AITS

External Review
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 - 1st 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

Dual Reporting Structure for SAVP & CIO

Vice President/Chief Financial Officer & Comptroller

Vice President for Academic Affairs

Senior Associate Vice President and Chief Information Officer

Campus University Administration
BOARD OF TRUSTEES
Chancellor and Vice President
Urbana-Champaign

Secretary of the Board of Trustees
Secretary of the University

University Counsel

Executive Director of University Audits

Vice President/Chief Financial Officer & Comptroller
Vice President for Academic Affairs
Senior Associate Vice President and Chief Information Officer

Campus University Administration

Vice President/Chief Financial Officer & Comptroller
Vice President for Academic Affairs
Senior Associate Vice President and Chief Information Officer

Vice President & Chief Financial Officer
Vice President for Academic Affairs
Senior Associate Vice President and Chief Information Officer

Vice President for Research
Enterprise Level Shared Services

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

- Formalized strategic planning process began in 2008
- Currently in third generation of strategic planning process
- In year two of current AITS Strategic Plan FY16 – FY18
AITS as a Percent of Overall System Budget
(Excluding Payments on Behalf)

UI System Budget (wo POB)  AITS Budget as a Percent of UI Budget

2010  $3.9 B  .8%
2011  $4.0 B  .65%
2012  $4.2 B  
2013  $4.4 B  
2014  $4.6 B  
2015  $4.5 B  

$3,600,000  $3,800,000  $4,000,000  $4,200,000  $4,400,000  $4,600,000
$0.00%  0.10%  0.20%  0.30%  0.40%  0.50%  0.60%  0.70%  0.80%  0.90%  1.00%
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

Definition by the Services we Provide

- Customer-centric
- Less Techy
- More Descriptive
AITS Budget Sources and Uses

Karen Greenwalt
Dimuthu Tilakaratne
DRAFT - Macro-spending Analysis

<table>
<thead>
<tr>
<th>Education Sector - (Gartner)</th>
<th>University of Illinois</th>
<th>Central IT spending as a % of total revenue</th>
<th>IT spending as a % of total revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Higher Education - (EDUCAUSE) **</td>
<td>University of Illinois</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>University of Illinois - AITS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4.9%</td>
<td>5.5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.3%</td>
<td>2.3%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.6%</td>
<td></td>
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</tbody>
</table>

* - 2015 Key IT Metrics - Gartner
** - 2015 Core Data Service (Public Doctoral Institutions) - EDUCAUSE

Total UI Spend (not incl. payments on behalf) $4,520,000,000
Total IT Spend 2016 $249,852,558
Total central IT spend $104,573,975
Total UA IT spend $41,326,918
Total AITS spend $26,596,206

Data are from IT expense cube and approximate actual expenses based on selection criteria.

Total IT spend as % of UI revenue 5.53%
Total central IT spend as % 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 % of total IT spend 41.85%
## University of Illinois Budget by Campus, All Sources

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

Source: Budget Summary for Operations.  
Excludes Payments on Behalf, excludes AFMFA.
Budget Trends
State Support as a Percent of FY15 Budget

- Chicago: 11%
- Springfield: 21%
- Urbana: 12%
- UA: 59%
- AITS: 77%

UI System Budget (wo POB)

- 2010: $3.6B
- 2011: $3.8B
- 2012: $4.0B
- 2013: $4.2B
- 2014: $4.4B
- 2015: $4.6B

AITS Budget as a Percent of UI Budget

- 2010: .8%
- 2011: .65%
- 2012: .8%
- 2013: .6%
- 2014: .5%
- 2015: .65%

UI 37%  AITS 11%
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.
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 225.64 FTE.
- 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

Analysis of Headcount Increase from FY 07 to FY 15
+38 FTE from baseline AITS FY07
+ 49 FTE from AITS FY15

Increase in FTE due to mergers. For a breakdown see the figure on the right.
Budget Monitoring

Personnel Tracking

Hardware/Software/Facilities Infrastructure
Budget Monitoring

Monthly Overall Status/Projection

Training and Travel
Scenario Planning

Provide choices

- Complete all mandatory projects
- Complete all customer requested projects

**Current Funding Level**

**Scenario A - Reduction of $850,000**
- Complete all mandatory projects
- Complete 37 customer-requested projects FY 16 - FY 18
- Eliminate 52 customer-requested projects FY 16 - FY 18
- Stop IAM project after One ID/PW implemented or trade remainder of IAM project for 33 smaller projects in queue for completion

**Scenario B - Reduction of $1,950,000**
- Complete all mandatory projects
- Complete 20 customer-requested projects FY 16 - FY 18
- Eliminate 69 customer-requested projects FY 16 - FY 18
- Stop IAM project after One ID/PW implemented or trade remainder of IAM project for 33 smaller projects in queue for completion
- Eliminate all future capacity for customer-requested projects
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)
  - Equipment/System Reliability
  - Customer-Requested Projects

