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# AITS

External Review

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# AITS Overview

Michael Hites

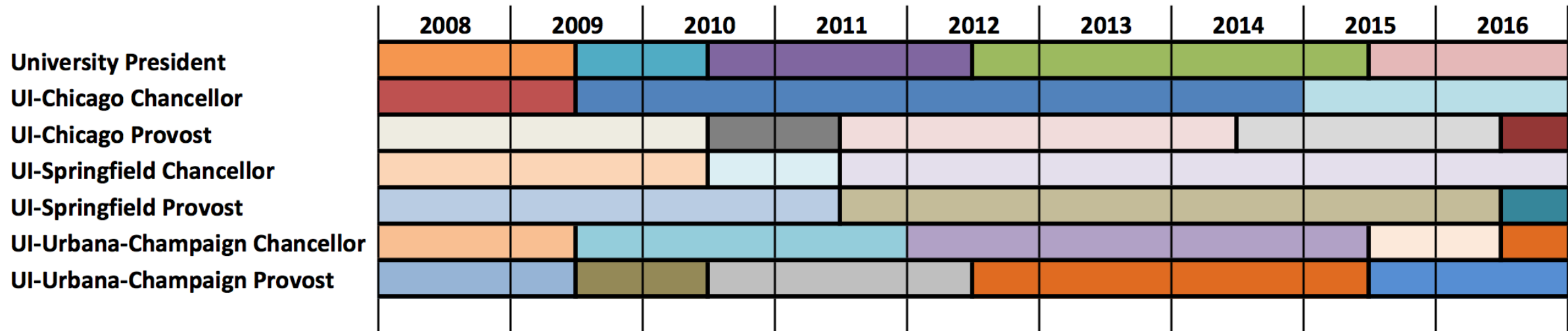
# University of Illinois

- Three campus system
- 34,000 employees
- 80,000 students
- About 700,000 living alumni
- \$5.6B budget
- 35th in Best Global Universities
- 10,000 international students from more than 110 nations - 1<sup>st</sup> among American publics
- 897 buildings, 1,000's of rooms

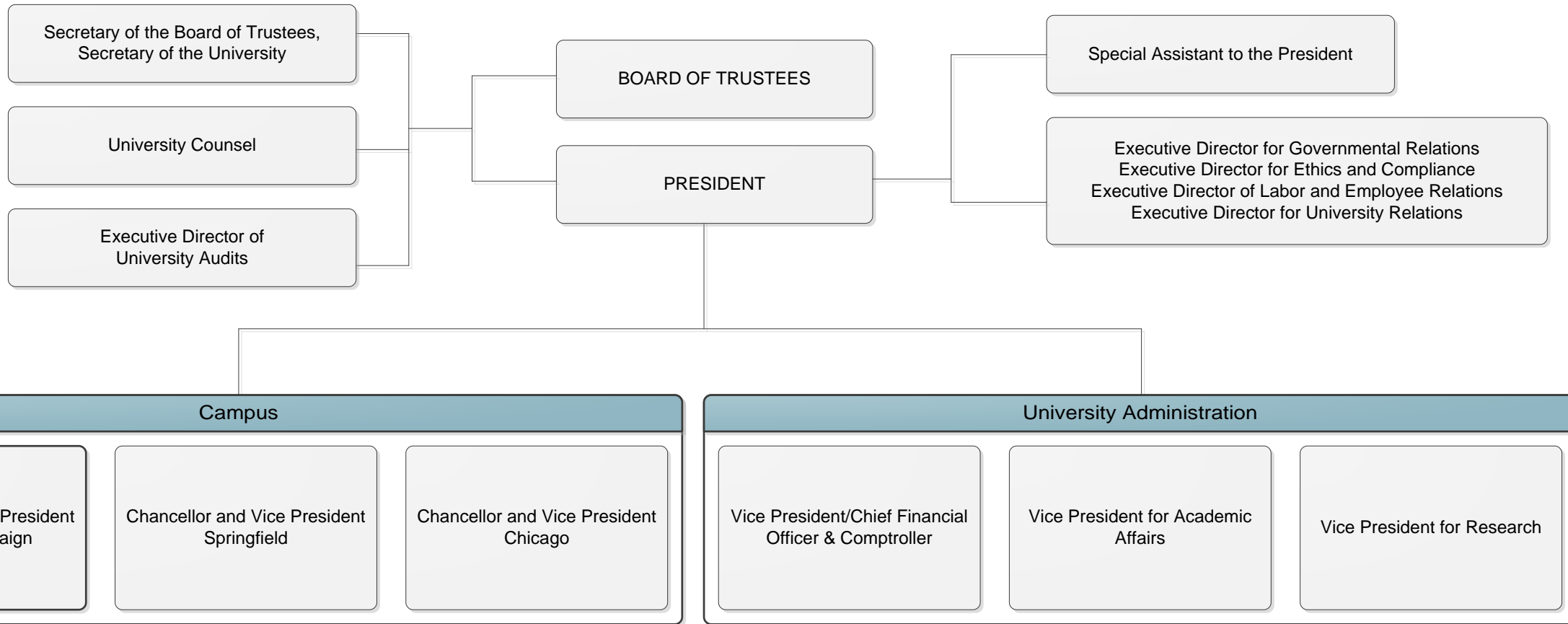


# University of Illinois Leadership

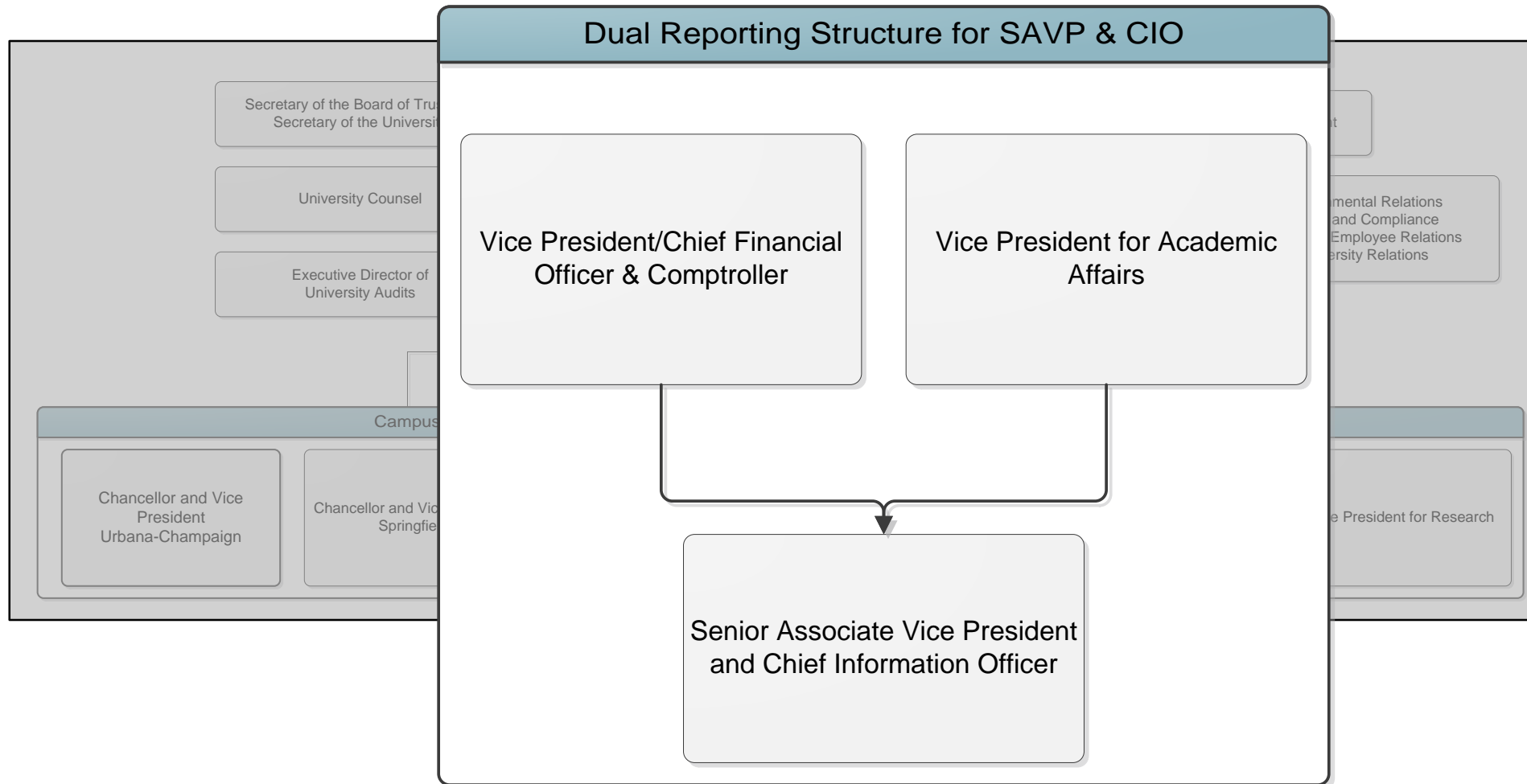
## Change is Constant



# University of Illinois University Administration



# University Administration IT

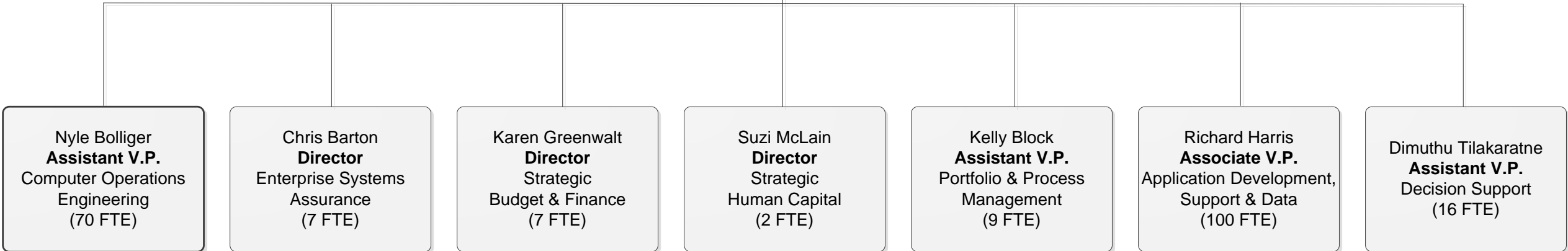


# University Administration IT

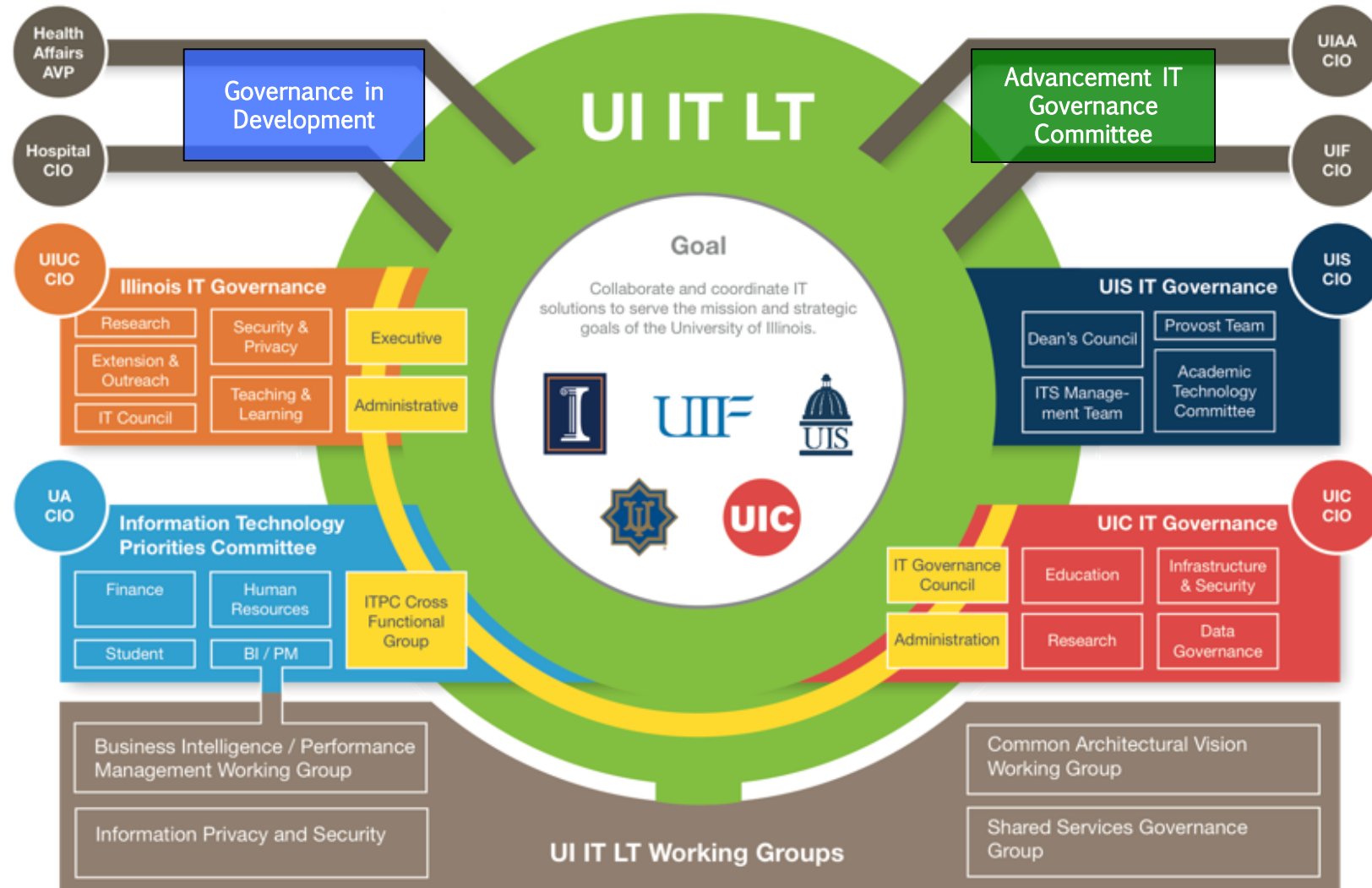
Michael Hites  
**Senior Associate Vice President & CIO**  
Administrative Information  
Technology Services  
(214 FTE)

Other University Administration IT  
(74 FTE)

Wendy Bertram, Candice Solomon-Strutz  
**Assistant Director,**  
IT Planning  
(2 FTE)



# IT Governance at the University of Illinois



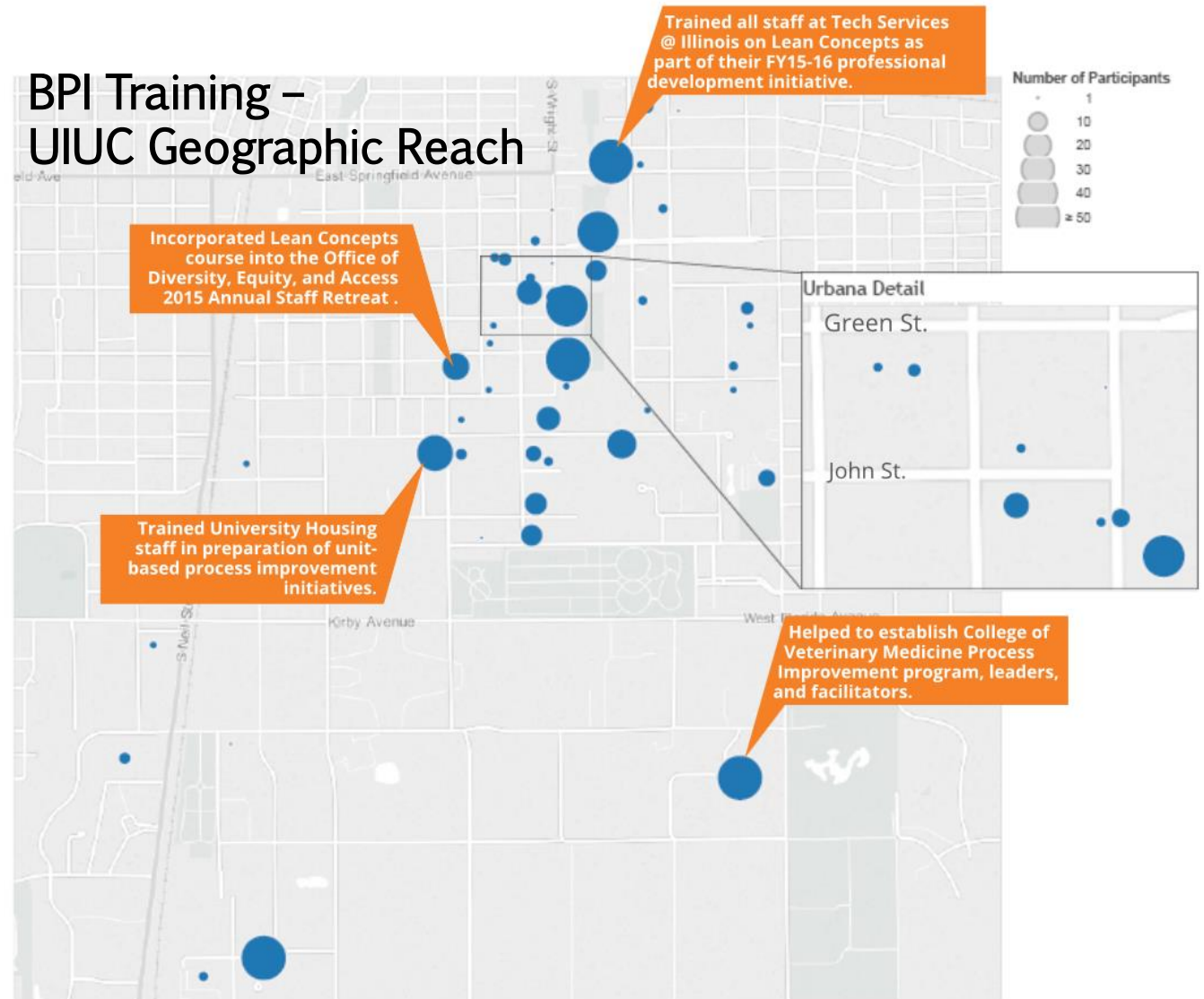


# Enterprise Level Shared Services

<b>FY 16 - PAID</b>					
<b>Shared Services</b>	<b>UIC</b>	<b>UIS</b>	<b>UIUC</b>	<b>UA</b>	<b>Total</b>
Identity and Access Management Maintenance & Support	\$ 31,064	\$ 4,589	\$ 43,453	\$ 79,106	\$ 158,212
Identity and Access Management Project FTE	\$ 80,000	\$ -	\$ 120,000	\$ 160,000	\$ 360,000
Lynda.com Web-based Training Service	\$ 75,868	\$ 11,207	\$ 106,125	\$ 1,903	\$ 195,102
Box.com cloud service	\$ 76,606	\$ 11,316	\$ 107,157	\$ 1,921	\$ 197,000
Kuali Ready Membership - Investing Partner	\$ -	\$ -	\$ -	\$ -	\$ -
Kuali Ready Subscription	\$ 5,500	\$ 5,500	\$ 5,500	\$ 500	\$ 17,000
Kuali Foundation Membership	\$ 7,500	\$ 2,500	\$ 7,500	\$ 7,500	\$ 25,000
End Point Management - IBM	\$ 1,836	\$ 32	\$ 28,663	\$ 4,661	\$ 35,192
End Point Management - SCCM	\$ 561	\$ 266	\$ 1,888	\$ 285	\$ 3,000
Service Desk Server SLA	\$ 259	\$ 1,499	\$ 8,238	\$ 9,316	\$ 19,311
KnowledgeBase License	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000	\$ 8,000
Data Center SS - Project Manager SLA	\$ -	\$ -	\$ 56,163	\$ -	\$ 56,163
<b>Total annual cost per campus/UA</b>	<b>\$ 280,193</b>	<b>\$ 37,908</b>	<b>\$ 485,687</b>	<b>\$ 270,192</b>	<b>\$ 1,073,980</b>

# Campus Interactions

- Students, Faculty, and Staff utilizing enterprise systems
  - 12 million Banner transactions
- University-wide Collaborators
  - AITS staff participate in over 100 groups and committees
- Business Process Improvement Training:
  - 1184 total participants trained in Lean Concepts and Facilitation Skills since 2012



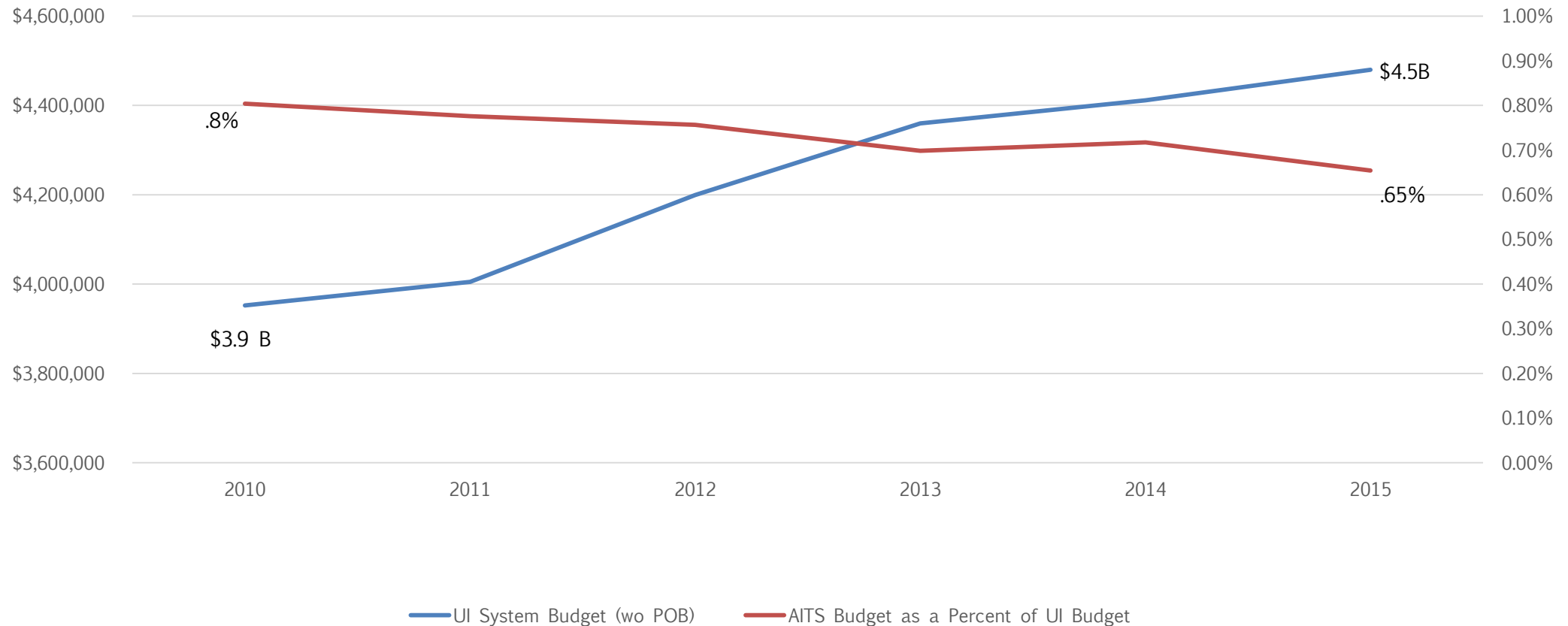
# AIMS Strategic Directions



- Formalized strategic planning process began in 2008
- Currently in third generation of strategic planning process
- In year two of current AIMS Strategic Plan FY16 – FY18

# AITS as a Percent of Overall System Budget

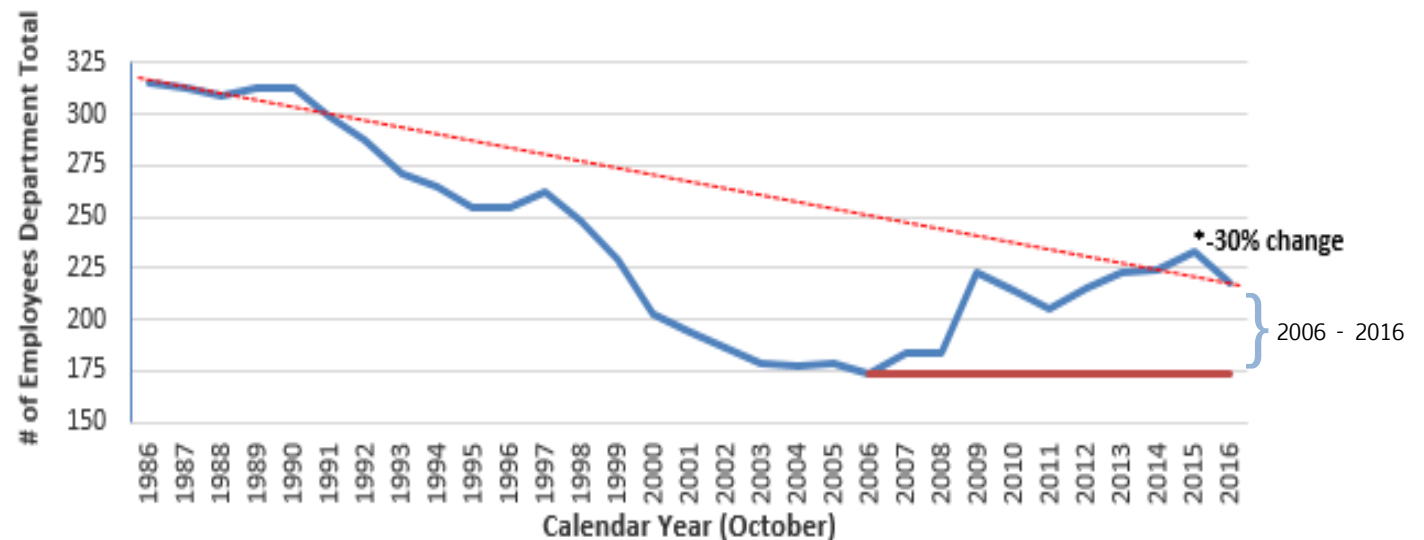
(Excluding Payments on Behalf)



# Staffing Trends

AITS streamlines operations to utilize resources in the most efficient manner while providing the highest quality services to customers. In some cases, functions that were outside of AITS were integrated with AITS teams to take advantage of the technical management structure and compliment resources.

