consulting Services helps you find IT solutions

You know where you want to go, Technology Consulting Services helps you get there.

Your department is considering an information technology solution to a problem. It is obvious what you want the technology to accomplish; it is just difficult to determine how to get there. Not knowing the alternatives or having too many, and navigating unfamiliar channels can become a daunting, time consuming and costly task. OIT’s Technology Consulting Services (TCS) helps you along.

TCS provides IT consulting services at no charge to the University community. TCS consultants guide stakeholder groups through the definition of requirements, the mapping of work processes, the identification of potential best technology solutions, and the submission of project proposals. TCS may also introduce the expertise of other departments as needed, such as the Office of Finance and Treasury, who can best negotiate the financial aspects of a solution and keep costs down.

University Registrar Polly Griffin comments on her experiences as a recent partner with TCS, “Sal Rosario and his colleagues in Technology Consulting Services have become our first contact to discuss projects that have multiple technological solutions and multiple constituents with multiple interests. We have had several projects this year that began with the extraordinarily capable guidance of TCS and are proceeding successfully due to the roadmap they developed with and for us.”

Speaking to the benefits of the TCS consulting model, Griffin further states, “The TCS model clarifies needs and expected outcomes before addressing and ultimately recommending the technological solution – this is invaluable to clarity of purpose. Their methodical approach to multi-faceted problems and their sophistication with the technology options provides solid, confident grounding for project teams.”

TCS also consulted for a University Health Services team considering the feasibility to upgrade an aging application to a newer version. TCS facilitated the process by engaging other groups in OIT and bringing in the Office of Finance and Treasury to expertly negotiate a contract with a vendor for a hosted solution instead of the on-premises solution that had initially been considered. Judith Oakley, Systems Manager for University Health Services, remarks on her recent experience with TCS, “OIT is a large department and can be difficult to navigate. Technology Consulting Services was able to pave the way and quickly put us in touch with the right person or group for each project need.”

TCS currently employs three members: Sal Rosario, Matt Immordino and Harris Otubu, who maintain a broad understanding of technology tools and services available on campus and beyond. The TCS group reports to the Project and Consulting Services department of OIT.

TCS consulting is available for large-scale IT solutions as well as for smaller, individual IT solutions. To request TCS consulting services, contact Sal Rosario at srosario@princeton.edu. For more information, visit www.princeton.edu/itconsulting.

Tag(s): TCS, IT consulting, IT project planning

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January 17, 2011, Princeton University Bulletin

**Employee retirements**

*Effective Nov. 1, 2010: in the plasma physics lab, machine technician Jerry Getting, after 30 years.*

*Effective Dec. 1, 2010: in Building Services, janitor Adnall Charles, after 17 years.*

*Effective Jan. 1, 2011: in the plasma physics lab, material and environmental services technical specialist John Boonovich, after 19 years; in the library, special collections assistant Ivy Chang, after 27 years; in the plasma physics lab, real property administrator Sara Flohr, after 21 years; in architecture, data management support staff member Linda Gehrter, after 15 years; in information technology, systems management administrator Robert Hebditch, after 11 years; in astrophysical sciences, assistant editor Sandra Schmoldt, after 18 years; in the electric shop, electrician David Shannon, after 13 years.*

*Effective June 1, 2011: in molecular biology, associate professional specialist Fang Li, after 13 years.*
Research and Writing on the iPad

By Janet Temos

Will Howarth, Professor Emeritus of English at Princeton, spoke to a large Lunch ‘n Learn audience on February 16 about how he uses his iPad as an essential companion to reading, writing, research and travel.

Howarth began the talk by describing his long search for a lightweight, portable device that would be convenient for use while writing and traveling. From small-format computers of various vintages, to PDAs, Howarth has found the iPad to be the best solution to date. Its light weight (24 ounces), long battery life (approximately 10 hours), responsiveness, and the availability of useful applications have made it one of his favorite tools for productivity.

Howarth showed the basic mechanics of navigating several iPad screens, and using the screens to organize applications by function. He also demonstrated how to customize the persistent tool “dock” that appears on all screens, useful for storing one’s most commonly used applications.

Howarth’s preferred layout is to have news and information applications on the first screen of his device, writing tools on the second, and on the third screen, a miscellaneous assortment of apps that are either not fully tested, or exiled as being of secondary importance.

Citing the limitations of the virtual keyboard on the iPad’s touch screen for someone with larger hands, Howarth showed his solutions in the form of two Bluetooth keyboards that can be synced to the device to allow typing on a more conventional set of keys. One of the keyboards was integrated into a small carrying case. The other, more suited for desktop use, was a compact stand-alone keypad that allowed for typing on full-sized keys. Another limitation to the iPad is the lack of a USB or other data port that would allow for easy file transfer via portable storage media. However, since several of the applications that Howarth customarily uses have mechanisms to sync and share files among several machines, this shortcoming has been largely overcome by application developers. Howarth proceeded to describe and share his favorite iPad applications for writing and research with his audience.

Howarth’s talk was divided into eight general categories of iPad applications. Reference tools, Database applications for storing and organizing, Readers for books and periodicals, Note-taking tools, Notebooks that sync files between applications, tools for working with PDF files, Storage on Cloud servers, and a Productivity suite with familiar office tools, formed the outline of Howarth’s talk.

Reference tools:

Safari

Safari (included with the iPad) is the browser included on all machines using the Apple iOS. Safari on mobile devices can be customized for fast browsing, for bookmarking popular destinations, and customized to take advantage of the highly portable nature of the iPad. Howarth demonstrated how he has tailored his particular Safari toolbar so that he has research tools, particularly remote access to scholarly research collections including Princeton’s Library, available at his fingertips. Among the headings in Howarth’s customized list of bookmarks are Reference tools, Authors, and Libraries.

Wikipanion

Wikipanion (free in the app store) is a tool designed to optimize searching, navigation, and display of entries in Wikipedia. The tool’s graphical display of a Wikipedia entry includes a sidebar outline of main headings in a Wikipedia entry to facilitate navigation and exploration, as well as contextual links to related topics.

Google Earth

Google Earth (free in the app store) is a portable version of the popular desktop application, made even more stunning by the iPad’s high resolution screen. The application includes all of the features and imagery of the desktop version, with the added ability to find your own location on the globe using the built-in GPS features of the iPad. A good companion to travel, Google Earth, like Google Maps (included with the iPad) can help to find local landmarks, businesses and cultural locations.

National Geographic World Atlas

The National Geographic World Atlas ($1.99 in the app store) is another application for maps, this time featuring high-resolution images of National Geographic’s own distinctive cartography. The app features 3 different styles of maps, and can be zoomed down to the granularity of a satellite image focusing on a particular street or building. (Street-level maps are drawn from Bing satellite imagery.)

Recommendations:

The Safari browser should be the first point of departure as a source for reference materials, as the bookmarks can be customized to point to many excellent online tools. Howarth recommends not buying too many reference apps until the potential of Safari is exhausted.
A Princeton University student whose Web site revealed the breadth of student information publicly available on Princeton servers has drawn criticism from the university and support from some students who say privacy safeguards should be tightened.