- **20%**
  - ($3,866,000)
  - Services to Campus Units
  - New Work
  - All Customer-Requested Projects

- **30%**
  - ($5,800,000)
  - Diminished Core Services and Reliability
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
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

<table>
<thead>
<tr>
<th>Activity</th>
<th>FY15 Activity Expense</th>
<th>Percent for Service</th>
<th>Cost Allocation</th>
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</thead>
<tbody>
<tr>
<td>Application Support - Other</td>
<td>$1,307,100.99</td>
<td>3%</td>
<td>$17,974</td>
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<tr>
<td>Authentication Services</td>
<td>$14,752.31</td>
<td>5%</td>
<td>$705</td>
</tr>
<tr>
<td>Backup Services for Servers</td>
<td>$81,870.18</td>
<td>1%</td>
<td>$753</td>
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<tr>
<td>Business Continuity</td>
<td>$3,391.13</td>
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<td>$54</td>
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<tr>
<td>Change Management</td>
<td>$16,500.73</td>
<td>7%</td>
<td>$1,145</td>
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<tr>
<td>Compliance</td>
<td>$65,390.37</td>
<td>9%</td>
<td>$5,943</td>
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<tr>
<td>Configuration Management</td>
<td>$44,405.07</td>
<td>49%</td>
<td>$21,490</td>
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<tr>
<td>Data Center Network</td>
<td>$30,428.05</td>
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<td>$1,866</td>
</tr>
<tr>
<td>Database Management Services (DBMS) - Oracle</td>
<td>$125,206.04</td>
<td>13%</td>
<td>$15,732</td>
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<tr>
<td>Disaster Recovery</td>
<td>$450,519.16</td>
<td>22%</td>
<td>$97,574</td>
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<tr>
<td>Enterprise Application Development for Student System</td>
<td>$18,949.65</td>
<td>100%</td>
<td>$18,949</td>
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<tr>
<td>Enterprise Application Support for Student Financial Aid</td>
<td>$179,720.83</td>
<td>100%</td>
<td>$179,721</td>
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<td>Enterprise Application Support for Student System</td>
<td>$961,381.92</td>
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<td>$947,518</td>
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<td>Enterprise Application Support for Workflow</td>
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<td>18%</td>
<td>$31,489</td>
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<td>Enterprise Application Support for Xterder</td>
<td>$101,992.33</td>
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<td>$70,712</td>
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<td>Enterprise Storage Services</td>
<td>$167,991.77</td>
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<td>Help Desk - Tier 1</td>
<td>$270,788.18</td>
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<td>$26,080</td>
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<td>Help Desk - Tier 2 and 3</td>
<td>$234,292.55</td>
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<td>Help Desk Ticket Escalation</td>
<td>$12,357.55</td>
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<td>Indirect - Strategy and Leadership</td>
<td>$202,543.66</td>
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<td>$1,548</td>
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<td>Indirect - General Professional Development</td>
<td>$579,231.38</td>
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<td>Indirect - Supervisory and Management</td>
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<td>$14,835.76</td>
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<td>IT Security Standards</td>
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<td>$21,698</td>
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<tr>
<td>IT Standards</td>
<td>$72,054.51</td>
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<td>$3,511</td>
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<td>Legal, Criminal, and Internal Investigative Requests for Information</td>
<td>$2,340.58</td>
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<td>$1,170</td>
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<tr>
<td>29 Others.</td>
<td></td>
<td></td>
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<tr>
<td>Direct FTE Cost</td>
<td>$1,986,890</td>
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<tr>
<td>Indirect FTE Cost and Non FTE Cost</td>
<td>$1,813,112</td>
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<tr>
<td>Total Service Cost</td>
<td>$3,800,002</td>
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<tr>
<td>Unit of Measure</td>
<td>Enrolled Students</td>
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<td>Activity Level</td>
<td>$78,540</td>
<td></td>
<td></td>
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<tr>
<td>Unit Cost</td>
<td>$48.38</td>
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</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Number</th>
