



UNIVERSITY OF  
TORONTO

# IN THE LOOP

INFORMATION TECHNOLOGY SERVICES NEWSLETTER

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## WE SEE SAVINGS IN YOUR FUTURE

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Agreement  
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PROCESS STREAMLINING



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# MICROSOFT CAMPUS AGREEMENT:

## FAQ FOR TECHNICAL STAFF

### **Q: When will the program become available?**

**A:** The program will be officially available as of May 1<sup>st</sup> but IT Admins may get access to the media prior to that date. A web site will be available shortly, if immediate access is required contact [terry.jones@utoronto.ca](mailto:terry.jones@utoronto.ca) or [ian.thomas@utoronto.ca](mailto:ian.thomas@utoronto.ca) for temporary access.

### **Q: What is included in the agreement?**

**A:** The Following is included in the Campus Agreement:

- Windows Desktop Operating System (not servers)
- Microsoft Office (Windows and Mac)
- Forefront Endpoint Protection (Anti Virus)
- Core CALs (Client Access Licenses)

### **Q: What can it be installed on?**

**A: The following machines are eligible:**

- UofT owned hardware (including Apple hardware)
- UofT owned home machines

### **Q: What can it NOT be installed on?**

**A:** The following machines are NOT eligible:

- Personally owned machines (Look under Home Use Program for personal machines)
- Hospital owned machines

### **Q: Who qualifies for this program?**

**A:** All staff and faculty at UofT, including Federated Colleges.

### **Q: Do I need a base operating system to take advantage of this program?**

**A:** Windows from the campus agreement can only be installed on a system with an existing operating system license. Both Windows or MacOS are eligible operating system licenses. Windows from the campus agreement is not to be installed on hardware that has no OS license.

### **Q: Can I obtain a license for a virtual machine (PC and/or Apple)?**

**A:** Windows from the Campus Agreement can be installed in virtual machines as long as the machine on which the virtual machines are run has an eligible operating system license.

### **Q: Can it be used with VMWare/Bootcamp/Parallels on the Macintosh?**

**A:** Yes. Apple OS X qualifies as a base operating system.

### **Q: Can I upgrade and downgrade the version under this agreement?**

**A:** The Campus Agreement permits you to install any version available through the program.

### **Q: What if I need additional products not included in the agreement?**

- Additional Enrollments possible
- Done on a whole department basis
- Additional Cost paid by the department
- NOT centrally funded

### **Q: Do I need to reinstall current licenses?**

**A:** You do not need to reinstall any current licenses. When they expire, you can upgrade them automatically using the program.

### **Q: The computer I bought has Windows and Office, why should I use Campus Agreement software?**

**A:** You can use Windows 7 Enterprise through Campus Agreement which has Bitlocker disk encryption to protect your data and you can install Office professional 2010 or 2013 through Campus Agreement instead of Office Starter Edition that usually comes installed on new PC's. Additionally you can order PC's with a cheaper version of Windows to save money on purchasing and replace with the Campus Agreement software.

### **Q: Is Bitlocker included in Campus Agreement?**

**A:** Bitlocker disk encryption protects confidential data and is included with Windows 7 Enterprise edition, which is included in the Campus Agreement. To use Bitlockers, you should purchase machines that include a TPM.

### **Q: Can I get evaluation software?**

**A:** Yes. Evaluation copies of many products that are not covered by the agreement are available. These are full versions and after the evaluation period you must either purchase a license or uninstall the software.

*Continued on page 4...*

# MICROSOFT CAMPUS AGREEMENT: FAQ FOR TECHNICAL STAFF

**Q: My department has the MDOP option, how can we continue to get the MDOP option?**

**A:** Departments or groups of departments can set up their own additional enrollments for additional products like MDOP, ECAL, Servers, etc. The cost of these additional enrollments will be an upgrade to the campus agreement cost and will be lower than if purchased alone.

