

Project Closeout Report

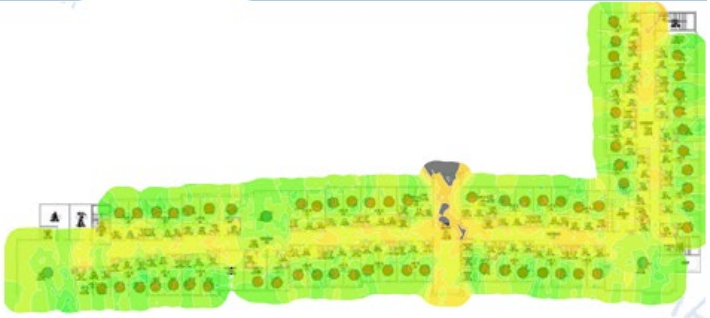
Project Name: UND NetX Project

Institution: University of North Dakota


Business Unit/Program Area: University IT

Project Sponsor: Madhavi Marasinghe

Project Manager: Djoana Wisner

Objectives								
Project Objectives	Met/ Not Met	Description						
Build and migrate residential halls to a new network that Boldyn (previously) Apogee will maintain by the fall 2024 semester with a fixed monthly maintenance cost.	Met	<ul style="list-style-type: none"> Heat map provided to show network coverage. This was achieved by adding WAPs in areas with low coverage. The team also did a live walkthrough to develop the heat map. <p>Example of a heat map below:</p>  <ul style="list-style-type: none"> The total number of equipment/gears installed in the building was provided to the project team <table border="1"> <thead> <tr> <th></th> <th>Switches</th> <th>Swap/New WAPs</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>86</td> <td>1510</td> </tr> </tbody> </table>		Switches	Swap/New WAPs	Total	86	1510
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Total	86	1510						
Build and migrate residential halls to a new network that Boldyn (previously Apogee) will maintain by the fall 2024 semester with a fixed monthly maintenance cost.	Partial Met	<ul style="list-style-type: none"> Each student living in residential halls can log in to the network. Each student can access a portal to manage their personal devices. Residential hall ticket average is slightly higher compared to the pre-cutover numbers. Upon investigation, the network tickets were grouped with other network tickets instead of a dedicated service for residential hall network tickets. <table border="1"> <thead> <tr> <th></th> <th>2023-24</th> <th>2024-2025</th> </tr> </thead> <tbody> <tr> <td>Average Tickets</td> <td>12*</td> <td>17</td> </tr> </tbody> </table> <p><i>*based on an estimate by the network team. No distinct ticket type for resnet</i></p>		2023-24	2024-2025	Average Tickets	12*	17
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Project Closeout Report

<p>Build and migrate all academic buildings to the new network that Boldyn (previously Apogee) will manage and support</p>	<p>Met</p>	<ul style="list-style-type: none"> New core installed to support the new network. Heat map was provided to show improvement on wireless coverage.  <ul style="list-style-type: none"> New switches were installed in buildings where refresh is required <table border="1" data-bbox="808 653 1481 730"> <thead> <tr> <th></th> <th>Switches</th> <th>Swap/New WAPs</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>810</td> <td>1278</td> </tr> </tbody> </table>		Switches	Swap/New WAPs	Total	810	1278			
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<p>Build and migrate all academic buildings to the new network that Boldyn (previously Apogee) will manage and support</p>	<p>Met</p>	<ul style="list-style-type: none"> Ticket reduction for the first two weeks of school (walk-in), reducing the traffic in the UIT front desk <table border="1" data-bbox="763 884 1481 1001"> <thead> <tr> <th>Walk in</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>First week</td> <td>119</td> <td>9</td> </tr> <tr> <td>Second week</td> <td>71</td> <td>3</td> </tr> </tbody> </table>	Walk in	2024	2025	First week	119	9	Second week	71	3
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First week	119	9									
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<p>Maintain the network with fixed operating cost.</p>	<p>Met</p>	<ul style="list-style-type: none"> UND Shared Services monitors the budget. Reporting is done by fiscal year. The actual number will be logged to compare with the baseline number. A tracking sheet will be updated at the end of the fiscal year to keep track of the costing. For FY25, it was expected to have no savings given the approach of running two networks in parallel. 									

Schedule Objectives					
Met/ Not Met	Original Baseline Schedule (in Months)	Final Baseline Schedule (in Months)	Actual Schedule (in Months)	Variance to Original Baseline	Variance to Final Baseline
Met	12.5	12.5	13.5	6.8% behind	6.8% behind

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	\$1,705,384.00	\$1,705,384.00	\$1,969,812.25	\$(264,428.00) 15.5% over	\$(264,428.00) 15.5% over

Major Scope Changes
<p>ISE Management</p> <ul style="list-style-type: none"> The original scope of the project was to utilize the ISE hardware managed by CTS. It was identified that it is against the state policy to provide external vendor access (Boldyn) to the ISE hardware since it is used by other schools. UND worked with Boldyn to get the hardware needed to complete the work.

Project Closeout Report

- The project did not affect the budget and timeline. Boldyn managed to cover the cost of the hardware and was able to install it on time.

Palo Firewall Management

- In a similar situation to the ISE device management, Palo management can't be co-managed by two vendors. To resolve the situation, a new firewall was installed that will be managed by Boldyn.

The changes in the scope were registered under Change Management. The changes did not affect the timeline and budget of the project.

Lessons Learned

The project brought a lot of things to repeat and improve in future project implementations.

What went well

- Technical expertise within the project team
- Maintaining two networks in parallel was a good decision made by the project team to avoid interruptions to operations.
- Coordination with distributed IT – the team conducted weekly planning meetings with departments identified with critical/complex devices.
- Collaboration with CTS helped the team in completing tasks within the timeline, especially in building DHCP and clearing switches for rotation.

What could we do differently

- Communication – The team communicated directly with departments; additional communication may have helped to increase confidence in departments.
- Project Resources – For the scale of the project, at least two dedicated resources are highly recommended.
- Organizational Change Management (OCM) – Involve stakeholders at the early phase of the project to understand their requirements. Distributed IT was brought in after the overall design was created. For future similar projects, involve the team during the design phase.

Success Stories

The transition has its own growing pain; overall, the campus has been very cooperative and appreciative of the project team's effort.

In talking to users, the common comment provided is the ease of logging in. This has translated to the number of tickets the UIT helpdesk team received at the start of school semester.