

A large, dark blue ink splatter or blotch is centered on a white background. The splatter has irregular, feathered edges and contains several smaller, lighter blue spots and streaks. The text is overlaid on the central part of the splatter.

OIT Strategy at Glance

November 2021

OIT Operating Tenets

How OIT makes decisions on developing campus solutions



Design for Campus Success

Fit for Purpose



Security Wise



Automate Everything



Design Responsive Systems



Integrate with Critical Systems



Operate Out of the Box



Resilient Infrastructure



Reduce Complexity



Leverage Cloud Services

Reduce Costs



Centralize & Standardize



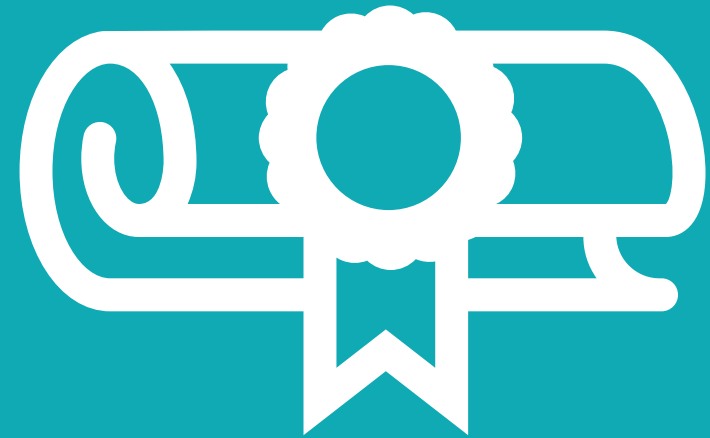
Recover Costs



Consolidate the IT Portfolio

Design for Campus Success

Our primary focus is on business needs and expected outcomes and then on technology solutions by using project and continuous improvement approaches that consider campus priorities, critical business processes, strategic planning, and organizational change practices.



Fit for Purpose



Security Wise: Ensure that security is top of mind in all solution designs to strike a balance between usability and data protection.



Automate Everything: Use workflows, machine learning and/or artificial intelligence to improve customer experiences and reduce manual processes.



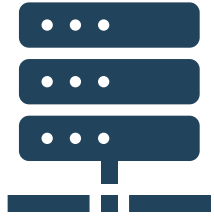
Design Responsive Systems: Ensure information systems recognize the device type used by the customer and deliver an interface appropriate to the device (phone, tablet or computer)



Integrate with Critical Systems: Create connections between primary business applications to increase data sharing and reduce manual activities.



Operate Out-of-the-Box: Utilize pre-built functionality and processes to simplify upgrades and increase access to new features.



Resilient Infrastructure





LEVERAGE CLOUD SERVICES: Pivot from on-premises to cloud services to improve reliability and uptime.



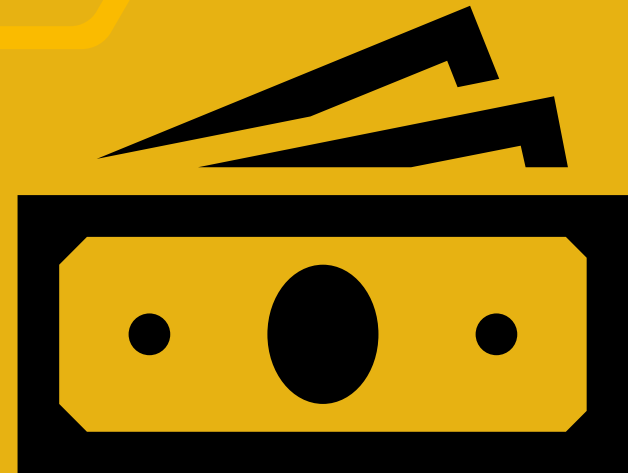
REDUCE COMPLEXITY: Drive complexity out of network and computer infrastructure to prevent outages and streamline restoration of services.

Reduce Costs

 **Consolidate the IT Portfolio:** Reduce the number of applications in the IT portfolio by expanding the features of existing applications to replace redundant applications.

 **Centralize and Standardize:** Reduce UTA's total costs of ownership on point solutions by offering "common good" technologies at no or low fees.

 **Recover Costs:** Chargeback for specialized IT solutions.



IT Programs & Projects

		IT PROGRAMS & PROJECTS					
		Sep 21-Nov 21	Dec 21-Feb 22	March 22-May 22	June 22-Aug 22	Sep 22-Nov 22	Dec 22-Feb 23
Enhance Digital Student Experience	UTA-Modo Mobile App Mod			● 04/22			
	E-Learning Transformational Model Project						● 01/23
	Conference/Classroom Technology Modernization					● 10/22	
Expand Recruitment & Retention Systems	CRM Project – Phase 1 Recruitment			● 04/22			
	CRM Project 2					● 10/22	
	UTA Mavrick Online						● 01/23
Strengthen Digital Research	Faculty	● 11/21					
	Shared Compute Space		● 12/21				
	HPC Phase 1	◆ 11/21					
Optimize University Administrative Systems	Robotic Process Automation		● 02/22				
	Timekeeping				● 03/22		
	Cost of Programs & Activities				● 03/22		
Prevent Security & Compliance Risks	Endpoint Management Project				● 05/22		
	Enterprise Risk Management			● 01/22			
	Improve SPAM		● 12/21				
Fortify OIT Foundations	Network Access Control Deployment				● 05/22		
	Telephone – MS Teams		● 01/22				
	Network Resiliency						● 12/22
Status:		Not started ◆		Completed ◆		In progress ●	

CIO Business Vision Report

OIT Satisfaction Scorecard			
Satisfaction		Value	
84%	Satisfaction with OIT and its ability to support your needs	72%	Net promoter score
84%	OIT provides high value relative to perception of cost and staffing	83%	Net promoter score
87%	Understands Needs: Satisfaction with OIT's understanding of your needs	84%	Communicates Effectively: Satisfaction with OIT communication
82%	Executes Requests: Satisfaction with the way OIT executes requests and meets your needs	79%	Trains Effectively: Satisfaction with training quality and timing

Security Friction			
94%	Office and Desktop Security: Friction is acceptable	83%	Regulatory Compliance-driven: Friction is acceptable
78%	Remote and Mobile Device Access: Friction is acceptable	78%	Data Access: Friction is acceptable

CIO Business Vision Report

Business Satisfaction and Importance for Core Services

The core services of OIT are important when determining what OIT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for OIT to drive business value.