<th>Line of Business</th>
<th>FTE Cost</th>
<th>Non Labor Costs</th>
<th>Total Cost</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>BPI (Delivered to Customer)</td>
<td>$220,833</td>
<td>$4,794</td>
<td>$225,627</td>
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<tr>
<td>2</td>
<td>Collaboration tools</td>
<td>$78,405</td>
<td>-$11,266</td>
<td>$67,139</td>
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<td>3</td>
<td>Compliance</td>
<td>$64,213</td>
<td>$25,146</td>
<td>$99,358</td>
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<td>4</td>
<td>Database Customer Services (Consulting)</td>
<td>$195,143</td>
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<td>$195,143</td>
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<td>5</td>
<td>Customer Training</td>
<td>$96,794</td>
<td>$17,904</td>
<td>$114,698</td>
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<td>6</td>
<td>Data Visualization</td>
<td>$287,615</td>
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<td>$287,615</td>
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<tr>
<td>7</td>
<td>Centralized Desktop Support</td>
<td>$1,401,449</td>
<td>$112,947</td>
<td>$1,514,396</td>
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<td>8</td>
<td>Enterprise System Support</td>
<td>$1,696,486</td>
<td>$700,994</td>
<td>$2,397,480</td>
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<tr>
<td>9</td>
<td>Enterprise System Research Administration</td>
<td>$1,037,469</td>
<td>$1,135,746</td>
<td>$2,173,215</td>
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<tr>
<td>10</td>
<td>Enterprise System Finance Applications</td>
<td>$1,606,780</td>
<td>$1,467,141</td>
<td>$3,073,920</td>
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<tr>
<td>11</td>
<td>Enterprise System HR Applications</td>
<td>$2,493,577</td>
<td>$1,369,129</td>
<td>$3,862,705</td>
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<tr>
<td>12</td>
<td>Enterprise System Student Applications</td>
<td>$2,295,645</td>
<td>$1,504,356</td>
<td>$3,800,002</td>
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<tr>
<td>13</td>
<td>Enterprise System Capital Programs</td>
<td>$331,213</td>
<td>$106,346</td>
<td>$437,559</td>
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<td>14</td>
<td>Enterprise System Mobile Applications</td>
<td>$574,305</td>
<td>$53,614</td>
<td>$627,919</td>
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<tr>
<td>15</td>
<td>Identity and Access Management</td>
<td>$1,475,488</td>
<td>$1,861,346</td>
<td>$3,336,834</td>
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<td>16</td>
<td>Mobile Applications (Consulting)</td>
<td>$12,166</td>
<td>$0</td>
<td>$12,166</td>
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<tr>
<td>17</td>
<td>Reports and Data</td>
<td>$2,179,618</td>
<td>$977,634</td>
<td>$3,157,251</td>
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<tr>
<td>18</td>
<td>Records and Information Management System</td>
<td>$322,601</td>
<td>$13,242</td>
<td>$335,843</td>
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<tr>
<td>19</td>
<td>Security (Consulting)</td>
<td>$95,295</td>
<td>$0</td>
<td>$95,295</td>
</tr>
<tr>
<td>20</td>
<td>Enterprise Class Storage/Backup Services</td>
<td>$285,727</td>
<td>$107,217</td>
<td>$392,944</td>
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<tr>
<td>21</td>
<td>Server Support Services (Maint &amp; Consulting)</td>
<td>$38,589</td>
<td>$146,579</td>
<td>$185,169</td>
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<tr>
<td>22</td>
<td>Workflow Development</td>
<td>$243,247</td>
<td>$0</td>
<td>$243,247</td>
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<tr>
<td>23</td>
<td>Application System Support</td>
<td>$1,183,051</td>
<td>$0</td>
<td>$1,183,051</td>
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<tr>
<td>24</td>
<td>Security Provisioning</td>
<td>$312,884</td>
<td>$0</td>
<td>$312,884</td>
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<tr>
<td>25</td>
<td>Data Center Management / Co Location Services</td>
<td>$160,583</td>
<td>$56,777</td>
<td>$217,360</td>
</tr>
<tr>
<td>26</td>
<td>UI Ready (Kuali)</td>
<td>$3,490</td>
<td>$125,729</td>
<td>$129,219</td>
</tr>
<tr>
<td>27</td>
<td>Video Bridge Conferencing (Consulting)</td>
<td>$117,522</td>
<td>$141,859</td>
<td>$259,381</td>
</tr>
<tr>
<td>28</td>
<td>Web Services (Consulting)</td>
<td>$26,314</td>
<td>$0</td>
<td>$26,314</td>
</tr>
<tr>
<td>29</td>
<td>Projects and Portfolio Management (Consulting)</td>
<td>$195,563</td>
<td>$203</td>
<td>$196,766</td>
</tr>
<tr>
<td>30</td>
<td>Web Services Infrastructure</td>
<td>$72,941</td>
<td>$7,753</td>
<td>$80,693</td>
</tr>
<tr>
<td>31</td>
<td>Enterprise Integrations</td>
<td>$101,390</td>
<td>$0</td>
<td>$101,390</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>BPI (Delivered to Customer)</strong></td>
<td><strong>$19,225,375</strong></td>
<td><strong>$9,925,429</strong></td>
<td><strong>$29,150,804</strong></td>
</tr>
</tbody>
</table>
University of Illinois System Enterprise Applications

