

AIT S

**ADMINISTRATIVE INFORMATION
TECHNOLOGY SERVICES**

STRATEGIC PLAN PROGRESS REPORT FY 2019

UNIVERSITY OF ILLINOIS SYSTEM
URBANA-CHAMPAIGN • CHICAGO • SPRINGFIELD

UNIVERSITY OF ILLINOIS

**ADMINISTRATIVE INFORMATION
TECHNOLOGY SERVICES
BUILDING**

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BACKGROUND

This document reflects progress towards AITS's current strategic initiatives and goals.

The AITS strategic initiatives were created through discussions with our customers, a review of higher education and IT trends and forecasts, as well as the University of Illinois System and Universities' strategic plans. Some of the goals presented represent stretch goals that will be pursued as resources are available and other goals are satisfied. Each goal and initiative has a different priority, and the priority changes throughout the year depending on environmental factors such as funding, urgency, University needs, vendor partnerships and human resource availability. Overall, the AITS Strategic Plan outlines the information technology strategies and initiatives and is designed to be a three-year IT plan that evolves with collaborative input alongside other strategic plans throughout the University of Illinois System.

STRUCTURE OF THE AITS STRATEGIC PLAN

The AITS Strategic Plan is organized into the following levels:

- 1. Strategic Initiative (We have 15 initiatives)
 - 1.1. Goals (3-5 goals per initiative)
 - 1.1.1. Projects or activities (between 3-10 per goal)
 - 1.1.1.1. Tasks (variable—determined by manager and tracking preferences)
 - 1.1.1.1.1. Subtasks

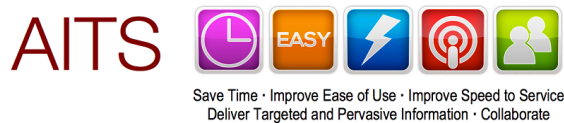
Each Strategic Initiative is mapped to one of four perspectives that define our mission and role for the University of Illinois System:

- Improve operational efficiencies and increase administrative productivity
- Save time and improve ease of use for faculty, staff, and students
- Maintain reliable enterprise-class services
- Remain prepared and responsive to UI System needs

METRICS AND KPIS

All supporting goals, projects/activities, tasks, and subtasks have a metric. Some of the metrics have been designated as KPIs. These KPIs are designed to drive and communicate progress against our overarching initiatives. In most, but not all cases, these KPIs are at the supporting goal level. Metrics that are not KPIs tend to be percent complete metrics. In some cases, KPI's have not yet been identified. These will be indicated with a "TBD" and have a target value of "0".

STRATEGIC DIRECTIONS



AITS uses the following 5 strategic directions as guides to focus our efforts in supporting University's mission and our responsibilities as an organization. These strategic directions align with our mission and vision and focus our efforts on fulfilling these.

- Save Time: Improve and add services that increase productivity for faculty, students, and staff.
- Improve Ease of Use: Improve the usability of AITS services.
- Improve Speed to Service: Improve the time to delivery of AITS services.
- Deliver Targeted and Pervasive Information: Provide for strategic, widespread use of our data.
- Collaborate: Build and strengthen relationships throughout the University based on mutual trust.

MISSION

We provide a wide range of administrative information technology solutions and services to the University community that are accessible, reliable, accurate, efficient, and responsive to customer needs. We collaborate to proactively identify opportunities, manage risks, plan future initiatives, and solve problems by leveraging all of our information technology resources and knowledge. We continually measure and evaluate our services in order to optimize them for the University community.

VISION

To be an engaged partner within our University community to advance the institution’s mission and administrative functions. We will provide information technologies and services that will balance the need to be innovative, collaborative, and easy to use while also being reliable, predictable, and relevant to the University community who utilize them.

CORE VALUES

- **Leadership:** Using the resources available to us as individuals and as a department, we create ways for everyone to contribute to our objectives of anticipating customer needs, providing innovative, cost-effective and sustainable solutions, and delivering reliable systems and infrastructure. Leading by example, we will continually look for ways to enhance data driven decision-making, challenging old standards and common practices.
- **People:** People are the University’s most important asset. We will create and sustain a safe environment for them. We will invest in our staff members at all levels in our organization through a wide variety of development activities and opportunities. We encourage staff members to be proactive in career development and planning and furthering their formal education.
- **Stewardship:** We consider both the long-term well-being of the University and the short-term imperatives facing it in the decisions we make, the actions we take, and the advice we offer to other leaders across the University. We encourage and support our staff members as they work towards the right solutions for the University.
- **Integrity:** We are forthcoming, truthful, ethical, and sincere in our words and actions. We keep our promises. We build and maintain trust between colleagues across the department and are invested in each other’s success.
- **Customer Satisfaction:** We strive to provide the highest level of service possible to our customers based on their needs and our capabilities. We work within our means to develop the best solutions for our customers.
- **Learning:** We continually learn from working with our customers, fellow employees, partners at the campuses and University Administration, and our peers in industry and higher education. We value our customers’ insight, experience, and expertise.

FY19 YEAR-END STATUS

Perspective	Strategic Initiative	Goals Achieved	Goals On Target	Goals Off Target	Goals Not Started	Goals Deferred
Improve operational efficiencies and increase administrative productivity	Extend the life of our current ERP systems by implementing a set of high impact improvements		4			
	Save time for the system by providing a tool to automate business processes	1		3		
	Improve the system's operational efficiency by systematically identifying and implementing business process improvements	1	1			
	Improve the AITS budget tracking process		3			
Save time and improve ease of use for faculty, staff, and students	Engage our users and increase productivity for the System by accelerating efforts in three areas: accessibility, user experience, and availability of near real-time data.	1		1		
	Improve first contact resolution with advanced service desk support	1	2			
	Complete Research Administration and IAM/2FA projects		1	1		
	Continue to increase the quality and speed of solutions by developing and improving upon our methodologies and processes.		2	1		
Maintain reliable enterprise-class services	Maintain enterprise systems integrity, reduce risk of system failures, and improve disaster recovery processes		4	1		
	Increase our agility and responsiveness to System needs by leveraging cloud technologies		3			
	Continue to protect system office computing infrastructure and user platforms		2	1		
Remain prepared and responsive to UI System needs	Research and development to ensure our readiness to quickly respond to new technologies and System needs	1	3			
	Support the development of a system wide strength in data analytics	1	2	1		
	Grow and retain a talented workforce that's keeping up with industry changes and is committed to supporting the System's strategic priorities.	3	3			2
	Continue to be an engaged partner across the System.	4			1	
Totals		13	30	9	1	2

AIMS STRATEGIC PLAN FOR FY19 - FY21 - PROGRESS DETAIL

IMPROVE OPERATIONAL EFFICIENCIES AND INCREASE ADMINISTRATIVE PRODUCTIVITY

STRATEGIC INITIATIVES & SUPPORTING GOALS

1 Extend the life of our current ERP systems by implementing a set of high impact improvements

1.1 Travel and expense management system improvements (TAM) (06/30/21)

Measure: Percent complete

Target: 25%

On Target

Comments on Status: This is part of the Source2Pay project. We've set the goal at 25% complete per our standard to indicate the work has started.