**Q: What would be the added cost for MDOP for those departments?**

**A:** Reseller will set the price...expect about \$4.30 - \$4.50 per FTE per year

**Q: What about the Enterprise CALs option?**

**A:** Enterprise CALs would also be handled with an additional enrollment for the department that needed the enterprise CALs.

**Q: What would be the added cost for the Enterprise CALs for those departments?**

**A:** Reseller will set the price -- expect about \$13.50 per FTE per year

**Q: How would the Enterprise CALs be administered?**

**A:** Each group that buys an additional enrollment for Enterprise CALs would be given their own access on the Microsoft web site to manage their enrollment.

**Q: Is there a web page for comparison of Core CALs and Enterprise CALs?**

**A:** The Enterprise CAL is additive to the Core CAL, the Education Desktop includes the Core CAL, those that need advanced CAL required features, would 'step up' their license to Enterprise CAL.

Here is a breakdown of available features. For more details, please visit the following two Microsoft sites: [Microsoft Volume Licensing Brief](#) and [Microsoft Client Access Licenses and Management Licenses overview](#).

**Q: From whom should quotes be obtained for the extra options?**

**A:** Once the RFP or RFQ is complete, it will establish the reseller for the UofT Education Desktop enrollment (Campus Agreement) and any additional enrollments may be purchased through that reseller.

**Q: If I upgrade to Enterprise CAL, can I just purchase the upgrade for a few staff in my department?**

**A:** No. For any additional enrollments you must pay the upgrade fee for all FTEs in their department.

**Q: Most of the staff in my department have no access to a computer; do I still have to buy a license for all of them for an additional enrollment?**

**A:** We have negotiated a special exception for departments, such as Facilities and Services, who do not require their staff to access a computer.

**Q: Is "Work at Home" option, is this included in our new Campus Agreement?**

**A:** Work at home is available as an additional enrollment that departments can purchase. Home Use Program (HUP) is included and allows faculty and staff to purchase Office (for Windows or Mac) for a nominal cost. HUP does not include Windows OS, just office.

**Q: How do I get the media?**

**A:** Media will be available for web download shortly. Temporarily available from ITS UTORcsi share for admins. The access is account and IP restricted. Contact [terry.jones@utoronto.ca](mailto:terry.jones@utoronto.ca) or [ian.thomas@utoronto.ca](mailto:ian.thomas@utoronto.ca) for temporary access.

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# MICROSOFT CAMPUS AGREEMENT: FAQ FOR TECHNICAL STAFF

**Q: Do I require a product key for installation?**

**A:** No key is required for installation. Campus Agreement products use a Key management Server (KMS) to activate and re-activate every 180 days. The Key Management Server can be found via DNS or Windows and Office can be explicitly pointed at the KMS.

**Q: How are the licenses managed?**

**A:** The licenses are managed using the Key Management Servers (local or central). The central KMS (mskms.utorcsi.utoronto.ca) is accessible from UofT Campus Networks.

**Q: How do machines off campus activate Campus Agreement Software?**

**A:** The Key Management Server is accessible from UofT Campus Networks only. Either the PC has to connect to a campus network or it has to VPN into a campus network. If this is not possible then ITS staff will be able to enter a permanent license code on a machine that is unable to connect to a U of T network. Contact [terry.jones@utoronto.ca](mailto:terry.jones@utoronto.ca) or [ian.thomas@utoronto.ca](mailto:ian.thomas@utoronto.ca).

**Q: Who is paying for this program?**

**A:** The Microsoft Campus Agreement is centrally funded for the benefit of the entire institution.

## Home Use Program

**Q: Is the Home Use Program Available?**

**A:** Yes. The program is included in the Campus Agreement and is available to Staff and Faculty. Home Use program allows faculty and staff to purchase Microsoft Office Professional (Windows or Mac version) for a nominal fee directly from Microsoft.