Project	Description	Satisfaction	Importance
Campus WiFi	Satisfaction with access, reliability, and speed of WiFi	91%	8th
Faculty and Staff Devices Provided by Departments	Satisfaction with desktop, laptop, tablet, and mobile devices	89%	13th
Help Desk	Satisfaction with supporting end user issues and problems	86%	6th
IT Security	Practices ensuring organizational devices / data are properly secured	85%	1st
Work Orders	Satisfaction with small requests / improvements to existing technology	83%	12th
Campus Infrastructure	Satisfaction with reliable networks, communication, and web portals excluding WiFi	83%	2nd
IT Policies	Satisfaction with policy design and enforcement around security, governance, et cetera	82%	14th
Courseware and Learning Management Technology	Satisfaction with virtual library, lecture capture, et cetera	80%	5th
Project Management	Satisfaction with large department or institution-wide initiatives	78%	4th
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the institution	76%	11th
Classroom Technology provided by EduTech	Satisfaction with podiums, classroom recordings, audio, video, et cetera	73%	3rd
Administrative Data Quality	Satisfaction with providing reliable and accurate data	69%	10th
Administrative Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	69%	8th
Administration Applications	Satisfaction with applications used by faculty / staff for running UTA	61%	7th



Student Access & Success



UTA-Modo Mobile App Modernization

OIT Portfolio: Enhance Digital Student Experiences



UTA-Modo Mobile App Modernization

Contact Information

BO: Lisa Nagy

PM: Robert Stack

Scope

UTA's mobile application was outdated in appearance, static in use, and stale in content due to lack of prioritization and attention. Mobile app premium features were not enabled. The goal for UTA mobile app modernization team is to enable premium features purchased through Modo Labs to help students, faculty, and staff get a useful, relevant, and rich user experience. The team will make the app a valuable tool for users by partnering with Modo Labs and UTA mobile champions on campus. The mobile app platform will provide communication notifications and a focus on useful tools and content to better meet user needs.

Status

The Modo Elevate 90 Day Program began the mobile app transformation journey by adding authentication/authorization, addition of Personas for Current Students, Faculty and Staff, and Guests, along with overall application redesign. The UTA Mobile App team is currently working with champions in Student Affairs, University Advancement, Admissions, Provost, Athletics, and Library to leverage the capabilities of the mobile app for their organizations. Future development is planned to provide incentive-based tools like student drawings, Advancement tools like goal paths and library gamification, bookstore integration, LinkedIn Learning integration, campus safety features, and virtual account accessibility. The mobile app team was instrumental in delivering the UTA Health and Safety response by providing the COVID-19 Dashboard Health Portal, Self Assessment Tool, and COVID news. The team is working with Service Now TEST to use the Agile Module for development work.

Risks*

No risks identified

Planned Activities

1. Sprint Review with Library on Monday, 11/15/21
2. Sprint Retrospective with development team on Tuesday, 11/16/21
3. Sprint Planning Meeting on Wednesday, 11/17/21
4. UCF mobile strategy conversation, 11/15/21



02/10/22

E-Learning Transformational Model Project

OIT Portfolio: Enhance Digital Student Experiences



E-Learning Transformational Model Program Phase I

Contact Information
BO: Amber Smallwood
PM: Stacey Fraser

Scope

UTA seeks to transform into a more dynamic, digitally-enhanced and responsive university with the ability to bring high-demand academic programs from inception to implementation through a clear and streamlined process. To that end, we have worked with faculty in colleges to identify certificates at various stages of conceptualization and implementation to track the process and document strengths, weaknesses and opportunities for improvement and provide a series of recommendations. These recommendations when adopted will serve as the foundation of transformational learning at UTA—the bigger project we are calling eLearning Transformational Platform/Ecosystem.

Status

Phase I: Empowering Faculty

- College Certificates - CoED is working on course development for their 4-course certificate program. COE is finalizing their new certificate proposal to restart and begin moving forward. Course development is continuing with COB, SSW, and CONHI. COB and CONHI have launched their first course.
- CDE & CRTLE are continuing to meet with faculty at a reduced pace on course design and continued professional development.
- Continuing work on the development of training videos for proposing a new academic program in Canvas. Targeting to complete 4 videos by the end of the calendar year.
- Focusing on faculty – Amber is meeting with all the Deans individually to finalize their online projects they are interested in pursuing in the coming year. Expect to have this wrapped up in the next 2 weeks.
- Reviewing/modifying the contract with the third-party consultant, Dr. Norma Scagnoli to finalize the plan to finish her engagement by the end of this year. Dr. Scagnoli is consulting on a number of key items including policy and sustainability, faculty focus, and marketing.
- CDE, in collaboration with CRTLE, will identify stakeholders to gather feedback and input on technology and immersive learning for the high-end multimedia production studios.

Risks

No risks identified

Planned Activities

- Continue course development and launch certificate programs through Fall 2022
- Exploring opportunities for classroom teaching technology investments
- Flesh out student experience areas—start with onboarding non-degree seek certificate students
- Publish marketing RFP, respond to vendor questions, and prepare for vendor interv
- Continue developing online resources for proposal development training. The time on this will need to be extended due to conflicts



01/31/23

Conference/Classroom Technology Modernization

OIT Portfolio: Enhance Digital Student Experiences



Conference/Classroom Technology Modernization

Contact Information
BO: Amber Smallwood
PM: Victoria Kolonikina

Scope

This project is to procure and install a standard variety of upgraded technology to support different classroom environments in UTA classrooms and conference rooms; train and provide easy to follow instructions to all who is utilizing the rooms and ensure ongoing support. Audience: Students, Faculty, Staff.

Status (Comments)

Project Business Owner, IT Owner and Project Manager are working on finalizing the project charter. Project Milestones are identified.

Risks*

No risks identified

Planned Activities (Key Activities Planned)

1. Finalize and sign-off project charter.
2. Build stakeholder register.
3. Plan project kickoff.
4. Start building project plan.



10/04/22

CRM Project – Phase 1 Recruitment

OIT Portfolio: Expand Recruitment & Retention Systems



CRM Project - Phase 1 Recruitment

Contact Information

BO: Kelly Davis

PM: Naomi Watkins

Scope

The business problem UTA needs to solve is a unified view of all communications to prospective students from recruitment to alumni status. The desired solution is to implement a Constituent Resource Management (CRM) product to streamline and coordinate student recruitment efforts, unify student services, and improve collaboration between internal departments. The desired outcome of this project is to complete implementation of a comprehensive CRM tool that will track every touch point through the life cycle, provide valuable data for descriptive and predictive analytics, and increase collaboration and coordination between faculty, staff, and students. Project risks will be addressed by actively engaging all impacted faculty and staff in risk review meetings in which risks (known and unknown) are identified, reviewed for severity, impact, and probability, quantified if possible, and mitigated accordingly by avoidance, transference, acceptance, or other mitigation technique specified by project management.

Status

1. Work continues for remaining data loads and issues.
2. Team investigating how to automate future test score loads

Risks

No risks identified

Planned Activities

- Fix warranty items.
- Closeout Project 1.