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.1.1 Data analysis, future state, and quick wins implementation effort (TAM) <i>Comments on Status: 7/1/2019: Final report will be presented to sponsor on July 17th. This specific goal will be closed at that time. This is marked as slightly off target due to delays getting and analyzing the data as well as scheduling constraints with the team.</i>	07/01/18, 07/31/19	100% Percent complete	85%	Off Target As of 07/15/19
1.1.2 Source2Pay TEM project (TAM) <i>Comments on Status: 6/24/2019: Kick-off meeting scheduled for 7/16/2019. AITS role will be in support of this initiative. AITS will provide technical resources, analysts, a project manager, and BPI resources. Data from the two BPI efforts will be fed into this project.</i>	07/01/18, 06/30/22	25% Percent complete	25%	On Target As of 07/15/19

1.2 Applicant tracking system improvements (TAM) (06/30/21)

Measure: Percent complete

Target: 25%

25%

On Target

Comments on Status: This project is currently in the planning stages. The vendor evaluation period was recently extended. BPI will be engaged this fall to help with future state work.

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.2.1 Vendor decision (TAM) <i>Comments on Status: 6/24/2019: A meeting was held on 6/28/2019 to discuss the vendors and determine if a viable product exists based on the current evaluation or if the evaluation needs to be extended. The outcome of this meeting was to extend the evaluation period.</i>	07/01/18, 06/30/19	100% Percent complete	80%	Off Target As of 07/15/19
1.2.2 Applicant tracking system project (TAM) <i>Comments on Status: 7/01/2019: This project is currently in the planning stages. The vendor evaluation period was recently extended. BPI will be engaged this fall to help with future state work.</i>	07/01/18, 06/30/21	25% Percent complete	25%	On Target As of 07/15/19

1.5 Annual ERP evaluation (TAM) (06/30/21)

Measure: Percent complete

Target: 50%

50%

On Target

Comments on Status: 6/24/2019: We have subscribed to the Tambellini group again in order to receive the Market trend reports for 2019, for consistency in reporting. The annual update will be delivered to the President by the end of the calendar year.

1.6 Contract manager system improvements (TAM) (06/30/21)

Measure: Percent complete

0%

On Target

Comments on Status: 7/1/2019: This project will be one of the later projects in the S2P program. Status will remain unchanged until project planning begins or when we have a better idea of the start date.

Target: 0%

2 Save time for the system by providing a tool to automate business processes

2.1 Acquire and implement iBPMS tool (TAM) (06/30/19)

Comments on Status: 6/24/2019: K2 has been acquired and implemented in production, as of February 2019.

Measure: Percent complete

Target: 100%

100%

Achieved

2.2 Create initial library of reusable workflows and integrations (TAM) (06/30/20)

Comments on Status: 07/01/2019: The team is working on developing the workflows and integrations. We have active integrations and integrations in progress in our development environment but have not yet deployed these to production. Active integrations: Active Directory, SharePoint, Various tables in EDW, 10 views or tables in Banner. Integrations in progress: BDM, Basic Person web service, Basic Employee web service, DS SecApp web service.

Measure: Number of reusable workflows and integrations for K2

Target: 1

0

Off Target

2.3 Create a center of excellence (TAM) (06/30/20)

Comments on Status: 7/1/2019: We've made progress on creating a center of excellence, but the overall KPI of the number of processes leveraging K2 has not been met. This was due to a deficiency in the product and vendor delays in meeting accessibility requirements. Status on our center of excellence: -Established naming standards for the designer categories -Currently developing policies and procedures. -Engaged OBFS instructional designers to help us develop a certification plan and curriculum.

Measure: Number of processes leveraging K2

Target: 1

0

Off Target

2.5 Prove solution and service processes with approximately 15 pilots (TAM) (06/30/20)

Comments on Status: 7/1/2019: We are working with some clients on pilot projects, but nothing has been deployed to production. Primary reasons for this are client schedules and BPI resource constraints.

Measure: Number of K2 pilots hitting defined improvement goals

Target: 5

0

Off Target

3 Improve the system's operational efficiency by systematically identifying and implementing business process improvements

3.1 Define and implement top down BPI set of processes to include CFO, ITPC, Source2Pay, and customer requests (PPMO) (06/30/21)

Comments on Status: 06/28/2019: The goals for FY19 have been met. A Shared Services proposal, process, and methodology changes were presented to the CFO. Next steps have been identified and are being completed.

Measure: Percent complete

Target: 50%

50%

On Target

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.1.1 Capacity building and skills training and coaching (PPMO)	07/01/18, 06/30/21	50% Percent complete	50%	On Target As of 07/14/19
3.1.2 Preparation and planning (PPMO)	07/01/18, 06/30/20	75% Percent complete	75%	On Target

Comments on Status: 7/10/2019: Proposal and prioritization process has been drafted and is being distributed for feedback to the CFO leadership team. The hiring process for a new PM is underway. AJ Lavender has a plan for addressing all but 1 of the FY20 CFO priority projects. We will gather more information about the remaining project and assign the appropriate resource in FY20. Changing EOY target to 75% complete and marking this as on track for FY19.

As of 07/16/19

3.2 Business process improvements (PPMO) (06/30/20)

Measure: Percentage of BPI projects meeting predefined improvement goals

100%

Achieved

Comments on Status: 5-30-2019: We've met our goals for FY19. In FY20 we will improve the quality of measurable improvements identified at the outset of each project. As such, we expect that our % success rate may decrease in FY20.

Target: 50%

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.2.1 TEM data analysis and future state improvements (PPMO)	07/01/18, 06/30/20	0 Met goals (1) or didn't meet goals (0)	0	On Target As of 06/27/19
3.2.2 Central IT inventory control (PPMO)	07/01/18, 09/30/18	1 Met goals (1) or didn't meet goals (0)	1	Achieved As of 05/29/19
3.2.3 Council on Teachers Education - student application process (PPMO)	07/01/18, 09/30/18	1 Met goals (1) or didn't meet goals (0)	1	Achieved As of 05/29/19
3.2.4 Grants sub-recipient monitoring process (PPMO)	07/01/18, 12/31/18	1 Met goals (1) or didn't meet goals (0)	1	Achieved As of 05/29/19
3.2.5 College of Medicine Pediatrics - faculty recruitment and onboarding (PPMO)	07/01/18, 03/31/19	1 Met goals (1) or didn't meet goals (0)	1	Achieved As of 05/29/19
3.2.6 College of Medicine Peoria - courier services (PPMO)	07/01/18, 06/30/19	1 Met goals (1) or didn't meet goals (0)	1	Achieved As of 05/29/19
3.2.7 College of Education - HR appointment processing (PPMO)	07/01/18, 09/30/18	1 Met goals (1) or didn't meet goals (0)	1	Achieved As of 05/29/19
3.2.8 Bruce Nesbitt African American Cultural Center- event planning (PPMO)	07/01/18, 09/30/18	1 Met goals (1) or didn't meet goals (0)	1	Achieved As of 05/29/19
3.2.9 Beckman Institute - equipment inventory process (PPMO)	07/01/18, 03/31/19	1 Met goals (1) or didn't meet goals (0)	1	Achieved As of 05/29/19

within the acceptable timeframe set by the University of Illinois System Property Accounting department to comply with the State of Illinois, compliance with all inventory equipment, and completing the 30 day reconciliation of the inventory process when receiving inventory equipment.