The student, Dan Li, said he discovered last summer that anyone sending a request to the university’s LDAP server could determine some students’ student ID numbers, vacation away messages and dates, personal e-mail addresses, dorm addresses, and other information. Much of the data is not searchable using the student directory on Princeton’s Web site.

Mr. Li said he objected to the university’s making that information accessible to the public. Last week, he created a Web site, Do Not Forward @ Princeton, that allowed people to search for some of the additional information if they knew a student’s Princeton e-mail address. He also sent a message to hundreds of students’ Gmail addresses that he gleaned from the database asking students to voice their concerns to Princeton.

The information Mr. Li found does not appear to be protected by the Family Educational Rights and Privacy Act, or Ferpa, experts say. But the case offers a warning to institutions about the need to carefully manage student directory information at a time of heightened concerns about online privacy.

A Wednesday editorial in The Daily Princetonian, which initially reported the news, commended Mr. Li and said he raised important concerns about the university’s handling of private student data. “The university must do a better job of making sure that private information remains private.” It pointed to New York University, which publishes students’ information only after they give their permission.

A spokeswoman for Princeton, Emily R. Aronson, said the university has begun to remove from public view the information Mr. Li found. “Students are always, and I emphasize always, able to request that their information be removed from the published directory, or that some of their public information is not included in their published directory listing,” Ms. Aronson said.

Ms. Aronson said Mr. Li had engaged in unauthorized use of information that was supposed to be available only to university programmers who needed to access the information for official university business. She pointed to a Princeton policy that states that anybody who finds a gap in the university’s online security must report it to the university and refrain from exploiting it.

But Mr. Li pointed to a page on the university’s helpdesk Web site that gave step-by-step instructions on how to access the university’s e-mail server and use a Unix search command to access the student information he found. The instructions were replaced on Monday by a notice forbidding unauthorized use of such information.

Mr. Li said he had been interviewed by campus security and was in discussions with campus officials about “what they’re going to do to me about this.” Ms. Aronson said she could not comment on the specifics of the student’s case, citing privacy concerns.

Tracy Mitrano, director of information-technology policy at Cornell University, said it did not appear that Princeton had violated Ferpa. But she said of Mr. Li, “I think that in some sense he may have done the community a service, because we all need to be more aware of privacy.”

Student information that was harmless in paper form presents new risks when it is published online, she said. Directory information could be combined with other publicly available information—say, through a Google search—to form a student profile that could create a liability for individuals in terms of physical safety, identity theft, or reputation impairments, she said.

She asked, “Should Ferpa be reviewed on the question of directory information, in light of the digital realm and the power of information systems to mine and recombine data?”

This entry was posted in Uncategorized. Bookmark the permalink.
PULSe: online videos and webinars for learning

Get caught up in the energy of the new IT learning opportunity, PULSe - the Princeton University Learning Series. PULSE is an online venue where faculty, staff, and students can learn about technology on campus through custom video tutorials, weekly webinars, Twitter retweets, and more.

PULSe content is a free service, but does require a Princeton University netID and password to participate. To get started, go to www.princeton.edu/pulse.

PULSe video tutorials –
The collection of PULSe video tutorials shows how to use the special features of a range of applications. The tutorials address frequently asked questions or demonstrate how to use advanced functionality within an application.

The video library currently includes tutorials on SharePoint and WebSpace topics. The growing library will soon include tutorials on Roxen, Microsoft Office, DataSpace and more.

Live PULSe webinars –
The webinar, “Custom Lists in SharePoint,” will launch the weekly series that begins Friday, March 4, at 2 pm. To join this or any future interactive webinar, log into https://princeton.ilinc.com. The LIVE PULSe Webinars classroom will appear on the iLinc home page.

Future webinars present on topics in SharePoint WebSpace, DataSpace, Roxen and Outlook. The complete spring schedule is available from the Live PULSe webinars page.

To participate in PULSe webinars, you will need to set up a free University iLinc account. New accounts can be created online at https://princeton.ilinc.com.

PULSe Twitter –
PULSe also provides a PULSe Twitter stream, pulearns, of retweets about SharePoint, Outlook, and other apps used on campus.

Tag(s): PULSe

Radio station interviews/ISDN services at the University Broadcast Center

The Princeton University Broadcast Center studio is available to transmit feeds for live or recorded interviews for radio stations via ISDN and/or telephone connections. This technology has provided professors, interviewers, and listeners with high quality audio from thousands of miles away in various locations around the world.

Princeton professors have been guests on many of the major networks including the BBC and NPR. With access to faculty from various academic departments, the Broadcast Center can arrange interviews with some of the most esteemed experts in their field. The service is available during regular business hours and to representatives of news organizations who are interviewing members of the Princeton University community. All one-hour radio ISDN interviews for news media outlets will be provided free of charge. For radio ISDN sessions lasting more than one hour, a fee of $100 per additional half-hour (plus tax, if applicable) is charged.

The audio recording studio provides clear sound quality and a soundproof environment that is equipped with four broadcast-grade microphones, which are mixed and edited in a separate control room with Digidesign Pro Tools and transmitted using a Zephyr ISDN encoder/decoder capable of interfacing with any codec that is required by the remote radio or television stations.

The Broadcast Center is located on the A-level of the Lewis Library, at the corner of Washington Road and Ivy Lane in Princeton.

A Broadcast Center staff member sets up the recording studio for your broadcast and handles the connection to the journalists. To request an ISDN or other radio feed, please e-mail bctv@princeton.edu or call (609) 258-7872. For more information, visit the Broadcast Center website at www.princeton.edu/bc.

The studio cannot accommodate requests from the general public.

Tag(s): radio interviews, broadcast center, ISDN
OIT’s Annual Report for 2010 now available online

The OIT Annual Report for 2009-10 has been published and is now available online. The report summarizes OIT’s past and continuing efforts to support the University’s information technology needs and goals.

Of special note is the “FY10 Timeline,” which provides a monthly snapshot of OIT’s accomplishments throughout the past academic year.

A new section of the OIT annual report, “OIT’s Contributions to University Sustainability and Cost Savings Initiatives,” provides a glimpse into a number of OIT projects that have helped support the University’s sustainability and cost savings goals. Here, the specific successes of programs like Print-less, Power Management, and Server Virtualization are highlighted.

OIT by the Numbers” provides a ‘numbers’ view into the work of OIT. Did you know that Lunch ‘n Learn podcasts were downloaded 74,000,000 times from the Apple iTunes store in two years? Or, did you know that the staff of the Support and Operations Center (SOC) staff answered 89,864 calls for assistance with technical issues, University business applications and general assistance?

Additional report areas highlight OIT’s progress with its highest priorities and with meeting goals for FY10. The work completed by OIT Advisory groups, OIT outreach programs, and cross-functional teams is also summarized.

The report is viewable from the OIT website. It is located on the ‘About OIT’ tab, under Administrative Reports. For those who require a printed report, the report prints easily to a standard printer.

Tag(s): OIT Annual Report 2008-09
Join us for the first in a series of weekly LIVE PULSe webinars, “Custom Lists in SharePoint,” on Friday, March 4, from 2:00 pm to 3:00 pm.