04/28/22

CRM Project 2: Undergrad Admission Application, Expansion of Undergrad Recruitment Capabilities, and Grad Recruitment

OIT Portfolio: Expand Recruitment & Retention Systems



CRM Project 2: Undergrad Admission Application, Expansion of Undergrad Recruitment Capabilities, and Grad Recruitment

Contact Information
BO: Rebecca Lothringer
PM: Naomi Watkins

Scope

UTA does not have its own Undergraduate application, limiting our ability to unite student data into a 360-degree view. Without this holistic view, it is difficult to build relationships with a student, track their activities, or effectively communicate with them. There is market value in having a coherent application system that will help students apply to UTA more easily and quickly. Other undergraduate recruitment challenges faced by UTA include use of paper cards at events to capture student interactions, recruiters not having the ability to track what events are attended a student, determine their academic interests, or coordinate communications sent to students between central and college recruiters. Lastly, graduate recruitment is currently laborious and inefficient. Challenges faced by graduate recruiters are like those face undergraduate recruiters: inability to track events attended by students, determine their academic interests, or determine which communications have been sent and by whom.

Status

User story analysis complete for Release 4 items; want to ensure that discussions with business users result in actionable requirements. ACT and SAT test scores have been loaded in Production. Team looking to automate the load process going forward. Meetings held to determine Training strategy going forward; monthly courses will be offered (at least 2 on the same subject), with repeats of the Slate introductory course offered sporadically for new users. To assist Slate users, a Data Dictionary will be prepared using the Big Data Report as a starting point, so users can find the mapping between MyMav and Slate (what data was loaded to which Slate field). This should help with query writing where the Slate jargon may not be straightforward. A Campus Communication Calendar is being prepared by the Messaging Sub Committee, collating major communications sent by various colleges/departments to be shared widely. This will include a variety of medium (emails, texts, etc.), and will help to coordinate communications sent to students.

Risks*

No risks identified

Planned Activities

- Complete design sessions for Release 4 deliverables.
- Complete sprint planning for Release 4.
- Share training calendars with Slate users.
- Complete draft of Data Dictionary.
- Begin Communication Plan.



10/31/22

UTA Maverick Online

OIT Portfolio: Expand Recruitment & Retention Systems



UTA Maverick Online

Contact Information
BO: Pranesh Aswath
PM: Huong Pham

Scope

UTA leadership is reviewing the possibility of developing internal infrastructure to support online academic programs. This will position the University to save on overall costs, reduce risk and become more agile when it comes to delivering those services. The internal infrastructure would provide services which can include online student recruitment, online student retention and online course design. Each college would be able to access and utilize these services based on their program(s) needs.

Status

For the CRM, we are in the process of setting up the CRM single sign on. We have sent the list of what metadata is required to the CRM contact and are waiting for their confirmation of what is needed. For the soft launch, the pilot team is currently in the process of reviewing the application for the Spring 2022 semester.

Risks

No risks identified

Planned Activities

- Work on getting some dates for the pilot plan
- Set up the single sign on for the CRM



01/27/23



Research & Creative Works

Faculty Profiles Web Site

OIT Portfolio: Strengthen Digital Research



Faculty Profiles Web Site

Contact Information
BO: Antoinette Sol
PM: Huong Pham

Scope

Currently faculty profiles are being served up off Mentis. This functionality is going away. In the future faculty profiles will be maintained in Digital Measures (DM). UTA will create an application to pull profile data from DM to SiteCore. There will be 4 screens that will be transitioned from Mentis to SiteCore and they are the faculty profile search, the faculty list, courses search and the faculty profile itself.

Status

We went live the Faculty profiles on Monday. Currently the Mentis redirects are in place as we're moving the URLs from Mentis to the new Sitecore URLs in MyMav. The team and faculty has been looking through the live profiles and identifying any issues. We are resolving them as they are identified, however there is one open issue (syllabi directly uploaded in Digital Measures not showing up) that currently has an open ticket with Digital Measures.

Risks*

No risks identified

Planned Activities

- Follow up meeting on Monday 11/15 to discuss any open issues.
- Moving the Mentis to new Sitecore URLs in MyMav.



11/15/21

Shared Compute Space

OIT Portfolio: Strengthen Digital Research



Shared Compute Space

Contact Information
BO: Edward Gonzales
PM: Edward Gonzales

Scope

Currently, OIT has many research resources located across multiple facilities, including new facilities and services which we wish to offer and make available to researchers.

This project aims to create a central database of all our research computing resources, and to establish procedures to facilitate distribution and use of these resources.

This project will be limited to locations CRB B11, ERB T5-2, SEIR (190B, 222A, 322A), and ARDC.

Status

Project kicked off on March 23.

Risks*

No risks identified

Planned Activities

Establish guidelines for SLA, physical access and device lifecycle with current occupants.

Finalize Service Offering and associated Service Request.



12/03/21



Community of Scholars

Robotic Process Automation (RPA) Grant Program

OIT Portfolio: Optimize University Administrative Systems



Robotic Process Automation (RPA) Grant Program

Contact Information
BO: Carolyn Record
PM: Huong Pham

Scope

Problem/Opportunity: Current processes are very labor intensive and prone to human error. The following processes have been reviewed by RPA Teams and will be automated using their RPA tools:

1. GRANT CASH - Current Description: Sponsor sends payment via ACH to bank. Accounting Services reviews file, filters for Grants payments, then sends Excel file to GCA. GCA applies payments manually to outstanding AR invoice. - Closed as of 12/3
2. DISPATCH PO's LESS THAN 15K - Closed as of 7/2/2021 as we can do it in PeopleSoft - no RPA needed
3. GRANT CLOSE OF PROJECTS - Current Description: 6 accountants are to close projects by running multiple UTShare queries and placing report summary data into worksheet. As variances are resolved, this process is repeated until there are zero variances remaining.
Recommended Solutions:
Automation of the following 1 process, transitioning task to virtual workers
-Grant Close of Projects

Status

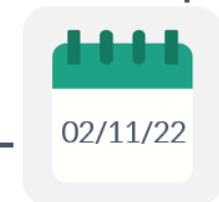
1. Grant Application: We have met with MDAnderson, and we have come to the consensus that Grant Application is not a good candidate for the RPA. This is now closed.
2. Grant Close Out: UT Systems was able to apply the patch over Thanksgiving week. MDAnderson is now able to connect VPN and connect to the virtual worker. Now they are working on automation of the queries that have been designed.