3.2.10 College of Nursing - internal roles Kaizen (PPMO)

Comments on Status: The goal of this project was to clarify the roles and responsibilities of the administrative team, clarify ownership of each function, standardize execution of workflows, establish consistent resources for answering questions, identify areas for cross-training and position the team to "do more with less."

07/01/18,
03/31/19

1
Met goals (1) or didn't
meet goals (0)

1

Achieved
As of 05/29/19

4 Improve the AITS budget tracking process

4.2 Investigate and improve self-supporting fund management (AFM) (06/30/20)

Comments on Status: 6/27/2019: Small working group of Nyle, Kelly, Cynthia, and Jenny are meeting every other week to identify categories and processes for near-real time budget tracking and alignment. As the work has started, I'm setting the status to 25% complete per the standard. Next year's KPI will be measured in terms of improvements in the reduction of hours required to manage self-supporting funds.

Measure: Reduction in hours required to manage self-supporting funds

Target: 25%

25%

On Target

4.3 Access and distribute knowledge of ABC process and data (AFM) (08/31/19)

Comments on Status: 6/28/2019: Work has begun on this.

Measure: Percent complete

Target: 75%

75%

On Target

4.4 Simplify budgeting and tracking by merging the CIO and AITS organizations (AFM) (07/01/20)

Comments on Status: 6/28/2019: This is getting put in place and will go into effect in FY20. There will be some clean-up work with purchase orders and contracts as many were done under the CIO org code last year. As of July 1, there will no longer be a 412000 org code.

Measure: Percent complete

Target: 75%

75%

On Target

SAVE TIME AND IMPROVE EASE OF USE FOR FACULTY, STAFF, AND STUDENTS

STRATEGIC INITIATIVES & SUPPORTING GOALS

5 Engage our users and increase productivity for the System by accelerating efforts in three areas: accessibility, user experience, and availability of near real-time data.

5.1 Improve usability and reduce training needs for new or redesigned applications. (ADS) (06/30/23)

Comments on Status: Although the documentation of the web application standards are slightly off target, the standards are being followed in enterprise applications. We will be measuring service desk calls for 2FA implementation to start with. This measurement will begin in FY20. The 2FA redesign was first deployed on October 11, 2018. The Service Desk Calls from January through September 2018 with 2FA being optional was approximately 54 calls a month. In October of 2018, UIUC mandated 2FA for all Faculty and Staff which increased the total population of 2FA users significantly. As of October 2018 to April 2019, the average number of calls is approximately 54 calls, but the total number of users is 111,243. This is excellent.

Measure: Reduction in service desk contacts per total user base for applications that use new design standards

Target: 2%

Off Target

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.1.1 Develop and promote standards for web applications (ADS)				
<i>Comments on Status: MEASUREMENT: By the end of June 2019, we need to determine how we will be measuring total number of projects that could use the standards and then we will be able to track metrics this information. As of 6/27/2019, there were 9 possible ITPC projects that could have utilized UXD. 8 out of 9 ITPC projects utilized User Experience and Design (UXD). Although the standards are not completely documented, there is an increase in the number of web applications going using UXD to standardize the look and feel as well as the behavior of web applications.</i>	07/01/18, 11/30/20	20% Increase in percentage of applications using new design standards	20%	On Target As of 06/27/19
5.1.1.1 Build sample application prototype and solicit feedback (Marla McKinney)				
<i>Comments on Status: We are slightly off target for this initiative. The Initial design was turned over in late May for the sample app prototype. Developer has an initial draft of the sample application, but some modifications need to be made before getting initial feedback on the sample app. New target date for the sample app will most likely be in July.</i>	07/01/18, 07/30/19	100% Percent complete	70%	Off Target As of 06/26/19
5.1.1.6 Provide Accessibility Web Standards (Marla McKinney)				
<i>Comments on Status: As of 6/27/2019, accessibility web standards for AITS are being documented and a draft process flow has been developed. Draft workflow was reviewed by AITS Leadership in June 2019 and was approved to move forward on formalizing the process. The AITS accessibility web standards will include custom built applications as well as vended applications.</i>	07/01/18, 06/30/20	50% Web Accessibility Standards will be documented and a process for reviewing accessibility of Web Applications will be formalized	50%	On Target As of 07/10/19

5.2 Expand access to near-real-time data for end users of integration services for students, faculty, and staff. (ADS) (06/30/19)

Measure: Increase the number of integration partners by 10% annually

Target: 27

28

On Target

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.2.1 Expand Event Stream Offerings (ADS)				
	07/01/18, 06/30/19	10 Count of Event Streams integrations	10	On Target As of 07/10/19
5.2.1.1 Provide HR data security filtering (Marla McKinney)				
<i>Comments on Status: Status as of 4/25/2019: This is available in production. This provides support</i>	07/01/18, 06/30/19	100% Percent complete	100%	Achieved As of 05/28/19

for granular filtering of HR-related event stream data, ensuring that access to data is limited to the approved organization owner(s).