LIVE PULSe (PU Learning Series) is a series of webinars for members of the Princeton University community (a Princeton netID is required to participate). The webinars take place on Friday afternoons from 2:00 pm to 3:00 pm and cover specific or specialized topics that relate to technology supported by OIT.

The webinars are conducted through Princeton’s iLinc web conferencing system. To participate, you will need:
- iLinc account, which you may request from the OIT Help Desk at 8-HELP
- USB headset (recommended)
- wired Ethernet connection (recommended, but not required)

To join any of the sessions, log into princeton.ilinc.com and go to the LIVE PULSe Webinars classroom. Attendance for PULSe Webinars is limited to the first 50 participants to join the session.

These are live, interactive sessions; bring your questions and feel free to participate!

For more information about PULSe, visit the PULSe web site. And while you are there, check out the growing library of custom, technology training videos.

### SPRING 2011 SCHEDULE

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For more information on using iLinc, please consult these articles in OIT’s Knowledge Base.
March 16, 2011, Office of Information Technology, News and Announcements

**eSC Lite: a lightly-managed option that offers flexibility**

The Desktop Systems Council committee is pleased to announce DeSC Lite, a new addition to the set of managed environments in The DeSC Program. The newly rebranded DeSC Standard (formerly DeSC) and MacDeSC (formerly MME) round out the set of program offerings.

The Desktop Systems Council, recently renamed “The DeSC Program,” has long provided an easily maintainable, cost-effective standard computer environment for computer systems. In the fifteen years since its start, the computing environment has changed significantly and the one-size-fits-all offering that has worked for most in the past has become less the standard in today’s less predictable and more complex computing environments. DeSC Lite was designed to offer a lightly-managed solution for the growing number of computers that are ineligible for the DeSC Standard environment.

DeSC Lite is a managed Windows computing environment for desktop and laptop computers. It provides a reduced level of centralized support and standardization, but accommodates a greater number of computer models. Any computer that can be imaged using the OIT Small Footprint Image (SFI) process and can join the Princeton domain can become a member of the DeSC Lite managed environment.

With DeSC Lite, departments can centrally-manage software distributions to faculty and staff desktop and laptops computers. Non-DeSC licensed software distributions for DeSC Lite are the same as those sent to the DeSC Standard environment. DeSC Lite program computers:

- Receive Microsoft updates through Windows Software Updates (WSUS);
- Include McAfee ePO and VirusScan software, and automatically receive the latest ePO and VirusScan distributions;
- Receive the latest software distributions for software in the DeSC Lite software set (e.g. Microsoft Office, antivirus software);
- Are members of the Princeton Domain.

For additional criteria for DeSC Lite machines, see kb.princeton.edu/1020.

Note that unlike the DeSC Standard environment, University Business Applications (UBA) are not guaranteed to run in the DeSC Lite environment and DeSC licensed software Adobe Acrobat Professional, Photoshop, and Dreamweaver will not be installed during setup.

The Desktop Systems Council committee oversees the use and maintenance of computers participating in all of the managed environments that comprise “The DeSC Program”. The Council serves to advise the University on standards for the managed computing environments, for institutionally owned computers.

For more information about The DeSC Program or any of the managed environments it offers, see www.princeton.edu/desc. To contact someone about the DeSC program, send e-mail to desc@princeton.edu.

Tag(s): DeSC, DeSC Lite, MME, MacDeSC

March 21, 2011, Office of Information Technology, News and Announcements

**OIT Ambassador Program**

The Office of Information Technology is excited to embark on another successful year of the OIT Ambassador Program. This outreach program, started nearly 10 years ago, was designed to improve communication and customer service between OIT and the University community.

Under the Ambassador Program, an OIT representative is assigned to academic and administrative departments who request the service. Ambassadors provide departments with updates on OIT services and serve as a liaison to the Office of Information Technology. Ambassadors also listen and gather information from the departments they represent and provide feedback to OIT.

There are more than 95 University departments currently participating in the program. The program is open to academic and administrative departments, as well as certain undergraduate and graduate student groups.

If departments would like to participate in the OIT Ambassador Program, or if you are unsure as to whether your department has an assigned OIT Ambassador, please contact Evelyne Roach at 258-3936.

For more information about the OIT Ambassador Program, see the About the Program pages of the program’s website at www.princeton.edu/oitambassadors.

Tag(s): OIT Ambassador Program
Registrar to increase accessibility of course evaluations in fall 2011

By Jason Jung
Senior Writer

Registrar Polly Griffin said the University is working to make teaching evaluations accessible directly from the Course Offerings website starting in fall 2011 at the Council of the Princeton University Community meeting on Monday. Griffin added that students may be able to ask course-specific questions directed toward individual department representatives in the near future.

The meeting was mostly devoted to a discussion about teaching evaluations and their effectiveness.

A panel of seven members, including other administrators, faculty members and students, presented varying viewpoints on the topic.

"It's important to recog-

See CPUC page 3

At Monday evening's Council of the Princeton University Community meeting, presenters discussed increasing the availability of course evaluations to students who are selecting classes. The changes should be implemented next fall.
Some faculty doubt evaluations helpful

**CPUC**

*Continued from page 1*

nize that there have been a couple of trends in the past 10 or 20 years in both the teaching profession and in course evaluations," said Carol Porter, director of the McGraw Center for Teaching and Learning.

She noted in particular that the concept of evaluating courses has shifted from simply measuring the teaching ability of a professor to focusing on what students are able to learn and retain.

The new projects that are being explored by the Registrar's Office were in-line with students' desire for increased accessibility of information regarding courses, said USG Campus and Community Affairs Chair Stephen Stolzenberg '13.

According to the USG's recent "Which do you want more?" survey, students ranked "Give students more information about faculty before selecting classes (years taught, visiting, etc.)" fifth out of dozens of possible responses.

Roughly 43,000 votes registered from more than 1,300 distinct netIDs were compiled in the survey, Stolzenberg said.

However, psychology professor Daniel Oppenheimer said he was skeptical of the effectiveness of the University's teaching evaluations and similar efforts in higher education, in measuring the educational benefit of specific courses to students.

"Can we learn anything from course evaluations?" he asked. "How well do we know how well we've learned? We're not terrible... but we're not perfect."

He said, for example, that students may value teaching practices that help their ability to cram rather than retain information in the long term because of the nature of exams and grading.

Oppenheimer added that many factors other than the quality of instruction correlate with evaluations, such as whether or not professors fidget with their hands.

Porter described evaluations as "a necessary evil," in that they did not necessarily give a complete picture of the educational experience in certain courses but were better than having no information.

Jed Marsh, vice provost for institutional research, presented a chart-based summary of aggregated teaching evaluation results at the University since the current online system of evaluations was first used in the fall of 2008.

Marsh noted that aggregate student responses to overall course evaluations have remained "remarkably steady" over the past five semesters, though a snapshot of the most recent semester reflected a range of different educational experiences among different groups at the University.

For example, among students taking humanities courses, 43 percent said that the class was "excellent" compared to only 26 percent of students taking natural sciences courses. The figures for those enrolled in engineering, social sciences and interdisciplinary courses were 29 percent, 33 percent and 40 percent, respectively.

University students and faculty who attended the meeting said the discussion was informative and an important element of dialogue at the University.