Risks*

No risks identified

Planned Activities

1. Grant close out UAT prep 11/17



Timekeeping

OIT Portfolio: Optimize University Administrative Systems



Timekeeping

Contact Information
BO: Kelly Davis
PM: Victoria Kolonikina

Scope

This project is to procure and implement a Time Keeping System that interfaces with HR ERP systems. Give departments time clock functionality that integrates with PeopleSoft. This system is designed to help manage auxiliary and student work forces. The benefit of this project is to help control labor costs and minimize compliance risk, while improving workforce productivity and engagement. Optimization of UTA resources.
Project website: <https://oit.uta.edu/projects/timekeeping/>

Status

Pilot started on 11/1.

Risks

No risks identified

Planned Activities

Activities planned:

- PD Pilot 11/1-11/30
- Send out survey about training materials; enhance the materials.
- Work in collaboration with HR on communication re: reports-to.
- Faculty engagement (communication)



03/31/22

Cost of Programs and Activities

OIT Portfolio: Optimize University Administrative Systems



Cost of Programs and Activities

Contact Information
BO: John Davidson
PM: Glenda Delgado

Scope

The University of Texas at Arlington (UTA) has experienced growth in student enrollment, academic programs, as well as the expansion of administrative support in support unit services. This additive trend intended to support the institution's mission places greater strain on institutional resources. While UTA continues to see growth, the impact on institutional resources is not clearly understood, and while new programs are added, there is not a clear understanding of efficiency, effectiveness, or sustainability. Currently, there is no specific resource (defined data sets, methodology, or other technology solutions) available when trying to identify the true cost of a college program and or activity a college offers. In addition, UTA will be implementing a new budget model for budget year 2022. This new budget model will be based on operating cost by program.

Status

After budget season, the ARP's will begin mapping the new chart fields.

Risks

No risks identified

Planned Activities

- Begin discovery on Error Report to track program code
- Create SOPs for assigning and maintaining program codes



03/15/22

Endpoint Management Project

OIT Portfolio: IT Governance, Risk, & Compliance



Endpoint Management Project

Contact Information
BO: Keith Halman
PM: Kevin Krawzik

Scope

SecureDoc, our current drive encryption solution, has proved to be unstable, leaving many endpoints with outdated patches which compromises our security infrastructure. Further, to update and patch SecureDoc, users must be onsite and connected to our network domain to receive necessary updates. With COVID-19 and the change to remote work, the need to have systems that are dynamic and remotely updatable are critical. To modernize device management practices the project will address registering all newly imaged Windows endpoints using Microsoft's Intune. Leveraging Microsoft's native encryption solution, Bitlocker, will allow OIT to deliver a more stable and secure client experience. It is already part of our existing A5 license. Migration to native encryption would consolidate our portfolio and reduce overall costs by potentially reducing the annual licensing cost of SecureDoc encryption.

Status

1. SWOT and support processes documented
2. Campus communication ongoing

Risks

1. 2 full time temp staff are on project
2. Trending at 25 percent complete
3. Schedule has been adjusted from Dec 1st, 2021
4. finish to March 30th, 2022, project completion

Planned Activities

- continue messaging
- Engage customers to ensure devices keep coming in
- ramp up solution on device inventory reporting



05/06/22



Enterprise Risk Management

OIT Portfolio: IT Governance, Risk, and Compliance



Enterprise Risk Management: Strategic Alignment

Contact Information
BO: Edgardo Nieves
PM: Victoria Kolonikina

Scope

Identify the top risks to UTA from an enterprise lens, prioritize those risks and then address those risks with planned and approved risk responses efforts. Evolve strategy management capabilities to align existing strategic planning, budget/planning, ERM, and performance management processes.

Two major projects included in this program:

1. Develop a performance management process that incorporates routine periodic (monthly/quarterly) review performance of financial and non-financial metrics by college/unit leadership with UTA senior leadership
2. Develop cyclical process for evaluating progress on ongoing strategic goals, refreshing the strategic outlook, and adjusting as needed. Align this process with the budgeting/planning process, ERM process, and performance management process.

Status

Project leads are working on developing a draft version of a calendarized process flow that will integrate the Financial Planning, Strategic Planning, ERM, and Performance Management processes. Towards accomplishing this the team will have a few working sessions and include SMEs as needed

Risks

No risks identified

Planned Activities

Key activities planned: Start working sessions for the Strategic Planning process. Review the first draft of Financial Planning process with John Davidson.



01/14/22

Improve SPAM Monitoring & Reporting

OIT Portfolio: IT Governance, Risk, and Compliance



Improve SPAM Monitoring & Reporting

Contact Information
BO: Michael Tyler
PM: Matthew Campbell

Scope

Implement DKIM on UTA email domain & sub-domains to mitigate reputation-based threats.
Implement DMARC reporting & monitoring to ensure email authentication.

Status

Currently have 60 'domains' of mail records identified and need to determine appropriate groupings by application, 3rd parties, or other use case for DKIM purposes.

Risks*

No risks identified

Planned Activities

- Build production server for Parse DMARC.
- Build OpSec process to review DMARC data.



12/17/21



NAC Deployment

OIT Portfolio: OIT Foundations



NAC Deployment

Contact Information
BO: Jason Hardy
PM: Kevin Krawzik

Scope

Currently, OIT has a solution in place on the identity side that allows for role-based access. However, there is no current process in place to curtail access on the device level for physical resources. Anyone can connect today, bring in a rogue device, that could have malicious or unauthorized software. This project was initiated to purchase a Network Access Control or NAC to allow for device-based access to our network. The NAC would allow for logical tiered access to areas of the network from a hardware standpoint (ex. All printers to be on the same segment). Allow differentiation between devices, UTA devices vs personal, to organize in network segments (ex. Guest devices only have access to the internet, but not to HR systems). Finally, the NAC will enforce specific security policies on workstations before granting access to our network based on how clean a device is. This item addresses multiple risks on the President's risk register.

Status

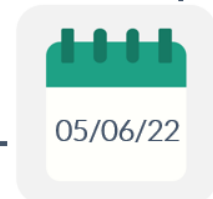
1. NAC devices are online
2. Schedule being updated for Network Segmentation as new CI resources have been hired

Risks

- scheduled slow by changing resources at Cloud Ingenuity
- scheduled slow by changing resources at Cloud Ingenuity

Planned Activities

- Network segmentation working session scheduled over the next 3 weeks
- Forescout discovery session scheduled for 11/15 - Focus on Dashboards



Telephone – Network Infrastructure for MS Teams Phone

OIT Portfolio: OIT Foundations



Telephone - Network Infrastructure

Contact Information
BO: Jeff Neyland
PM: Kevin Krawzik

Scope

Currently the campus uses multiple calling lines (trunks) that are based on aging technology and have little redundancy built in. The situation causes multiple calls to get dropped and no redundancy if one of the lines fail. The purpose of the RFP is to acquire one 10 GB line, 2 SIP trunks and 2 session boarder controllers to provide better call quality and a redundant environment. This project is needed as the backbone of moving to a Microsoft Teams calling environment as SIP service is required. Over 6000 phones on campus will be impacted by this change.