5.2.1.2 Provide Course add/drop data to support Blackboard (Marla McKinney)					
<i>Comments on Status: Status as of 6/26/2019: This integration is available in a non-production environment and business owners are set to begin User Acceptance Testing. ATLAS has also expressed an interest and has been granted approval to consume this service. Benefit to University: data will be available to use in university Learning Management Systems. UIS has specifically requested this.</i>	07/01/18, 06/30/19	75% Percent complete	90%	On Target	As of 06/26/19
5.2.1.3 Provide more timely data during the Admissions Application and Admissions Decision Cycle (Marla McKinney)					
<i>Comments on Status: Status as of 6/25/19: We are slightly off target for our production implementation. The new event streams have been deployed to non-production environment and the business owner is in the process of doing User Acceptance Testing. This integration will provide for more timely processing and delivery of data (to and from student-facing systems) during admissions cycles.</i>	07/01/18, 08/30/19	100% Percent complete	90%	Off Target	As of 06/26/19
5.2.1.4 Leverage event streams to maintain accurate bio-demo data for UIC faculty in the MyActivities solution (Elements system). (Marla McKinney)					
<i>Comments on Status: Status as of 5/26/2019: This is now available in production.</i>	07/01/18, 06/30/19	100% Percent complete	100%	Achieved	As of 07/10/19
5.2.1.5 Formalize architecture/integration oversight process (Marla McKinney)					
<i>Comments on Status: The Integration Architecture Group (IAG) has been formalized and is meeting bi-weekly. This is a subcommittee of the Enterprise Architecture Committee (EAC).</i>	07/01/18, 06/30/19	100% Percent complete	100%	Achieved	As of 04/25/19
5.2.1.6 Provide Finance organization accounting elements for Start MyResearch. (Marla McKinney)					
<i>Comments on Status: Status as of 6/26/2019: We are slightly off target for this initiative. Development is targeted to be complete by end of July and ready to turn over to business owners for testing. Start MyResearch is requesting this integration to be able to sync user/org data to improve upon the existing means of accessing this data.</i>	07/01/18, 09/30/19	100% Percent complete	60%	Off Target	As of 07/10/19
5.2.2 Evaluate Ethos integration solutions (ADS)					
<i>Comments on Status: The evaluation of the Ethos integration solution is in progress. The goal is to finalize and document a strategy on how to use Ethos by the end of December 2019. This strategy will help determine resources and timeframes for implementation.</i>	07/01/18, 06/30/20	20% Percent Complete	20%	On Target	As of 06/14/19
5.2.3 Evaluate API Gateway solutions to provide a common user experience to units that wish to build integrations. (ADS)					
<i>Comments on Status: We have started looking into the API Gateway solutions that are available. The deliverable will be a recommendation on a viable solution for an API Gateway. This will also improve service reliability. We met with Gartner the week of 5/28/2019 to discuss this. We are evaluating four products in addition to Ethos: Azure, Amazon API Gateway, Google Apigee, XTIVIA MuleSoft.</i>	07/01/18, 12/31/19	75% Percent Complete	25%	Off Target	As of 06/24/19

6 Improve first contact resolution with advanced service desk support

6.1 Participate in system-wide working group to assess and select an enterprise service management tool or ITSM (TAM) (06/30/19)

Measure: Percent complete

Target: 100%

100%

Achieved

Comments on Status: 7/1/2019: Final report and recommendations were delivered to CIOs. Next steps have been identified and will be included in FY20 goals.

6.2 Implement chatbot solution for AITS service desk (ADS) (06/30/19)

Measure: Chatbot improvement KPI TBD

Target: 100%

95%

On Target

Comments on Status: Chatbot development is complete. A production version will be rolled out for AITS Service Desk use the week of July 15, 2019.
https://www.aitis.uillinois.edu/get_help/frequently_asked_questions/

6.4 Develop shared cost model for ITSM tool (TAM) (06/30/20)

Measure: Percent complete

25%

On Target

Comments on Status: 6/28/2019: This is under discussion by the CIOs. This, plus a set of guiding principles and a planning document will be created and approved by the CIOs this summer.

Target: 25%

7 Complete Research Administration and IAM/2FA projects

7.1 Complete the Start myResearch project and transition to steady state maintenance (TAM) (06/30/21)

Measure: Percent complete

Target: 75%

75%

On Target

Comments on Status: This project is in the process of completing final work. A detailed transition plan has been created and is being used to help move from a project model to an operational model over the next year.

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
7.1.1 Complete myProposals project (TAM) <i>Comments on Status: 6/24/2019: One-off training is finishing up for Urbana and Chicago in July and will be completed in Springfield during September.</i>	07/01/18, 06/30/19	75% Percent complete	75%	On Target As of 07/16/19
7.1.2 Plan for and transition to maintenance mode (TAM) <i>Comments on Status: 7/1/2019: Detailed transition plans have been developed and approved. These will be implemented starting in FY20. By FY21 we will be in complete maintenance mode.</i>	07/01/18, 06/30/20	50% Percent complete	50%	On Target As of 07/16/19
7.1.2.1 Complete prioritized fixes and minor enhancements (Stephanie Dable) <i>Comments on Status: 6/24/2019: The team is managing the prioritized work using the process developed by the functional areas using an Azure DevOps tool.</i>	07/01/18, 06/30/20	50% Percent complete	50%	On Target As of 07/16/19
7.1.2.2 Oracle database upgrade (Stephanie Dable) <i>Comments on Status: 5/2/2019: This was completed on 2/21/2019.</i>	07/01/18, 06/30/19	100% Percent complete	100%	Achieved As of 07/16/19
7.1.2.4 Reporting in place (Stephanie Dable) <i>Comments on Status: Planning to keep an additional .5 FTE in place for FY20 to address reporting needs. Anticipated completion of in-progress reporting work is in FY20.</i>	07/01/18, 06/30/20	25% Percent complete	25%	On Target As of 07/16/19

7.2 Complete the IAM and Multi Factor Authentication projects (PPMO) (06/30/20)

Measure: Percent complete

Target: 100%

34%

Off Target

Comments on Status: We are off target. Some of this is due to additional scope that extends into FY20 and some of this is due to delays in the project. The % complete is an average of the % complete of all the supporting projects underneath this goal. Several them have not started.

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
7.2.1 Multi Factor Authentication (PPMO) <i>Comments on Status: Remaining tasks on this project include the deployment of the IAM/Duo unification solution and the 2FA in front of My UI Info. Both tasks are relatively small and should be completed in early FY20.</i>	07/01/18, 06/30/20	50% Percent complete	78%	On Target As of 07/16/19
7.2.1.1 IAM and Duo Unification (Cynthia Cobb) <i>Comments on Status: 6/28/2019: Development is complete, and QA is complete. We moved out deployment to 10 September at the request of Student Registrars in order to minimize impact to new students coming to campus.</i>	07/01/18, 08/30/19	75% Percent complete	90%	On Target As of 07/14/19