- Staffing decreased by 30% since its peak of 314.7 FTE in 1986 to its current level of 217.8 FTE.
- Staffing reached its lowest level of 173.25 FTE in 2006.
- Staffing increases since 2006 are a result of unit consolidation and temporary project staffing.



# Communicating Administrative IT Services

## Traditional Definition of Administrative IT

- Servers
- People
- Hardware
- Software
- Databases

By IT Function General and administrative computing, Co-investments and shared infrastructure	
<b>Application Services</b> Application Administration Application Development Application and Website Testing Data Visualization Distributed Hosting Document Management Enterprise Application Integration Enterprise Data Warehouse Enterprise Batch Scheduling Service Desk Management Web Content Management System	<b>Professional Services</b> Business Process Improvement Shared Services Change Management Service Database Services IT Portfolio Management Release Management Risk Management and Business Continuity Planning Records and Information Management Services
<b>Network and Desktop Services</b> Backup Management Collocation Services Desktop Support Storage Management System Monitoring, Alerting and Availability	<b>Security and Access Services</b> Authentication and Authorization Services Directory Services Firewall Services Information Security Consulting and Support Remote Access and VPN

## Definition by the Services we Provide

- ✓ Customer-centric
- ✓ Less Techy
- ✓ More Descriptive

By Function for faculty, staff and students General and administrative services	
<b>Student Services</b> Financial Aid Processing Registration and Records Recruiting and Admissions	<b>Professional Services</b> (some may be fee-based) Business Process Improvement Consulting Data Visualization Identity and Access Management Mobile Application Consulting Project Management Records and Information Management Security and Compliance Consulting Workflow Development Consulting Security Provisioning Server Hosting Quality Assurance Web Services Consulting Workstation Management
<b>HR Services</b> Benefits Payroll Recruiting and Hiring	
<b>Financial Services</b> Accounts Payable Accounts Receivable Contract Management eProcurement General Ledger Management Inventory Accounting Travel Expense Reimbursement	
<b>Research Services</b> Research Administration Management	

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# AITS Budget Sources and Uses

Karen Greenwalt

Dimuthu Tilakaratne

# University of Illinois FY15 Budget - \$5.6B

DRAFT - Macro-spending Analysis																																																			
Total IT spending as a % of total revenue		Central IT spending as a % of total revenue		IT spending as a % of total revenue																																															
Education Sector - (Gartner) *	University of Illinois	Higher Education - (EDUCAUSE) **	University of Illinois	University of Illinois - AITS																																															
4.9%	5.5%	3.3%	2.3%	0.6%																																															
<p>* - 2015 Key IT Metrics - Gartner  ** - 2015 Core Data Service (Public Doctoral Institutions) - EDUCAUSE</p> <table> <tr> <td>Total UI Spend (not incl. payments on behalf)</td> <td>\$ 4,520,000,000</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total IT Spend 2016</td> <td>\$ 249,852,558</td> <td></td> <td></td> <td rowspan="4">Data are from IT expense cube and approximate actual expenses based on selection criteria.</td> </tr> <tr> <td>Total central IT spend</td> <td>\$ 104,573,975</td> <td></td> <td></td> </tr> <tr> <td>Total UA IT spend</td> <td>\$ 41,326,918</td> <td></td> <td></td> </tr> <tr> <td>Total AITS spend</td> <td>\$ 26,596,206</td> <td></td> <td></td> </tr> <tr> <td>Total IT spend as % of UI revenue</td> <td></td> <td></td> <td>5.53%</td> <td></td> </tr> <tr> <td>Total central IT spend as a % of UI revenue</td> <td></td> <td></td> <td>2.31%</td> <td></td> </tr> <tr> <td>UA IT spend as % of UI revenue</td> <td></td> <td></td> <td>0.91%</td> <td></td> </tr> <tr> <td>AITS spend as % of UI revenue</td> <td></td> <td></td> <td>0.59%</td> <td></td> </tr> <tr> <td>Central IT spend as a % of total IT spend</td> <td></td> <td></td> <td>41.85%</td> <td></td> </tr> </table>					Total UI Spend (not incl. payments on behalf)	\$ 4,520,000,000				Total IT Spend 2016	\$ 249,852,558			Data are from IT expense cube and approximate actual expenses based on selection criteria.	Total central IT spend	\$ 104,573,975			Total UA IT spend	\$ 41,326,918			Total AITS spend	\$ 26,596,206			Total IT spend as % of UI revenue			5.53%		Total central IT spend as a % of UI revenue			2.31%		UA IT spend as % of UI revenue			0.91%		AITS spend as % of UI revenue			0.59%		Central IT spend as a % of total IT spend			41.85%	
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# University of Illinois Budget by Campus, All Sources

	FY 2004		FY 2015		\$ Change FY04-FY15	% Change FY04-FY15
	\$ in Thousands	% of Budget	\$ in Thousands	% of Budget		
Urbana	\$1,289,936	43.8%	\$2,041,178	45.6%	\$751,242	58.2%
Chicago	1,356,425	46.1%	2,095,527	46.8%	739,102	54.5%
Springfield	54,846	1.9%	88,825	2.0%	33,979	62.0%
University Programs	117,154	4.0%	136,184	3.0%	19,030	16.2%
<b>University Administration</b>	<b>123,605</b>	<b>4.2%</b>	<b>118,214</b>	<b>2.6%</b>	<b>(5,391)</b>	<b>-4.4%</b>
Total	\$2,941,966		\$4,479,928			

Source: Budget Summary for Operations.  
Excludes Payments on Behalf, excludes AFMFA.

# Budget Trends

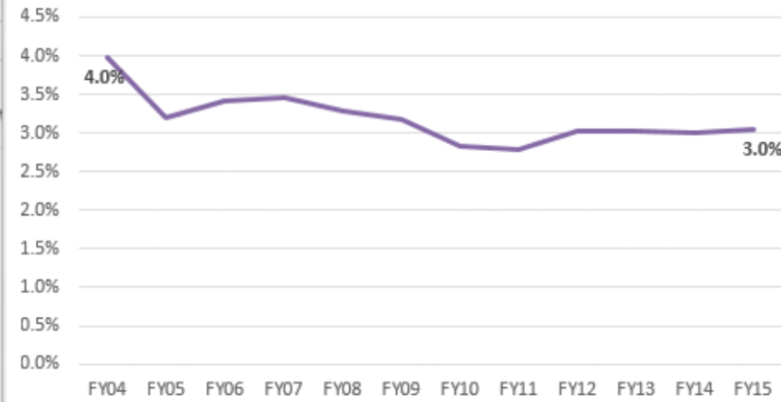
## Chicago



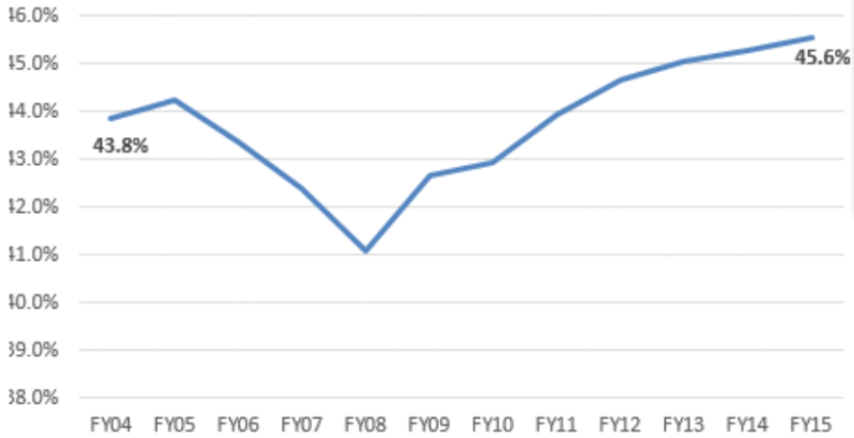
## Springfield



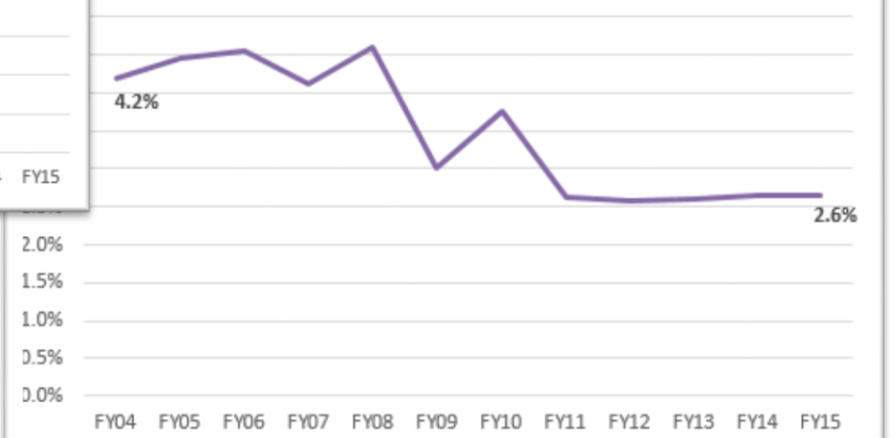
## University Programs



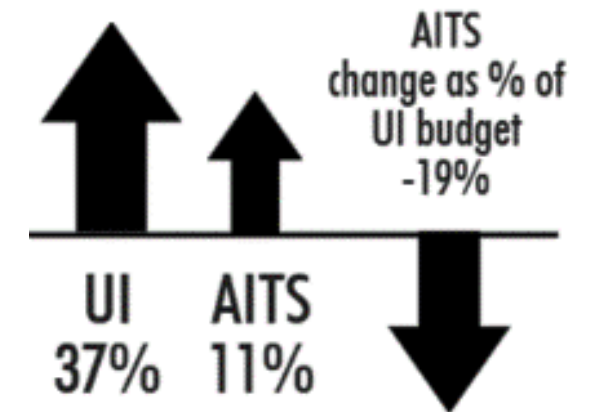
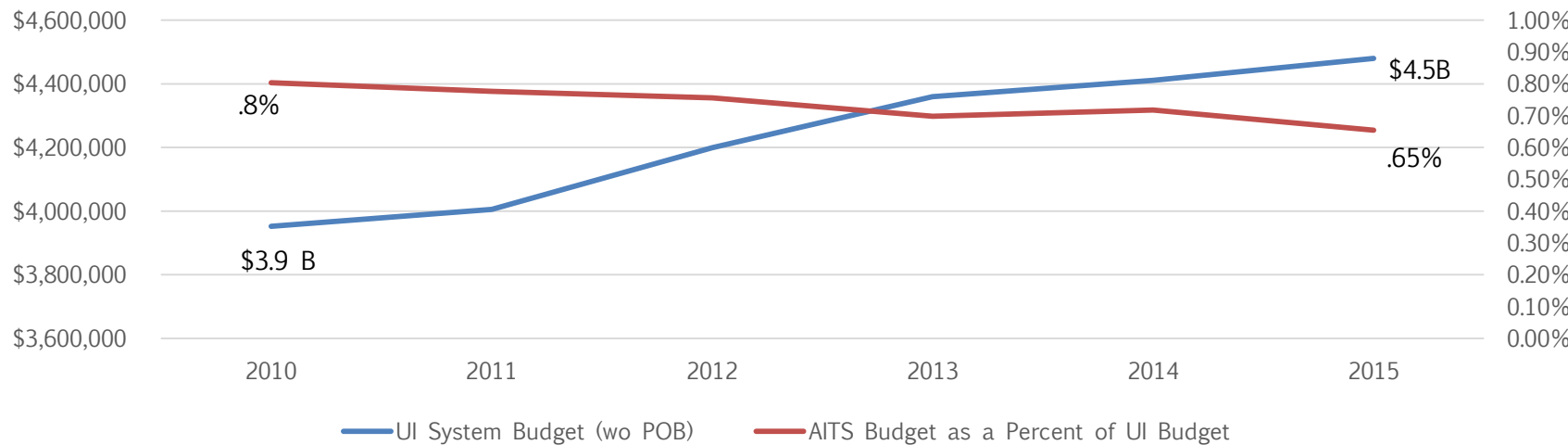
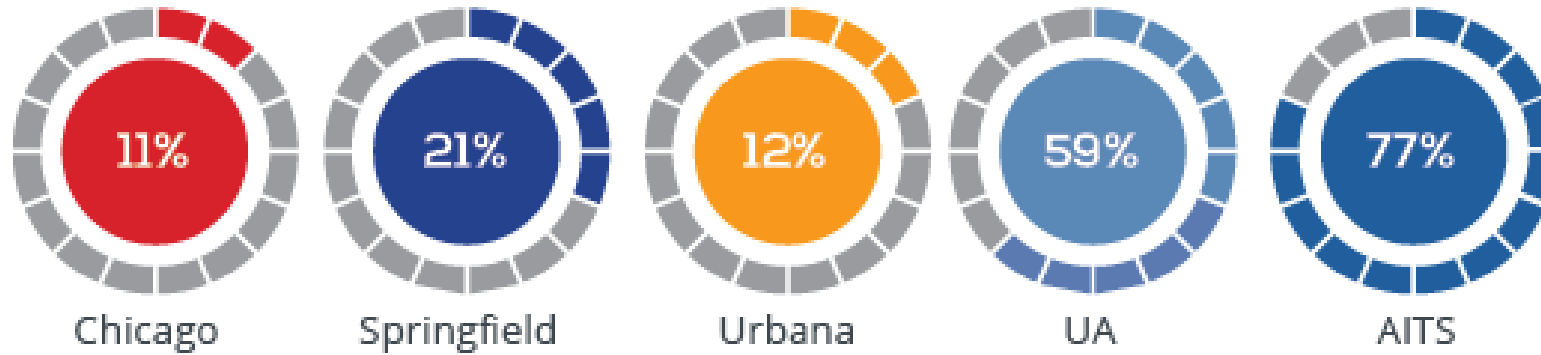
## Urbana-Champaign



## University Administration

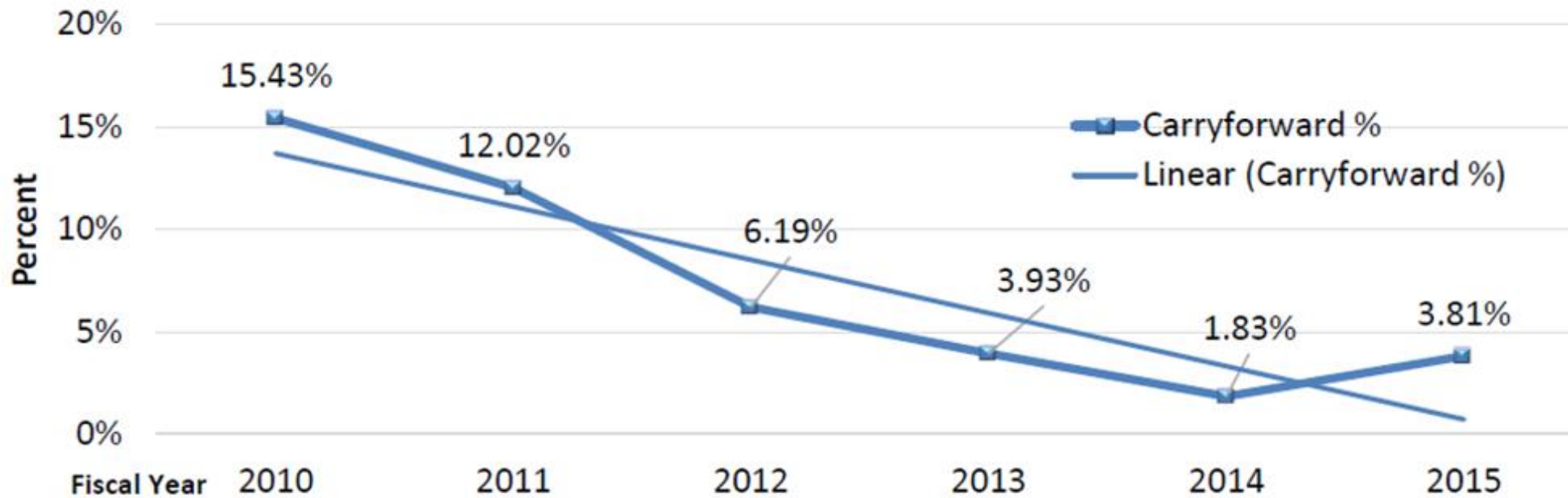


# State Support as a Percent of FY15 Budget



# Historical Carryforward Balance for AITS

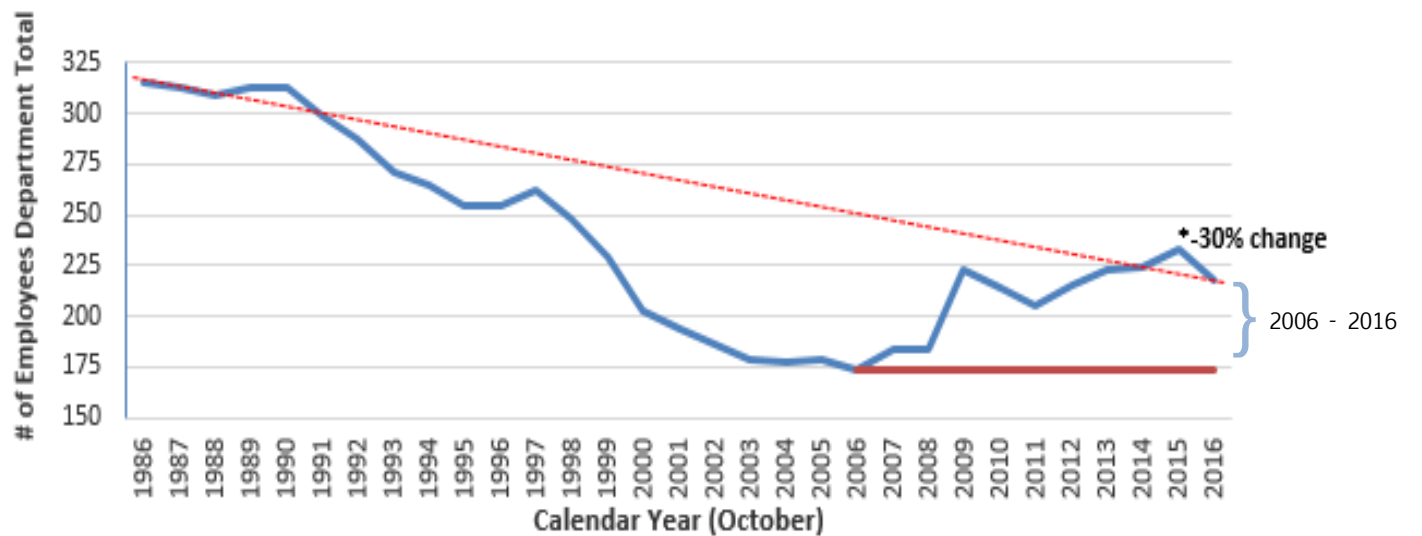
A decrease from 15% of overall budget to 5% over the last five years as AITS has paid deferred maintenance on hardware.



# Staffing Trends

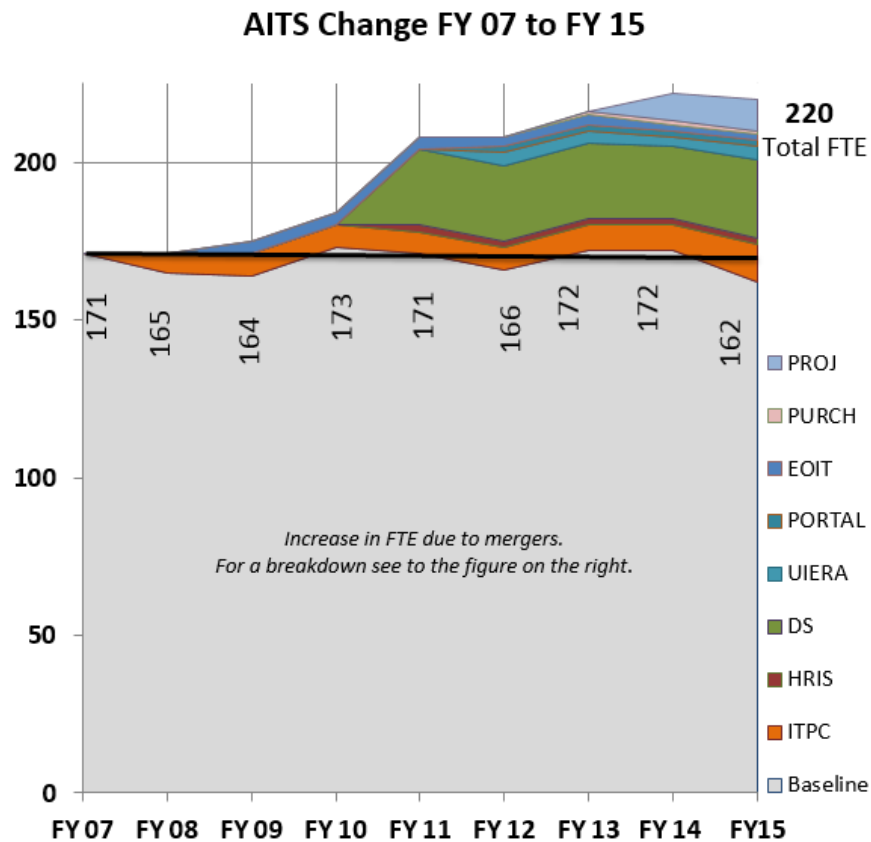
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- Staffing reached its lowest level of 173.25 FTE in 2006.
- Staffing increases since FY06 are a result of unit consolidation and temporary project staffing.