"I thought [the discussion] was interesting," Shyam Modi '14 said. "I'm a quantitative person, so I particularly enjoyed seeing the statistics about course evaluations. I've never seen statistics like that before."

Philosophy professor Liz Harmon, who asked a question during the discussion about the University's stance on monitoring comments from students that may be personally directed or offensive, said the discussion helped her to better understand, to an extent, the unwillingness of the University to censor the comments.

Parts of the panel discussion touched upon the existence of websites such as RateMyProfessors.com, which students might turn to in the absence of clear, useful and accessible information about courses at the University.

"I'm very sympathetic to the argument that, if the University doesn't supply a way for students to express their thoughts on a course, there will be an external site," Harmon said.

The next CPUC meeting will be held on May 2.
The OIT SharePoint Users Group (SPUG) is meeting next, on Tuesday, April 26. All members of the University community interested in or already using SharePoint are welcome. Meeting presentations offer suggestions for best practices, provide technical updates, and serve as a place of community where users can share experiences and inspire one another in their use of SharePoint.

SPUG meetings are BYOL(unch) meetings, so feel free to bring your lunch. Meetings are held in Frist Multipurpose Room C, at noon.

If you haven’t done so lately, check the SharePoint Users Group (SPUG) SharePoint site for the latest. To request access to the site, send e-mail to Lorene Lavora at lavora@princeton.edu or Matt Immordino at mimmordi@princeton.edu.

Look for details about upcoming, special interest group meetings, too.

A summer SPUG meeting is scheduled for July 26.

The SharePoint User Support Team members are Lorene Lavora, Matt Immordino, and Jeanne Mrak.
Rapid tech growth may raise new policy issues

Continued from page 1

In his address, Felten noted that the Internet poses tremendous opportunities for developments in diverse fields.

“We recognize the Internet [as the] driver of economic growth and innovation ... of social progress,” he said. “[It’s] a forum for social organizations of all scales.”

Felten added that the growth of the Internet, however, also “raises new policy issues” that concern both the United States and China.

“Where we face similar challenges, we should be working together,” he said. The two countries should work on establishing a “common vocabulary” and “common expectations,” he added.

The majority of the conference consisted of three panels, including one on telecommunications policy led by Schultzze, one on technology innovation led by computer science professor Jaswinder Pal Singh and one on Internet issues led by Pengming Liu, a visiting CIFP fellow and associate general counsel at Microsoft.

The panels addressed different ways to encourage technology innovations within a global economy and market as well as looked at how differences between U.S. and Chinese markets lead to different economic questions within the two countries.

Felten also led a “A Conversation with Pioneers in Computing,” which featured Robert Kahn GS ’64, founder of the Corporation for National Research Initiatives, and Ma Songde, former vice minister in the Chinese Ministry of Science and Technology.

According to Schultzze, the unique “face-to-face” time that the conference provided between distinguished scholars and experts from both the United States and China was especially crucial to finding a way for the two countries to cooperate on projects of mutual interest.

“In addition to language and geographic barriers, we often have cultural and ... relationship barriers,” he explained.

Other prominent speakers included Andrew McLaughlin, former White House deputy chief technology officer, and Bruce Gottleib, former senior adviser to the chairman of the Federal Communications Commission, as well as professors and fellows from prominent universities in the United States and China.
A few guidelines for Windows laptops users at Princeton help ensure the safest, most effective, and reliable computing on campus. Updates to these guidelines and best practices will be published to KB solution 1022, so please revisit it periodically.

Don’t ignore that yellow exclamation point (!) icon
If you see a yellow exclamation point (!) icon in your system tray, your computer downloaded important Microsoft updates that need to be installed. Don’t ignore the message! Click on the icon and let your computer complete the process of installing important security and Operating system updates.

‘Hibernate’ your computer instead of shutting down while transporting your computer
Princeton University recommends setting laptops to hibernate mode when not in use, particularly when transporting your laptop from one location to another. (It is also recommended that you quit all open programs before transporting your laptop.) Hibernation mode has the added benefit of reducing slow laptop startup when you take your laptop home. To confirm or change the laptop power button settings to the recommended settings, see: Use hibernate mode when carrying your laptop. If you still experience slow startup when you are off campus, please read about how to use your wireless switch at laptop slow to log in.

Use wired network connection when you can
Most laptop computers have both wired and wireless Ethernet adaptor cards, which enable you to connect to the wired and wireless networks of the University at the same time. While technically possible, it is highly recommended that you only connect to one network at a time. In your office or your dormitory room, use your Ethernet cable and wallbox for faster network performance, higher levels of security and system stability. See “Laptop best practices: Use wired network connection when you can” for more information.

Never leave your laptop unattended or unlocked
You should never walk away and leave your laptop unattended, no matter what! It is recommended that for your office or dorm room you purchase a laptop security cable, unless you can lock the door when you leave the room. Always keep it secure and never leave it in your car. If you are staying in a hotel, lock your computer in the room safe if one is available. Use a screensaver that requires a password on wakeup, and always log out of your profile when stepping away from your computer.

Install antivirus software and scan your computer regularly
OIT has negotiated a campus-wide site license with McAfee as the University’s recommended antivirus software. The software is free to all faculty, staff, and students and can be downloaded and installed in self-service fashion. See www.princeton.edu/antivirus for instructions on downloading and installation. (Faculty and staff using DeSC computers do not need to take any action as the computers are configured to update their virus software and definitions from the Princeton servers.) Set up a scheduled scan of your computer weekly at the minimum.

Evening and weekend behavior - What to expect from your laptop after a Windows security patch
To support software installations and data backup, keep your laptop powered on and plugged in through its AC adapter at the office and at home (even when the laptop lid is closed and the computer is in hibernation).

Encrypt the data on your laptop
All faculty and staff laptops and tablets must be encrypted to help protect the data that’s on them. To use a DeSC laptop computer, you must use the University-recommended encryption method. For more information, including how to ensure that you are complying with University encryption policy, see www.princeton.edu/encryption. All members of the University community are responsible for safeguarding the University’s information and for complying with applicable legislative and contractual obligations.

Reduce risk and increase security with a strong Administrator password
A computer with a weak or blank password for the Administrator account is highly vulnerable to all sorts of virus, trojan, and hacker attacks. It is recommended that you set your Administrator password to a strong password that is both safe and easy to remember. If you follow these rules when creating any password, you reduce the risk of your passwords being compromised and your laptop being hacked. Instructions are available to secure your Administrator password.
PULSe and Lynda.com - On Demand Training at Princeton University

By John LeMasney

Abstract

PULSe – the Princeton University Learning Series is a new IT learning opportunity that supports many of the technologies OIT makes available. Faculty, staff, and students – anyone with a Princeton netID – can participate in the live Friday afternoon webinars or access recorded tutorials on available services such as SharePoint, Roxen, and WebSpace. PULSe maintains a presence on Twitter and Facebook where additional resources are shared. In this Productive Scholar session, you will be introduced to the site, its features, and the iLinc web conferencing system that is used to present the weekly webinars.

Lynda.com is a California-based company that offers online training materials on popular software platforms, web applications, and consumer technology. Some are short introductions to new technologies or software packages. Others are in-depth instructions on software applications or suites.