7.2.1.2 Mandatory 2FA Student Direct Deposit (Cynthia Cobb)	07/01/18, 06/30/19	100% Percent complete	100%	Achieved As of 05/29/19
<i>Comments on Status: This was deployed on May 21, 2019.</i>				
7.2.1.3 Add Duo Manage to New Hire (Cynthia Cobb)	07/01/18, 06/30/19	75% Percent complete	100%	Achieved As of 05/29/19
<i>Comments on Status: This was deployed on May 21, 2019.</i>				
7.2.1.4 Mandatory 2FA for My UI Info (Cynthia Cobb)	07/01/18, 06/30/20	25% Percent complete	0%	Off Target As of 07/14/19
<i>Comments on Status: This project has not started yet. It is a small effort and will complete in early FY20.</i>				
7.2.1.5 2FA to SECAPP (Cynthia Cobb)	07/01/18, 06/30/19	100% Percent complete	100%	Achieved As of 05/29/19
<i>Comments on Status: This was deployed on Tuesday, 14 May.</i>				
7.2.2 IAM Affiliations (PPMO)	07/01/18, 06/30/20	50% Percent complete	25%	Off Target As of 05/29/19
7.2.2.1 UIUC Affiliations (Cynthia Cobb)	07/01/18, 06/30/20	100% Percent complete	75%	Off Target As of 07/16/19
<i>Comments on Status: This was deployed to production on 30, May 2019. Pilots began in June. We are extending this goal into FY20 to account for changes as a result of the pilots.</i>				
7.2.2.2 UIUC Affiliation Configurator (Cynthia Cobb)	07/01/18, 12/31/19	75% Percent complete	25%	Off Target As of 07/16/19
<i>Comments on Status: The high-level design is complete, and it has been reviewed and approved by Technology Services. Development is to be scheduled. This project is off target based on our original plans.</i>				

8 Continue to increase the quality and speed of solutions by developing and improving upon our methodologies and processes.

8.1 Implement methodology, resource management, and project service improvements that increase our speed to service (PPMO) (06/30/21)

Measure: Percent complete

Target: 50%

Comments on Status: The PMO has identified Speed to Service as their overarching strategic direction. They used this as their focus when they developed their list of goals and initiatives for the next 3 years. These have been entered into the strategic plan tracking tool and will be worked on starting in FY20. This work is slightly behind schedule based on our EOY target of 50%. This is primarily due to an unanticipated increased project load.

25%

Off Target

8.2 Prepare for upcoming technology changes that will require PMs and PPM leaders to become adept change management practitioners and leaders. (PPMO) (06/30/22)

Measure: Percent complete

Target: 25%

Comments on Status: This goal has been met for FY19. AITS PMO and OBFS BSS will be working together next year on a shared change management approach using Source2Pay as the testbed. As of FY19, 3 of 5 project managers have either attended a conference or been through formal change management training.

25%

On Target

8.3 Increase and measure the quality of our project outcomes (PPMO) (06/30/22)

Measure: Percentage of projects that have met their predefined success measures

Target: 0%

Comments on Status: Success measures for ITPC projects are being more carefully defined during the proposal process. A post implementation survey customized for each project and assessing those outcomes has been developed and are being distributed as part of the normal evaluation process. Measures will be collected in FY20.

0%

On Target

MAINTAIN RELIABLE ENTERPRISE-CLASS SERVICES

STRATEGIC INITIATIVES & SUPPORTING GOALS

9 Maintain enterprise systems integrity, reduce risk of system failures, and improve disaster recovery processes

9.1 Maintain infrastructure components to ensure reliability and performance of enterprise systems (AA) (06/30/19)

Measure: Percentage of enterprise systems priority level 1 maintenance items implemented

30%

On Target

Target: 100%

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
9.1.1 Replace RRB Emergency Cooling / Glycol Project to ensure integrity of the enterprise data center (AA)	07/01/18, 06/30/19	100% Percent complete	100%	Achieved As of 05/03/19
9.1.2 Upgrade storage arrays to current technologies and needed capacity (AA) <i>Comments on Status: Arrays have been ordered</i>	07/01/18, 10/30/19	40% Percent complete of storage arrays replacement	40%	On Target As of 07/14/19
9.1.3 Update physical security controls of enterprise spaces - upgrades include surveillance, card readers. etc. (AA) <i>Comments on Status: Proposals have been received for Gerty and HAB. Card readers have been upgraded at Gerty. Video surveillance upgrades are tentatively schedule for Fall 2019 for Gerty. Coordinating with university data center management groups to upgrade data center surveillance and card readers.</i>	07/01/18, 01/31/20	50% Percent complete	50%	On Target As of 07/14/19

9.2 Modernize the DR and BCP plans and processes to meet high availability and recovery needs of the university (AA) (06/30/20)

Measure: DR and BCP Plans are revised and tested

25%

On Target

Target: 25%

Comments on Status: Consulting firm has been chosen and will begin in revamping plans in mid-August.

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
9.2.1 Revise system architecture to provide DR capabilities through near real-time replication (AA)	07/01/18, 06/30/19	50% Priority 1 systems replicated across data centers	50%	On Target As of 07/14/19
9.2.2 Redevelop the AITS DR / BCP plans to reflect new RTO and DR architecture (ITSO)	07/01/19, 06/30/20	25% Percent complete	25%	On Target As of 05/31/19
9.2.2.1 Engage implementation partner to co-develop new DR plan and program (Brian Schoudele) <i>Comments on Status: Huron has been chosen and will begin mid-August</i>	07/01/18, 06/30/20	50% Percent complete	50%	On Target As of 07/14/19

9.3 Ensure that enterprise systems are kept at the forefront of technology and follow industry best practices to minimize the risk of

Measure: Percentage of systems maintained at or near

93.20%

Achieved

failure and optimize performance (AA) (06/30/20)

Comments on Status: Targets for FY19: 85% of hardware should be less than 7 years old and 98% of our servers should be on supported operating systems. Current values: Hardware compliance: 86.4%. Operating System compliance:100%. Application compliance will be measured in FY20.

current release (average of hardware, OS, and application compliance)

Target: 91.50%

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
<p>9.3.1 Develop dashboards to provide insight into the aging of hardware and operating systems and applications. (AA)</p> <p><i>Comments on Status: Server aging and O/S dashboards have been developed. Application dashboard and adjustments to server and O/S dashboards will be worked on in FY20.</i></p>	04/01/19, 09/30/19	100% Percent complete of dashboard and reporting mechanisms	75%	Off Target As of 07/29/19
<p>9.3.2 Develop IT Roadmap and architectural vision to identify and plan for efforts to maintain the viability of enterprise systems (AA)</p> <p><i>Comments on Status: Roadmaps have been developed for Cloud and EAC is developing one for major architectural events.</i></p>	07/01/18, 06/30/20	50% Percent of plan developed and actively being managed	50%	On Target As of 07/14/19
<p>9.3.3 Upgrade AITS Windows, Linux, Solaris, and networking hardware to meet industry standards for hardware supportability and performance. (AA)</p> <p><i>Comments on Status: Replacement hardware has been ordered and expected to arrive in the July/August timeframe. Replacement hardware for hypervisor clusters was ordered in May. We will mark this complete at 100% once equipment has been received and installed.</i></p>	07/01/18, 06/30/21	40% Percentage of hardware meeting or exceeding support standards	40%	On Target As of 07/14/19