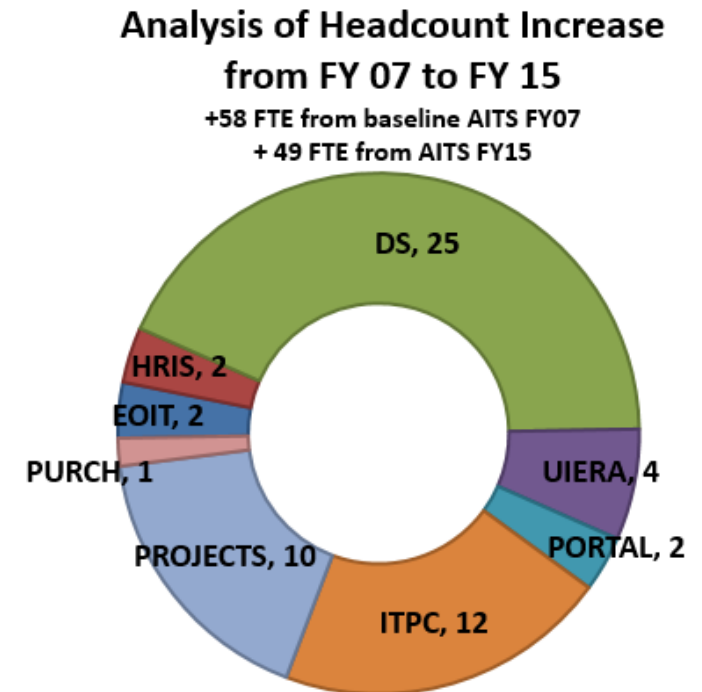


# Staffing Trends

## Staffing change from FY07-FY15



## Increase in FTE due to mergers and temporary project staffing





# Budget Monitoring

## Monthly Overall Status/Projection

### Training and Travel

FY17 Training, Travel and Tuition  
Expenditure Summary October

**FY17 Expenditures**

Description	Travel Amount	Training Amount	Tuition Amount	Total Training, Travel & Tuition Amount
Elucian Summit	\$ -	\$ -	\$ -	\$ -
Professional Development	\$ 4,297.96	\$ 5,235.50	\$ -	\$ 9,533.46
University Portal Training	\$ -	\$ -	\$ -	\$ -
Other	\$ 1,303.81	\$ 559.00	\$ -	\$ 1,862.81
<b>Total</b>	<b>\$ 5,601.77</b>	<b>\$ 5,794.50</b>	<b>\$ -</b>	<b>\$ 11,396.27</b>

**FY17 Expenditures by Unit**

	Travel Amount	Training Amount	Tuition Amount	Total Training, Travel & Tuition Amount	% of Unit Budget Utilized
COE	\$ 3,335.46	\$ 1,380.00	\$ -	\$ 4,715.46	26%
ADSD	\$ 1,285.88	\$ 2,085.50	\$ -	\$ 3,371.38	16%
DS	\$ 72.36	\$ 159.00	\$ -	\$ 231.36	5%
ESA	\$ -	\$ 1,250.00	\$ -	\$ 1,250.00	69%
AFM	\$ 908.07	\$ 200.00	\$ -	\$ 1,108.07	18%
PPMO	\$ -	\$ -	\$ -	\$ -	0%
Other - AITS wide	\$ -	\$ 720.00	\$ -	\$ 720.00	12%
<b>Total</b>	<b>\$ 5,601.77</b>	<b>\$ 5,794.50</b>	<b>\$ -</b>	<b>\$ 11,396.27</b>	

FY17 AITS Year to Date	Budget	Expenditures	AITs % Budget Utilized
Travel	\$ 27,500.00	\$ 5,601.77	20%
Training	\$ 30,000.00	\$ 5,794.50	19%
Tuition	\$ 3,000.00	\$ -	0%
Overall	\$ 60,500.00	\$ 11,396.27	19%



Personnel	FY17 Budget Banner Input	FY17 Original Budget Plan	FY17 Original Budget Plan + Adjustments	10/2016 YTD Expenditures	10/2016 Encumbrances	Expenditures + Encumbrances	BBA [Projection]
State							
AP salary	\$0	\$0	\$0	\$4,208,512	\$9,973,556	\$14,182,068	(\$14,182,068)
CS salary	\$0	\$0	\$0	\$190,191	\$477,870	\$670,062	(\$670,062)
Students/Extra Help	\$0	\$0	\$0	\$36,928	\$0	\$36,928	(\$36,928)
Term vacation/sick leave	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unassigned Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cell Phone Perquisites	\$0	\$0	\$0	\$198	\$483	\$682	(\$682)
State Original Budget	\$0	\$0	\$0				
Budget Transfers (salary - temporary)			\$8,889				
Budget Transfers (salary - temporary)			\$15,333				
Budget Transfers (salary - temporary)			\$0				
Budget Transfers (salary - temporary)			\$0				
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Budget Transfers (salary - temporary)			\$0				
Budget Transfers (salary - temporary)			\$0				
State Personnel Adjusted Budget			\$24,222	\$4,437,830	\$10,451,906	\$14,889,740	(\$14,889,740)
Institutional							
AP salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Workers Compensation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Term vacation/sick leave	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unassigned Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cell Phone Perquisites	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total (Institutional)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total State & Institutional Personnel	\$0	\$0	\$24,222	\$4,437,830	\$10,451,906	\$14,889,740	(\$14,889,740)
Non-Personnel							
State Equipment	\$0	\$0	\$0	\$193,712	\$32,954	\$226,665	(\$226,665)
Sub-Total (State)	\$0	\$0	\$0	\$193,712	\$32,954	\$226,665	(\$226,665)
State LOE							
Other Utilities	\$0	\$0	\$0	\$7,807	\$0	\$7,807	(\$7,807)
Employee Background Check/Searches/Payroll Sex Chg	\$0	\$0	\$0	\$72	\$0	\$72	(\$72)
Building Repairs	\$0	\$0	\$0	\$2,000	\$6,000	\$8,000	(\$8,000)
Software Maintenance	\$0	\$0	\$0	\$520,093	\$47,980	\$568,073	(\$568,073)
Op Lease - Real Property	\$0	\$0	\$0	\$41,800	\$0	\$41,800	(\$41,800)
Sub-Total (State)	\$0	\$0	\$0	\$571,383	\$54,010	\$625,392	(\$625,392)
Institutional Recurring:							
Software Maintenance	\$0	\$0	\$0	\$1,776,025	\$1,421,012	\$3,197,036	(\$3,197,036)
Hardware Maintenance	\$0	\$0	\$0	\$128,702	\$290,948	\$419,650	(\$419,650)
Office Supplies	\$0	\$0	\$0	\$5,853	\$0	\$5,853	(\$5,853)
Supplies/Other	\$0	\$0	\$0	\$797	\$0	\$797	(\$797)
Fuel Oil	\$0	\$0	\$0	\$0	\$12,000	\$12,000	(\$12,000)
Travel	\$0	\$0	\$0	\$5,802	\$0	\$5,802	(\$5,802)
Car Pool	\$0	\$0	\$0	\$3,722	\$0	\$3,722	(\$3,722)
Insurance	\$0	\$0	\$0	\$5,972	\$0	\$5,972	(\$5,972)
Subscriptions	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Training	\$0	\$0	\$0	\$5,795	\$0	\$5,795	(\$5,795)
Membership Dues	\$0	\$0	\$0	\$22,354	\$100,375	\$122,829	(\$122,829)
Recruiting	\$0	\$0	\$0	\$511	\$0	\$511	(\$511)
O&M Services	\$0	\$0	\$0	\$10,359	\$0	\$10,359	(\$10,359)
Meals/Receptions	\$0	\$0	\$0	\$660	\$0	\$660	(\$660)
Employee Tuition and Fees/Fellowships	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other General Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parking Rental	\$0	\$0	\$0	\$20,792	\$0	\$20,792	(\$20,792)
Copying/Copy Centers	\$0	\$0	\$0	\$2,319	\$0	\$2,319	(\$2,319)
Furniture/Office Eq Maintenance	\$0	\$0	\$0	\$159	\$148	\$307	(\$307)
Telecoms	\$0	\$0	\$0	\$18,378	\$0	\$18,378	(\$18,378)
Paging Services	\$0	\$0	\$0	\$345	\$2,655	\$3,000	(\$3,000)
Other	\$0	\$0	\$0	\$8	\$0	\$8	(\$8)
ICR Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total (Institutional)	\$0	\$0	\$0	\$2,009,063	\$1,827,338	\$3,836,391	(\$3,836,391)
Total State & Institutional Non-Personnel	\$0	\$0	\$0	\$2,774,148	\$1,914,301	\$4,688,449	(\$4,688,449)
Total Original Recurring (State & Institutional)							
Total Original Budget Plan (State & Institutional)			\$0				
Total Adjusted Budget Plan (State & Institutional)			\$24,222	\$7,211,978	\$12,366,210	\$19,578,188	(\$19,578,188)
Self-Supporting							
AP salary	\$0	\$0	\$0	\$241,447	\$738,049	\$979,497	(\$979,497)
CS salary	\$0	\$0	\$0	\$25,318	\$67,751	\$93,069	(\$93,069)
Students	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Search Expenses - Vendor Payments - Payroll chgs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Self-Supporting	\$0	\$0	\$0	\$266,765	\$805,800	\$1,072,565	(\$1,072,565)
FY16 State Carryover	(\$11,935,390)	(\$11,935,390)	(\$11,935,390)	\$79,581	\$0	\$79,581	(\$12,014,970)
State Equipment carry-forward	\$715,085	\$715,085	\$715,085	\$0	\$0	\$715,085	\$715,085
Institutional Equipment carry-forward	\$863,070	\$863,070	\$863,070	(\$56,633)	\$19,975	(\$36,658)	\$899,728
Institutional Accrual/Encumbrance carry-forward	\$84,335	\$84,335	\$84,335	\$19,796	\$82,926	\$102,722	\$15,313
Plant Fund carry-forward	\$891,195	\$891,195	\$891,195	\$155,740	\$24,681	\$180,421	\$708,955
Not included above:							
IFPC Salaries							





# Scenario Planning

Help university community understand customer impact with cutting enterprise services

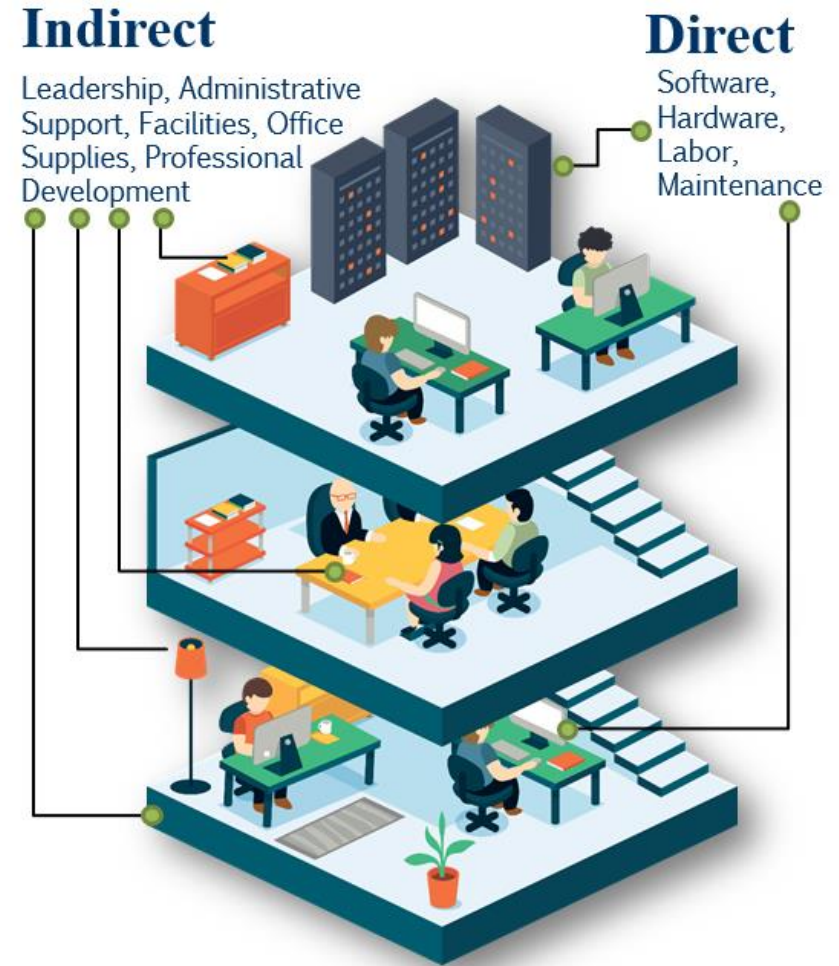
Impact to University Services and Projects with State Reduction	
10% (\$1,933,000)	<b>IMPACT:</b> <ul style="list-style-type: none"><li>- Equipment/System Reliability</li><li>- Customer-Requested Projects</li></ul>
20% (\$3,866,000)	 <ul style="list-style-type: none"><li>- Services to Campus Units</li><li>- New Work</li><li>- All Customer-Requested Projects</li></ul>
30% (\$5,800,000)	 <ul style="list-style-type: none"><li>- Diminished Core Services and Reliability</li></ul>

# Activity Based Costing

# AITS Activity Based Costing (ABC)

Costing methodology that...

- Identifies activities
- Addresses all products and services
- Assigns all cost
- Includes both direct and indirect



# AITS ABC Implementation

In 2014, AITS implemented Activity Based Costing to:

- Gain understanding of true cost required to support each product and service
- Increase efficiency by identifying and shifting cost at a per service level basis
- Improve responsiveness to the questions of value with detailed information
- Establish better pricing for chargeback models
- Determine the most efficient sourcing for strategic planning
- Navigate the impact of declining state funding and budget cuts



# How We Use ABC

Identify all costs:

- Direct costs:
  - Hardware, Software, Maintenance, FTE
- Indirect costs:
  - Procurement, Rent, Support

Unit Cost Details for Enterprise System Student Applications by Number of Enrolled Students			
Activity	FY15 Activity Expense	Percent for Service	Cost Allocation
Application Support - Other	\$ 1,307,100.99	1%	\$ 17,974
Authentication Services	\$ 14,752.31	5%	\$ 705
Backup Services for Servers	\$ 81,870.18	1%	\$ 751
Business Continuity	\$ 3,391.13	2%	\$ 54
Change Management	\$ 16,550.73	7%	\$ 1,088
Compliance	\$ 65,539.37	9%	\$ 5,663
Configuration Management	\$ 44,105.07	49%	\$ 21,494
Data Center Network	\$ 30,428.55	6%	\$ 1,866
Data Modeling and Data Analysis	\$ 125,206.04	13%	\$ 15,732
Database Management Services (DBMS) - Oracle	\$ 450,519.16	22%	\$ 97,574
Disaster Recovery	\$ 1,327.97	6%	\$ 82
Enterprise Application Development for Student System	\$ 18,494.65	100%	\$ 18,495
Enterprise Application Support for Student Financial Aid	\$ 179,720.83	100%	\$ 179,721
Enterprise Application Support for Student System	\$ 961,381.92	99%	\$ 947,518
Enterprise Application Support for Workflow	\$ 175,541.19	18%	\$ 31,489
Enterprise Application Support for Xtender	\$ 101,992.33	69%	\$ 70,712
Enterprise Storage Services	\$ 167,991.77	2%	\$ 2,873
Help Desk - Tier 1	\$ 270,785.18	10%	\$ 26,080
Help Desk - Tiers 2 and 3	\$ 234,878.55	2%	\$ 4,278
Help Desk Ticket Escalation	\$ 12,357.55	4%	\$ 453
Indirect - Strategy and Leadership	\$ 202,543.66	1%	\$ 1,548
Indirect - General Professional Development	\$ 579,231.38	7%	\$ 40,436
Indirect - Supervisory and Management	\$ 1,148,357.56	1%	\$ 7,673
IT Security Standards	\$ 54,219.46	40%	\$ 21,564
IT Standards	\$ 72,504.51	5%	\$ 3,511
Legal, Criminal, and Internal Investigative Requests for Information	\$ 2,340.58	50%	\$ 1,170
29 Others..			\$ 466,386
	Direct FTE Cost		\$ 1,986,890
	Indirect FTE Cost and Non FTE Cost		\$ 1,813,112
	Total Service Cost		\$ 3,800,002
	Unit of Measure	Enrolled Students	
	Activity Level	78,540	
	Unit Cost		\$ 48.38

# Outcomes

- Cost allocated by the customer perceived service level
- Indirect costs are allocated accurately to products and services
- Align budget and portfolio planning with a focus on growth or reduction in target areas
- Customer gains understanding of true costs for services = creates transparency
- Pricing model includes fully loaded costs

Number	Line of Business	FTE Cost	Non Labor Costs	Total Cost
1	BPI (Delivered to Customer)	\$220,833	\$4,794	\$225,627
2	Collaboration tools	\$78,405	-\$11,266	\$67,139
3	Compliance	\$84,213	\$25,146	\$109,358
4	Database Customer Services (Consulting)	\$195,143	\$0	\$195,143
5	Customer Training	\$96,734	\$17,964	\$114,698
6	Data Visualization	\$287,615	\$0	\$287,615
7	Centralized Desktop Support	\$1,401,449	\$112,947	\$1,514,396
8	Enterprise System Support	\$1,696,486	\$700,994	\$2,397,480
9	Enterprise System Research Administration	\$1,037,469	\$1,135,746	\$2,173,215
10	Enterprise System Finance Applications	\$1,606,780	\$1,467,141	\$3,073,920
11	Enterprise System HR Applications	\$2,493,577	\$1,369,129	\$3,862,705
12	Enterprise System Student Applications	\$2,295,645	\$1,504,356	\$3,800,002
13	Enterprise System Capital Programs	\$331,213	\$106,546	\$437,759
14	Enterprise System Mobile Applications	\$574,305	\$53,614	\$627,919
15	Identity and Access Management	\$1,475,488	\$1,861,346	\$3,336,834
16	Mobile Applications (Consulting)	\$12,166	\$0	\$12,166
17	Reports and Data	\$2,179,618	\$977,634	\$3,157,251
18	Records and Information Management System	\$322,601	\$13,242	\$335,843
19	Security (Consulting)	\$99,295	\$0	\$99,295
20	Enterprise Class Storage/Backup Services	\$285,727	\$107,217	\$392,944
21	Server Support Services (Maint & Consulting)	\$38,589	\$146,579	\$185,169
22	Workflow Development	\$243,247	\$0	\$243,247
23	Application System Support	\$1,183,091	\$0	\$1,183,091
24	Security Provisioning	\$312,884	\$0	\$312,884
25	Data Center Management / Co Location Services	\$160,583	\$56,777	\$217,360
26	UI Ready (Kuali)	\$3,490	\$125,729	\$129,219
27	Video Bridge Conferencing (Consulting)	\$117,522	\$141,839	\$259,361
28	Web Services (Consulting)	\$20,314	\$0	\$20,314
29	Projects and Portfolio Management (Consulting)	\$196,563	\$203	\$196,766
30	Web Services Infrastructure	\$72,941	\$7,753	\$80,693
31	Enterprise Integrations	\$101,390	\$0	\$101,390
	<b>TOTAL</b>	<b>\$19,225,375</b>	<b>\$9,925,429</b>	<b>\$29,150,804</b>

0.65% of University Budget

# University of Illinois System Enterprise Applications

## ENTERPRISE SYSTEM STUDENT APPLICATIONS

	<u># Enrolled Students</u>	<u>UI Spend</u>
UIC	32,503	\$ 1,381,761
UIS	7,103	\$ 301,961
UIUC	49,781	\$ 2,116,280
UA	0	\$ 0
<b>Total</b>	<b>89,387</b>	<b>\$ 3,800,002</b>

Monthly Unit Cost Per Student - \$3.54

## ENTERPRISE SYSTEM HR APPLICATIONS

	<u># Paychecks Issued</u>	<u>UI Spend</u>
UIC	25,155	\$ 1,447,565
UIS	2,222	\$ 127,867
UIUC	37,771	\$ 2,173,563
UA	1,976	\$ 113,711
<b>Total</b>	<b>67,124</b>	<b>\$ 3,862,705</b>

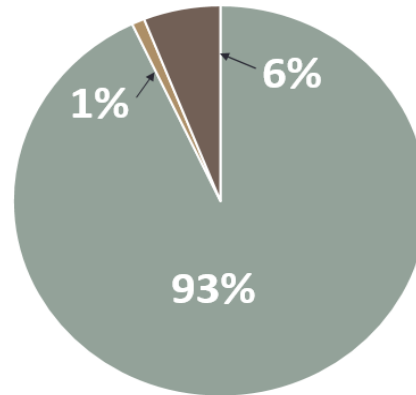
Monthly Unit Cost Per Faculty/Staff - \$4.80

## ENTERPRISE SYSTEM FINANCE APPLICATIONS

	<u># Transactions</u>	<u>UI Spend</u>
UIC	732,944	\$ 1,210,607
UIS	54,727	\$ 90,393
UIUC	1,018,932	\$ 1,682,975
UA	54,456	\$ 89,945
<b>Total</b>	<b>1,861,059</b>	<b>\$ 3,073,920</b>

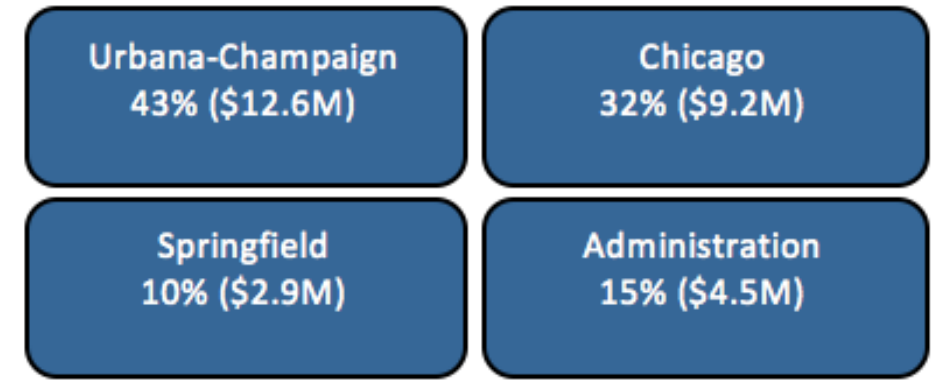
Monthly Unit Cost Per Faculty/Staff - \$0.14