**ENTERPRISE SYSTEM STUDENT APPLICATIONS**

<table>
<thead>
<tr>
<th></th>
<th># Enrolled Students</th>
<th>UI Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>UIC</td>
<td>32,503</td>
<td>$1,381,761</td>
</tr>
<tr>
<td>UIS</td>
<td>7,103</td>
<td>$301,961</td>
</tr>
<tr>
<td>UIUC</td>
<td>49,781</td>
<td>$2,116,280</td>
</tr>
<tr>
<td>UA</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>89,387</td>
<td>$3,800,002</td>
</tr>
</tbody>
</table>

*Monthly Unit Cost Per Student - $3.54*

**ENTERPRISE SYSTEM HR APPLICATIONS**

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

*Monthly Unit Cost Per Faculty/Staff - $4.80*

**ENTERPRISE SYSTEM FINANCE APPLICATIONS**

<table>
<thead>
<tr>
<th></th>
<th># Transactions</th>
<th>UI Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>UIC</td>
<td>732,944</td>
<td>$1,210,607</td>
</tr>
<tr>
<td>UIS</td>
<td>54,727</td>
<td>$90,393</td>
</tr>
<tr>
<td>UIUC</td>
<td>1,018,932</td>
<td>$1,682,975</td>
</tr>
<tr>
<td>UA</td>
<td>54,456</td>
<td>$89,945</td>
</tr>
<tr>
<td>Total</td>
<td>1,861,059</td>
<td>$3,073,920</td>
</tr>
</tbody>
</table>

*Monthly Unit Cost Per Faculty/Staff - $0.14*

**Services as % of Budget**

- Enterprise Services: 93%
- Self Supporting: 6%
- Administration: 1%

**Customer Resource Utilization**

- Urbana-Champaign: 43% ($12.6M)
- Chicago: 32% ($9.2M)
- Springfield: 10% ($2.9M)
- Administration: 15% ($4.5M)
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 - Campuses

AITS

Enterprise Systems
- Banner
- Degree Audit
- Room Sched
- Contract Mgt.
- Data Warehouse
- Travel Expense
- Payroll Adjs
- Kuali Research

Enterprise Tools
- Business Intelligence
- Help Desk
- Univ Portal
- Web Cont Mgt
- Doc Mgt
- Workflow

IT Resources
- Appl Analysts
- Data Analysts
- Appl Developers
- BL/Rpt Developers
- Project Managers
- Systems Engineers
- Data Base Admins
- Production Engineers
- Desktop Support
- Help Desk Support
- Security Specialists
- IT Architects

Integration

Hosting (limited)

Security

Identity Services

BI Tools

Other

Academic Colleges / Departments
- Student Recruiting
- Applicant Tracking
- Scholarship Tracking
- Learning Mgt.
- Identity Mgt
- Gradebook

Auxiliaries
- Facilities
- Housing
- Parking
- Other

Central Campus IT

Local Systems
- Shadow Financials
- Leave Rpt g
- Student Recruiting

Local Systems
- Student Recruiting
- Applicant Tracking
- Scholarship Tracking

Local Systems
- Constructio n Mgt
- Housing Mgt
- Parking Mgt
- Athle tic Financial Mgt

Most have feeders to Banner
# Student Business Area

<table>
<thead>
<tr>
<th>Enrollment (total/undergrad)</th>
<th>UIC</th>
<th>UIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>45,800 / 33,000</td>
<td>29,000 / 17,500</td>
<td>5,400 / 2,900</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Students, Faculty, Alumni, Academic Units, Office of Admissions and Records, Financial Aid Office, . . .</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AITS Enterprise Systems</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Banner (Student Information System), Student Data Warehouse, Degree Audit, Room/Facilities Scheduling, Program/Catalog, Codebook, Title IX, . . .</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AITS FTE</th>
<th>26 FTE (based on Activity Based Costing)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Local Systems</th>
<th>Recruiting, LMS</th>
<th>Recruiting, LMS, Campus Portal, Common App</th>
<th>Recruiting, LMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Systems FTE (excludes LMS support)</td>
<td>7 FTE</td>
<td>6 FTE</td>
<td>2 FTE</td>
</tr>
</tbody>
</table>
## Finance Business Area

<table>
<thead>
<tr>
<th>Operating Budget</th>
<th>$2.04 billion</th>
<th>$2.1 billion</th>
<th>$88.8 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Office of Business and Financial Services (OBFS) units: Accounts Receivable, Accounts Payable, Purchasing, Contracts; Vendors; All Campus Units; Grants and Contracts</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 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 FTE      | Unknown |
# Human Resources/Payroll Business Area