Project website: <https://oit.uta.edu/projects/microsoft-teamscalling-implementation/>

- Project documents:
- Project communication plan
- Campus Rollout Schedule
- Project costs
- Implementation design and plan
- Project kickoff

Status

Team is near completion on the AudioCodes analog replacement LUMEN pipes will be online within 30 days

Risks

LUMEN work is behind schedule

Planned Activities

- Finish CRB analog cutover
- Prep for campus LUMEN cutover
- Start Avaya analog cutover



01/14/22



Network Resiliency

OIT Portfolio: OIT Foundations



Network Resiliency

Contact Information
BO: Jason Hardy
PM: Michael Tyler

Scope

This project is needed to purchase the additional hardware, install the additional fiber path and plan the outages required to install all the redundant equipment. We are trying to reduce the downtime of the network and achieve our UEP goals and most of all provide network resiliency to ensure the best customer experience.

Status

Met with Juniper's Andy Gilliam yesterday and the November 22 ship date is confirmed but he has not received the tracking information from the logistics department. The ERB EX9214 line card has been installed into the non-production EX9214. During this installation, the power supply that was in a fault state was reseated and but confirmed that it is a failed power supply and will be RMA'ed.

Risks*

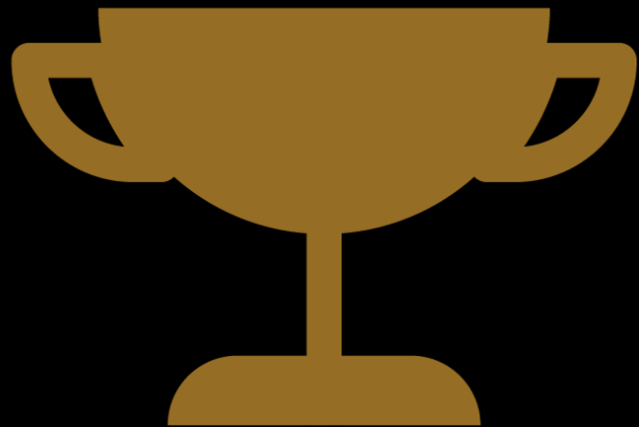
- Scope needs to be clarified
- Currently the power cost for SEIR are being discussed and are much higher than anticipated. More discussion required.
- The schedule is impacted but it is to clear to what extent due to the Fiber, power, and cooling requirements.

Planned Activities

Install EX9214 line cards, Take delivery of MX960 line cards and schedule change for installation.



12/02/22



Appendix



eLearning TM Phase II | Project 1 - Procurement of a Marketing Firm

OIT Portfolio: Enhance Digital Student Experiences



eLearning TM Phase II | Project 1 - Procurement of a Marketing Firm

Contact Information
BO: Amber Smallwood
PM: Robert Stack

Scope

The University of Texas at Arlington Academic Planning and Policy Department desires to procure the services of a marketing firm to contribute market research, brand development, and a marketing plan and marketing plan execution for its emerging online for-credit certificate program called the eLearning Transformation Model (TM) Program. UTA seeks to effectively reach students and further student learning goals with this program. The marketing firm will begin engagement with UTA within 10 business days of selection and expect an engagement lasting at least 6 months but not more than 12 months. An aggressive timeline and complex decision-making process will be primary risks with strategy of seeking qualified vendors under contract or accelerated RFP process if required.

Status


The procurement of a marketing firm project team has received input from four marketing firm vendors via response to a published Request for Information (RFI). The project team is analyzing the vendor responses and developing a statement of work, timeline, and evaluation criteria for either a published Request for Proposal (RFP) or for use in discussions with existing marketing firms under contract terms with UTA. The goal remains for selection of a marketing firm prior to the start of Fall 2021 semester. This project will transition to management of the marketing firm, onboarded through execution and deliverables after vendor selection.

Risks

No risks identified

Planned Activities

- Respond to vendor questions
- Build vendor interview questions



02/25/22

Apptio Bill of IT (OIT Chargeback Automation Tool) Phase 1

OIT Portfolio: Optimize University Administrative Systems



Apptio Bill of IT (OIT Chargeback Automation Tool) Phase 1

Contact Information
BO: Erin Morgan
PM: Tom George

Scope

Currently OIT does not have a unified process in place to provide services to our customer, automate the fulfillment and then deliver an itemized bill for those services to recoup cost. The only solution in place is a manual process that can be cumbersome, not easily reportable, and potentially prone to human error. As demand for OIT services increase, the need to automate the chargeback for those services also increases to avoid hiring additional staff to track manual chargeback efforts.

With the outcome of the Telcom Billing POC PRJ0012090, our strategic partner Apptio proved viability of the "Bill of IT" module to meet our Telcom Billing use case as well be expanded to meet OITs overall chargeback needs. OIT has moved forward with procurement of the module and is awaiting initiation from Apptio's professional services team to begin implementation activities.

Status

Project Update 11/12/21: -The project overall health is yellow due to bandwidth issues with technical resour - Competing priorities and limited team resources have resulted in the slow d of the automation of Teams data. - Technical resources from Chris Cox have advised they will need a few addit weeks to finalize the automation, additional details are listed below -Configuration of data points needed for Bill of IT telecom module is still ongoing - AT&T Data : AT&T CSV bill provided does not match the monthly PDF bill, a so an alternate solution was provided by the AT&T customer rep John Walling - Project team met and went through the provided instruction and was able successfully send the request to the billing team over at AT&T - However, the request still "Pending" in the business center portal, with a n that their billing team will be in touch to request a SFTP site to set up the monthly d push

Risks*

Due to the delay with obtaining Teams usage data, the go live for this project has been pushed out a few weeks to allow for enough time to correct the data to received and finalize the automation. Department reconcilers will be communicated to this week to let them know about the delay

Planned Activities

- Finalize O365 data automation
- Meet with IT Owner (Jason Hardy) regarding delays to project and escalation
- Finalize configuration of Bill of IT module and validate totals
- Anticipated completion of this project has been pushed to the final week of November to accommodate the delays of receiving finalized data



11/26/21

Create a Procurement HUB dashboard

OIT Portfolio: Optimize University Administrative Systems



Create a Procurement HUB dashboard

Contact Information
BO: Carolyn Record
PM: Tamara Ticknor

Scope

It is the policy of all UT System component institutions to promote full and equal opportunity for all businesses to supply goods and services needed to support institutional mission, administrative, and logistical operations. This is referred to as the Historically Underutilized Businesses (HUB) program. The University of Texas at Arlington maintains the commitment to increasing the number of contracts awarded to small businesses, and those owned by women, service-disabled veterans, and minorities, by creating a fair and open competitive market and improving community awareness through its Historically Underutilized The fundamental goal Increase HUB spend.
Current State: Currently there is no efficient way to review and evaluate vendor spend to seek out HUB spend opportunities. Current processes provide "soft" guidelines to seek out and use HUB vendors. The product sourcing is decentralized down to the departments in many cases, and they do not always have all of the relevant information necessary to evaluate alternative HUB vendors.
Future State: Provide a centralized interactive dashboard available to executive level and department level users to review spend, vendors, and transactions in many different visualizations to deep dive into opportunities where alternative HUB suppliers can be used for needed products.
Solution Tools: We plan to use MARS as the visualization tool to build and launch the HUB dashboard.