PULSe

Lorene Lavora said that PULSe, an on-demand training program and series, is made possible because of an amazing team of people with a deep knowledge of applications, and that her main goal in the series is to “push the envelope” of how technology training is done at Princeton.

The series of technology webinars, which focus on Microsoft Office products, SharePoint, and other Princeton University-supported products, are short, to the point, and easy to digest, according to Lavora. The seminars are available to Princeton University community members, meaning that anyone with a NetID can watch prerecorded seminars. You can get to the PULSe site by visiting http://www.princeton.edu/pulse and logging in.

Live PULSe seminars take place on Fridays at 2 pm. You do need to have an iLinc account in order to see live seminars. You can get access to iLinc by visiting http://ilinc.princeton.edu and following the instructions to gain access to the system. All conversation between instructors and participants is currently done by chat in iLinc. Instructors also share video and other materials related to the featured software in each session via iLinc.

According to Lavora, PULSe’s Facebook and Twitter accounts are a great way to start a conversation about training. She says that you can find out what PULSe seminars are coming up, ask a question about the software that the seminars support, and get answers from the people who teach them.

Lynda.com

Janet Temos explained that Lynda.com, a premium technology training site with videos and other resources, currently has over 1000 courses and offers new courses almost every week. On Lynda.com, there are courses covering a wide variety of software including design applications from Adobe, productivity software from Microsoft, cloud applications from Google, social sites such as Flickr & Facebook, and 3D applications such as Blender and 3DS Max. You can see an extensive list of all supported software at: http://www.lynda.com/software/all

Princeton recently purchased a site license, and anyone with a valid Princeton Net ID can take part in the on-demand training. Users are authenticated via CAS, the same system that allows access to Princeton services like Blackboard. If you have a valid NetID, simply log in to Lynda at http://lynda.princeton.edu

Some things to note about Lynda:

In order to use the site, cookies are required. The cookies track your activity and progress so that you can go into the site, do some training, leave the site, and get right back to where you left off. If you add your customized user information (name, etc.) you can get your own name on certificates of completion, but your personal information is not required to use the service or to track your individual progress.

If you are not a Princeton NetID holder, it costs $25 per month to sign up as an individual user. This monthly fee will allow individual users to have unlimited access to training materials and videos.

Internet Explorer 8 users sometimes have an issue with the browser correctly rendering menu drop-downs. If this happens to you, look for the compatibility-mode icon in the address bar, and click it. (Additional information about this issue can be found in the forthcoming Knowledge Base article on lynda.com)

(continued on next page)
Also note that if you log out from Lynda, you cannot log back in at lynda.com — you must use http://lynda.princeton.edu in order to take advantage of Princeton’s site license. You can also set site preferences, such as whether you want to use Flash, Quicktime, or Windows Media, etc. to view movies.

With Quicktime, for instance, you can increase the speed of the playback in order to learn more quickly, as long as you don’t mind listening to the voice at a higher speed. Other features of Lynda videos include closed captioning, exercise files, and recommended prerequisites.

Lynda.com has a very active social media presence on Facebook, YouTube and Twitter. You can also use your iPhone or iPad in order to access Lynda content with the lynda.com App, available in Apple’s App Store. Lynda also offers the Lynda Office ribbon, which adds a Lynda tab to Microsoft Office applications. By installing this ribbon, you get a new sidebar that offers application-contextual training from Lynda.com.

If you would like more information about Lynda at Princeton, or if you have questions, please contact jtemos@princeton.edu.
A day without the Internet

and libraries that constitute our campus. This observation raised the question: What would happen if we didn’t have the Internet? I’ve posed this question to several of my peers, to which I received the same response: our lives would come crashing to a halt. The wireless network has become such an integral part of our day-to-day existence that I can’t even fathom my life without it. But maybe this idea is something that I, and we all, should give some serious thought to.

Unlimited and ubiquitous Internet access has provided many academic and social benefits to Princeton undergraduates: increased ability to communicate with professors and preceptors, a reservoir of research and information right at our fingertips and easy advertisement of campus events and gatherings. But along with all of these benefits come a host of disadvantages as well: hours wasted away checking email or Facebook or nights spent wandering the vast expanses of the Internet rather than wandering down the hallway to say hello to a friend.

While speaking with a group of students and a pair of McGraw fellows down in Butler College last week on the topic of procrastination, the Internet was cited as the major avenue of work avoidance. The distance between the blank Word document and a cacophony of images, videos and pages upon pages of information is only a click away, creating a temptation that even the strongest-willed students cannot often overcome. I acknowledge that the problem of procrastination and distraction lies deeper than the Internet, but having such a smorgasbord of stimulation so close at hand isn’t helpful. Several companies have already developed programs with the express purpose of disabling the Internet for a window of time to encourage productivity and pursuit of offline interests — the most important of which is life.

One can’t help but wonder what would happen if Princeton was to lose its network for a day or for a week. It goes without saying that students would seek to fill their time with other pursuits, but whether or not these pursuits would be better or worse than whatever they were doing online is an unanswerable question. You’ve got to think that you might just see a little bit more of people than you currently do and that whatever community was lost by disabling the communication the Internet provides might be made up for in more face-to-face or phone-to-phone interaction.

I am by no means advocating the discontinuation of wireless Internet in residential areas but rather urging Princetonians to contemplate both the benefits and drawbacks of their own Internet use. If you ever find yourself staring at your computer screen and feeling that there’s something missing, it might do you good to get up and get out and think about how you really want to spend your time. It is your own to spend, after all. Sometimes people too-readily adopt new technology without thinking about the adverse effects it could have on personal and interpersonal levels. It’s pretty terrifying that I can consider the wireless network so indispensable after only six years of availability. What is important to remember is that there was life at Princeton before wireless Internet. Weighing what we as a community have lost, and gained, by this communication revolution behooves every Princeton student.

Nathan Mathabane is a sophomore from Portland, Ore. He can be reached at nnmathba@princeton.edu.
Elisabeth Dahlen, senior administrator at Princeton, dies

Elisabeth Dahlen, a senior administrator at Princeton for over twenty years, died of cancer on March 29th. She was 64.

Elisabeth Dahlen

Dahlen joined the Office of Information Technology (OIT) in 1987 and served as director of budget and finance until 2004, when she was named director of the University’s TigerCard office. In 2007, Dahlen became assistant to the treasurer for special projects in the Office of Finance and Treasury, where she worked until her retirement last year.

Betty Leydon, vice president for information technology and chief information officer, said Dahlen was a leader in developing new administrative processes that improved operations and services for faculty, staff, and students.

“Elisabeth had a knack for seeing what needed to change with our administrative processes,” Leydon said. “And she had the determination to convince the rest of us that we could successfully implement these changes. She redesigned our inventory and billing systems and streamlined the online entry of service-request tickets at the OIT Help Desk. She designed a new departmental charging system to replace a legacy system and provide easier access to data for customers. She was always looking for the next process to improve. She cared about people and she wanted to make it easier for them to do their jobs.”

“Elisabeth will be remembered as a creative and enthusiastic administrator,” Leydon said. “She will be missed by all who knew her. Princeton has lost a valued colleague and a cherished friend.”