Services as % of Budget



- Enterprise Services
- Self Supporting
- Administration

Customer Resource Utilization





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# AITS Systems and Services

Stephanie Dable

Marla McKinney

Christopher Barton

Nyle Bolliger

# AITS – Enterprise Customers

## Four Broad Business Areas:

- Student
- Finance
- Human Resources / Payroll
- Research Administration

Students, Faculty and Staff

UA and Campus Business Offices

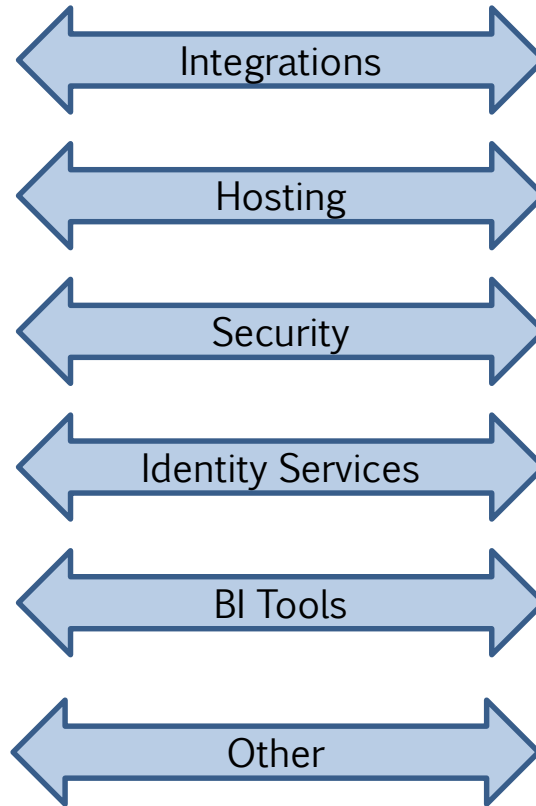
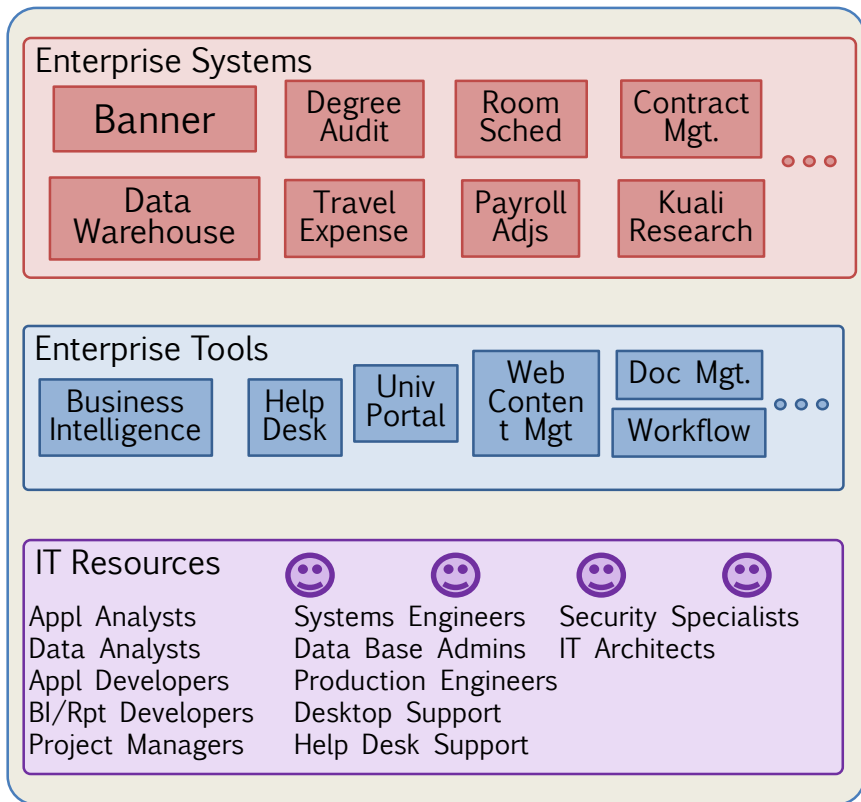
Academic Units

Research Community

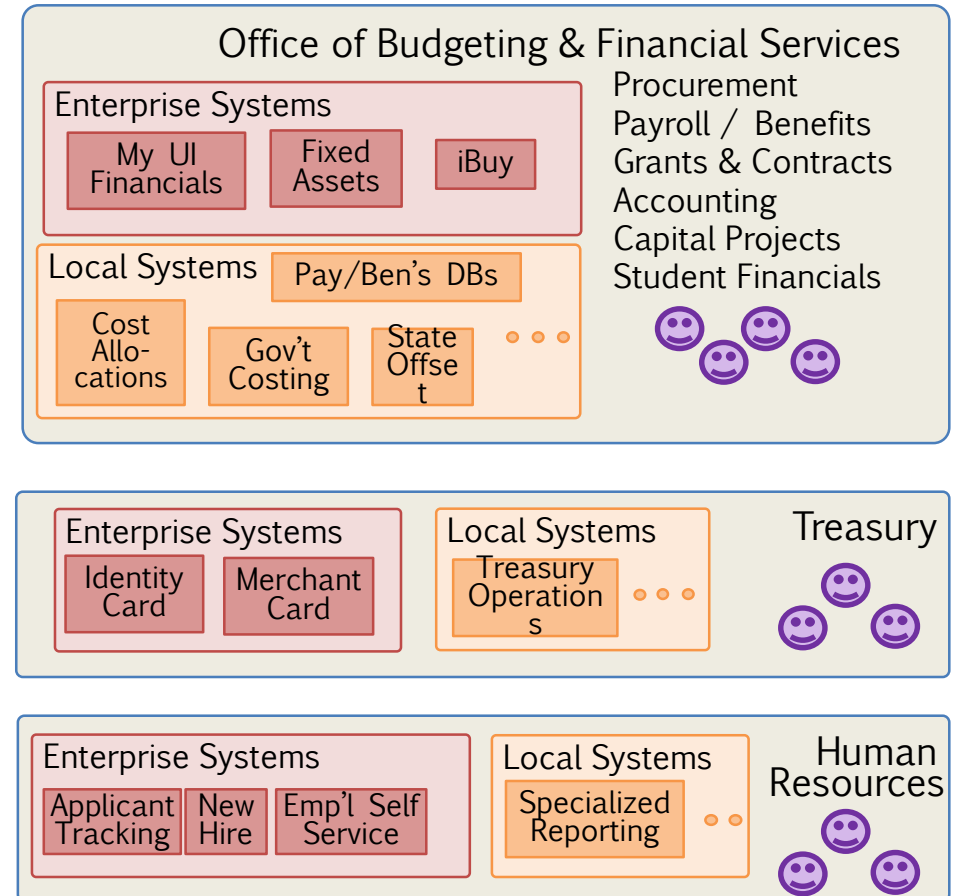
Other UA and Campus Functional and IT Offices

# Services & Systems Overview - UA

## AITS

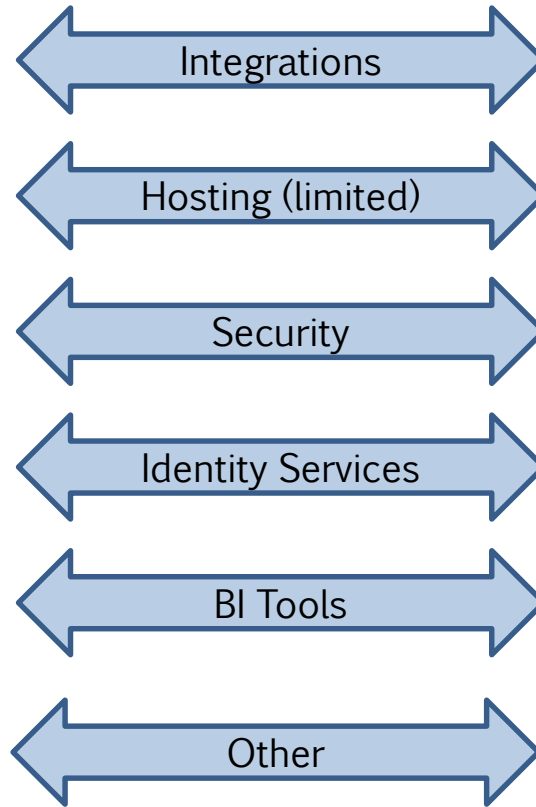
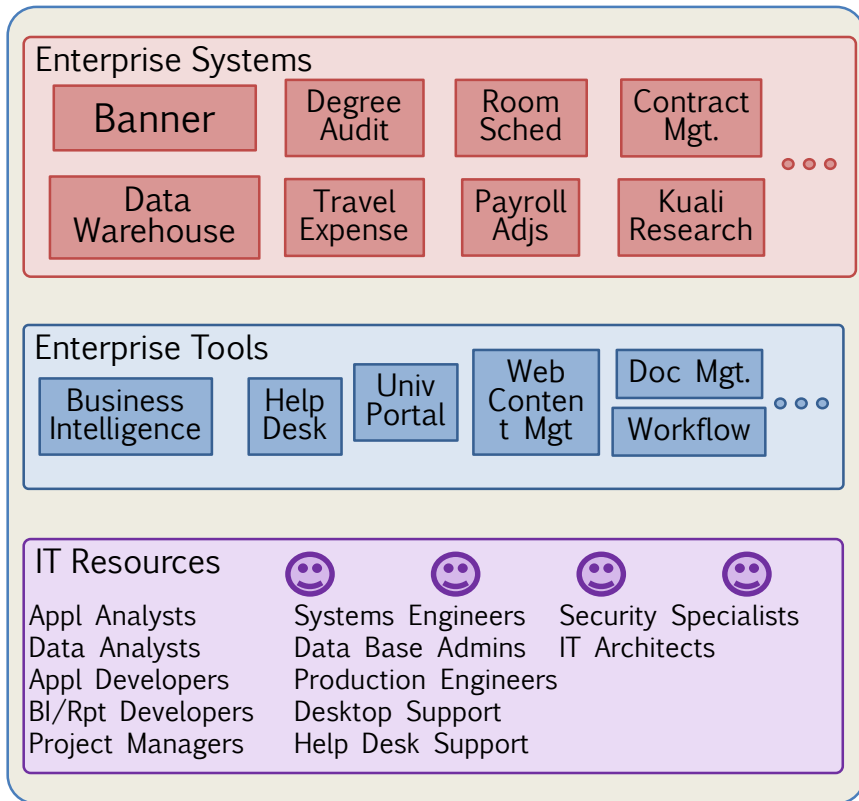


## UA Offices

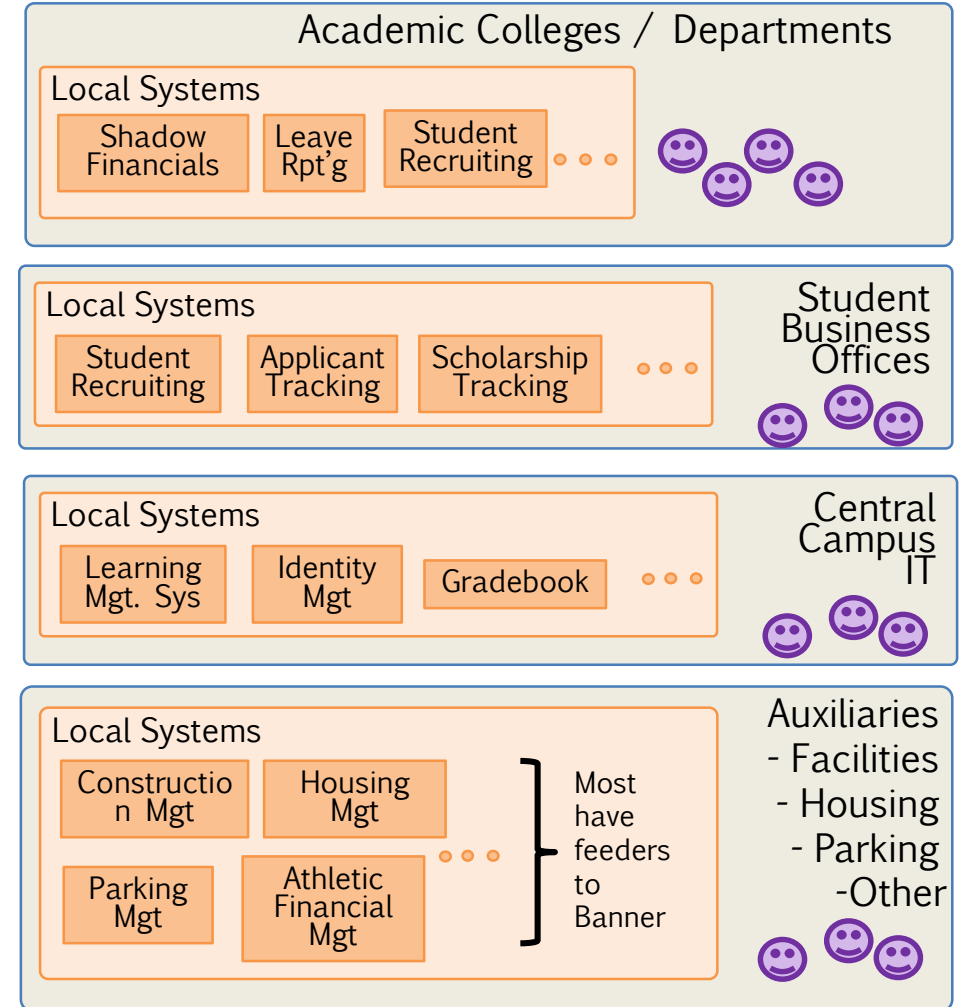


# Services & Systems Overview - Campuses




## AITS



## Campus Activities



# Student Business Area

			
Enrollment (total/undergrad)	45,800 / 33,000	29,000 / 17,500	5,400 / 2,900
Customers	Students, Faculty, Alumni, Academic Units, Office of Admissions and Records, Financial Aid Office, . . .		
AITs Enterprise Systems	Banner (Student Information System), Student Data Warehouse, Degree Audit, Room/Facilities Scheduling, Program/Catalog, Codebook, Title IX, . . .		
AITs FTE	26 FTE (based on Activity Based Costing)		
Local Systems	Recruiting, LMS	Recruiting, LMS, Campus Portal, Common App	Recruiting, LMS
Local Systems FTE (excludes LMS support)	7 FTE	6 FTE	2 FTE

# Finance Business Area



Operating Budget	\$2.04 billion	\$2.1 billion	\$88.8 million
Customers	Office of Business and Financial Services (OBFS) units: Accounts Receivable, Accounts Payable, Purchasing, Contracts; Vendors; All Campus Units; Grants and Contracts		
AITs Enterprise Systems	Banner Finance (A/R, A/P, GL), Finance Data Warehouse, Travel Expense System, Contract Management, Cashiering, Capital Projects Management		
AITs FTE	18 FTE* (based on Activity Based Costing) *Includes 1 FTE from BSS		
Additional UA Enterprise Systems	My UI Financials, iBuy (procurement system), Fixed Assets		
Additional UA FTE	5.5 FTE		
Local Systems	State Offset, State Procurement board, Unit Shadow Financial Systems, Financial Feeder Systems (Athletics, Facilities, Housing, Parking, . . . )		
Local Systems FTE	Unknown		

# Human Resources/Payroll Business Area



Employee count	11,400 FTE	11,600 FTE	789 FTE
Customers	Applicants, Employees, Human Resources, University Payroll/Benefits, Third Parties (SURS, CMS, etc.), Board of Trustees, UA and Campus Units		
AITs Enterprise Systems	Banner – HR/Payroll, HR Front-End (local transaction entry), HR Data Warehouse, Payroll Adjustments, Employee Information Self-Service, Ethics, Charitable Contributions		
AITs FTE	25 FTE (based on Activity Based Costing)		
Additional UA Enterprise Systems	Applicant Tracking, I-9 Processing, Direct Deposit, W-4, Employee Tuition Waivers Central Payroll: Databases to support their systems		
Additional UA FTE	7 FTE (+ 2 HRIS-funded developers)		
Local Systems	Performance Appraisal, Leave Reporting, Time and Attendance (Feeder Systems), Charitable Contributions (UIC/UIS)		
Local Systems FTE	Unknown		

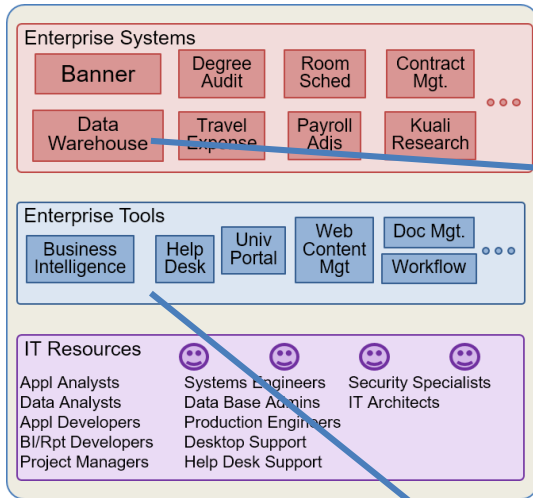
# Research Administration Business Area



Research Expenditures* (FY14)	\$622M	\$349M	\$2M
Proposals submitted (FY16)	3,528	2,566	115
Awards Received (FY16)	2,452	1,276	68
Current Active Awards	10,844	8,013	118
Customers	Principle Investigators, Research staff, Business Managers, Pre-award/Post-award offices, Gov't Costing, non-research faculty/staff		
AITIS Enterprise Systems	Pre-award, Research Portal, Banner Grants and Contracts (Post-award), Research Administration Data Warehouse (under construction)		
AITIS FTE	Implementation Project – 12.5 FTE, Post Project – 9 FTE (2.5 FTE of this from BSS)		
Local Systems	IRB, IACUC, Bio/Chemical/Radiation Safety, Training Tracking, Ad hoc Rpt'g	IRB, IACUC, Prop Submission, Clinical Trials, Ad hoc Rpt'g: COI/Finance	n/a
Local Systems FTE	7 FTE	6 FTE	n/a



# Data Warehouse & BI Tools



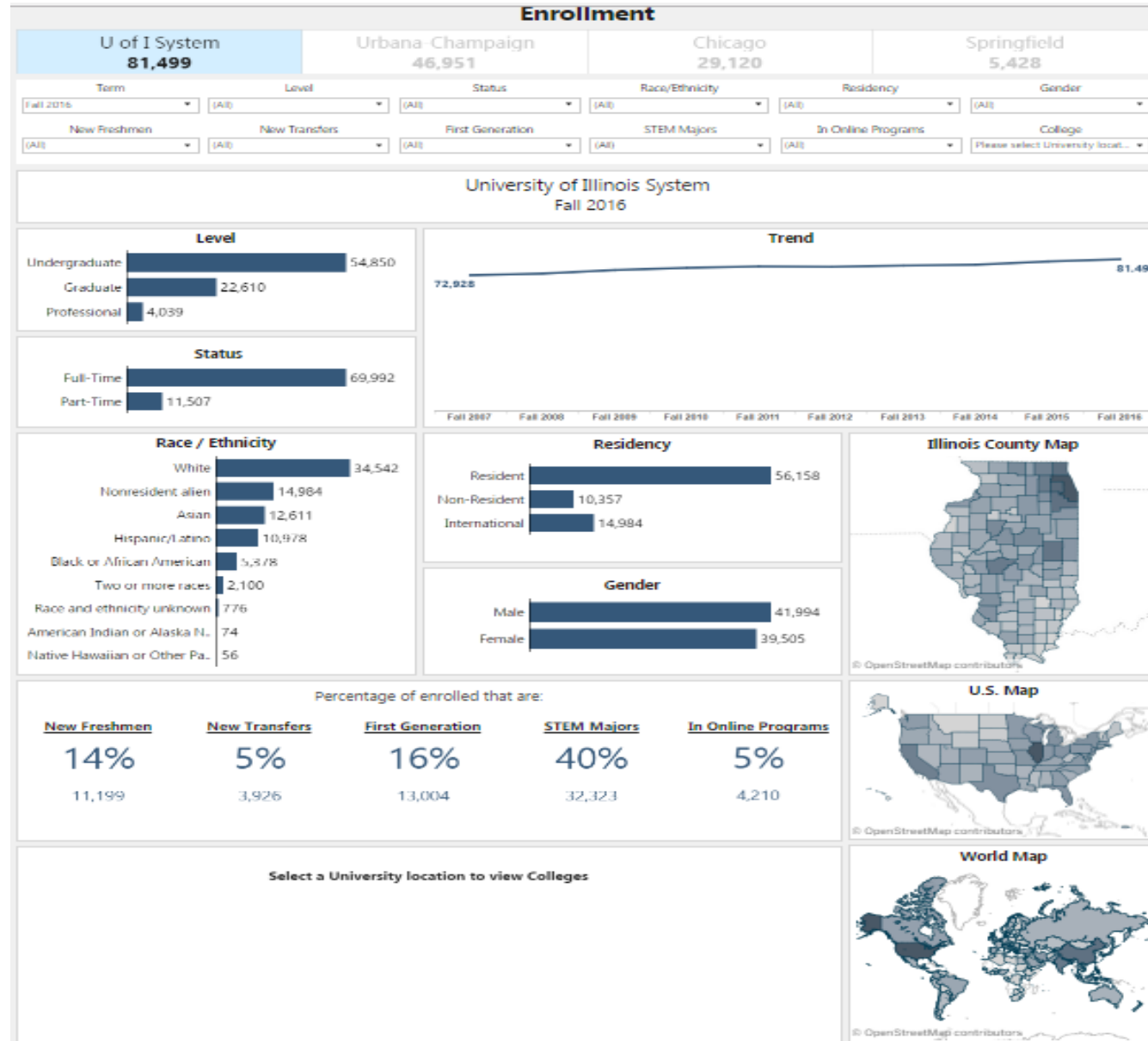
Service	Description	Metrics
Data Warehouse	Administrative data sourced from university systems organized to provide reporting and data analysis.	2 TB of data available
Business Intelligence	Web and desktop tool to build, view and print reports. Faculty and staff are able to view standard reports (pre-prepared reports based on functional office approval) or build their own. For those interested in building their own reports we offer support, training and data education.	4,000 active users
Data Visualization	Dashboard and data visualization development for effective analysis of client data and processes.	1,806 AITS & user visualizations
Tableau Server Infrastructure	A server infrastructure for university faculty and staff to publish their Tableau dashboards for any audience. Available since July 2015.	160 active publishers