Status

Awaiting executive review and approval so we can launch phase I

Risks*

No risks identified

Planned Activities

Get the final draft of the communication approved, so we can send it out in the listserve to announce the dashboard.



12/20/21

Admissions Process Re-engineering and Perceptive Content Upgrade



OIT Portfolio: Optimize University Administrative Systems



Admissions Process Re-engineering and Perceptive Content Upgrade

Contact Information
BO: Scot Mertz
PM: Naomi Watkins

Scope

Problem or Opportunity: Problem/Opportunity:
Upgrade to Current Release Front end thick client is going out of support. Opportunity to change scanning licensing to allow scanning from any workstation. Single site license and elimination of tokens for machines that require scanners. Component software is greater than +/- 2 releases. Needs to be updated to allow transition to cloud environment on the subsequent release. Database version is out of support. The required DB update will provide us the opportunity to move to Microsoft SQL which is also a requirement from Hyland for movement to Cloud services. Promote software up to current release to take advantage of newer and more capable release. Re-engineer Admissions Process Re-engineer admissions processing and remove as much of the custom coding and extraneous use of queues. The effort to be supported by Hyland Professional Services staff to help modernize process flow and help rationalize and remove extra queues. Primary concern is that some pieces of the automated processing and the high number of queues add unnecessary complication to the basic process flow of the system. Hyland support is required to help understand and remove the extraneous queues. Modernize the admissions process. This process has changed dramatically over the last 10 years and no substantial system changes have been made to support the new business processes. This is aligned with strategic goals: Keep the software current, Move towards cloud services.

Status

1. UAT continues.
2. PDT server configuration in progress.
3. Brain ware configuration in progress.

Risks

No risks identified

Planned Activities

- Complete BI installation.
- Complete PDT configuration.
- Continue UAT.



05/23/22

Microsoft Teams Phone & Headset Procurement & Placement

OIT Portfolio: OIT Foundations



Microsoft Teams Phone & Headset Procurement & Placement

Contact Information
BO: Troy Johnson
PM: Kevin Krawzik

Scope

Deploy Yealink T58 phones and Jabra Evolve 40 headsets across campus to support out Teams Calling roll out. This will also include installing the MS Teams client on all workstations across campus.
Project Documentation
Project Website

Status

UTA faculty and staff do have the ability to port number over to Teams for remote work <https://oit.uta.edu/utaremote/phones-toteams.php>

Risks

No risks identified

Planned Activities

- Finish Facilities 11/12
- Finish Residence Halls 11/17
- Continue working on survey results



01/14/22



Network Edge Redundancy at SEIR

OIT Portfolio: OIT Foundations



Network Edge Redundancy at SEIR

Contact Information
BO: Jason Hardy
PM: Muhammad Khan

Scope

Problem or Opportunity: Implement network edge redundancy at SEIR Building to remove single point of failure with current link to campus. This redundancy would provide a geo-diverse and vendor diverse path off campus. Recommended Solution: Implementation of CenturyLink 10G Link to SEIR building. Link has already been installed and will be extended to ERB MX960 until ARDC MX960 and other ARDC networking equipment can be migrated to SEIR after UPS installation. ARDC MX960, ARDC SRX, and ARDC EX9214 will be moved to SEIR after UPS installation also. QFX will replace network equipment at ARDC to support infrastructure remaining.

Status

1. All implementation tasks have been completed.
2. Confirmation needed if current implementation is documented in network diagram and documentation.
3. Project completion sign-off required to close project.

Risks*

No risks identified

Planned Activities

Will schedule project close out meeting with Jason Hard via Autumn P. to finalize and close this project.



12/17/21

Rubrik Backup And Recovery Solution Implementation

OIT Portfolio: OIT Foundations



Rubrik Backup And Recovery Solution Implementation

Contact Information
BO: Jason Hardy
PM: BJ Johnson

Scope

Below are the updates for the remaining databases being added into Rubrik.
MSSQL - Complete, with the exception of five servers experiencing connectivity issues.
MySQL - Complete.
Oracle - Complete.

Status

Incident has been created in ServiceNow to resolve connectivity issue with remaining servers. INC0126866

Risks

The completion of PRJTASK0040908 (Install Rubrik backup agent on SQL servers) is still pending, thereby making the overall planned date of the project past expiration.

Planned Activities

Continue to monitor the progress of the databases being added into Rubrik and begin the project closeout task



10/29/21



Implement DMARC reporting and monitoring

OIT Portfolio: IT Governance, Risk, & Compliance



Implement DMARC reporting and monitoring

Contact Information
BO: Michael Tyler
PM: Matthew Campbell

Scope

Implement DKIM on UTA email domain & sub-domains to mitigate reputation-based threats. Implement DMARC reporting & monitoring to ensure email authentication.

Status

Currently have 60 'domains' of mail records identified and need to determine appropriate groupings by application, 3rd parties, or other use case for DKIM purposes.

Risks*

1. Have had to schedule time with staff from multiple departments for working sessions to complete the test server setup.
2. Multiple working sessions to get Parse DMARC working on test server

Planned Activities

- Build production server for Parse DMARC.
- Build OpSec process to review DMARC data.



12/17/21



Syllabus Compliance

OIT Portfolio: IT Governance, Risk, and Compliance



Syllabus Compliance

Contact Information
BO: Elizabeth Heise
PM: Huong Pham

Scope

Problem: Currently, there is a known discrepancy with the data sync integration between Canvas and Digital Measures (DM). Courses loaded in Canvas should have a 1:1 relationship with public course syllabi housed in DM, however, presently their numbers do not reconcile. Revision to syllabus compliance law (HB 2504) necessitate changes to the process. The revised law will require 100% compliance with syllabus visibility on the website and institute a penalty for lack of compliance. Revision is expected to go into effect on May 1, 2021; 100% compliance is expected by September 1, 2021. Opportunity/Recommended Solution: BPI will first capture the process and help the team design the changes to be made. Then, some technical improvements need to be made in the data sync automation to allow for the reconciliation of cross-listed courses to ensure compliance requirements are met. Additionally, the audit process needs to be reviewed and revised to match the updated requirements.