Dahlen spent eight years at McGraw-Hill Publishing Company before joining Princeton. She also had professional experience as a public accountant.

She earned an undergraduate degree in economics from the University of California-San Diego and an M.B.A. from New York University.

Elisabeth traveled extensively, including living in England and France with her husband, Tony Dahlen, Princeton professor of geosciences, and their son, Alex, who will complete his Ph.D. in Physics at Princeton in May.

Besides her love of family, delight in travel, and commitment to her professional work, Elisabeth will be remembered with great affection by many friends for her extraordinary culinary skills, her gracious hospitality, and her enjoyment of bridge.

Elisabeth’s husband, Tony, died of cancer in 2007. She is survived by her son, Alex, her mother Bea Heller, and an aunt, Flora Young. Funeral arrangements were private. A memorial service is scheduled for 2:00 p.m. Friday, June 3, in the University Chapel and is open to the public.

Memorial contributions may be made to the Elisabeth and F. Anthony Dahlen, Jr. Fund, which will benefit graduate students of the Princeton Geosciences department. Checks should be made payable to the Trustees of Princeton University and sent to the Department of Geosciences, 113 Guyot Hall, Princeton University, Princeton, NJ, 08544.
Roxen User Group (RUG) meeting Wednesday, April 13

The next regularly scheduled Roxen User Group (RUG) meeting is this Wednesday, April 13, 2011. Come and join fellow Roxen users and:

- learn about plans for the Roxen 5.0 upgrade
- view a demonstration of the News module
- see SlideShow Pro in action

The meeting is from 1:30pm to 3:00pm at the Frist Campus Center, Multi-Purpose Room A. Coffee, tea, and cookies will be available.

All members of the University community are welcome to attend RUG meetings. For more information about RUG, or to join the RUG listserv, visit the resources page of the University's Roxen website at www.princeton.edu/roxen/resources. Meeting topics are driven by the user community; suggestions are always welcome.

The OIT Web Development Services group looks forward to seeing you there.
USG approves $6,300 to hire summer web development intern

By Henry Rome
SENIOR WRITER

The USG approved $6,300 for a summer technology intern to work on USG-related projects including a mobile calendar application and an improved meal exchange site at the USG Senate meeting held in Frist Campus Center on Sunday evening.

"This is actually a really interesting and exciting program," said USG president Michael Yaroshesky '12, who sponsored the proposal.

He said the USG is well-known on campus for its different technology programs, including the Integrated Course Engine and new events calendar.

However, "some of the other systems that we have now ... are aging and broken," Yaroshesky said.

The summer intern, current USG IT Committee chair Rodrigo Menezes '13, will also work on projects such as improving Point, the DVD rental system and the USG election registration site.

Menezes will join two other University summer interns on campus. Both the Office of the Dean of Undergraduate Students and the Office of the Vice President for Campus Life sponsor internships.

The ODUS intern will focus on a new program called See USG page 2.

Dean's Date event to feature ice cream truck

USG

Continued from page 1

SwoopText, a group text messaging system that will work with the USG's TigerApps. The campus life intern will work on adding University-specific elements to AlcoholEdu, a mandatory program for incoming freshmen about the risks of alcohol use. The campus life intern will also work on USG projects.

Yaroshesky said that this is the first time the offices have hosted technical interns. The $6,300 will cover summer housing and a $15-per-hour salary for the USG intern.

The funds are drawn from the USG's capital improvement budget, which is a collection of unused money from past years.

Yaroshesky will supervise the projects, ensuring that the interns will "work dawn till dusk to develop their applications" and meet their goals.

The USG Senate also approved the appropriation of $4,500 to social chair Jake Sally '12 to organize a Dean's Date event. The money will fund an ice cream truck, pizza and kettle corn.

Sally said funding is not available for any kind of give-away — on the last Dean's Date, sweatpants were given away to students — but that he will keep looking for outside funding.

"Some people have come to expect a giveaway," Class of 2012 senator Julie Chang noted.

Sally also introduced the newly elected social chair Benedict Wagstaff '14. "I hope to contribute as much as I can and I hope to hear all of your ideas in the coming days, weeks, months," Wagstaff said.

Yaroshesky also announced the results of last week's USG elections and confirmed that, as a result of the passage of a referendum, he would write a letter to the University Board of Trustees asking for their support of the Employment Non-Discrimination Act.

A run-off election will also begin today between Jason Adleberg '14 and incumbent Michael Moses '14 for the Class of 2014 vice presidency. Adleberg is a former staff writer for The Daily Princetonian.

Yaroshesky noted after the meeting that registration for the USG's new Summer Storage Initiative ends tonight at 11 p.m.
Lunch and Learn: Dennis Hood on Blackboard 2011

By John LeMasney

Hood showed that significant changes were made to the content creation tools. The links in the content creation areas, in which instructors can create links, documents, and file downloads for students, now has three links for that purpose instead of the previous five. The most basic function in the content areas allows instructors to choose to create an item or create a file. Creating an Item works similarly to the way it worked in previous releases. Instructors can create a title, body and attachment in an item, and it is immediately available to their students, or delayed if they wish. Creating a File allows you to simply add a file without getting the textbox that creating an Item presents. Any file you upload to an Item or File page uploaded to a local file to Blackboard’s file storage system. When uploading content to courses, instructors can choose to browse your local desktop computer or from your course files that they have already uploaded.

Hood had a tip for Microsoft Office users. There is a particularly useful feature for people who use Microsoft Word to prepare their course content, such as their syllabus. In the past, copying and pasting content from a Word document often meant losing formatting, requiring a subsequent cleaning up of the document, and lost time and effort. There is now a Mashup button with a “Paste from Word” option in the toolbar that can help you to preserve line breaks and other formatting as you paste it in.

Hood told the audience to be aware of a misunderstanding in Blackboard that some people have reported to him. If an instructor wants to remove an item from a content area, it is important to click on the contextual menu next to the item itself. If you click on the remove command in the contextual menu for the content area at the top of a page, (e.g. Course Materials), you will remove the entire content area rather than simply an item within that area. Hood said that Blackboard has greatly improved its ability to deliver files directly to users, rather than as an attachment to an Item.

In the new version of Blackboard, you can add audio files and images as objects in content areas. Students can begin to use these files in one click, as opposed to having to click into a Blackboard item, then into the attachment. Blackboard’s mashups feature supports the use of various external media sites, such as Flickr and YouTube as a source for course content. The new Course Files, found in the Control Panel menu, can be populated with various files such as documents and spreadsheets, then browsed, linked to and shared according to access rules you set up. For instructors who wish to upload a lot of files at once, they need only drag and drop a folder or series of selected files into the course files area. Even if an instructor deletes a link to a file in course files, the file remains in storage until it is specifically deleted from course files. Also when you rename or move a file in course files, all links to it stay intact. For instructors who wish for students to have a place where they can simply drop files that will be shared with other students., they can recreate the functionality of a WebSpace Dropbox using course files by setting sharing permissions on a course files folder. This eliminates sending students to a different application (WebSpace) for using the shared files folder.