# Reports

Account	Description	Date	RC	Document #	Seq	Purchase Order Code	Doc Ref	Deposit #	Budget	Actual	Encumbrances
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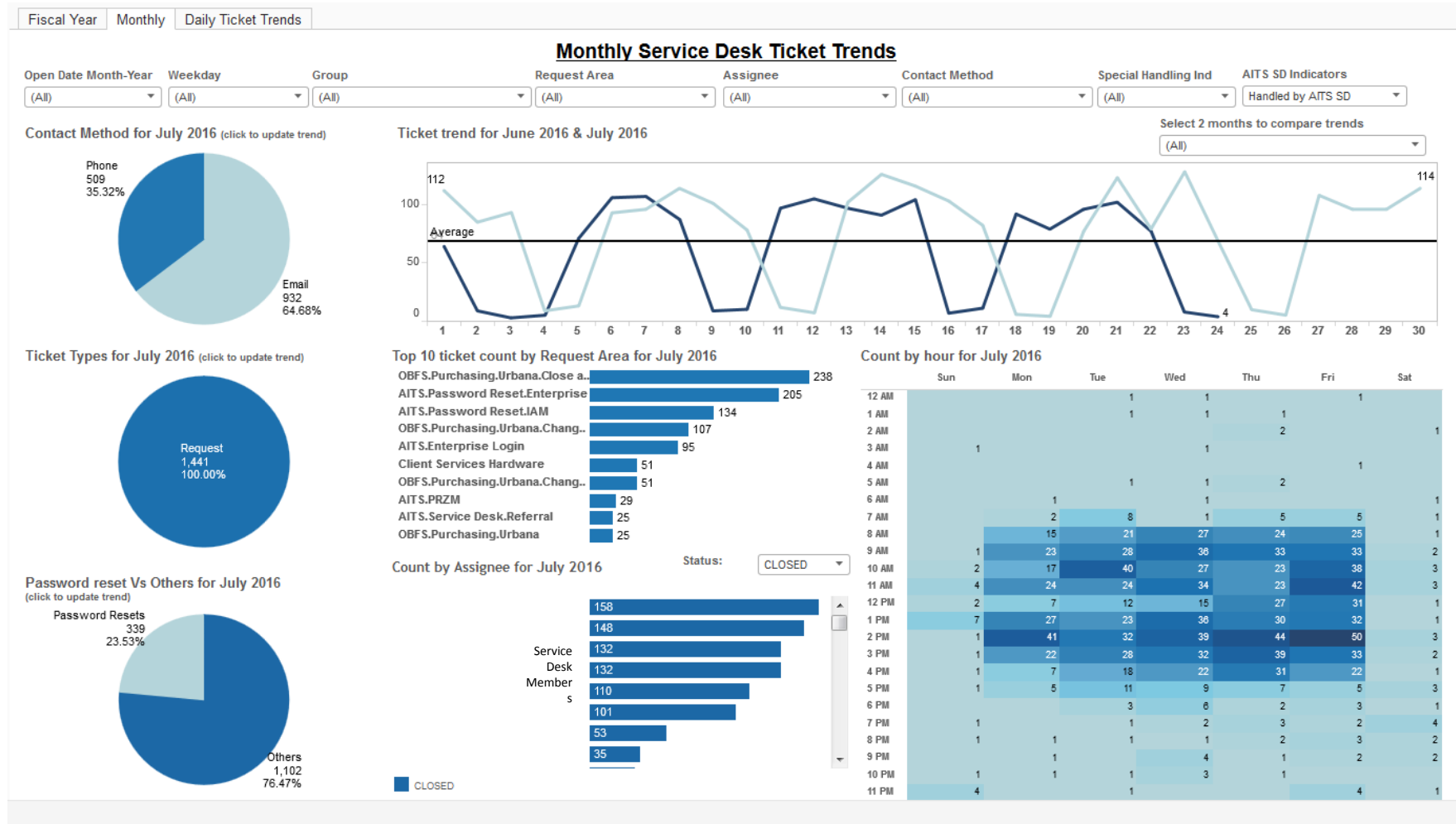
# Dashboards

President

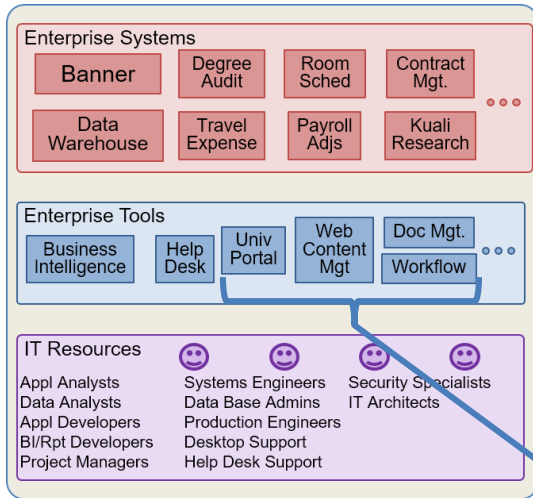


# Dashboards

## AITs Service Desk

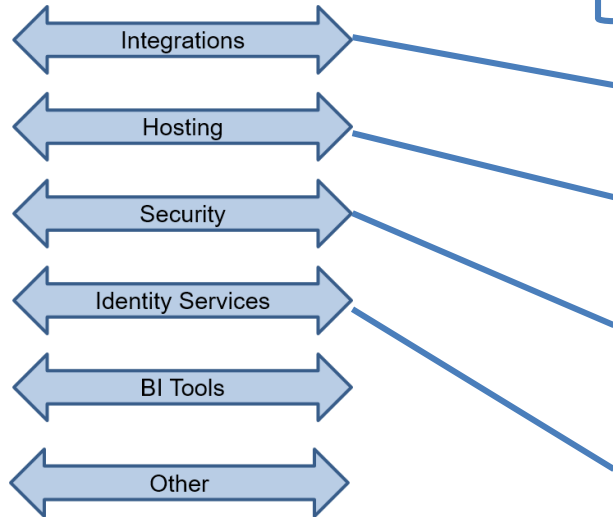
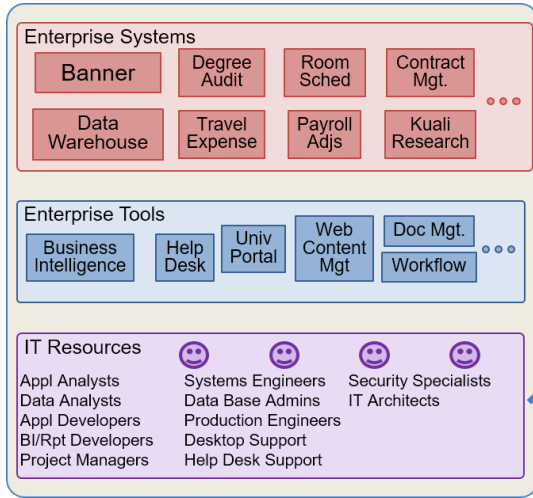


# Other Functions



Service	Description	FY15 Metrics
Document Management	Consult with customers, implement and support document management solutions.	Store approximately 1.2 Million Documents and 2.8 Million Images
Banner Workflow	Uses Banner tools to create transaction workflows that normally end with a Banner entry.	Completed approximately 18 projects
Form Builder System	Deploy an internally written tool to support simple workflows and event registrations.	Built approximately 86 forms
Web Content Management	Assist with the design and implementation and hosting of departmental web sites using a content management system.	Supported over 50 websites
Web Portal	Deploy and support higher education portal for student, faculty and staff	Had over 39,000 users and over 3.2 million logins

# Other Services



Service	Description
Application Development	Develop web, batch, mobile, integrations and database apps using an Agile and CMMI based SDLC.
User Experience	Develop and disseminate web design standards for consistent look & feel and application behavior.
Mobile Development Services	Develop mobile apps; perform iOS and Android deployments for the University.
Quality Assurance Testing	Automated, functional, regression, negative, and accessibility testing using HP QTP and HP Quality Center
Performance Testing	HP LoadRunner and IBM Rational Robot to simulate loads of over 2500 concurrent users.
Integration Development	Develop and support integrations between Banner and 3 <sup>rd</sup> party systems using web services and other standard techniques.
Database Hosting and Administration	Provide hosting of Oracle and SQL Server databases with optional inclusion of DBA services.
Vulnerability Scanning	Rational Appscan; Vulnerability Scans Run in 2015: 465
Enterprise Identity Management	Integral part of the provisioning and de-provisioning process as well as password management, password expiration and synchronization at the University.

# Mobile Development Services

## Products



iOS Apps



Android Apps



Mobile-friendly websites

## Customers



Campuses/Colleges/Depts./Units



Affiliates



Grant funded

## Services



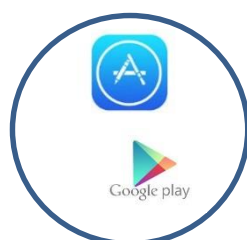
Development



Consultations



QA Reviews



App store mgt.

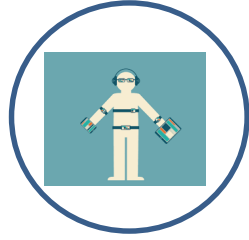
## Start-ups



UI Research park Office of Technology Management



## Research & Development Opportunities



## Guidelines

1. Must fall within UI mission of *'research, teaching, public service'*
2. Cannot compete with or take business from local vendors
3. Cannot violate [IL Retail Sales Act](#)
4. Cannot violate Apple/Google software license agreements

# Cloud Services

- iBuy
- Travel Booking System
- HireTouch
- Common App
- FAFSA (ISIR)
- eTranscript Services
- JAT (W-2) processing
- Apply Yourself
- Courseleaf
- Blueworks
- Astra Dashboard
- My Oracle Support
- College Scheduler
- Slate
- eBuilder
- Answers.uillinois.edu
- ATC web services
- DUO 2-step Authentication
- Google Cloud Messaging
- Securing the Human Training
- Trust Commerce
- Twilio
- Workplace Answers Training
- Box.com
- Lynda.com
- MyStrategicPlan.com
- Nelnet
- Quickpay
- SmartSheet
- Amazon Web Services
- CrashPlan
- Office 365



# Future View

## User Consideration



business process improvement

### Involvement and Focus:

- Continue to understand business processes
- Continue to gather feedback early on design
- Establish UX standards
  - Look & feel
  - Accessibility

## Enterprise Services



Local Services

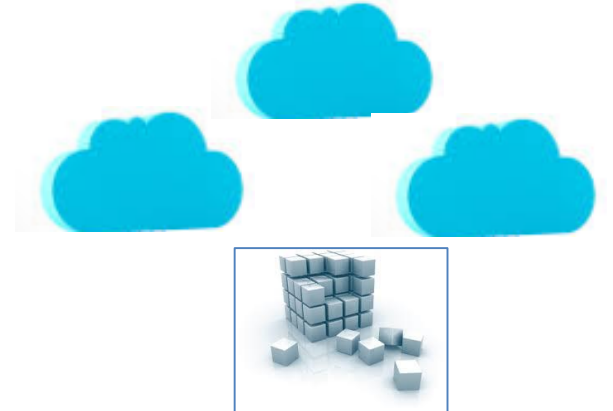
### Considerations to move to Cloud:

- Security
- High Availability
- Performance
- Cost/Benefits

Cloud Services



## Continue to use Vended Cloud Solutions



### Focus:

- Utilize Vendor API libraries
- Build Integrations

## User Access

GOAL: Available Anywhere, Any Time, Any Device



# Security Services

## COMPLIANCE, POLICIES, AND PLANNING

Compliance Tracking (Laws, Regulations, and Campus Policies)

Litigation Holds

Freedom of Information Act Requests

Internal and External Audits

Policy Development

Risk Assessments

Technical Security Architecture and Standards

University Security Working Group

University Information Privacy and Security Council

## SECURITY CONSULTING FOR UA (EXAMPLES)

Technology Recommendations

Secure Transfers

Additional Risk Assessments and Network Controls

Certificate Services

Insurance Attestations

Technology Travel Practice Recommendations

## HOST AND APPLICATION SECURITY

Server and Workstation Security Baselines

Recommendation/Management of Control Environment

Vulnerabilities Management

Vulnerability Scanning

Application Security and Hardening

Application Scanning

Encryption

Secure Network Segments

## DATA PROTECTION

Data Classification

Backups

Data Storage Policies

Database Security

Data Destruction

Security Awareness Training and Self-Phishing

Endpoint Management Monitoring

Security Information and Event Management

# Security Services cont.

## FIREWALLS

Enterprise Security Policy

Data Center

Staff Buildings

Intrusion Prevention

Device Firewalls

## INCIDENT AND DISASTER RESPONSE

Security Incident Handling

IT Service Incidents

Breach Response

Business Continuity Planning

Disaster Recovery

## ACCESS CONTROL

Enterprise System Provisioning

Identity and Access Management

Passwords (including Multi-Factor Authentication)

Authorization

Mandatory User Access Review

# Risk Areas of Concern

## INFORMATION SECURITY RISKS

Employee Credential Compromises

Employee Social Engineering

Mishandled High Risk Data

System Compromises

Ransomware

Securing Cloud Services

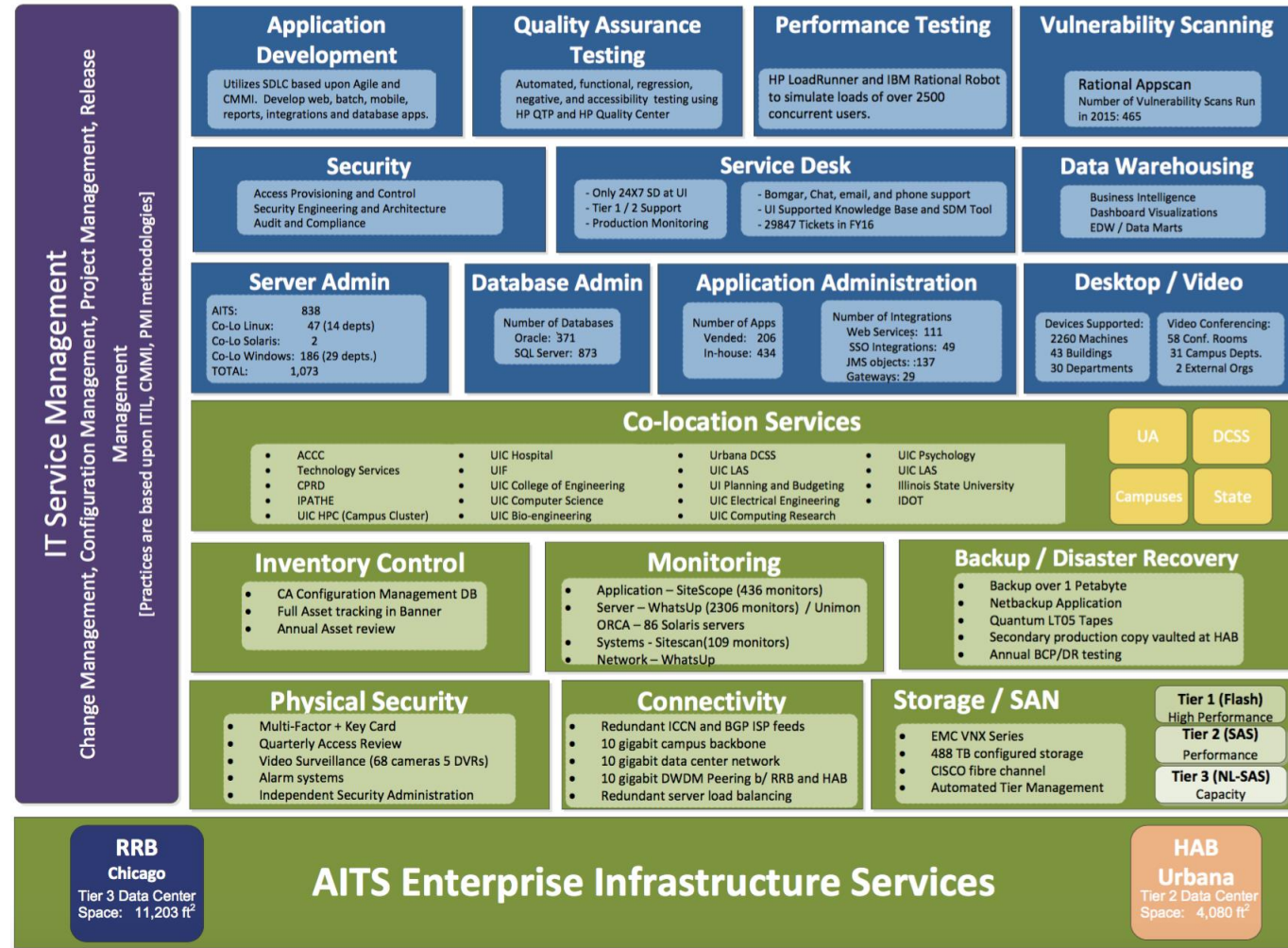
Denial of Service Attacks

Data Leaving the Organization / BYOD

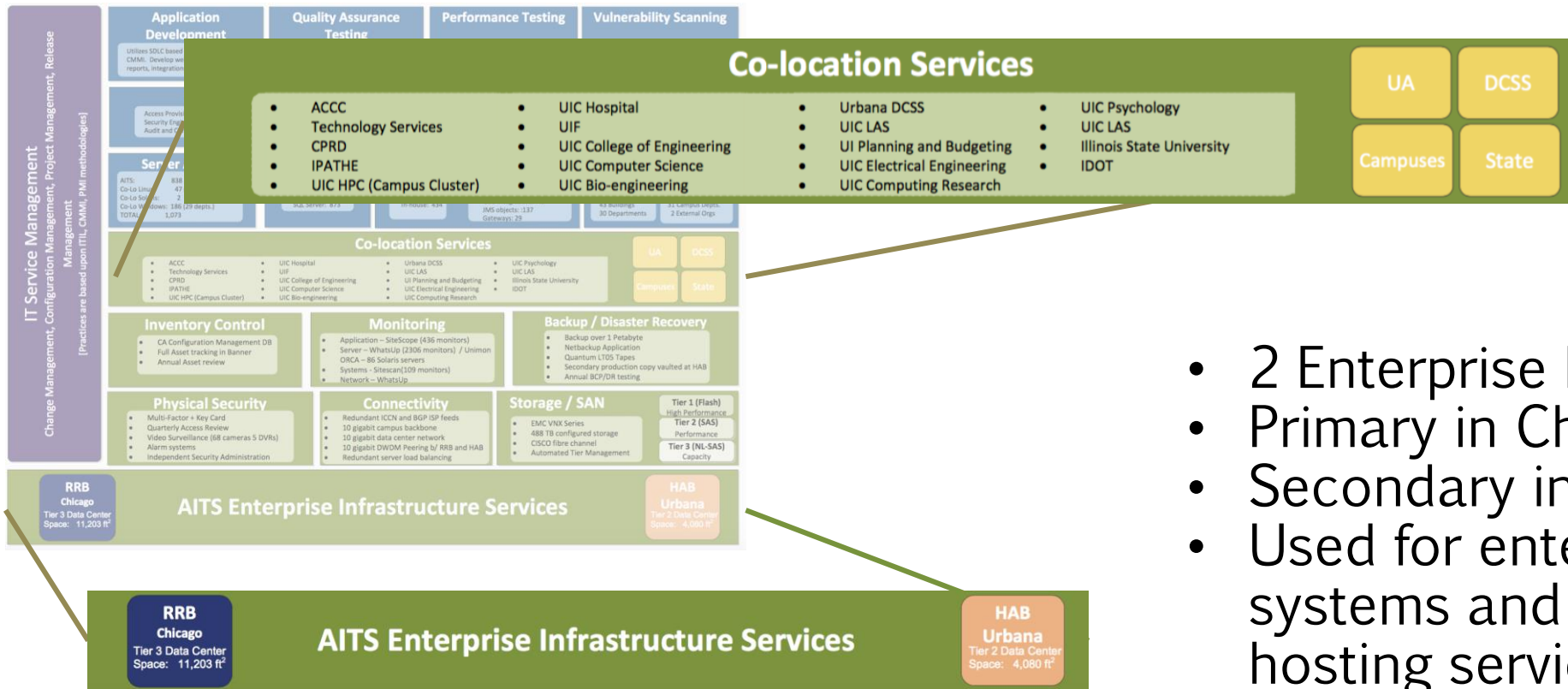
Gaps in Security Controls

Competing Priorities

# Enterprise Infrastructure

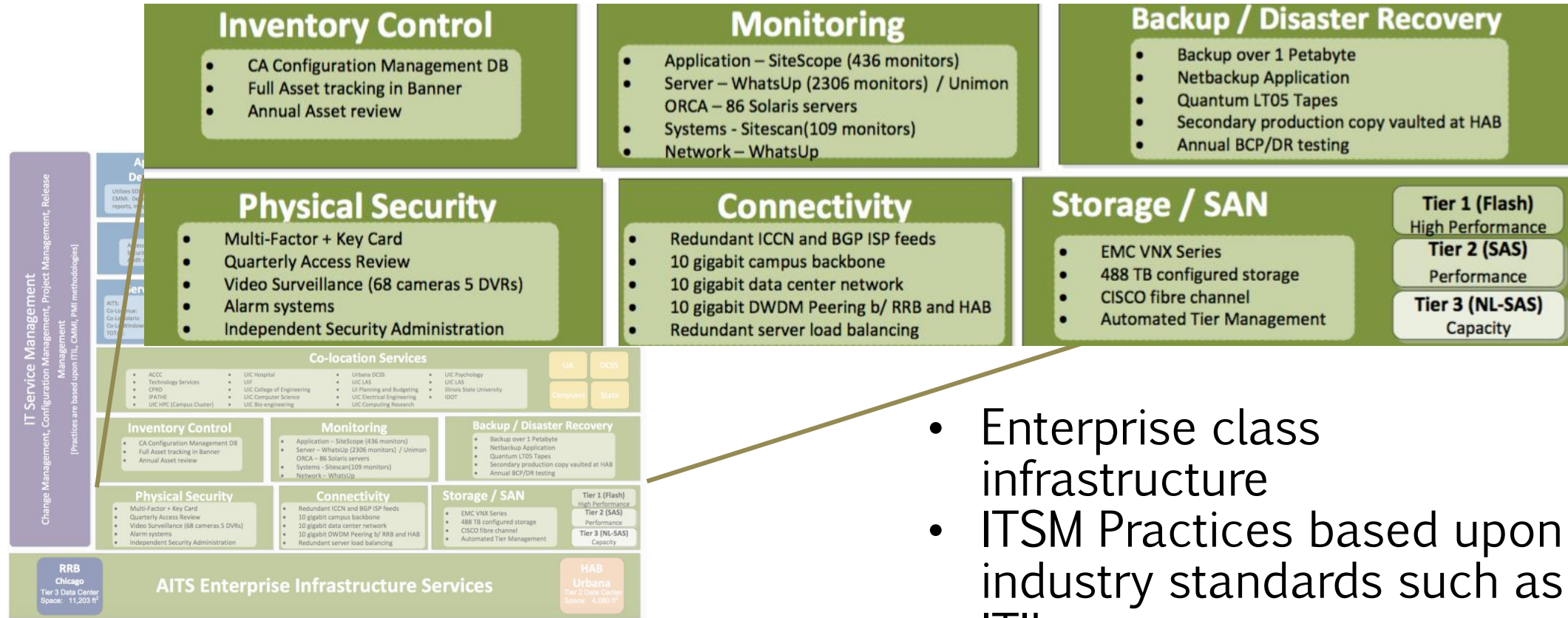


# Enterprise Infrastructure



- 2 Enterprise Data Centers
- Primary in Chicago
- Secondary in Urbana
- Used for enterprise systems and co-lo and hosting services

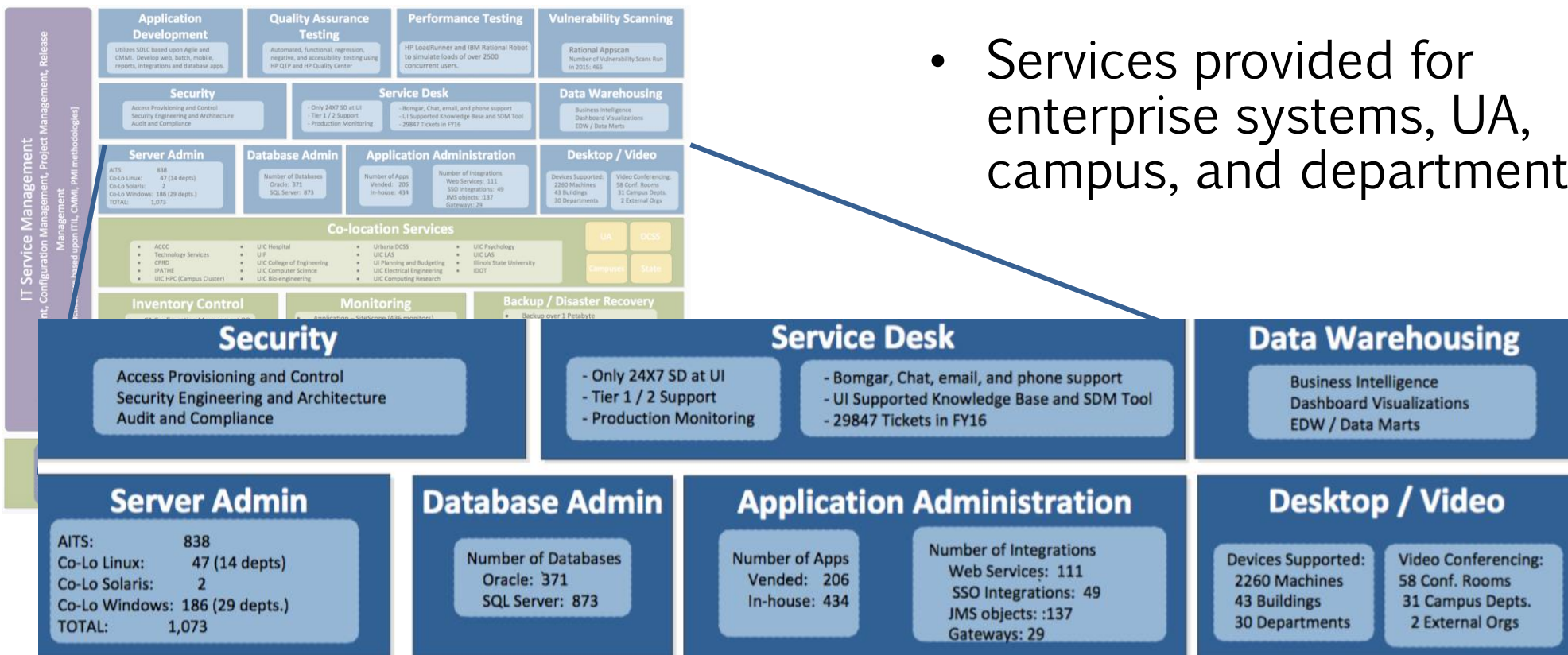
# Enterprise Infrastructure



- Enterprise class infrastructure
- ITSM Practices based upon industry standards such as ITIL