9.4 Modernize and update facilities to provide a collaborative and safe work environment (ITSO) (06/30/20)

Measure: Percent complete
Target: 25%

25% **On Target**

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
<p>9.4.1 AOB office remodel (ITSO)</p> <p><i>Comments on Status: Estimates have been received. Unable to start in FY19 due to budget constraints. Will have to verify budget availability for FY20.</i></p>	04/01/19, 06/30/20	20% Percent complete		Deferred As of 07/14/19
<p>9.4.2 HAB facility remodel (ITSO)</p> <p><i>Comments on Status: Work is underway. Phase 1 will be completed by mid-August. Phase 2 is underway. Phase 3 is in scoping and planning stage.</i></p>	04/01/19, 12/31/19	20% Percent complete	40%	On Target As of 07/14/19
<p>9.4.3 Invest in video conferencing technologies and installations in AITS workspaces. (ITSO)</p> <p><i>Comments on Status: All AITS conference rooms in Gerty have been upgraded to Pano's with new monitors. HAB 54 has been upgraded as well. RRB, AOB and Block offices are remaining spaces to upgrade.</i></p>	07/01/18, 06/30/20	75% Percent complete	75%	On Target As of 07/14/19

9.5 Develop a data center strategy to provide a roadmap for long term placement of AITS systems (ITSO) (06/30/20)

Measure: Data Center Strategy Reviewed and Accepted.
Target: 25%

25% **On Target**

Comments on Status: Consulting request has been submitted to smaller specialty firms and waiting for final responses due by 7/12. Will evaluate responses and determine if large vendors are needed instead.

10 Increase our agility and responsiveness to System needs by leveraging cloud technologies

10.1 Cloud strategy and planning (Cloud and ESA) (06/30/21)

Measure: Percent complete

33%

On Target

Comments on Status: July 2019 - Ongoing.

Target: 33%

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
<p>10.1.1 Establish cloud implementation roadmap (Cloud and ESA)</p> <p>Comments on Status: July 2019 - This item depends on the Azure launch, which is pending at Technology Services. Technology Services is determining how to fund an ExpressRoute network peering. AITS has agreed to provide \$4500/mo.</p>	07/01/18, 01/17/21	0% Percent complete	10%	Waiting As of 07/16/19
<p>10.1.2 Develop multi provider cloud strategy (Cloud and ESA)</p> <p>Comments on Status: July 2019 - This item depends on the Azure launch, which is pending at Technology Services.</p>	07/01/18, 06/30/21	35% Percent complete	35%	Deferred As of 07/16/19
<p>10.1.3 Establish cloud cost management process (Cloud and ESA)</p> <p>Comments on Status: July 2019 - Initial experimentation in the Sandbox environments has taken place. Next steps will be to monitor and report monthly spend using a defined process. AWS roles and permission may need to be modified if AWS continues to be used. Tableau is being considered as a tool to monitor costs across cloud providers.</p>	07/01/18, 06/30/21	15% Percent complete	15%	On Target As of 07/16/19
<p>10.1.4 Identify cloud funding and budget model (Cloud and ESA)</p> <p>Comments on Status: July 2019 - Deferred. Currently using R&D funding provided by AITS ITSO for Sandbox activities.</p>	07/01/18, 06/30/21	0% Percent complete		Deferred As of 07/16/19
<p>10.1.5 Create cloud adoption framework (Cloud and ESA)</p> <p>Comments on Status: 03/25/2019 Reviewed and approved as a process.</p>	07/01/18, 06/30/21	100% Percent complete	100%	Achieved As of 07/16/19
<p>10.1.6 Create cloud staff training and staffing strategies (Cloud and ESA)</p> <p>Comments on Status: July 2019 - HCM established plans for the internal cloud audit response. Execution is still beginning.</p>	07/01/18, 06/30/21	75% Percent complete	75%	On Target As of 07/29/19
<p>10.1.7 Internal cloud audit (Cloud and ESA)</p> <p>Comments on Status: May 2019 - University audits closed recommendation and marked it as implemented in March 2019. Additional tasks are business case and risk assessment, which will be addressed in FY20 under a separate task.</p>	07/01/18, 06/30/21	100% Percent complete	100%	Achieved As of 07/16/19
<p>10.1.8 Complete cloud strategy document (Cloud and ESA)</p> <p>Comments on Status: Version 1 is complete.</p>	07/01/18, 06/30/21	100% Percent complete	100%	Achieved As of 07/16/19
<p>10.1.9 Develop cloud portfolio (Cloud and ESA)</p> <p>Comments on Status: Portfolio has been developed. Document is periodically reviewed and updated.</p>	07/01/18, 06/30/19	100% Percent complete	100%	Achieved As of 06/24/19
<p>10.1.10 Establish cloud governance (Cloud and ESA)</p> <p>Comments on Status: July 2019 - Working on defining and implementing tagging standards. Draft standards have been developed.</p>	07/01/18, 06/30/21	30% Percent complete	30%	On Target As of 07/16/19

10.2 Cloud architecture and DevOps processes and tools (Cloud and ESA) (06/30/21)

Measure: Percent complete

15%

On Target

Comments on Status: July 2019 - A formal investigation of OpenShift has begun. AITS has a training curriculum for instructor led or self-led OpenShift training. A formal investigation of DevOps practices is continuing.

Target: 15%

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
10.2.1 Container development, maintenance, and deployment standards. (Cloud and ESA) <i>Comments on Status: July 2019 - Investigation of Kubernetes platforms have begun, including Azure Kubernetes Service and OpenShift.</i>	07/01/18, 06/30/21	15% Percent complete	15%	On Target As of 07/16/19
10.2.2 Business continuity requirements established (Cloud and ESA) <i>Comments on Status: July 2019 - This work will take place after a multi provider strategy is completed.</i>	07/01/18, 06/30/21	0% Percent complete		Deferred As of 07/16/19
10.2.3 Develop use cases and deployment process for primary providers (Cloud and ESA) <i>Comments on Status: • Draft versions for VMs, Containers, Databases, and Network. • Security still needs to be worked on.</i>	07/01/18, 06/30/21	100% Percent complete		On Target As of 07/16/19
10.2.4 Application latency study (Cloud and ESA) <i>Comments on Status: July 2019 - This item depends on the Azure launch, which is pending at Technology Services (including ExpressRoute).</i>	07/01/18, 06/30/21	15% Percent complete	15%	Deferred As of 07/16/19
10.2.5 Infrastructure as code practices (Cloud and ESA) <i>Comments on Status: July 2019 - Modules are needed for Azure. Standards for module languages will be broadened beyond Terraform and need to be defined.</i>	07/01/18, 06/30/21	35% Percent complete	35%	On Target As of 07/16/19
10.2.6 Implement DevOps processes (Cloud and ESA) <i>Comments on Status: July 2019 - The initial conversation was that DevOps would be defined for cloud processes by the cloud strategy. This will be revisited in FY20. It is no longer clear who owns this item, as it may be broader than the cloud strategy.</i>	07/01/18, 06/30/21	0% Percent complete		Not Started As of 07/16/19
10.2.7 Integrate test process into automation pipeline (Cloud and ESA) <i>Comments on Status: July 2019 - Perform tools selection. Identify staff roles. Charge departmental ownership.</i>	07/01/18, 06/30/21	0% Percent complete		Not Started As of 07/16/19
10.2.8 Guidelines for provider placement based on workload (Cloud and ESA) <i>Comments on Status: General guidelines. Required deliverable as part of hybrid provider recommendation. July 2019 - This work depends on the multi provider cloud strategy being completed.</i>	07/01/18, 06/30/21	0% Percent complete		Not Started As of 07/16/19
10.2.9 Workload placement for particular initiatives (Cloud and ESA) <i>Comments on Status: July 2019 - Specific to information systems. Identify work streams, owners, and placement.</i>	07/01/18, 06/30/21	0% Percent complete		Not Started As of 07/16/19