**Q: Who should use the Home Use Program?**

**A:** The Home Use Program is for staff and faculty who need a Microsoft Office Professional license for a non-University owned computer at home.

**Q: When can I start using this program?**

**A:** The Home Use Program will officially become available once the RFP or RFQ is complete. The current estimated date is: May 1, 2013. Until then you can subscribe to the ms-hup-l listserv list by sending an email to [listserv@listserv.utoronto.ca](mailto:listserv@listserv.utoronto.ca) that says SUBSCRIBE MS-HUP-L Firstname Lastname (where these are YOUR first and last names). This subscription request must be sent from your departmental email address, not from a personal email address. You will receive a welcome email with all the information you need.

**Q: What does the Home Use Program Cover?**

**A:** The program covers Office Professional (Current Version). It does NOT allow you to purchase Windows operating system. Just Office Professional.

**Q: How much does it cost?**

**A:** The cost is \$11 per user, for installation on a maximum of two (2) machines. The user pays Microsoft directly and receives the software by download.

**Q: Can the user get one PC and one Mac version?**

**A:** No, under the Home Use Program, the user must choose either PC or Mac version, not both.

**Q: Can I use any e-mail address to sign up for the Home Use Program?**

**A:** The Home Use Program is limited to University of Toronto e-mail addresses only, but those can be departmental email address, not just @utoronto.ca email addresses.

**Q: I went to the Home Use program Web Site and it says I need a program code?**

**A:** If you subscribe to the ms-hup-l listserv list the information you need will be sent to you in the welcome email. To subscribe send an email to [listserv@listserv.utoronto.ca](mailto:listserv@listserv.utoronto.ca) that says SUBSCRIBE MS-HUP-L Firstname Lastname (where these are YOUR first and last names). This subscription request must be sent from your departmental email address, not from a personal email address.





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# A VITAL PROCESS

**Process streamlining at the University of Toronto  
inspires two new NGSIS projects**

**NGSIS**

In February, *In the Loop* featured a story on 'process streamlining', a methodology designed to incrementally improve a process and align it with the vision of the organization.

This month, we look at processes where this methodology has been applied at the University of Toronto and how the outcome prompted action on the part of the NGSIS program in the form of two successful projects. These projects have already made a positive impact for staff and students in residence admissions and for Student Life's University Health Insurance Plan (UHIP).

## **Building Consensus on Residences**



Back in 2010, there was a growing consensus among students and staff that the residence admissions process was inadequate for both student and staff users, and did not effectively support the university's goals for

recruitment and conversion.

"There was an overall sense that residence admissions was not a student-centred process," observes Arlene Clement, Director of Housing Services at the University.

The decision was made to conduct a process streamlining exercise to review the steps undertaken by first-year students applying for residence on the St. George campus. Arlene Clement and her team developed a case for action, which included staff and student feedback on the current process. The case included the steps a

newly accepted student had to go through to apply for residence.

This work uncovered a cumbersome and drawn out process, with as many as thirty steps involved for a new applicant. It was not easy for students to know what residences they were eligible for, particularly if they applied to more than one program, and they often needed to visit multiple websites to complete multiple residence applications..

With a case for action in hand, Arlene and ten other stakeholders (including Residence, Admissions, Registrarial and IT personnel) spent one week around a table together in an extended session facilitated by consultant group JM Associates (JMA).

For Arlene, this week around the table was far and away the most vital part of the process:

"Getting everyone in the room for a week ensured everyone was on the same page... The Process Streamlining process enabled us to build consensus on what were the desired end results and a working plan."

That consensus would lead to the development of the new NGSIS tool, "MyRes".

MyRes is a web application that drastically simplifies the process of residence application by providing personalized information about which residences a student is eligible for in one place.

## **UHIP**

When a student comes from another country to enroll at the University of Toronto, health insurance is likely the last thing on their mind.

Continued on page 8...