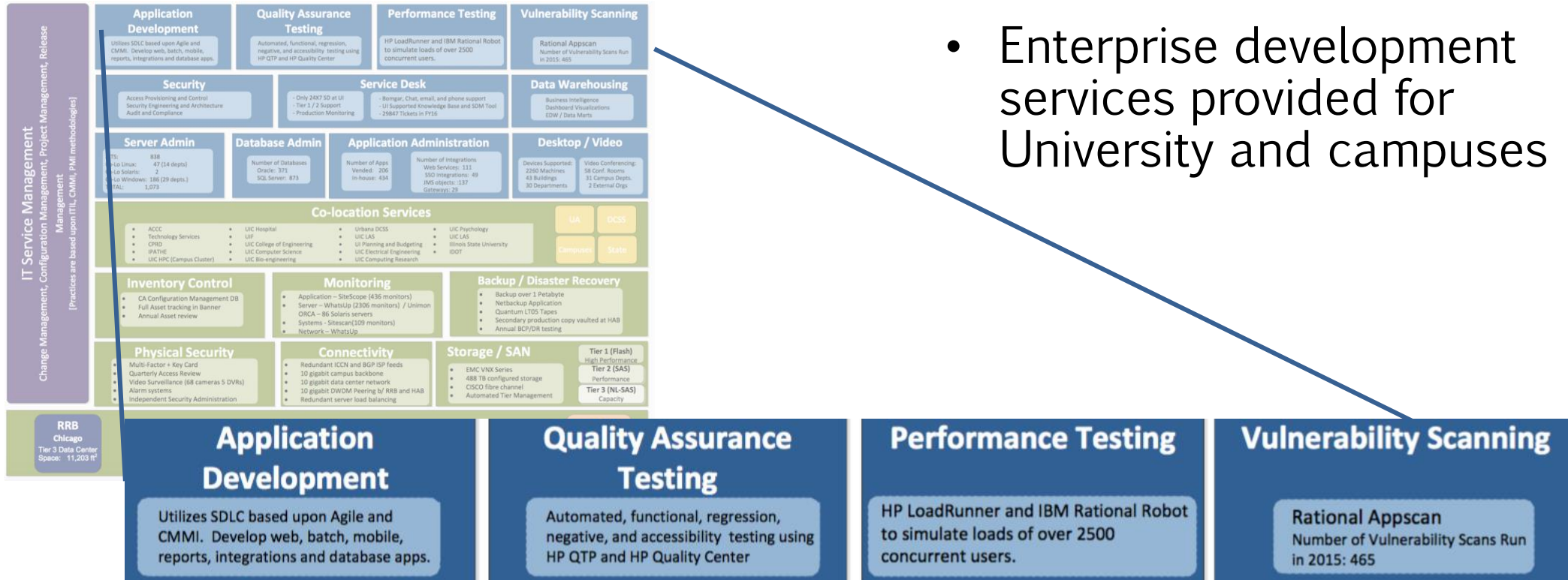
# Enterprise Infrastructure Services

- Services provided for enterprise systems, UA, campus, and departments



# Enterprise Development Services

- Enterprise development services provided for University and campuses





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# Strategic Planning, Governance and Portfolio Management

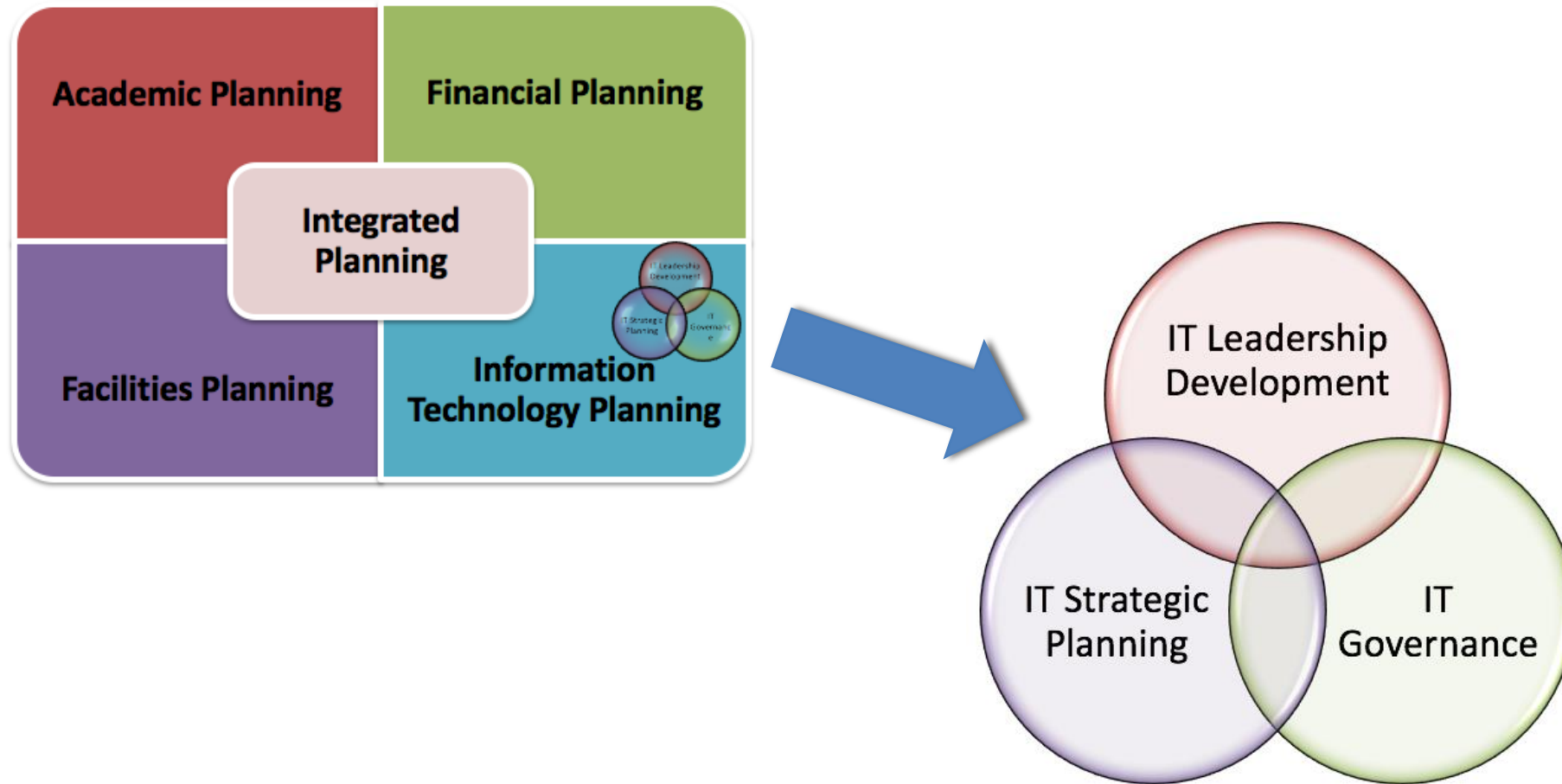
Kelly Block

Suzi McLain

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# Strategic Planning

# How We View Planning



# AITS Strategic Plan History

- First Plan – 2006 – Top Down
- Second Plan – 2009 – Set Strategic Directions. Strategic planning becomes a foundational aspect of AITS leadership.
- Third Plan – FY13 – FY16 – Full strategic planning process engaging entire organization and customers. Leveraged system and university plans. Managed proactively.
- Current Plan – FY16 – FY18 – Built leveraging last plan. Mission, Vision, Values, and Strategic directions continue, new and carryover initiatives complete plan.

# How the Plan Was Constructed

- Environmental scan and SWOT analysis
- Needs assessment and scenario planning
- Analysis of current strategic plans: University plan, Campus plans, U of I IT Strategic Planning Framework
- Draft by strategic planning team
- Iterative review and revision. Reviews included: UA IT Council, Campus CIOs, AAPC (Provosts/VPs), All AITS employees, management, and leadership groups
- Final plan completed
- Strategic Plan Implementation Teams established
- Performance tracking and reporting established

# AITS Strategic Directions FY16 – FY18



Save Time • Improve Ease of Use • Improve Speed to Service  
Deliver Targeted and Pervasive Information • Collaborate

## Focus and Initiatives FY16 – FY18








- Business Process Support
- Organizational Effectiveness
- Financial Stewardship
- Collaboration and Communication Services
- IT Governance
- Information Security and Privacy
- Infrastructure
- Institutional Data and Information

- Active management of the plan has increased successful implementation rates
- Each Leadership Team member owns initiatives in the plan. They lead individual cross-functional implementation teams to facilitate completion of initiatives.
- Implementation of strategic initiatives integrated into operational and project work on an ongoing basis
- Reporting includes monthly updates in AITS Newsletter, Quarterly updates to all AITS, semi-annual performance reporting across entire plan. Reviewed regularly with customers.
- Utilize cloud-based plan management tool, OnStrategy.



# Results

## Summary of AITS Current Progress Towards Strategic Goals as of June 30, 2016

Progress	 Critical	 Waiting on Someone	 Off Target	 Not Started	 Deferred	 On Target	 Achieved
Goal	0	0	1	0	0	37	1
Team 1	1	0	5	0	1	18	12
Team 2	0	0	0	1	3	13	1
Team 3	0	0	0	0	0	20	1
Team 4	0	0	0	0	0	20	0
Team 5	0	0	0	0	8	23	1
Team 6	0	0	3	2	2	14	3

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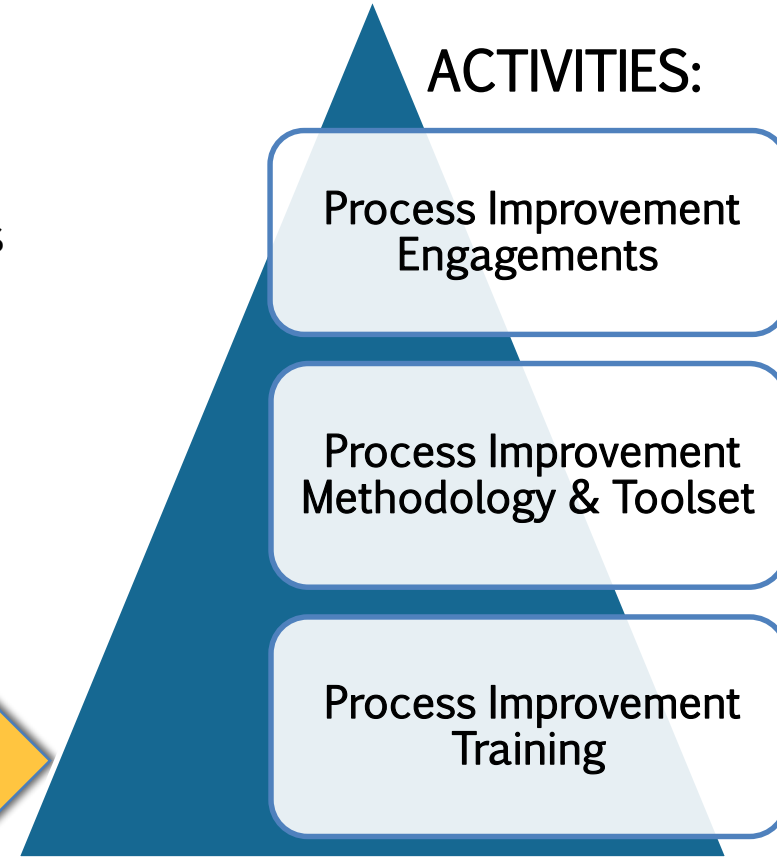
# Shared Services

# Shared Services

- Business Process Improvement Shared Service
- Records and Information Management Services
- Portfolio and Project Management Services
- System-wide Consulting Contracts
- Individual services centrally administered (Box, Lynda, Quali, Gartner, others)

# Business Process Improvement Shared Service

“We provide support to University initiatives seeking to increase the *efficiency* and *effectiveness* of University operations...”



[processimprovement@uillinois.edu](mailto:processimprovement@uillinois.edu)  
<https://www.uillinois.edu/cio/services/bpi>

# Records and Information Management Services (RIMS)

Cohesive approach to the effective management of records and information resources throughout the University of Illinois

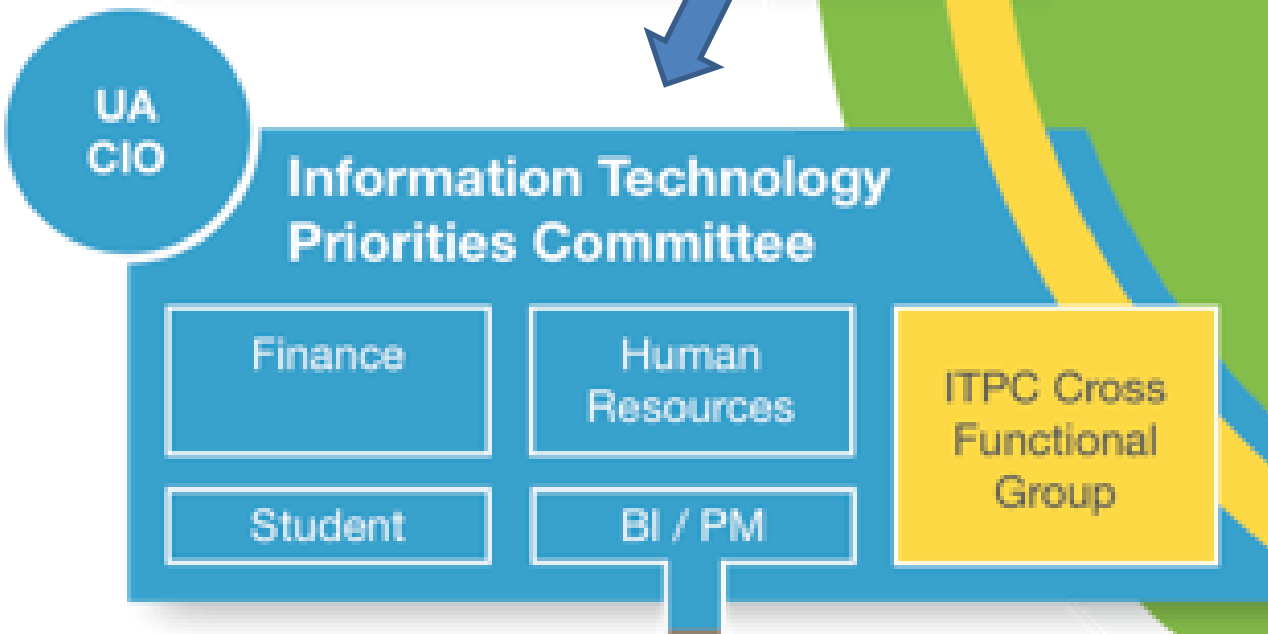
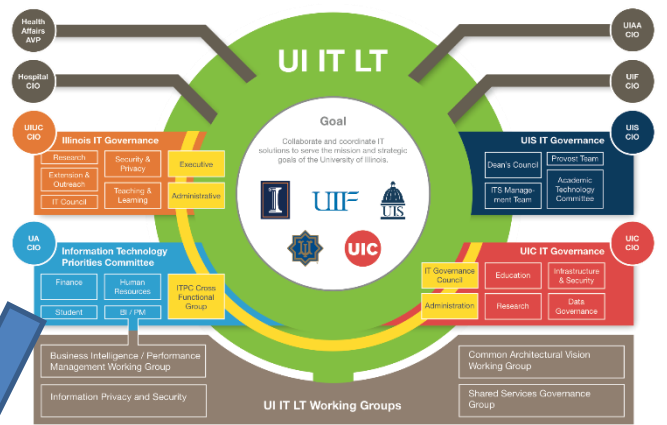
- Interface with State of Illinois legislation and policy
- Practical help for managing departmental records
- Governance via multi-campus, multi-function advisory committee
- Save or toss?
- Institution-wide retention schedules
- Reclaimed office, storage, and virtual space
- Training and awareness of regulation
- Changes to state rules to allow for electronic only storage of records past 10 years
- Off-site consolidated storage facilities

---

# IT Governance

# IT Governance at the University of Illinois

University of Illinois Information Technology Leadership Team (UI IT LT) and Campus / UA IT Governance Groups Relationships



## IT Governance

- Who, Why & How to allocate IT resources
- IT Governance defines the processes, components, structures, and participants for making decisions regarding the use of IT

# Governance for AITS Work

- Academic Affairs Planning Committee (AAPC)
- Information Technology Priorities Committee (ITPC)
- Business Process Advisory Group (BPAG)
- RIM Policy Advisory Committee
- University Administration IT Council
- University IT Governance



# ITG – Why is it Important?

## Strategic Alignment of Enterprise and IT

- How do you know if you are aligning IT projects and resources towards strategic initiatives and goals?

## Prioritization

- Results in a comprehensive prioritization of all projects which directs the allocation of resources and project schedule.

## Decision-making

- Provides clearly defined and repeatable process for making decisions

## Resource Allocation and Management

- Competition for pooled resources and collaboration encourages decisions towards projects of the most value

## Performance Management

- Measure project/service performance to budget/schedule and success against objectives

## Collaboration

- Opportunities for vertical and horizontal collaboration and communication encourages better decisions and improves relationships

## Standards and Policy

- Enhances opportunities for shared use, reuse, integration, and interoperability of technologies

## Transparency

- Clear understanding where IT decisions are made, cost distribution and roll-ups, and where services are offered and how to access them

# AITS University-wide Collaborators

## 100+ Groups

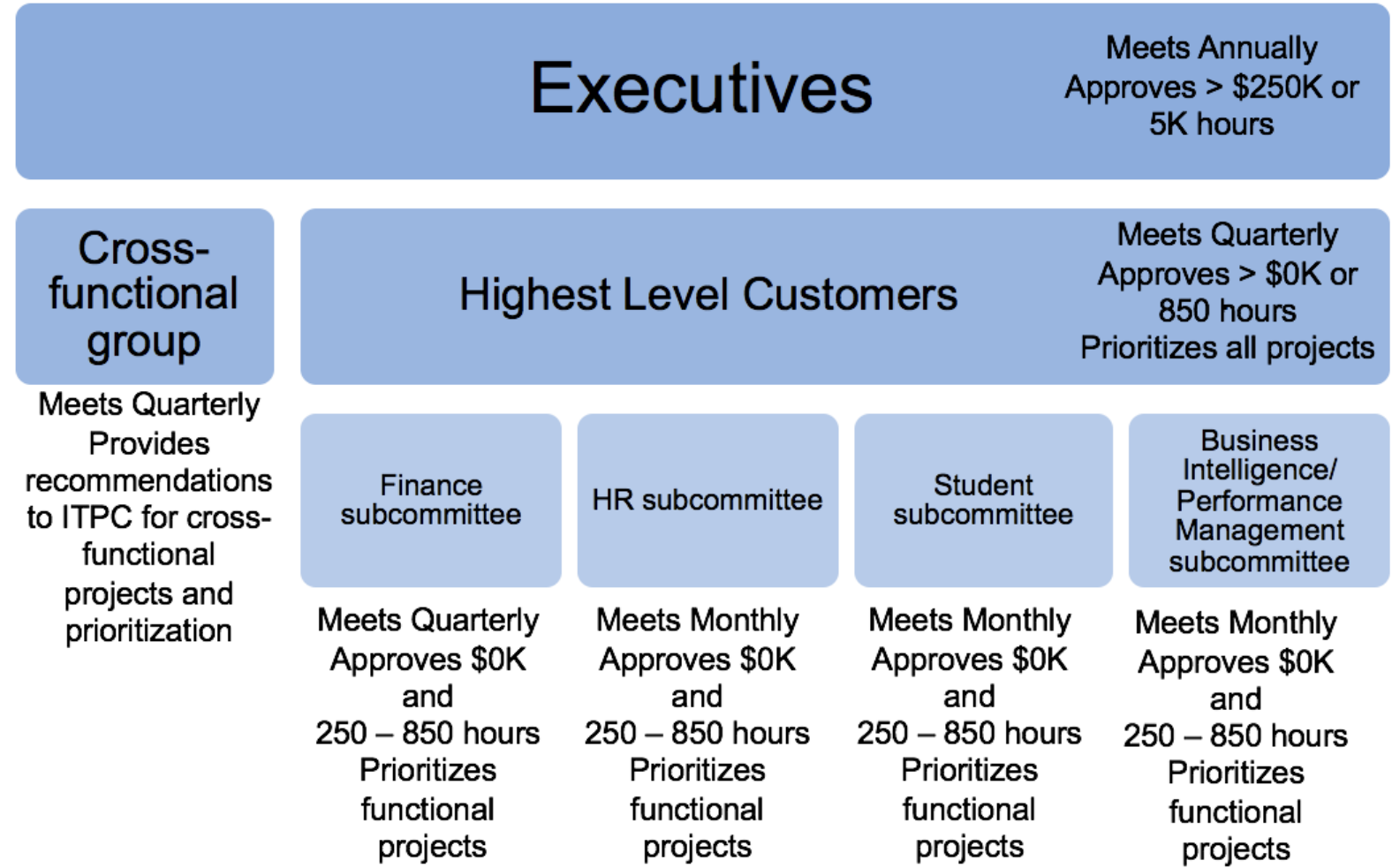
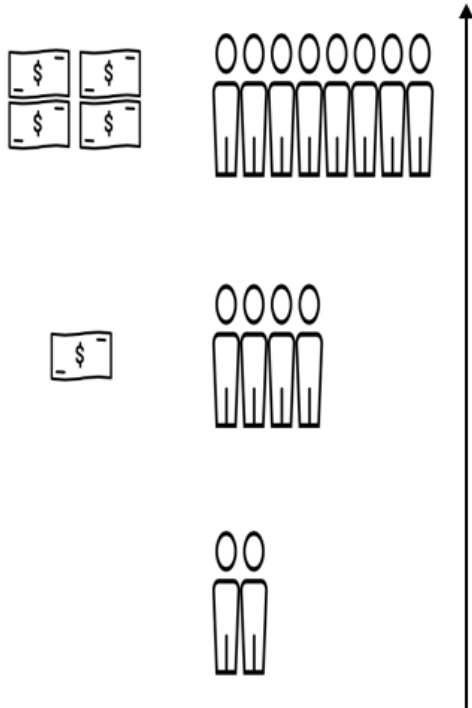
- Academic Professional Advisory Committee
- Academic Technology Committee
- Advance Illinois UI Council Committee
- Advance Illinois Workgroup
- Annual Configuration Meeting
- Assistant and Associate Deans (A & A Deans)
- Benefits Technical Coordination Meeting
- Box Project Teams
- BPI Shared Service Teams
- Business Process Advisory Group
- Campus HR/Pay Meeting
- CIC Application Developers Group
- CIC Security Working Group
- CIC University Archives Electronic Records Working Group
- CISO-Chicago
- College of Veterinary Medicine Process Improvement Steering Committee
- Contract Director Users Group
- Contract System Steering Team
- Cross Functional Group
- CSSIA Competition Industry Advisory Board (CIAB)
- Ellucian - Project Horizon User Experience Group
- Ellucian BDMS Commons Steering Committee
- Ellucian Community Source Initiative
- Ellucian Community Source Technical Review Committee
- Ellucian Financial Aid Community Source Committee
- Ellucian HR Community Source Committee
- Ellucian HR Customer Advisory Board
- Ellucian Large School Consortium
- Ellucian Live Program Committee
- Ellucian Priorities Meeting
- Ellucian Recruiting and Admissions Development Focus Group
- Ellucian Student Functional Review Committee
- Ellucian Web for Proxy
- Ellucian XE Early Adopters Group
- End Point Management Project Teams
- Finance Business Process Review Team
- FormBuilder Steering Team
- Generic IT PMLC Development Taskforce
- Higher Education Data Warehousing Form
- HRFE Steering Team
- IAM Steering Committee/Teams
- InCommon Silver Doc Group
- Info Ed/Gold Support (Vendor)
- Information Systems Audit and Control Association (ISACA)
- Infragard
- IT Advocates Group
- IT Priorities Committee (ITPC)|Subcommittees including BI/PM, Finance, HR, Student, and Cross-Functional
- National Consortium for Continuous Improvement in Higher Education (NCCI) Membership and Outreach Committee
- National Visiting Committee (NVC) for the NSF National Resource Center for Systems Assurance and Information Security (CSSIA)
- PPM Training Team
- Proxy Access Team
- RIMS Policy Advisory Committee
- Research Administration Project Steering Committee
- Research and Education Networking – Information Sharing and Analysis Center
- SharePoint Shared Service Governance Committee
- SharePoint Shared Service Teams
- Software Process Engineering Group
- State of Illinois Electronic Records Working Group
- State PCI Meeting Storage Services Advisory Group
- Student Production Support Meeting
- Student Systems Coordination Call Meeting
- UA IT Council
- UI Enterprise Architecture Committee
- UI ERA RFP Steering Team
- UI IT Leadership Team
- UI Portal Committee
- UIC Grad Document Upload Committee
- UIC IT Governance Committee for Administration
- UIC / UIUC IT Professionals Forum Planning Committee
- UIC OBFS Advisory Committee - Reporting Subcommittee
- UIC OSSS/OAR Admissions Tasks Meeting
- UIC Provost Meeting
- UIC Student Services Advisory Committee
- UIC Student Systems Business Owners Meeting
- UIS Business Managers Group
- UIS HR Group
- UIS Student Data Integrity Committee
- UIS Student Disciplinary Committee
- UIUC IT Alliance
- University Enterprise Architecture Committee
- University Leave Committee
- University of Illinois Help Desk Steering Committee
- University Technology Management Team (UTMT)
- UTMT Security Working Group
- WCMS Vendor Support Committee
- Web Admissions Quarterly Group Meeting
- Zero Percent Appointment Committee



# IIPC Structure

IIPC is a decade old customer-driven governance process to select and prioritize IT project work.