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

<table>
<thead>
<tr>
<th>Research Expenditures* (FY14)</th>
<th>I</th>
<th>UIC</th>
<th>UIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>$622M</td>
<td>$349M</td>
<td>$2M</td>
<td></td>
</tr>
<tr>
<td>Proposals submitted (FY16)</td>
<td>3,528</td>
<td>2,566</td>
<td>115</td>
</tr>
<tr>
<td>Awards Received (FY16)</td>
<td>2,452</td>
<td>1,276</td>
<td>68</td>
</tr>
<tr>
<td>Current Active Awards</td>
<td>10,844</td>
<td>8,013</td>
<td>118</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customers</th>
<th>Principle Investigators, Research staff, Business Managers, Pre-award/Post-award offices, Gov’t Costing, non-research faculty/staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>AITS Enterprise Systems</td>
<td>Pre-award, Research Portal, Banner Grants and Contracts (Post-award), Research Administration Data Warehouse (under construction)</td>
</tr>
<tr>
<td>AITS FTE</td>
<td>Implementation Project – 12.5 FTE, Post Project – 9 FTE (2.5 FTE of this from BSS)</td>
</tr>
<tr>
<td>Local Systems</td>
<td>IRB, IACUC, Bio/Chemical/Radiation Safety, Training Tracking, Ad hoc Rpt’g</td>
</tr>
<tr>
<td>Local Systems FTE</td>
<td>7 FTE</td>
</tr>
<tr>
<td></td>
<td>IRB, IACUC, Prop Submission, Clinical Trials, Ad hoc Rpt’g: COI/Finance</td>
</tr>
<tr>
<td></td>
<td>6 FTE</td>
</tr>
<tr>
<td></td>
<td>n/a</td>
</tr>
</tbody>
</table>
# Data Warehouse & BI Tools

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Warehouse</td>
<td>Administrative data sourced from university systems organized to provide reporting and data analysis.</td>
<td>2 TB of data available</td>
</tr>
<tr>
<td>Business Intelligence</td>
<td>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.</td>
<td>4,000 active users</td>
</tr>
<tr>
<td>Data Visualization</td>
<td>Dashboard and data visualization development for effective analysis of client data and processes.</td>
<td>1,806 AITS &amp; user visualizations</td>
</tr>
<tr>
<td>Tableau Server Infrastructure</td>
<td>A server infrastructure for university faculty and staff to publish their Tableau dashboards for any audience. Available since July 2015.</td>
<td>160 active publishers</td>
</tr>
</tbody>
</table>
# Reports

<table>
<thead>
<tr>
<th>Account</th>
<th>Description</th>
<th>Date</th>
<th>RC</th>
<th>Document #</th>
<th>Seq</th>
<th>Purchase Order Code</th>
<th>Doc Ref</th>
<th>Deposit #</th>
<th>Budget</th>
<th>Actual</th>
<th>Encumbrances</th>
</tr>
</thead>
</table>


### Enrollment

#### University of Illinois System Fall 2010

<table>
<thead>
<tr>
<th>Level</th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>64,850</td>
<td>22,510</td>
<td>4,599</td>
</tr>
</tbody>
</table>

#### Status

<table>
<thead>
<tr>
<th>Status</th>
<th>Part-Time</th>
<th>Full-Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>65,902</td>
<td>11,507</td>
</tr>
</tbody>
</table>

#### Race/Ethnicity

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>14,542</td>
</tr>
<tr>
<td>Nonresidents Asian</td>
<td>14,064</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>10,411</td>
</tr>
<tr>
<td>Black or African American</td>
<td>5,578</td>
</tr>
<tr>
<td>Total race/ethnicity unknown</td>
<td>2,100</td>
</tr>
</tbody>
</table>

#### Residency

<table>
<thead>
<tr>
<th>Residency Type</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident</td>
<td>16,158</td>
</tr>
<tr>
<td>Non-Resident</td>
<td>10,357</td>
</tr>
<tr>
<td>International</td>
<td>14,594</td>
</tr>
</tbody>
</table>

#### Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>47,494</td>
</tr>
<tr>
<td>Female</td>
<td>19,505</td>
</tr>
</tbody>
</table>

#### Percentage of enrolled that are:

- **New Freshmen**: 14%
- **New Transfer**: 5%
- **First Generation**: 16%
- **STEM Majors**: 40%
- **In Online Programs**: 5%

Select a University location to view Colleges

---

**Image Description:**

The image is a dashboard titled "University of Illinois System Fall 2010" showing various statistics such as enrollment levels, race/ethnicity, residency, and gender. The dashboard includes charts and maps for different locations within the system.
Dashboards