10.3 Cloud implementation (Cloud and ESA) (06/30/21) **Measure: Percent complete** **Target: 15%** **15%** **On Target**

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
10.3.1 Roll out Azure as a production service (Cloud and ESA) <i>Comments on Status: July 2019 - This item depends on the Azure launch, which is pending at Technology Services.</i>	07/01/18, 06/30/21	0% Percent complete		Not Started As of 07/16/19
10.3.2 Deploy pilot applications (Cloud and ESA) <i>Comments on Status: Three apps have been deployed at AWS • Secure Access (July 2018) • My Access Center • Portions of On Call. Leveraging AWS services for SMS and Robocall July 2019 - Azure will follow.</i>	07/01/18, 06/30/21	50% Percent complete	50%	On Target As of 07/16/19

10.3.3 Migrate systems (Cloud and ESA) <i>Comments on Status: July 2019 - has not begun.</i>	07/01/18, 06/30/21	0% Monthly cloud spend, Number of cloud applications KPIs	Not Started As of 07/16/19
10.3.4 Reduce data center footprint (Cloud and ESA) <i>Comments on Status: July 2019 - has not begun.</i>	07/01/18, 06/30/21	0% Number of VMs on premise KPI	Not Started As of 07/16/19
10.3.5 Meet or exceed on premise system performance (Cloud and ESA) <i>Comments on Status: July 2019 - has not begun.</i>	07/01/18, 06/30/21	0% Percent of cloud systems with successful AITS load test KPI	Not Started As of 07/16/19

11 Continue to protect system office computing infrastructure and user platforms

11.1 Implement Illinois Security program (Cloud and ESA) (06/30/21)

Comments on Status: July 2019 - This effort will require a formal AITS project (or equivalent assistance from Technology Services) to translate requirements into tasks, assign action items, and monitor completion status.

Measure: Percent complete implementation of Illinois Security Program

Target: 20%

Off Target

11.2 Manage active audit engagements and open audit findings (Cloud and ESA) (06/30/21)

Comments on Status: July 2019 - The FY19 audit is now in progress with AITS coordinating IT audit activities. SoC reports, bridge letters, and field work responses are all in progress and on track.

Measure: Percent Complete

Target: 33%

33%

On Target

11.3 Enhance protection mechanisms for sensitive information stored within computing systems (Cloud and ESA) (06/30/21)

Comments on Status: July 2019 - Efforts continue to identify, isolate, and secure ePHI, with the Legal Files application being the recent focus. New designs for Graylog and the network have been some of the recent activities. Network scans are routinely performed to mitigate emerging risks.

Measure: Percent Complete

Target: 33%

33%

On Target

REMAIN PREPARED AND RESPONSIVE TO UI SYSTEM NEEDS

STRATEGIC INITIATIVES & SUPPORTING GOALS

12 Research and development to ensure our readiness to quickly respond to new technologies and System needs.

12.1 Conversational AI Platforms (ADS) (06/30/20)

Comments on Status: Our initial research of Chatbot is complete and our preferred solution has been selected. We anticipate completing the AITS Service Desk experimental chatbot in July 2019 and anticipate completing the chatbot development tools and Software Development process August 2019. Update: Chatbot-in-training available at https://www.aitis.uillinois.edu/get_help/frequently_asked_questions/

Measure: Number of customers wanting to use the Chatbot

2

On Target

Target: 2

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
12.1.1.1 Build AITS Service Desk experimental chatbot (ADS)	07/01/18, 06/30/19	100% Percent complete	70%	On Target As of 04/28/19
<i>Comments on Status: We are gathering feedback on the beta chatbot for the AITS Service Desk through focus groups and testing. The goal is to deploy the AITS Service Desk Chatbot in production by the end of June 2019.</i>				
12.1.1.1.1 Complete AITS Service Desk experimental beta chatbot (Marla McKinney)	07/01/18, 06/30/19	100% Percent complete	100%	On Target As of 07/15/19
<i>Comments on Status: The beta version of the AITS Service Desk Chatbot is available and is being reviewed by the business owner now. The AITS Service Desk Chatbot is scheduled to move to production in mid July 2019.</i>				
12.1.1.1.2 Document Software Development Lifecycle (SDLC) process for Chatbots and publish on a website (Marla McKinney)	07/01/18, 09/30/19	30% Percent complete	10%	Off Target As of 07/15/19
<i>Comments on Status: We are slightly off target. The Software Development Lifecycle process is evaluated throughout the AITS Service Desk experimental chatbot project. A formal process will be documented and reviewed by key stakeholders. The final SDLC process will be published on a website for easy access.</i>				
12.1.1.3 We are working with UIC to determine if their help desk can use the experimental chatbot (Marla McKinney)	04/15/19, 09/30/19	20% Percent complete	20%	On Target As of 07/15/19
<i>Comments on Status: We are working with UIC to document chatbot requirements to be used on the NetID Center.</i>				
12.1.2 Work with other customers to expand use of chatbot (ADS)	04/01/19, 06/30/22	10% Percent complete	8%	On Target As of 07/15/19
<i>Comments on Status: We are working with UIC to document chatbot requirements to be used on the NetID Center.</i>				
12.1.2.1 UIC Chatbot on NetID Center (formerly known as Password Manager) (Marla McKinney)	04/01/19, 12/20/19	10% Percent complete	8%	On Target As of 07/15/19
<i>Comments on Status: We met with UIC business owners to document requirements for the chatbot that would go on the Net ID Center application. We also met with the UIC Help Desk to discuss dialog flow and next steps related to chatbot implementation.</i>				

12.2 Robotic process automation (ADS) (06/30/22)

Comments on Status: RPA research began in FY19. Tool investigation will begin in FY20.

Measure: Number of RPA applications requested

On Target

Target: 0

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
12.2.1 Research Robotic Process Automation (ADS)	04/01/19, 07/31/19	20% Percent complete	10%	On Target

Comments on Status: We have met with University of Michigan to gather information on how they implemented their Robotics Process Automation (RPA) project for automating invoicing. We met with Gartner to gather information on RPA such as Artificial Intelligence strategy, identifying RPA use cases, understanding of business processes and implementation strategy. We will look at other businesses who have successfully implemented RPA over the next few months.