Allocates  
~\$1.4M  
project  
funding and  
75,000 IT  
hours per  
year



# Flexibility of Governance Process

*Simple* > > > > > > > > > > > > > > > *Complex*

Level 1 project  
**UIUC Winter term creation**

Review steps:

- L1 Project proposal completed
- Review at functional subcommittee
- REVIEW COMPLETE

Level 2 project  
**Automated Grade Change Process**

Review steps:

- L2 Project proposal completed
- Review at functional subcommittee
- *Reviewed at cross-functional and main ITG Group*
- REVIEW COMPLETE

Level 3 project  
**Travel & Expense Management**

Review steps:

- L3 Project proposal completed
- Review at functional subcommittee
- Reviewed at cross-functional and main ITG Group
- *Executive Review*
- REVIEW COMPLETE

# ITPC Membership

## ITPC Membership

- \*Chair: Senior Associate Vice President for AITS and CIO
- CIO Alumni Association, UA
- Technical Analyst, Office of Records and Registration, UIS (interim member)
- CIO, ACCC, UIC
- Assistant Vice President, Academic Affairs, UA
- Senior Associate Dean, LAS, UIC
- Assistant Vice President of Decision Support, AITS, UA
- Associate Provost / Information Technology, UIS
- AVP Health Informatio Services, UIC
- IT Governance Council - Administration (Chair), UIC
- Associate Vice Chancellor for Research for Compliance & Professor, Animal Sciences, UIUC
- Vice Provost for Academic and Enrollment Services, UIC
- Assistant Provost for Undergraduate Academic Affairs, UIUC
- Director of Research Operations, UA
- Chair – Department of Management; Director, Online Programs, UIS
- CIO Urbana Campus, UIUC
- Executive Director and Associate Vice President for Human Resources, UA
- Senior Associate Vice President, Office of Business and Financial Services, UA
- Professor, Social Sciences, Health, and Education Library, UIUC

## ITPC Experience to Date

- 545 projects reviewed
- 480 projects approved
- 65 projects rejected or withdrawn
- 425 projects completed
- 55 projects in progress or in queue
- ~\$27M cash
- ~\$55M labor

## ITPC Improvements - 2009

- Improving the alignment of project selection to strategic plans
- Improving cross-functional prioritization of projects
- Making adjustments to the review structure and committee membership
- Improving communication outside of the process
- Delegation of decision making for “small” projects
- Normal periodic process reviews

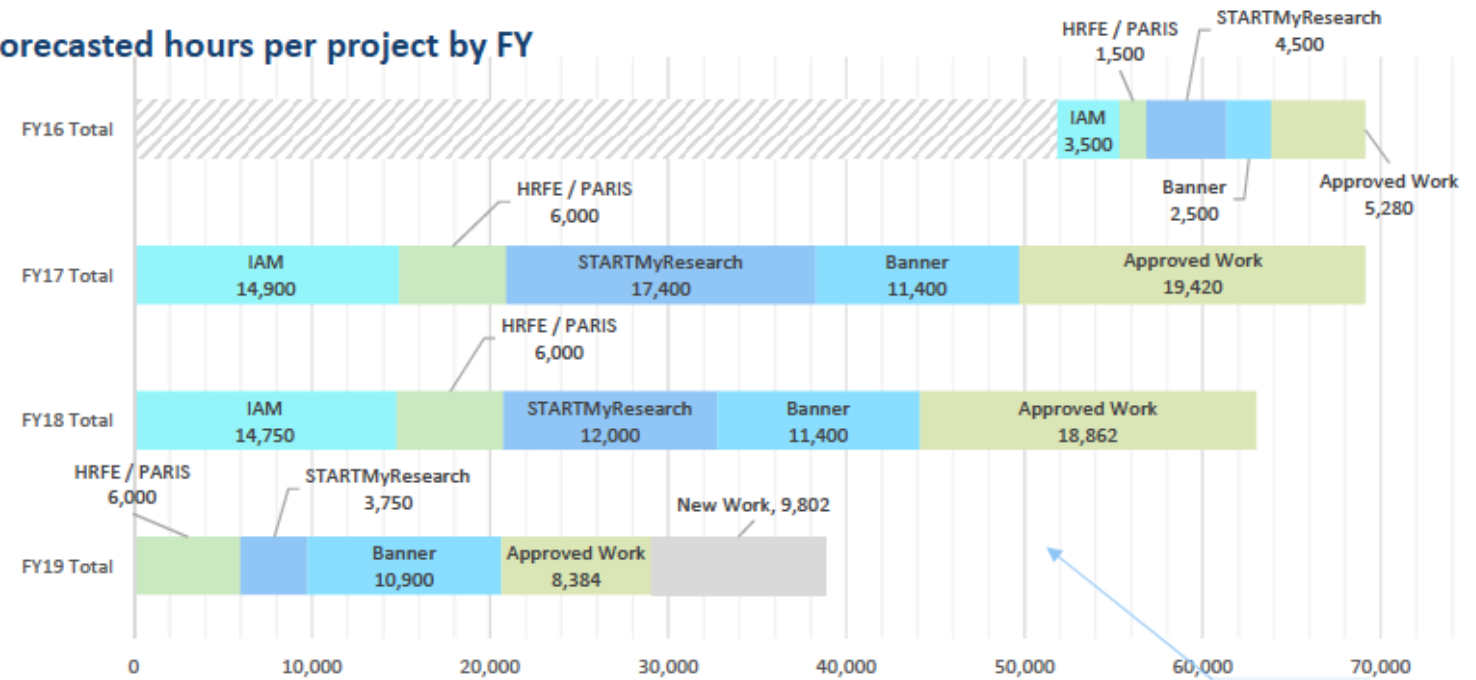
## ITPC Improvements - 2016

- Improve process to enhance/reward strategic alignment
- Utilize a social business software tool to improve collaboration and communication
- Improve summary level information for project evaluation
- Deemphasize review of mandatory projects
- Define process for projects with shared funding

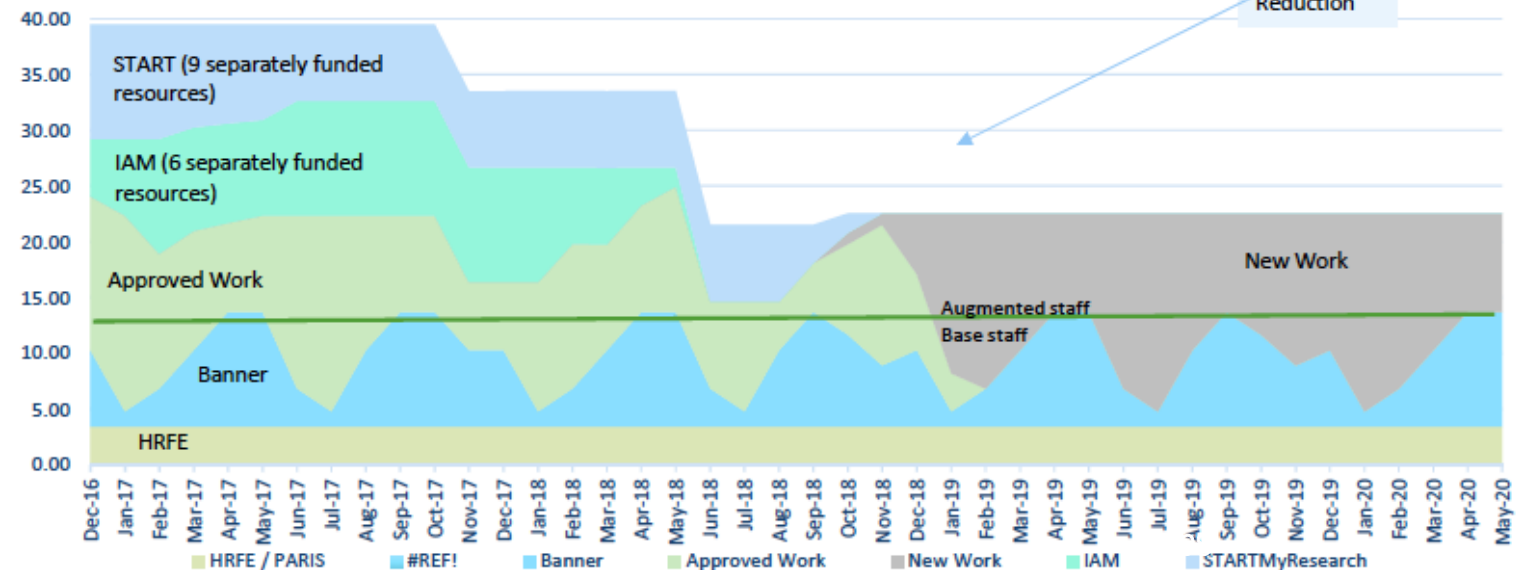
# IIPC Supply and Demand

- Allocate ~\$1.4M and 75,000 IT hours per year
- Project queue is ~30 months deep
- Projects reprioritized on a rolling basis

## Forecasted hours per project by FY



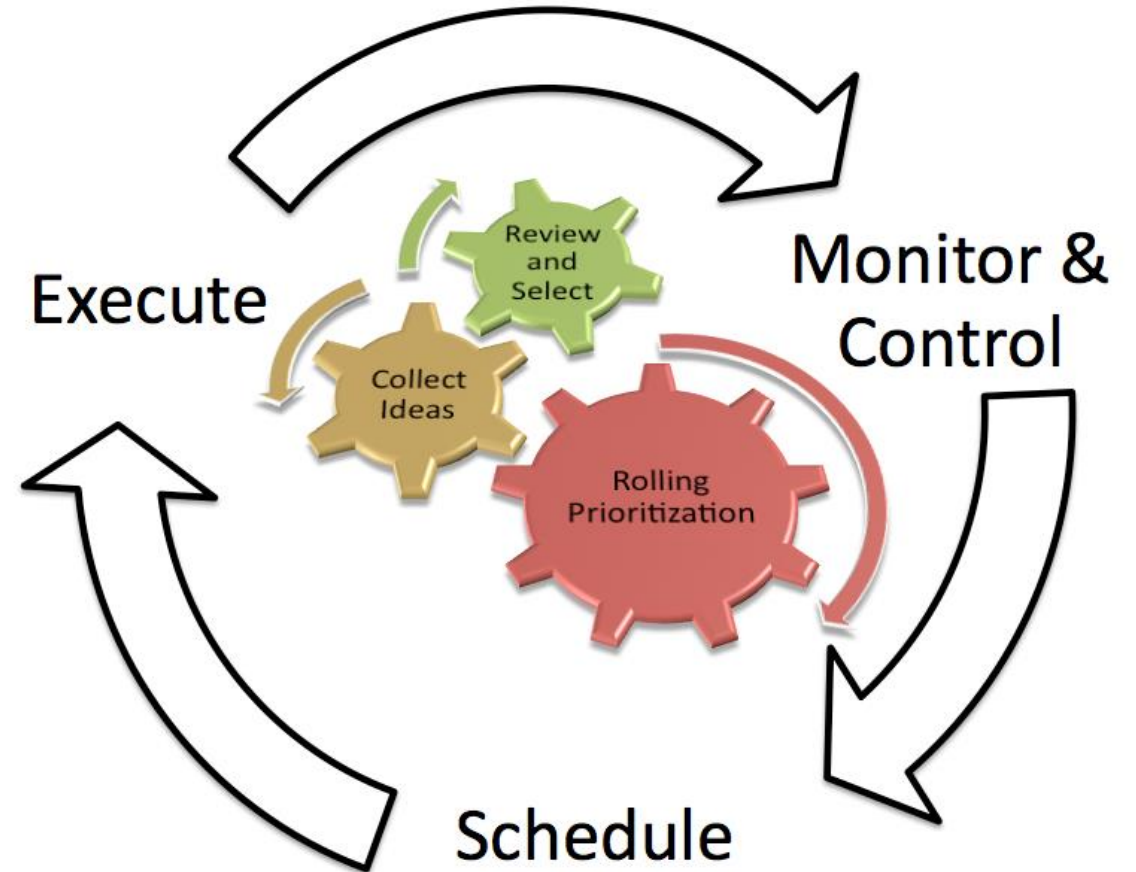
## Forecasted FTE's by project by month



# Governance, Portfolio and Project Management (GPPM)

In order to be most successful, you need all of the pieces.

- IT Governance
- Portfolio Management
- Project Management

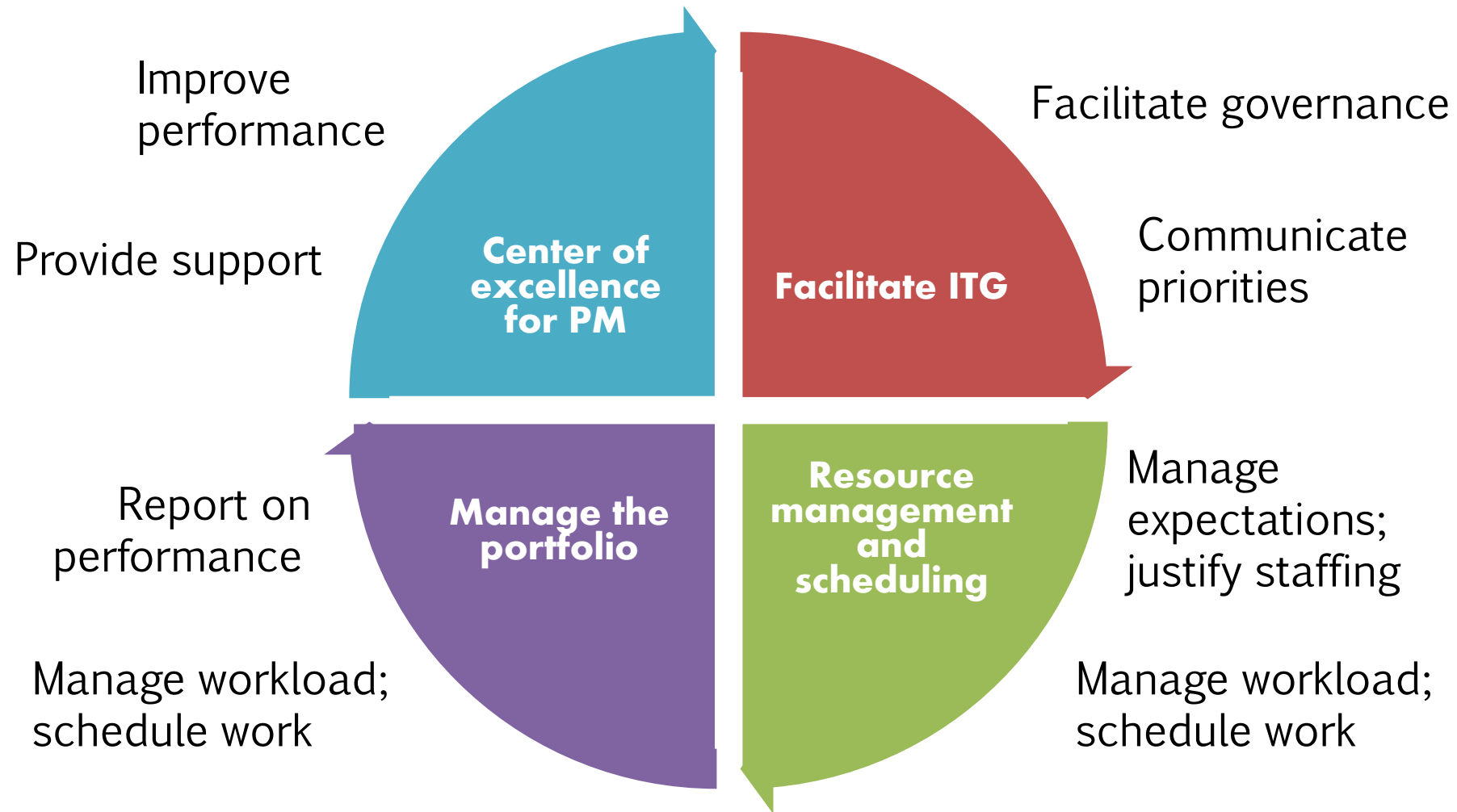




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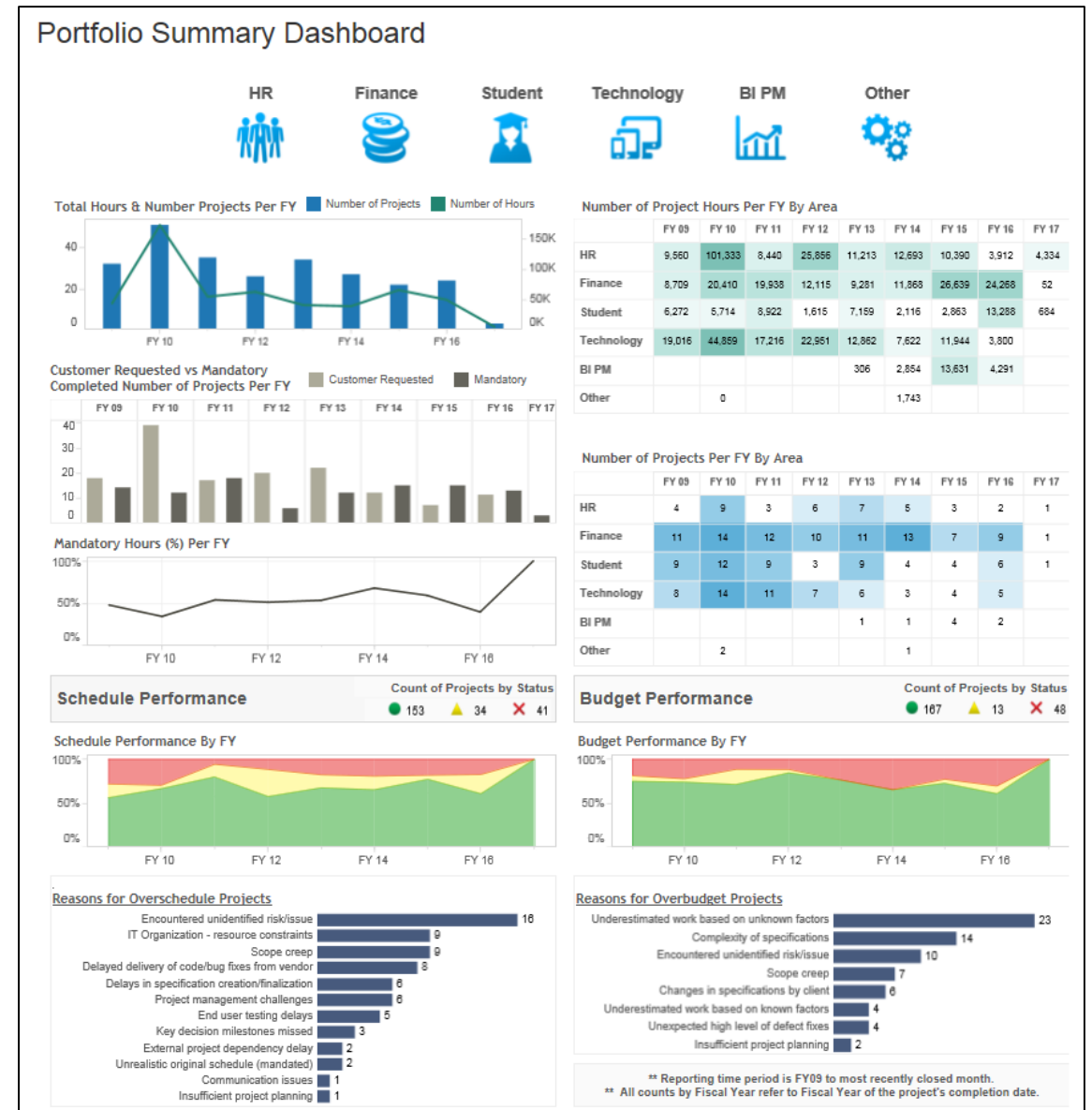
# Portfolio Management

# PPMO Bridge between strategy and implementation



# Managing the Portfolio

- Monthly reviews with project managers
  - Budget; Schedule; Barriers; Risks and Issues; Overall status; Baseline
- Identify projects at risk
- Manage stage gate process
- Report on project and portfolio performance
- Communicate internally and system-wide



# Measuring Customer Satisfaction

- Service Desk Customer Surveys
- Post-Project Customer Surveys
- Annual Planning Summit
- Feedback from Governance Groups
- Training Session Feedback

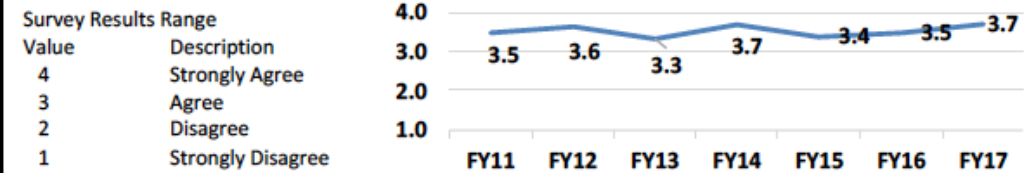
## ITPC Project Post Implementation Surveys

### Summary of Survey Results

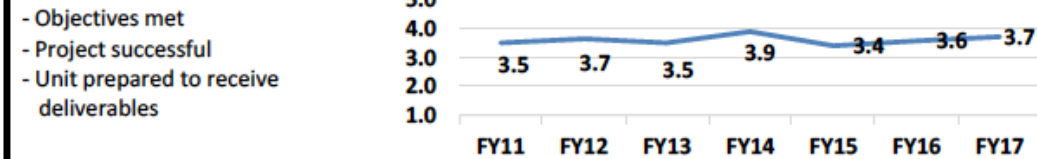
as of 11/11/16

The AITS PMO seeks feedback to ensure the project execution process is effective. We strive to provide the highest level of service possible and continuous improvement will help us meet that goal. Post Implementation Surveys are to be completed by customer project leadership six months after project implementation and will aid us in improving our project execution processes.