From the University's perspective, however, students are required by law to be covered by some form of health insurance. To satisfy this requirement, the University offers UHIP to more than 11,000 students annually.

UHIP was a great service to international students; however, there were gaps in the processes and policies related to UHIP.

For one, the UHIP process was disconnected from actual registration at the university. Sunlife Insurance would be apprised of a student who had been granted admission to the university whether or not they actually registered. Second, insurance (unlike tuition for a course) could not be refunded. Because of a lack of communication among divisions, money already paid at a premium to Sunlife was being refunded out of the university's coffers to students who had financially backed out of registration. Worst of all, it was determined that some international students did not have UHIP coverage and were attending U of T uninsured.

Sensing the need for action, Miranda pushed for a process streamline to assist in UHIP's repair. She had come into contact with the process streamline methodology run by Kevin Ciotta (JMA) only a short time earlier and was convinced that the approach was "a very powerful tool" to get stakeholders to agree on a process.

In conversations with JMA, it was decided that UHIP needed not one process streamline, but three. Cheng recalls that initially she resisted:

"When you're buried in a lot of work, you do whatever you need to do to keep afloat. So I have to give lots of kudos to John. He really pushed me to do the three streamlines ensure that the results would be as helpful as possible."

One streamline looked at university health insurance for the dependents of international students. The next was for single students who simply needed 12 month coverage. The final



streamline was for students with adjustments or who were on approved leave (co-ops, exchanges).

The recommendations made resulted in a plethora of improvements for U

of T's UHIP. Several of these identified the necessity of better data management. With these recommendations, the NGSIS Student Accounts team was able to improve the communication of student admissions data to Sunlife. It also developed a report for Cheng's office to identify students on UHIP who had financially cancelled registration. These small improvements have already palpably improved the UHIP process.

## Short Term, Long Term

In all of the above scenarios, an NGSIS project was part of the solution- but it was not *the* solution. Technology cannot patch up a process that is fundamentally broken. That 'brokenness' arises when stakeholders see only the stages of a process in which they are involved. Assembling everyone in a room to look at all the steps in a process may seem tedious beforehand- yet it seems to be the fastest way to ensuring that everyone can see that, for the student, it is all *one* process.

As Proust once said: **"The voyage of discovery is not in seeking new landscapes but in having new eyes."**

**For more information on these projects and to discover other NGSIS projects, please go to the [NGSIS website](#)**

**NGSIS**

# TELECOMMUTING

## WHO BENEFITS?

### A Q&A WITH ROTMAN ORGANIZATIONAL BEHAVIOURAL RESEARCHER SANFORD DEVOE

**By Jenny Hall**

*Originally published by UofT  
Research News on March 28, 2013*

Yahoo CEO Marissa Mayer's decision to ban telecommuting has sparked office cooler debates about the practice—and the discussion has become entangled with controversy over the tech chief's decision not to take a maternity leave. We spoke to the **Rotman School of Management's Sanford DeVoe** to find out what research has to say about telecommuting and its effects on employees and companies. DeVoe's research focuses on the role organizational practices play in affecting individual psychology. He's particularly interested in the consequences of thinking of time in terms of money.

#### **What is telecommuting? Is there an accepted definition?**

The standard work agreement ties you to a place. The broad definition of telecommuting is a work arrangement that allows you to do at least some of your work away from the office.

#### **How prevalent is telecommuting?**

If you apply the broadest definition and include people who spend even one hour telecommuting, it's around one-fifth of working adults. Flextime is even more prevalent. This is where people have flexibility in scheduling their starting and quitting

times. Here about a quarter of the workforce has access to flextime. Both flextime and telecommuting are thought of as practices that can help people navigate work-life balance.