AITS Service Desk
Other Functions

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
<th>FY15 Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Document Management</td>
<td>Consult with customers, implement and support document management solutions.</td>
<td>Store approximately 1.2 Million Documents and 2.8 Million Images</td>
</tr>
<tr>
<td>Banner Workflow</td>
<td>Uses Banner tools to create transaction workflows that normally end with a Banner entry.</td>
<td>Completed approximately 18 projects</td>
</tr>
<tr>
<td>Form Builder System</td>
<td>Deploy an internally written tool to support simple workflows and event registrations.</td>
<td>Built approximately 86 forms</td>
</tr>
<tr>
<td>Web Content Management</td>
<td>Assist with the design and implementation and hosting of departmental web sites using a content management system.</td>
<td>Supported over 50 websites</td>
</tr>
<tr>
<td>Web Portal</td>
<td>Deploy and support higher education portal for student, faculty and staff</td>
<td>Had over 39,000 users and over 3.2 million logins</td>
</tr>
<tr>
<td>Service</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Application Development</td>
<td>Develop web, batch, mobile, integrations and database apps using an Agile and CMMI based SDLC.</td>
<td></td>
</tr>
<tr>
<td>User Experience</td>
<td>Develop and disseminate web design standards for consistent look &amp; feel and application behavior.</td>
<td></td>
</tr>
<tr>
<td>Mobile Development Services</td>
<td>Develop mobile apps; perform iOS and Android deployments for the University.</td>
<td></td>
</tr>
<tr>
<td>Quality Assurance Testing</td>
<td>Automated, functional, regression, negative, and accessibility testing using HP QTP and HP Quality Center</td>
<td></td>
</tr>
<tr>
<td>Performance Testing</td>
<td>HP LoadRunner and IBM Rational Robot to simulate loads of over 2500 concurrent users.</td>
<td></td>
</tr>
<tr>
<td>Integration Development</td>
<td>Develop and support integrations between Banner and 3rd party systems using web services and other standard techniques.</td>
<td></td>
</tr>
<tr>
<td>Database Hosting and Administration</td>
<td>Provide hosting of Oracle and SQL Server databases with optional inclusion of DBA services.</td>
<td></td>
</tr>
<tr>
<td>Vulnerability Scanning</td>
<td>Rational Appscan; Vulnerability Scans Run in 2015: 465</td>
<td></td>
</tr>
<tr>
<td>Enterprise Identity Management</td>
<td>Integral part of the provisioning and de-provisioning process as well as password management, password expiration and synchronization at the University.</td>
<td></td>
</tr>
</tbody>
</table>
Mobile Development Services

Products
- iOS Apps
- Android Apps
- Mobile-friendly websites

Services
- Development
- Consultations
- QA Reviews
- App store mgt.

Customers
- UIC
- UIS
- Campuses/Colleges/Depts./Units
- Affiliates
- Grant funded

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
Involvement and Focus:
• Continue to understand business processes
• Continue to gather feedback early on design
• Establish UX standards
  ▪ Look & feel
  ▪ Accessibility

Focus:
• Utilize Vendor API libraries
• Build Integrations

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

### 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 CONSULTING FOR UA (EXAMPLES)
- Technology Recommendations
- Secure Transfers
- Additional Risk Assessments and Network Controls
- Certificate Services
- Insurance Attestations
- Technology Travel Practice Recommendations
### Security Services cont.

<table>
<thead>
<tr>
<th>FIREWALLS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Security Policy</td>
<td>Data Center</td>
</tr>
<tr>
<td>Data Center</td>
<td>Staff Buildings</td>
</tr>
<tr>
<td>Intrusion Prevention</td>
<td>Device Firewalls</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>INCIDENT AND DISASTER RESPONSE</td>
<td>Security Incident Handling</td>
</tr>
<tr>
<td></td>
<td>IT Service Incidents</td>
</tr>
<tr>
<td></td>
<td>Breach Response</td>
</tr>
<tr>
<td></td>
<td>Business Continuity Planning</td>
</tr>
<tr>
<td></td>
<td>Disaster Recovery</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACCESS CONTROL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise System Provisioning</td>
<td>Identity and Access Management</td>
</tr>
<tr>
<td>Identity and Access Management</td>
<td>Passwords (including Multi-Factor Authentication)</td>
</tr>
<tr>
<td>Authorization</td>
<td>Mandatory User Access Review</td>
</tr>
</tbody>
</table>

### Risk Areas of Concern

<table>
<thead>
<tr>
<th>INFORMATION SECURITY RISKS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Credential Compromises</td>
<td>Employee Social Engineering</td>
</tr>
<tr>
<td>Mishandled High Risk Data</td>
<td>System Compromises</td>
</tr>
<tr>
<td>Ransomware</td>
<td>Securing Cloud Services</td>
</tr>
<tr>
<td>Denial of Service Attacks</td>
<td>Data Leaving the Organization / BYOD</td>
</tr>
<tr>
<td>Gaps in Security Controls</td>
<td>Competing Priorities</td>
</tr>
</tbody>
</table>
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
Strategic Planning, Governance and Portfolio Management