Status

Note: The schedule and steps will be re-evaluated in the next 2-3 weeks. We are reanalyzing the steps to complete this project and it is understood that we do not have a confirmed schedule at this moment. The business owner and sponsor is aware and would like for the team to have enough time to fully do this project correctly. The ERP developer tested the loading of the cross listed courses however it failed because there are missing accounts. He is now working on a process to re-create the accounts and then try to reload the cross listed courses and the SIS_Course_ID. In the next two weeks, he will work with the business analyst to review the steps and plans to report back to the team on Nov 30

Risks

No risks identified

Planned Activities

Continue working on determining plan for next steps.



01/14/22



AWS Organization Creation

OIT Portfolio: IT Governance, Risk, and Compliance



AWS Organization Creation

Contact Information
BO: Jason Hardy
PM: Johnny Wallace

Scope

Thank you for sending us your Purchase Order (PO) UTARL0000039147 for Account ID# 443133663252. Amazon Web Services (AWS) will provide the services delineated here ("Services") under the terms of DIR-TSO-4221 and accepts this PO subject to those terms. Any other terms and conditions associated with the Services will not have effect unless agreed to in writing and signed by you and AWS.

Status

The account has been converted to invoicing using the details of the PO. To activate services please complete the steps of Section 3.3 in the attached doc "TX DIR II Onboarding Document". Also attached are the AWS payment remittance details which will appear on the invoices. If you are a tax-exempt entity, please register in our Amazon Tax Exemption program by opening a case and adding their exemption certificate here: <https://portal.aws.amazon.com/gp/aws/manageYourAccount?i.e.,=UTF8&action=ussalestaxexemptions>

Risks

No risks identified

Planned Activities

No key planned activities



01/07/22



Nessus vulnerability scanning

OIT Portfolio: IT Governance, Risk, and Compliance



Nessus vulnerability scanning

Contact Information
BO: Jason Hardy
PM: Spencer Simpson

Scope

This project was initiated to meet requirements laid out by the ISO and to conform to the risk register. Currently OIT is only managing vulnerabilities for servers and this project will expand that to all UTA owned end points.

Status

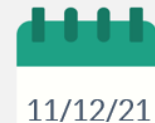
Working through the final stages of the close-out of the project. Getting sign-offs on all deliverables of the project.

Risks

No risks identified

Planned Activities

No Key Planned Activities



Replace F5 load balancer

OIT Portfolio: OIT Foundations



Replace F5 load balancer

Contact Information
BO: Jason Hardy
PM: David Sowder

Scope

Problem or Opportunity: Currently, our Big-IP F5 load balancer has an annual renewal cost of \$99,502.26. Primary use of this system is to load balance web traffic and provide SSH/RDP access to the load balanced systems. Additionally, CEDAR LDAP traffic is balanced through the F5. Recommended Solution: Determine possibility of utilizing VMWare NSX load balancing or Azure load balancing/web application gateways to handle web traffic. Utilize Privileged Access Workstations (PAWS) to handle access to back-end systems. Continue to offload CEDAR based authentication to eDir, Shibboleth, or Azure as appropriate. Depending on viability of VMWare NSX or Azure, apply resources as appropriate to move systems over to new solution.

Status

Some time was borrowed again this week for other things Matt has prioritized, but it looks like that may not be needed in the future, depending on how other activities shake out. The progress on configuration generation prompted the need to develop/test actual implementations (versus the earlier days scanning of the docs to make sure it looked like the features could be implemented) of a fallback server, session persistent/stickiness, and load balancing algorithm selection; those actual implementations were developed and tested before resuming configuration generation work. Stats: ~27 apps on prod F5 Big-IP LTM depending on how one counts; one goes if all load balancers go away; one hasn't been moved yet; some waiting on decomm or another "stealth-decomm" review ~9 apps on test F5 Big-IP LTM depending on how one counts; one goes if all load balancers go away; some waiting on decomm or another "stealth-decomm" review

Risks

- Once I'm ready, it'll come down to the availability of app/server admins; I should be pretty much ready to talk with app/server admins once I've been able to bring the new load balancer backend monitoring into parity with the old ones and get frontend certificates deployed
- It's currently looking like I still have some issues to resolve in general, so the time needed for that is unknown; for at least one known issue, the trade off might be to replace backend certificates with currently valid ones. The review that may identify additional such issues is manual in nature and still ongoing.

Planned Activities

Implement the custom monitoring configurations used by the old load balancers on the new ones
Adjust the new load balancers' backend monitoring to match the behavior of the old load balancers
Complete the review/comparison of the backend monitoring behavior of the new load balancers to the old load balancers
Test behavior under load, adjusting resources for capacity needs anticipated
Document how to configure the new load balancer for services such that other members of the team should be able to do such configuration in my absence
Move the rest of the services currently using the F5 test environment, as well as nonproduction services using the F5 prod environment, to the new test environment and confirm feature parity
Plan, schedule the migration of production services from the production F5 to the new production



11/19/21

Infoblox replacement to Microsoft DNS, DHCP, IPAM for IP Management

OIT Portfolio: OIT Foundations



Infoblox replacement to Microsoft DNS, DHCP, IPAM for IP Management

Contact Information
BO: Jason Hardy
PM: Kameron Ingrando

Scope

Problem or Opportunity: Currently we use Infoblox to handle DNS, DHCP, and IP address management. Our software license is \$65,510.21 annually, and the hardware went end of life in June 2020 so has not been renewed. Our current software license will expire in February 2021. Microsoft has server roles for both DNS and DHCP, and added IPAM functionality in Server 2016, with further updates in Server 2019. Additionally, the Microsoft IPAM may be able to integrate with Azure DNS services as we extend cloud infrastructure. **Recommended Solution:** Microsoft IPAM on Server 2019 with DNS & DHCP roles/functionality. Because of tie in with domain controllers, Identity would take on standup & maintenance of these roles, Network Ops would take on IP Addressing, and OpSec would retain DNS.

Status

Nothing was done last week due to some delays regarding migrating 3rd floor Trinity Hall to a different subnet.

Risks

No risks identified

Planned Activities

- Going to try and migrate the guest wireless during this week ends maintenance window pending CAB approval.
- Work on documentation



01/24/22

Azure services (Vmware Migration to Azure)

OIT Portfolio: OIT Foundations



Azure services(Vmware Migration to Azure)

Contact Information
BO: Chris Cox
PM: Glenda Delgado

Scope

Problem or Opportunity:
OIT needs guidance on migrating our virtual machines to Azure, to include an assessment of the environment, walk through of test migrations, and some production migrations.
Recommended Solution:
Work with 3Cloud to complete the Azure Foundation Assessment (AFA) and Planning/Pilot efforts

Status

We are currently holding discovery sessions with 3 Cloud.