#### **So flextime and telecommuting are generally considered positive?**

You can ask if they are beneficial for the individual, and you can ask if they are beneficial for the organization. When you look at the literature, most studies show that both flextime and telecommuting have positive effects for employees in terms of job satisfaction, decreased absenteeism and an increase in productivity at an individual level. All this can potentially translate into increased organizational profitability. Also, organizations offering flextime and telecommuting attract higher quality workers and reduce turnover. There has been very little documentation of any negative effects. At worst there seem to be no effects.

#### **What about the effect on companies? You've done some research that's relevant to this question—can you tell us about it?**

We know that telecommuting increases individual productivity. But when it comes to profitability at the *organizational* level there hasn't been a lot of work done. I haven't studied telecommuting specifically, but along with former PhD student



Byron Lee (now an assistant professor at Renmin Business School), I looked at the impact of flextime on organizational profitability. Given that telecommuting and flextime have been demonstrated to have very similar effects on employees, presumably what we learn about flextime may have some bearing on telecommuting.

we looked at companies that were using a cost cutting strategy. It really creates a climate in which employees don't see their future with the company, and they don't feel well-treated. Those are the cases where employees are going to start to abuse the system, and ultimately that can get reflected in a lack of profitability. I think to the extent that our study was able to demonstrate one of the few contexts in which flextime can have negative consequences, it does speak to the dilemma Mayer is confronting, and supports her decision. Given the environment the company was in, it certainly made sense to remove the telecommuting.

We looked at the effect of flextime on profitability using the Workplace and Employee Survey. This is a dataset that's collected by Statscan, and it's one of the very few datasets out there that's nationally representative of organizations and that looks at them over time. We found that flextime increased both revenues and payroll costs. So it was costly to implement, but it increased revenues for companies more than it increased costs.



We wanted to ask, then, if profitability increased for *all* organizations offering flextime. In other words, were there any organizations where it was hurting the bottom line? Our analysis was the first to specify a context in which flextime had negative consequences. We found that when an organization's strategic focus—as related by the CEO or top management—was on cost cutting, flextime *decreased* profitability

Part of the understanding of flextime is that it's going to have the greatest possible impact on an organization's profitability when it's offered to employees who can be trusted, who are motivated to do their jobs well and are who are highly committed to the goals of the organization. When a firm is focused on reducing costs there may be negative outcomes—lack of employee trust and intentions to leave. What we're seeing is that in this type of negative climate, flextime isn't going to give the benefits that make it worthwhile for the organizational bottom line.

### Is this finding relevant to the case of Yahoo?

I think it does speak a little bit to Marissa Mayer's decision at Yahoo. Yahoo is an organization that is down in the dumps. Things are clearly going south. She was seeing the reports that a lot of telecommuting employees were not logging on as frequently as you would have expected. These are people who are clearly not seeing their future with the company. This very much mimics the conditions that we were observing when we looked at companies that were using a cost cutting strategy. It really creates a climate in which employees don't see their future with the company, and they don't feel well-treated. Those are the cases where employees are going to start to abuse the system, and ultimately that can get reflected in a lack of profitability. I think to the extent that our study was able to demonstrate one of the few contexts in which flextime can have negative consequences, it does speak to the dilemma Mayer is confronting, and

supports her decision. Given the environment the company was in, it certainly made sense to remove the telecommuting.

**The Yahoo story is tangled up with people's reactions to Mayer's decision not to take a maternity leave. We often hear that flextime and telecommuting are benefits that women in particular appreciate, and that they might help combat gender inequity in the workplace. Any thoughts about this?**

I have been surprised at what a firestorm this thing has been at Yahoo. Telecommuting and flextime have been seen as critical to addressing the challenges families confront in managing their conflicting responsibilities. And it's true that they have traditionally been seen as more important to women. But the more recent surveys show a desire for flextime and telecommuting that's fairly equal between men and women. When you look at survey data, it's something that both men and women want.

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### NEXT ISSUE:

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### Special Edition:

ITS Year In Review

**YOKOHAMA:** An ornamental bird that lays an average of 80 eggs per year. It requires extra space to protect its beautiful tail.



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