Kelly Block
Suzi McLain
Strategic Planning
How We View Planning

- Academic Planning
- Financial Planning
- Facilities Planning
- Information Technology Planning

Integration Areas:
- IT Leadership Development
- IT Strategic Planning
- IT Governance
AITS Strategic Plan History

- First Plan – 2006 – Top Down
- Second Plan – 2009 – Set Strategic Directions. Strategic planning becomes a foundational aspect of AITS leadership.
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
Managing the Plan

▪ 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

<table>
<thead>
<tr>
<th>Progress</th>
<th>Critical</th>
<th>Waiting on Someone</th>
<th>Off Target</th>
<th>Not Started</th>
<th>Deferred</th>
<th>On Target</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td></td>
<td></td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>37</td>
<td>1</td>
</tr>
<tr>
<td>Team 1</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>18</td>
<td>12</td>
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<tr>
<td>Team 2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>Team 3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>1</td>
</tr>
<tr>
<td>Team 4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>Team 5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>23</td>
<td>1</td>
</tr>
<tr>
<td>Team 6</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>14</td>
<td>3</td>
</tr>
</tbody>
</table>
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, Kuali, Gartner, others)
“We provide support to University initiatives seeking to increase the efficiency and effectiveness of University operations...”

**GOALS:**
- ✓ Free Up Staff Time
- ✓ Improve Customer Service
- ✓ Reduce Total Cost
- ✓ Deliver Services Faster

**ACTIVITIES:**
- Process Improvement Engagements
- Process Improvement Methodology & Toolset
- Process Improvement Training

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

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
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 Competitor 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 Storage Services Advisory Group
- 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 (NCICI) 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 OSSL/OR 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
ITPC Structure

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

Executives
- Meets Annually
  - Approves > $250K
  - or 5K hours

Cross-functional group
- Meets Quarterly
  - Provides recommendations to ITPC for cross-functional projects and prioritization

Highest Level Customers
- Meets Quarterly
  - Approves > $0K
  - or 850 hours
  - Prioritizes all projects

Finance subcommittee
- Meets Quarterly
  - Approves $0K
  - and 250 – 850 hours
  - Prioritizes functional projects

HR subcommittee
- Meets Monthly
  - Approves $0K
  - and 250 – 850 hours
  - Prioritizes functional projects

Student subcommittee
- Meets Monthly
  - Approves $0K
  - and 250 – 850 hours
  - Prioritizes functional projects

Business Intelligence/Performance Management subcommittee
- Meets Monthly
  - Approves $0K
  - and 250 – 850 hours
  - Prioritizes functional projects

Allocates ~$1.4M project funding and 75,000 IT hours per year
## Flexibility of Governance Process

### Simple > > > > > > > > > > > > > Complex

<table>
<thead>
<tr>
<th>Level 1 project</th>
<th>Level 2 project</th>
<th>Level 3 project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UIUC Winter term creation</strong></td>
<td><strong>Automated Grade Change Process</strong></td>
<td><strong>Travel &amp; Expense Management</strong></td>
</tr>
<tr>
<td>Review steps:</td>
<td>Review steps:</td>
<td>Review steps:</td>
</tr>
<tr>
<td>• L1 Project proposal completed</td>
<td>• L2 Project proposal completed</td>
<td>• L3 Project proposal completed</td>
</tr>
<tr>
<td>• Review at functional subcommittee</td>
<td>• Review at functional subcommittee</td>
<td>• Review at functional subcommittee</td>
</tr>
<tr>
<td>• REVIEW COMPLETE</td>
<td>• Reviewed at cross-functional and main ITG Group</td>
<td>• Reviewed at cross-functional and main ITG Group</td>
</tr>
<tr>
<td></td>
<td>• REVIEW COMPLETE</td>
<td>• Executive Review</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• REVIEW COMPLETE</td>
</tr>
</tbody>
</table>
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 Information 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
<table>
<thead>
<tr>
<th>ITPC Experience to Date</th>
<th>ITPC Improvements - 2009</th>
<th>ITPC Improvements - 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 545 projects reviewed</td>
<td>• Improving the alignment of project selection to strategic plans</td>
<td>• Improve process to enhance/reward strategic alignment</td>
</tr>
<tr>
<td>• 480 projects approved</td>
<td>• Improving cross-functional prioritization of projects</td>
<td>• Utilize a social business software tool to improve collaboration and communication</td>
</tr>
<tr>
<td>• 65 projects rejected or withdrawn</td>
<td>• Making adjustments to the review structure and committee membership</td>
<td>• Improve summary level information for project evaluation</td>
</tr>
<tr>
<td>• 425 projects completed</td>
<td>• Improving communication outside of the process</td>
<td>• Deemphasize review of mandatory projects</td>
</tr>
<tr>
<td>• 55 projects in progress or in queue</td>
<td>• Delegation of decision making for “small” projects</td>
<td>• Define process for projects with shared funding</td>
</tr>
<tr>
<td>• ~$27M cash</td>
<td>• Normal periodic process reviews</td>
<td></td>
</tr>
<tr>
<td>• ~$55M labor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ITPC 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
Governance, Portfolio and Project Management (GPPM)