Grade Center now has its very own top-level Control Panel item. Links to Grade Center smart views, where faculty can see, for instance, a subset of all students, can now be placed under the Grade Center link in the Control Panel. Instructors can quickly see items that require action, such as assignments that need grading, with the Needs Grading link. It’s easier to grade blogs, wikis, and journals in Blackboard now. Course Blogs allow items to be posted for student review and comment, and Course Journals & Wikis allow students to individually or collectively write about course content, all of which can be used for assessment. Instructors can now create rubrics to serve as guidelines for grading assign-

(continued on next page)
ments and essay questions. These rubrics can be associated in the Grade center with the items to which they apply. The Grade Center now allows instructors to grade assignments without knowing who the student who completed the assignment is. This can help to prevent a positive or negative bias that the instructor may have acquired about a student. Another new and interesting feature is that an instructor can color code Grade Center entries in order to highlight certain students, grades or activity.

Finally, there is a new tab labeled Book Bag that shows students which books they selected from their course sites to order from Labyrinth. The Book Bag feature is an inter-application relationship with Labyrinth Books, and allows students to order and purchase books in Blackboard, then simply walk over to pick them up at Labyrinth.

Dennis Hood explained the ways in which Blackboard 2011 at Princeton will improve instructor and student productivity, file management, and media consumption. The interface is a bit cleaner and easier to navigate. The Course Files feature allows for more direct management and control of files in Blackboard. The Grade Center allows users to stay better informed of their recorded progress in courses. Even buying textbooks is easier. For more information, or if you have questions about Blackboard at Princeton, please contact Dennis Hood at hood@princeton.edu.

Blackboard 2011 Quick Start Guide

Audio Podcast of the talk

Posted in Blackboard, New Media, Princeton Specific, Tools for Teaching, Training | Tagged Blackboard
May 09, 2011, Office of Information Technology, News and Announcements

2011 Graduates: Remember to pack your digital suitcase

The Office of Information Technology offers a tool to help students pack their digital material and take it with them after graduation. The Digital Suitcase is available online at www.princeton.edu/suitcase; an active Princeton netID is required to use this tool.

NetIDs for students graduating in May 2011 will be terminated on September 30, 2011. Upon termination, students will no longer have access to campus computing resources, including files stored on OIT servers. To prepare for this departure from OIT services and the closing of University accounts, students should:

- copy files stored on OIT servers to their computer. This may include H: drive files, WebSpace files, e-mail messages, and blog entries.
- set up e-mail forwarding to continue to receive mail sent to their @princeton.edu account and any departmental accounts while transitioning to a new e-mail account. Forwarding service continues for one year from graduation.
- (for Windows computers that have joined the Princeton domain) remove their computer from the Princeton domain and update the source for Windows Updates.
- remove academic software.

For more information about the Digital Suitcase, see www.princeton.edu/suitcase

May 09, 2011, Office of Information Technology, News and Announcements

IT support and resources for new students

A welcome from OIT and details about the IT support and resources that await new students can be found online. Undergraduate students should visit the ‘Technology on Campus’ pages of the www.princeton.edu/welcometigers website. Graduate students should see the ‘Technology on Campus’ section of the Graduate School Admission website.

These ‘Technology on Campus’ pages provide information about the Princeton netID, including when students can expect them, and introduce the technology services provided in student residences (telephone, network, and cable TV) and when and where to go online to sign up for them.

Technology details will be updated throughout the summer. Students can check back as their move-in day approaches to learn about the special events and the OIT support resources that will be available when they first arrive on campus.

For questions about IT on campus, contact the OIT Help Desk at 609-258-5314 (8-HELP), or send e-mail to helpdesk@princeton.edu.

Tag(s): Technology on Campus

May 30, 2011, Office of Information Technology, News and Announcements

NetIDs mailed to incoming undergraduate students May 27

Princeton netIDs were sent to incoming undergraduate students by postal mail on May 27, 2011. Undergraduate students who do not receive their netID mailing by Tuesday, June 7 should call the OIT Help Desk for assistance. The Help Desk can be reached by calling 609-258-HELP (4357), by sending e-mail to helpdesk@princeton.edu, or through online chat from the OIT home page at www.princeton.edu/oit.

These netIDs provide access to Princeton University computing resources, including Princeton e-mail. For the fall of 2011, the incoming class of 2015 are being provided with e-mail accounts in Microsoft Exchange. For complete information on how to manage Princeton e-mail accounts, see the E-mail Account Management page.

The netID mailing to incoming graduate students will follow shortly.
NetIDs mailed to incoming graduate students June 3

Princeton netIDs were sent to incoming graduate students by postal mail on June 3, 2011. Graduate students who do not receive their netID mailing by Tuesday, June 14 should call the OIT Help Desk for assistance. The Help Desk can be reached by calling 609-258-HELP (4357), by sending e-mail to helpdesk@princeton.edu, or through online chat from the OIT home page at www.princeton.edu/oit.

These netIDs provide access to Princeton University computing resources, including Princeton e-mail. For the fall of 2011, new graduate students are being provided with e-mail accounts in Microsoft Exchange. For complete information on how to manage Princeton e-mail accounts, see the E-mail Account Management page.

The netID mailing to incoming undergraduate students was sent May 27.

OIT Business Technology Certificate Program graduates eleven

Certificates were awarded to the very first graduates of the Business Technology Certificate Program (BTCP), marking their successful completion and graduation from the program. The BTCP is a professional development opportunity designed for University administrative staff and offered by the Office of Information Technology (OIT).

The eleven graduates represent nine University departments and are the first group to complete the two-year program. To achieve BTCP certification, participants complete approximately sixty hours of classroom instruction and produce a final portfolio of on-the-job projects that demonstrate the application of the technology skills learned through the program. Following graduation, participants also commit themselves to ongoing professional development and training to maintain their newly learned technology skills.

The BTCP offers a curriculum that builds skills in the use of desktop applications, collaboration tools, and website development software. The program is unique in that it includes classroom instruction as well as incorporates on-the-job projects. These departmental projects further reinforce learned technology skills and apply them to real-world business tasks. The projects are chosen with input from the participant’s supervisor, who also provides feedback to their employee on completed work. The program culminates in a certificate that attests to each participant’s business technology proficiency.

The BTCP program was established by a Steering Committee and the recruitment of participants for the pilot program. During the pilot, participants contributed instrumental feedback and made recommendations on program content, which led to the final curriculum offered today.

The program was first announced campus-wide in 2009. At present, 46 participants representing 20 University departments are enrolled. Jeanne Mrak, who is the Technology Training and Development Specialist in OIT, manages the program.

To learn more about the BTCP program, please visit the OIT Training and Documentation Services website at www.princeton.edu/tds/tds/training. Questions should be directed to Jeanne Mrak at mrak@princeton.edu.