Risks

No risks identified

Planned Activities

Continue Discovery Sessions Activate credentials for all 3 Cloud resources.



04/15/22

Control-M Migration to Azure Automation

OIT Portfolio: Optimize University Administrative Systems



Control-M Migration to Azure Automation

Contact Information

BO: Chris Cox

PM: Glenda Delgado

Scope

Control M is our current task-based orchestration tool. The annual cost allocated to the licensing and support of Control M is approximately 75k and is up for contract renewal July 2021. Control M, in its current form, does not allow the University to grow its footprint without spending a large amount of money for customizations. Azure Orchestration provides an unlimited quantity of jobs that can be scheduled daily compared to the limited 2,500 daily jobs available in Control M. Additionally, Azure Automation is part of our existing operating tenant and can be used with no additional licensing cost. This project will migrate all active jobs inside of Control M to Azure.

Status

The overall status is RED We were making great strides in the job migrations with a resource 100% allocated to the project; however, that resource now must support production as well. The second Control M resource is on medical leave indefinitely. The current resource allocation is one on the Control M data gathering side and one resource building the jobs in Azure. We also have one resource documenting the jobs for the client dashboard.

Risks

- We have gone from 4 resources to 3, with one more retiring in December 2021. By January 2022, we will have 2 resources, both allocated to the project and daily production support.
- We have gone from 4 resources to 3, with one more retiring in December 2021. By January 2022, we will have 2 resources, both allocated to the project and daily production support. We are still migrating Phase 1 jobs, which we due to be completed by the end of October Phase 2 jobs are scheduled to be complete the year end.

Planned Activities

1. Move Test validation jobs to Production validation
2. Move Test build jobs to Test validation



04/29/22



Refresh ServiceNow Catalog

OIT Portfolio: Optimize University Administrative Systems



Refresh ServiceNow Catalog

Contact Information

BO: Lee Pierce

PM: Mai Tran

Scope

The University of Texas at Arlington (UTA) is a Carnegie Research-1 "Highest research activity" institution. With a projected global enrollment of close to 57,000, UTA is one of the largest institutions in the state of Texas and timely fulfillment of customer requests for services signifies the desired organizational productivity. Hence the Refresh Services Catalog project for Self-Service Portal of ServiceNow is essential for thousands of transient students and teachers across the campus. The purpose of this project has two distinct goals: OIT Services are to be fully utilized by UTA customers. A refreshed Service Catalog will improve customer's experience and will serve as a front-office tool. Help Desk will reduce time spent on manual ticket assignments from phone calls. Tasked groups will be able to start ticket resolution sooner to improve customer service and satisfaction .

Status

The approved project charter is uploaded and attached to ServiceNow. Erin Morgan and Lee Pierce has confirmed and signed the revised descriptions of the ServiceNow request items, which could be found in the spreadsheet at this link, <https://xd.adobe.com/view/b438266b-1041-4cb3-9366-ebc0dd9a2db7-e16b/>. Instead of creating a glossary to explain the acronyms in the ServiceNow catalog, the decision is made to update the request forms with explanation in them. So far there are 49 forms need updating. The OIT owning managers of the request forms have been contacted to update the request forms and the scheduled completion date is 4 Oct 2021 per Lee Pierce. The testing of the new ServiceNow catalog will begin with the focus group during the week of 15 Nov 2021 per Karen Kusler. And Radha Padmasolala has completed all the testing with the OIT staff. No issue was found.

Risks

No risks identified

Planned Activities

- Follow up on the completion of the testing of the focus group regarding the new ServiceNow Catalog .
- Follow up on the accessibility finds and determine if there is anything can be done about them before Laura will file a complaint with ServiceNow.
- Lee Pierce and Karen Kusler will have a communication plan completed by 16 Dec 2021, and the communication messages ready to be sent out to the users before the Go Live is launched on 16 Dec 2021.



02/24/22



Police Dispatch Resiliency

OIT Portfolio: Optimize University Administrative Systems



Police Dispatch Resiliency

Contact Information
BO: Jeffery Neyland
PM: Michael Tyler

Scope

Police Dispatch, located in Davis Hall basement, is the Public Safety Answering Point (PSAP) for UTA. Many of the underlying IT technologies used to support the Police Dispatch operation are dated and/or suffer from single points of failure.

Status

Use Avaya PBX for dispatch and providing a survivable shelf – Joseph working with Brian Shepard on providing info Reached out to James Emmele on copper requirements for dispatch 10 MB IP/VPN and porting numbers (backed up by 2 SIP trunks on LEARN) – 783 a month, no upfront cost 60 days to install. SBC in storage. Waiting on CI for Avaya refresh quote

Risks*

- Infrastructure Operations, Network Operations, Network Architect, Security Operations
- Fiber costs are still pending discussion of actual requirements.
- Schedule is impacted by fiber purchase and installation lead times as well as resource availability.

Planned Activities

PD fiber – From SEIR B50- to Texas Hall B73 – to Dispatch (B17D or B13D) – RTP will be submitted once new quotes have been received (3-month lead time on fiber)
Keith – Review and propose design for separate Juniper switches for dispatch
Johnny – VLAN's in setup. Should be set up by the 17 th or 18 th of November.
Move Tintri from ARDC to SIER and move Chassis from CRB to SEIR – (November 12 th completion) Mike – SRX 320 config testing and functioning. Just internet connectivity – capture task for understanding survivability for traffic flows. Will work with Muhammad on this. Matt – need to work on tunnel to different resources. Mike is working on



10/31/22

Modern Authentication for Mail

OIT Portfolio: OIT Foundation



Modern Authentication for Mail

Contact Information
BO: Keith Halman
PM: Robert Stack

Scope

Microsoft is looking to deprecate the use of Basic Authentication for Exchange requiring UTA to move to Modern Authentication. If UTA does not react to their action, we run the risk of upsetting several of our customers, students, faculty and staff whose email platforms may stop working. This project will mitigate the risks of disruption by advising the impacted groups and users to ensure they are moving or upgrading their mail authentication. We will monitor and turn off the older means of authentication as the users drop out of the various methods. This can be monitored by existing reporting. This allows seamless transition to the Modern Authentication and gives UTA control on shutting off the older Basic Authentication on our schedule rather than on Microsoft's schedule.

Status

Initial meetings to review objectives, scope, constraints and assumptions are completed. Carla Monk and Charlie Templeton completed analysis and assessment of technical next steps. Communications team have completed targeted messages, general message, and content for Knowledge Base. Approvals completed and Execution phase was scheduled to begin 11/8/2021 but has been paused for architecture review. Review scheduled 11/22/2021 at 4PM CST.

Risks

No risks identified

Planned Activities

- Project status meetings cancelled until project restarts.
- Architecture meeting is next event, scheduled for Monday, November 22, 2021, at 4 PM CST.