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

- IT Governance
- Portfolio Management
- Project Management
Portfolio Management
PPMO Bridge between strategy and implementation

- Improve performance
- Provide support
- Report on performance
- Manage workload; schedule work

Center of excellence for PM

Facilitate ITG

Facilitate governance

Communicate priorities

Manage expectations; justify staffing

Manage workload; schedule work

Resource management and scheduling

Manage the portfolio
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
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
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

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separations</td>
<td>14.5</td>
<td>13</td>
<td>27.5</td>
</tr>
<tr>
<td>Hires</td>
<td>7</td>
<td>2</td>
<td>9</td>
</tr>
</tbody>
</table>
An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.

-Jack Welch
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
<table>
<thead>
<tr>
<th>AFM</th>
<th>ADSD</th>
<th>COE</th>
<th>DS</th>
<th>ESA</th>
<th>PPMO</th>
<th>CIO</th>
<th>31 Group Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Group Meeting</td>
<td>13 Group Meetings</td>
<td>11 Group Meetings</td>
<td>2 Group Meetings</td>
<td>1 Group Meeting</td>
<td>2 Group Meetings</td>
<td>1 Group Meeting</td>
<td>171 Employees (91%)</td>
</tr>
<tr>
<td>4 Employee Attendees</td>
<td>76 Employee Attendees</td>
<td>62 Employee Attendees</td>
<td>11 Employee Attendees</td>
<td>6 Employee Attendees</td>
<td>9 Employee Attendees</td>
<td>3 Employee Attendees</td>
<td>31 Supervisors (100%)</td>
</tr>
<tr>
<td>1 Supervisor Attendee</td>
<td>15 Supervisor Attendees</td>
<td>9 Supervisor Attendees</td>
<td>2 Supervisor Attendees</td>
<td>0 Supervisor Attendees</td>
<td>2 Supervisor Attendees</td>
<td>2 Supervisor Attendees</td>
<td>10 LT Members (100%)</td>
</tr>
<tr>
<td>5 LT Attendees</td>
<td>1 LT Attendee</td>
<td>1 LT Attendee</td>
<td>1 LT Attendee</td>
<td>1 LT Attendee</td>
<td>1 LT Attendee</td>
<td>0 LT Attendees</td>
<td></td>
</tr>
<tr>
<td>10 Attendees (5%)</td>
<td>92 Attendees (43%)</td>
<td>72 Attendees (34%)</td>
<td>14 Attendees (7%)</td>
<td>7 Attendees (3%)</td>
<td>12 Attendees (6%)</td>
<td>5 Attendees (2%)</td>
<td></td>
</tr>
</tbody>
</table>
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.
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 transcends into employees who give their hearts, spirits, minds, and hands to deliver a high level of performance to the organization.

Why Engagement Matters
- 30% of employees are fully engaged according to Gallup.
- 42% of employees know their organization’s vision, mission, and cultural values.

EDUCEASE Top IT Issues 2016 include
- #4 IT Workforce Hiring and Retention
  - Ensuring adequate staffing levels and staff retention as budgets shrink or remain flat and as external competition grows.
- #6 IT Organizational Development
  - Creating IT organizational culture, climate, and staff development strategies that are flexible enough to support new cultures and uncertainties bringing strategic, tight business, IT service delivery, technology, analytics, etc.

2016 Engagement Trends
- Engagement will go up (but not a lot).
- More compassionate leadership.
- More employee feedback more often.
- Work/life balance will become worklife blend.
- Technology will focus on the employee.
- More opportunities for professional development.
- Greater push for transparency.

WE LIVE IT

AITS Strategic Plan
People
Am I really important to AITS?
Respect
Care
Integrity
Loyalty

2014 Engagement Survey
Customers Feedback
Anonymous Feedback Form
Pulse Surveys

What kind of cool stuff do I get to do because I'm here?

2017 Engagement Survey
Teamwork
Awareness Campaign
Excellence
Awards
Job Descriptions
Experiential Learning Program
Career Lattices

Work Environment Safety
Work/Life Balance
Wellness to Go

Practices/Procedures
Do AITS practices & procedures support success?

AITS Pulse Survey
How Often Do You Feel Appreciated for Your Contributions at Work?
Dec. 2013 3.2% 49.0% 36.6% 14.6% 4.6%
Mar 2015 4.7% 42.8% 35.6% 12.7% 4.6%

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!