Congratulations to the BTCP graduating class of 2011:

Sarah Boyce, Office/Events Coordinator, Near Eastern Studies
Sarah Braude, Administrative Assistant, Electrical Engineering
Eslin Brown, Accounts Payable Coordinator, Woodrow Wilson School
Camn Castens, Data Management Support III, School of Architecture
Melanie Heaney-Scott, Graduate Admission Specialist, Office of the Dean of the Graduate School
Gina Mastro, Office Assistant, Program in Teacher Preparation
Marie Messler, Assistant to the Associate CIO, Operations and Planning, Office of Information Technology
Montara Tabb, Department Office Support III, Woodrow Wilson School
Tamara Thatcher, Student Program Administrator, Psychology
Yvonne Wilson, Financial Analyst, Budget and Finance, Office of Information Technology
Heather Yacone, Administrative Assistant, Chemical and Biological Engineering
Summer construction includes final work on computing center

Emily Aronson

Construction of Princeton University's new High-Performance Computing Research Center is expected to near completion this summer, while work on the Andlinger Center for Energy and the Environment is scheduled to begin. Several other construction projects also will continue on campus this summer.

Anne St. Mauro, assistant vice president for facilities design and construction, and Sean Joyner, deputy director of the Office of Design and Construction, provided an update on current projects.

High-Performance Computing Research Center: Completion of mechanical systems and administrative office areas is among the final work at the new 46,765-square-foot facility located on the Forrestal Campus in Plainsboro. The building, which will house the University's high-performance computing research systems and will be staffed by three people, is expected to open in mid-September.

The two-story building will serve as home for TIGRESS — the Terascale Infrastructure for Groundbreaking Research in Engineering and Science Center — and also will support approximately half of the University's administrative computing capacity, as well as a large number of departmental systems. The facility was designed by Gensler of New York, while A&K Group of Princeton provided engineering services and CS Technology of New York provided project management services.

Andlinger Center for Energy and the Environment: A four-year process to build the new 127,000-square-foot structure at the corner of Olden and Prospect streets will begin this summer. The Andlinger Center was established in July 2008 to accelerate research on effective and sustainable solutions to problems of energy and the environment. Initial work on the center's new home will include site demolition and the placement of underground utilities. The project will incorporate 86 Olden St., the former home of the Fields Center, and as part of the site preparation, a set of stone lion statues at the current site will be moved in mid-June to a new location along the walkway at the southwestern corner of the Frick Chemistry Laboratory.

The architecture complex is the University's School of Engineering and Applied Science was designed by Tod Williams and Billie Tsien Architects of New York.

Lent Tennis Center: Construction of the 7,100-square-foot center located near Roberts Stadium is expected to be completed this summer. The new building will provide locker rooms and coaches' offices for the University's varsity tennis teams.

Neuroscience and Psychology buildings: Structural steel work is expected to be completed this summer at the site of the new Neuroscience and Psychology buildings, south of Einstein Laboratory and west of Washington Road. The 248,000-square-foot, two-building complex will house the Princeton Neuroscience Institute and the Department of Psychology. Steel work will be followed by installation of metal deck, concrete slabs and utilities at the basement level. The project is expected to be completed in spring 2012.

Jadwin Hall: Building renovations will continue within the fourth floor this summer. Heating, ventilation and air-conditioning systems will be replaced, and new lighting, building controls and windows will be installed. Work on the building, which is home to the Department of Physics, began in the fall of 2009 and is expected to be completed in fall 2013. Staff members displaced by renovation work will be housed in temporary space at 87 Prospect Ave. and Frick Chemistry Laboratory.

Firestone Library: As part of the comprehensive renovation of Firestone Library, work on a new bookstorage area on the library's C level and the excavation of an existing atrium in the northwest corner of the building is expected to finish this summer.

Planning for the next phases of the long-term renovation and reconfiguration of the building will continue, and the library will remain open and occupied throughout the project.

Wifredo Hall: Julian Street Library, located in Wilco Hall in the Williamstown residential complex, will be renovated this summer and is expected to reopen in the fall. New furniture, carrels and lighting will be installed, and the library's computing and technological resources will be upgraded. Located on the second floor of Wilco Hall, the facility's new interior was designed by Joel Susskind Architect of New York to create a more flexible and versatile study space for students.

Blair Walk: The walkway along Pyne Hall will be renovated with new pavement and landscaping. Maintenance and waterproofing work also will be completed on the nearby archway, Dodge Gate, located between Henry and 1901 halls. Dodge Gate will be closed starting in early July and is expected to reopen to pedestrian traffic later this summer.

The walkway and archway renovation is expected to be completed at the end of October.

Lawrence Apartments: Exterior maintenance work will start in June at the Lawrence Apartments graduate student housing complex located off Alexander Road. The facades of building No. 1 and buildings No. 8-14 will undergo routine maintenance, which will require some scaffolding to be placed outside the structures.

Work will be scheduled from 8 a.m. to 4 p.m. on weekdays, and residents will be able to continue to occupy units this summer. The project is expected to be finished in September.

More news on the Web

Visit the News at Princeton Web page at www.princeton.edu/main/news for other recent stories, including the following:

- The Princeton chapter of Phi Beta Kappa honored William Bielek, the John Archibald Wheeler/Battle Professor in Physics and the Lewis-Sigler Institute for Integrative Genomics, and Jeff Nunokawi, professor of English, with its annual awards for excellence in undergraduate teaching. Princeton students elected to the academic honor society have selected recipients of the teaching prize annually since 2004.

- Princeton's class of 1976 celebrated its 35th Reunion by naming a dormitory in Butler College. The Class of 1976 Hall is the fifth dorm to be named in the complex, whose reconstruction completed the University's launch of its four-year residential college system.

- The Princeton Graduate School presented awards to six graduate students in recognition of their outstanding abilities as teachers. The annual Association of Princeton Graduate Alumni Teaching Awards were presented to Sibyen Isachsen of the electrical engineering department, Jessica Loeve of the history department, Rose Maclean of the classics department, Richard Martin of the anthropology department and Christina Riehl of the ecology and evolutionary biology department. The Friends of the Davis International Center Excellence in Teaching Award, which is given annually to an international graduate student, was presented to Alexander Zhebedev of the physics department.

- The 2011 Princeton women's open varsity crew capped its perfect season with a national championship on May 29. Two weeks earlier, the men's varsity crew won the Eastern Sprinters, marking the 15th Ivy League championship for Princeton in the 2010-11 academic year — one more than the previous record that Princeton shared with Harvard.

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Blackboard 9.1: What’s new

Blackboard 9.1 is here, and while the interface looks very much the same, there are new features and a few enhancements worth getting excited about. Some of the new features that 9.1 offers are:

- bulk file handling, including bulk uploads, management, and content use in a Course;
- file sharing using the drop box within Blackboard course sites for convenient file exchange with people inside and outside of the Princeton University community;
- support for YouTube videos, SlideShare presentations, Flickr photos, and Lesson Plans with the content type, Mashups;
- Paste From Word tool, which maintains formatting when pasting from MS Word; and
- a tool for creating Wikis for courses, organizations, and groups.

The Grade Center offers a number of enhancements to support grading efforts, including:

- customizable Smart Views;
- Anonymous Grading, which conceals student identity while grading, and;
- question-by-question grading, which supports grade assessments question by question for all students, rather than all questions by one student.

For details about these and other new features and enhancements of Blackboard 9.1, see the online Bb9.1 Upgrade site. For available training options and resources, see Learn to Use Bb9.1.

Blackboard support can be reached by sending e-mail to blackboard@princeton.edu or calling the Blackboard Help Line at (609) 258-0737. The Blackboard website is located online at www.princeton.edu/bb.

Tag(s): Blackboard 9.1