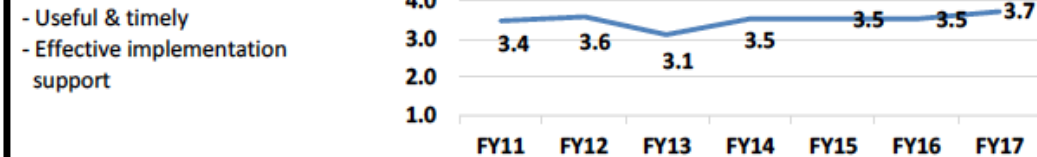
#### Overall Survey Average



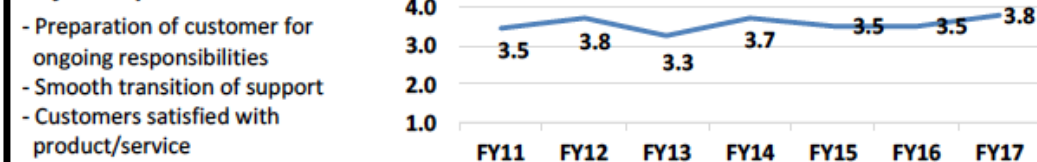
#### Project Objectives



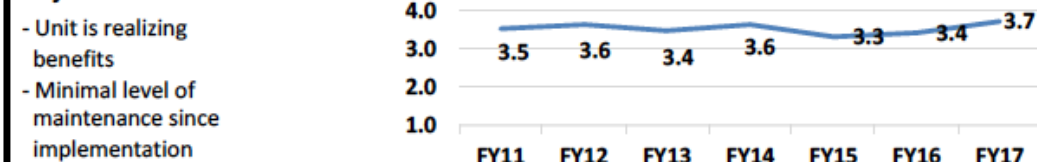
#### Training and Support



#### Project Implementation

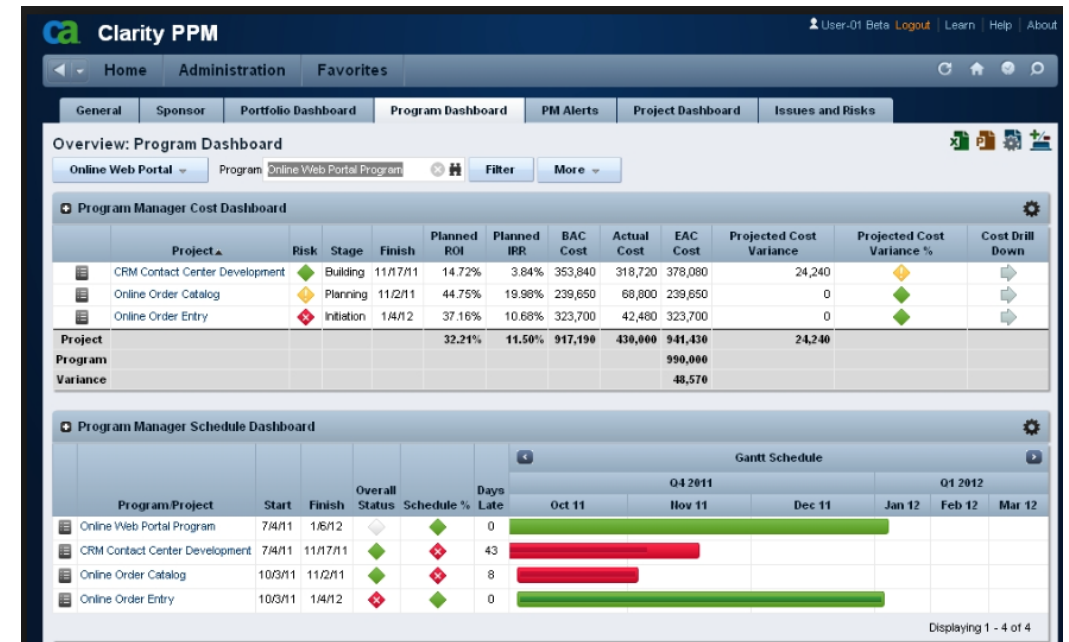


#### Project Benefits



# Partnerships with our Peers

- Shared methodology and standards with central IT groups
- Shared PPM tools
- Joint PM training
- Collaboration across system IT groups is the standard
- Shared project management on major projects
- Regular EDUCAUSE contributors
- Peer consulting
- Results: Trust / Partnerships / Positive Results



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# Human Capital Strategy

1. Information security
2. Optimizing educational technology
3. Student success technologies
4. *IT workforce hiring/retention*
5. Institutional data management
6. IT funding
7. BI and analytics
8. Enterprise application integration
9. *IT organizational development*
10. E-learning and online education

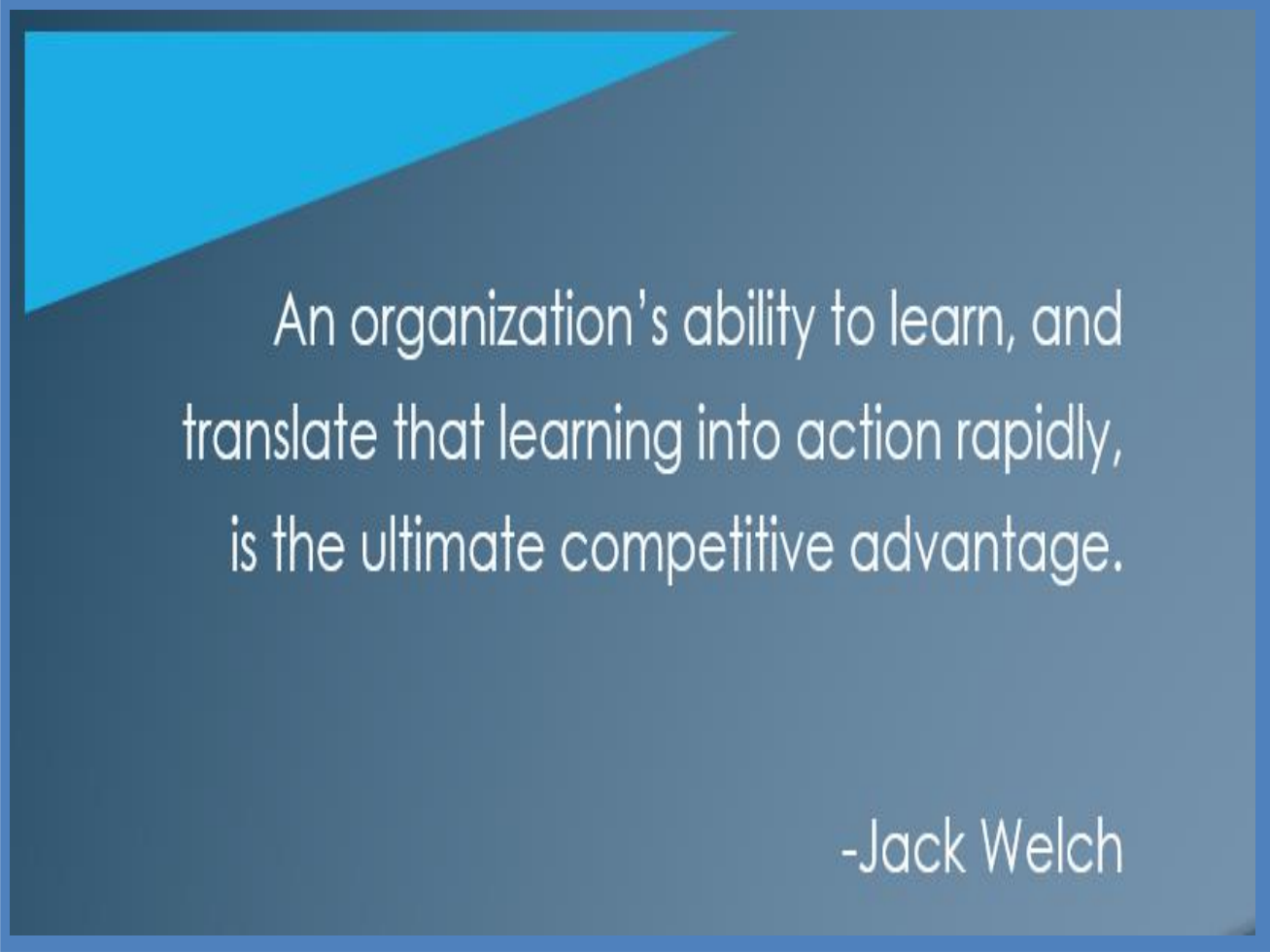


# Resource Facts

- Exceptional resource stewards
- Proactively adapt to changes
- Hire for priorities and projects
- New guidelines (FY16, FY17)
- Workload and expectations are increasing
- Resources aren't keeping pace

	FY16	FY17	Total
Separations	14.5	13	27.5
Hires	7	2	9





An organization's ability to learn, and  
translate that learning into action rapidly,  
is the ultimate competitive advantage.

-Jack Welch

Enter  
Organizational  
Effectiveness  
Strategy!

## Key AITS Survey Facts

### FIRST YEAR SURVEY RESULTS:

**Response Rate:** **83 percent**, 194 of 235 invited employees responded.

**Comments:** Employees provided **250 comments** & improvement ideas about AITS at the University of Illinois gathered through our conditional line of questioning.

**Benchmarks:** Your online tool contains these benchmark:

**Industry:** Enterprise Software (**32** companies)

Each year Workplace Dynamics surveys more than 6,000 companies and 2.2 million employees in 24 industries.



June 2014

## Point A: Engagement Survey Feedback

83% Response Rate

250 comments

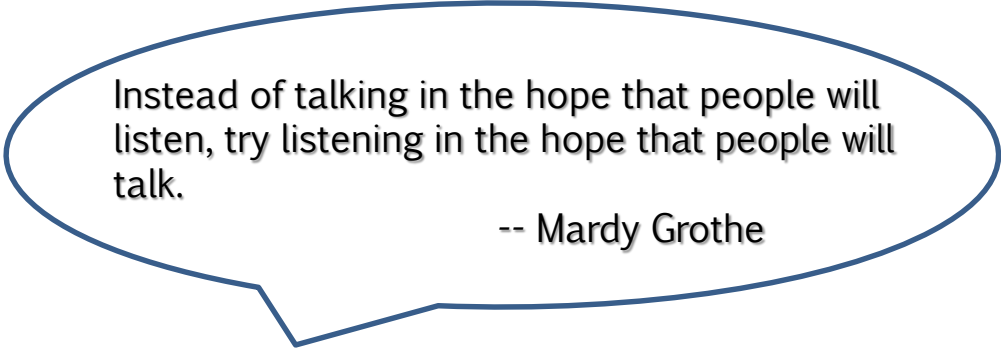
47% Engagement Rate

### Common Themes:

- Communication
- Recognition
- Professional and Career Development

# AITS Small Group Meetings

- Who: 233 AITS and CIO employees invited
- Why?
  - Seek information, insights, and ideas to promote active conversation
- Where: AITS locations in Urbana and Chicago
- When: Summer 2015: June 25, 2015 through August 31, 2015
- What: Conversations between all AITS teams and Michael Hites
- How: Face-to-face, 30 minute minimally structured discussions:  
“What is THE most important thing we should be talking about?”



Instead of talking in the hope that people will listen, try listening in the hope that people will talk.

-- Mardy Grothe

AFM	ADSD	COE	DS	ESA	PPMO	CIO	
1 Group Meeting	13 Group Meetings	11 Group Meetings	2 Group Meetings	1 Group Meeting	2 Group Meetings	1 Group Meeting	31 Group Meetings
4 Employee Attendees	76 Employee Attendees	62 Employee Attendees	11 Employee Attendees	6 Employee Attendees	9 Employee Attendees	3 Employee Attendees	171 Employees (91%)
1 Supervisor Attendee	15 Supervisor Attendees	9 Supervisor Attendees	2 Supervisor Attendees	0 Supervisor Attendees	2 Supervisor Attendees	2 Supervisor Attendees	31 Supervisors (100%)
5 LT Attendees	1 LT Attendee	1 LT Attendee	1 LT Attendee	1 LT Attendee	1 LT Attendee	0 LT Attendees	10 LT Members (100%)
10 Attendees (5%)	92 Attendees (43%)	72 Attendees (34%)	14 Attendees (7%)	7 Attendees (3%)	12 Attendees (6%)	5 Attendees (2%)	

# Organization-Wide Action Items

1. Work environment that earns employees' loyalty and trust.
2. Support a work environment that provides growth opportunities.
3. Improve inter-and intra-group relationships in AITS, keeping customer service at the forefront of all interactions.
4. Prepare for budget cut and discuss totality of work with customers.
5. Define cost-recovery strategy and identify services to include.
6. Get AITS policies in order.
7. Identify areas in which AITS could expand services beyond current offerings.
8. Develop future state business processes.
9. Outline operational responsibilities, document benefit to the organization and customer, and note customer in charge.
10. CREATE engagement mindset.



## Focus Areas:

- Workforce Planning
- Culture/Engagement
- Performance
- Recognition
- Wellness
- Continuous Feedback
- Connectedness

# WE LEARN

Employee engagement is an emotional state where employees feel passionate, energetic, and committed to their work. This translates into employees who give their hearts, spirits, minds, and hands to deliver a high level of performance to the organization.

## Why Engagement Matters

**Only 30%** of employees are fully engaged according to Gallup.

**42%** of employees know their organization's vision, mission, and cultural values.

## EDUCAUSE Top IT Issues 2016 Include

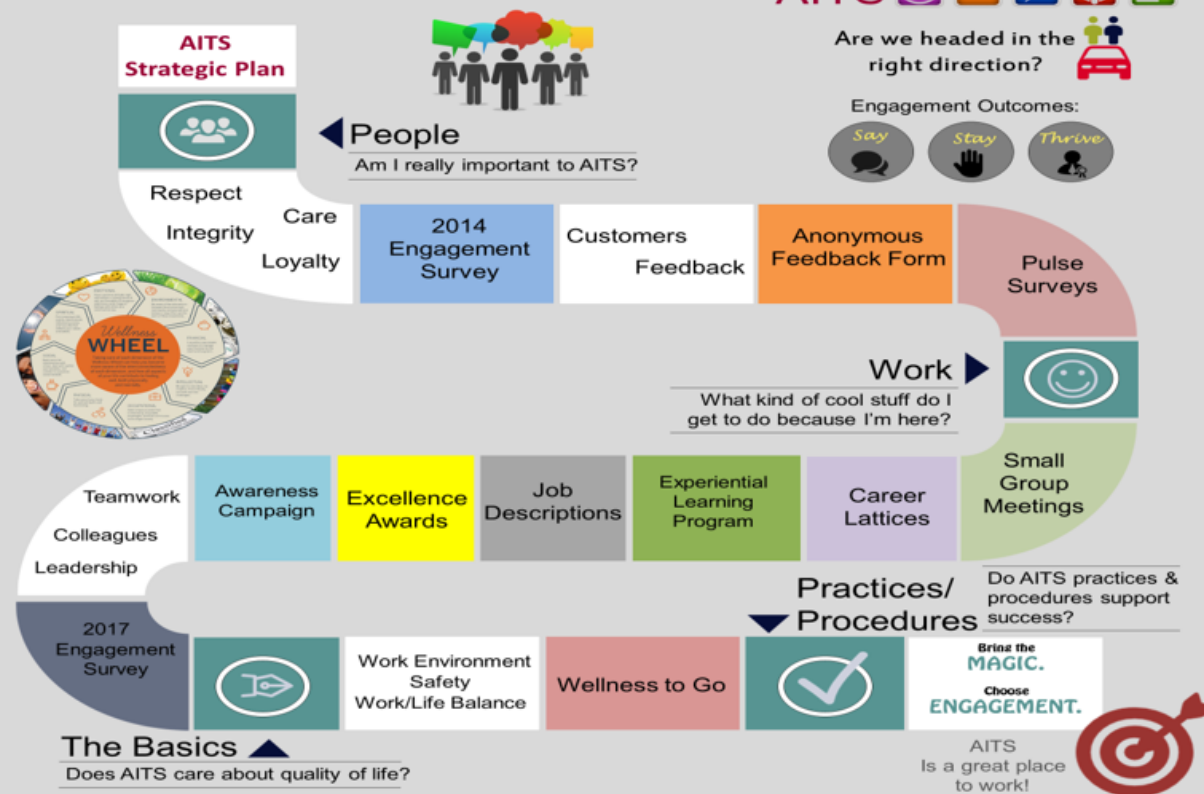
- #4 IT Workforce Hiring and Retention  
Ensuring adequate staffing capacity and staff retention as budgets shrink or remain flat and as external competition grows.
- #9 IT Organizational Development  
Creating IT organizational structures, staff roles, and staff development strategies that are flexible enough to support innovation and accommodate ongoing changes in higher education, IT service delivery, technology, analytics, etc.

## 2016 Engagement Trends

- Engagement will go up (but just a little).
- More compassionate leadership.
- More employee feedback more often.
- Work/life balance will become work/life blend.
- Technology will focus on the employee.
- More opportunities for professional development.
- Greater push for transparency.



# WE LIVE IT



## AITS

Are we headed in the right direction?

Engagement Outcomes:  
Say Stay Thrive

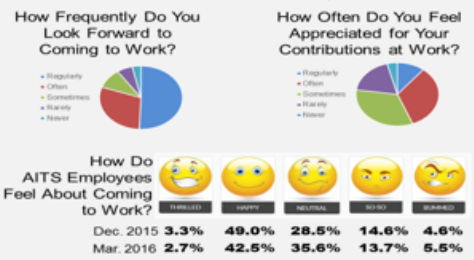
# WE LISTEN

## AITS Engagement Survey - 2014

**47%** of AITS employees feel engaged at work.

AITS exceeds the national average (30%), but there is still room to improve.

## AITS Pulse Survey



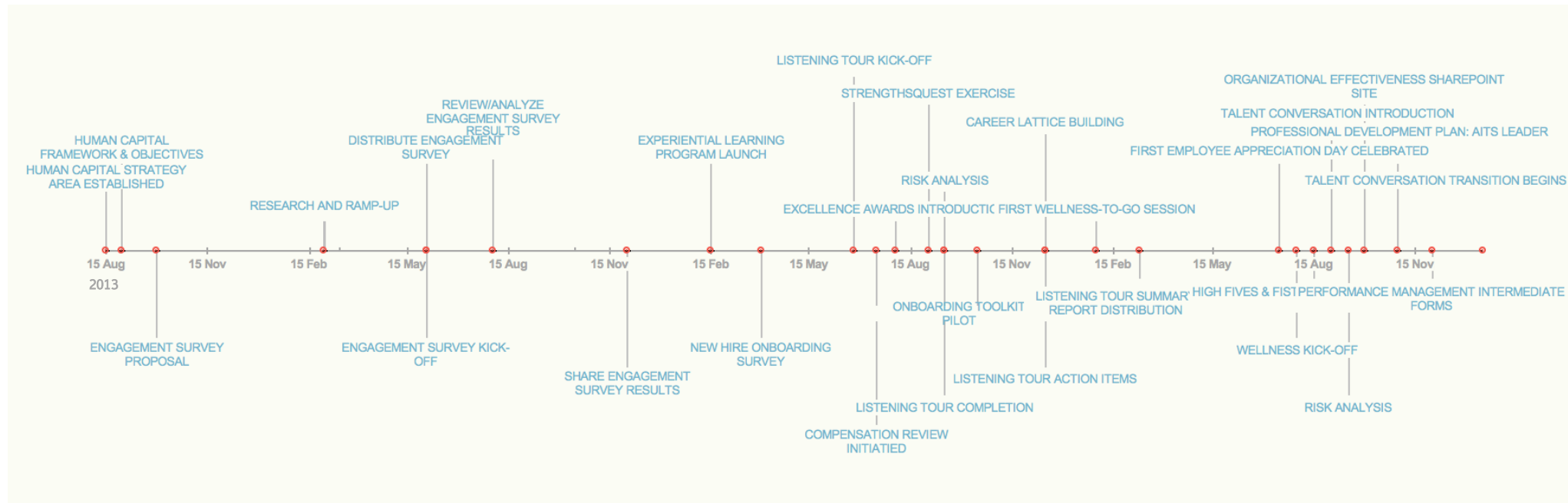
## Small Group Meeting Response & Themes 2015



# CREATE an Engagement Mindset - Together

- Clarify Values:** The way we really get things done: People, Leadership, Integrity, Stewardship, Learning, Customer Satisfaction
- Reinforce the Vision:** Be an engaged partner with the University: Provide innovative and reliable information technologies to the University
- Empower Behaviors:** Collaboration, Customer Advocacy, High Availability, Innovation, Influence
- Align Conversations:** Interactive & Transparent Environment; Customer Outreach; Recognition Culture
- Target Effort:** Culture—norms, traditions, unwritten rules; Strategic Goals & Initiatives; Choose to be exceptional; Focus on high impact areas
- Emphasize Success:** Recognition Program; Progress Report; Newsletter; Brag Book/Happy Customers, Team & Business Meetings

# Organizational Effectiveness Initiatives at a Glance



## Benefits:

- Talent retention
- Effective strategy execution
- Successful change navigation



# How I Contribute to AITS Being a Great Place to Work

- Provide excellent customer service
- I'm friendly; I bring a smile & a laugh
- I support colleagues & help them out when they need it
- I provide timely response to requests and honor project deadlines
- I have a good attitude
- I recognize others for their excellent work
- I thank colleagues often
- I assist with/participate in social events
- I seek out knowledge
- I understand how my work impacts others
- I'm accountable
- I'm courteous
- I'm someone others can count on
- I collaborate
- I provide accurate, good quality work; minimal bugs
- I have a sense of humor
- I greet everyone in passing
- I'm a good listener
- I come to work
- I go to meetings on time
- I'm loyal to my team
- I follow processes
- I bring fun to the office
- I communicate effectively
- I take pride in my work
- I respect my co-workers
- I provide input

## Point B:

- Fair, equitable, and positive environment
- Culture of engagement
- Talented workforce dedicated to University and AITS missions
- Culture of growth and development
- Excellent performance
- AITS is an awesome place to work



Thank you!