As of 06/24/19

12.2.1.1 Engage Gartner as a SME and establish recurring participation for RPA strategy (Tony Kerber)

Comments on Status: We had an initial meeting with Gartner on May 22, 2019 to discuss RPA. A set of questions was submitted and were addressed by Gartner. Gartner will be supplying materials used during the meeting. We look to engage Gartner on broader innovation issues. Gartner will be engaged on an ad hoc basis going forward.

05/01/19,
06/30/19

100%
Percent complete

100%

On Target

As of 06/24/19

12.2.1.1.1 Work with University business leaders to understand their objectives and goals (Tony Kerber)

Comments on Status: We are working on developing overview materials that define what RPA is and possible use cases. Will look within AITS for a possible POC project. Have met with several AITS groups to identify projects and processes that might have RPA needs or fit. We will monitor efforts and progress on select ITPC and BPI projects.

06/01/19,
07/31/22

10%
Percent complete

10%

On Target

As of 06/21/19

12.2.1.5 Research and Contact Universities and other businesses that have successfully implemented RPA (Tony Kerber)

Comments on Status: We have met with University of Michigan to gather information on how they implemented their Robotics Process Automation (RPA) project for automating invoicing. We will look at other businesses who have successfully implemented RPA over the next few months. Have reviewed University of Notre Dame materials related to their RPA efforts.

04/01/19,
08/31/19

30%
Percent complete

30%

On Target

As of 06/24/19

12.3 Research Blockchain technology (ADS) (06/30/20)

Measure: Percent complete

Comments on Status: Anticipate initial research to be complete December 2019. Will be reaching out to MIT to discuss their efforts with blockchain.

Target: 25%

25%

On Target

12.4 Form an Innovation Team (ADS) (06/30/19)

Measure: Percent complete

Comments on Status: The Innovation Service Team has been formed. Innovation Service charter and business plan will be developed over the next couple of months. Initial mission and vision have been completed along with innovation life cycle.

Target: 100%

100%

On Target

13 Support the development of a system wide strength in data analytics

13.1 Provide leadership and education on the use of data and analytics. Pursue partnerships that leverage our efforts across the universities (DS) (06/30/21)

Measure: A KPI for this goal will be set for FY20.

Target: TBD

Comments on Status: We co-led the data summits at UIUC and they were very well received. We are working with the CFO office and UIC on designing information Management programs.

Achieved

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
13.1.1 Co-lead University of Illinois at Urbana Champaign Data Summit (DS) Comments on Status: The summit was very well received and had close to 200 attendees. It informed strategic planning efforts around Data Science.	07/01/18, 09/01/18	100%	100%	Achieved As of 06/26/19
13.1.2 Assist University of Illinois at Chicago CIO, with developing an Information Management program (DS) Comments on Status: We have had initial discussions on approach and scope. We have prepared a preliminary presentation and UIC CIO has discussed the program with stakeholders at UIC. She is awaiting input from UIC leadership on next steps.	07/01/18, 06/30/21	25% Percent complete	25%	On Target As of 07/14/19

13.1.3 Explore developing a University System Enterprise Information Management program (DS)

Comments on Status: We presented an approach to Enterprise Information Management to Dr. Ghosh on February 1st upon his request. As a follow-up from that presentation we have developed a proposal for a System Data Summit. Work on enabling effective data use is included in the CFO office goals for FY 20 and we look forward to helping define the goal better and completing the work.

02/01/19,
06/30/21

25%
Percent complete

25%

On Target
As of 07/14/19

13.1.4 Collaborate with Discover Partners Institute initiatives as they become defined (DS)

Comments on Status: We attended the Computing and Data track of the DPI workshop and provided our feedback on approach for how data can be setup and utilized for the advantage of DPI. We are awaiting further activity from the Computing and Data track in DPI.

02/01/19,
06/30/21

25%
Percent complete

25%

On Target
As of 07/14/19

13.2 Provide a comprehensive and trusted data resource for the System. (DS) (06/30/21)

Measure: Increase in new data solutions KPI

1

Achieved

Target: 1

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
13.2.1 UIC Slate (DS) <i>Comments on Status: We have gathered requirements from clients and are working on sourcing the data from the Slate system.</i>	07/01/18, 09/30/19	50% Percent complete	50%	On Target As of 06/26/19
13.2.2 START myResearch (DS) <i>Comments on Status: We have gathered requirements from the Vice Chancellor for Research offices for a Proposal Transmittal data set and are working on a data model and prototype universe. These will be presented to the team for review and feedback.</i>	07/01/18, 09/30/19	25% Percent complete	50%	On Target As of 06/26/19
13.2.3 iBuy (DS) <i>Comments on Status: We are working on analysis of data available from iBuy. At the moment, we are not able to get daily access to all the required data in an automated method. We have requested additional support from the vendor. This is a major risk for the effort.</i>	07/01/18, 06/30/20	25% Percent complete	25%	On Target As of 06/26/19
13.2.5 Legal Files (DS) <i>Comments on Status: Data acquisition is complete, and access has been granted to clients to use the solution.</i>	07/01/18, 06/30/19	100% Percent complete	100%	Achieved As of 05/29/19

13.3 Increase use of or improve the usability of the data warehouse so reliable data is easily accessible by all our universities, regional campuses, and Illinois Extension sites. (DS) (06/30/21)

Measure: A KPI will be set for FY20

Target: TBD

On Target

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
13.3.1 Develop strategy for mobile friendly dashboards (DS) <i>Comments on Status: The strategy for mobile dashboards has been defined, including how to present them on web pages.</i>	07/01/18, 06/30/19	100% Percent complete	100%	Achieved As of 06/19/19
13.3.2 Make System Data page and CFO dashboards mobile friendly (DS) <i>Comments on Status: A prototype of a mobile version of the Plant Funds dashboard has been shared with the CFO office for review and feedback. We will use that to plan our approach for the other dashboards.</i>	05/01/19, 06/30/21	5% Percent complete	5%	On Target As of 06/26/19

13.3.3 Complete CFO requested and BOT dashboards (DS)	07/01/18, 09/30/19	75% Percent complete	75%	On Target As of 06/26/19
<i>Comments on Status: We have deployed dashboards on Capital Projects, Plant Funds, and University Revenue and Expenses. A dashboard on Analysis of Ratios is awaiting review and approval from stakeholders.</i>				
13.3.4 Complete upgrade of SAP Business Objects to maintain system support and add new features (DS)	07/01/18, 05/01/19	100% Percent complete	100%	Achieved As of 05/29/19
<i>Comments on Status: The upgrade of SAP Business Objects to version 4.2 was completed by April 1st.</i>				
13.3.5 Review, obtain approval for and deploy a shared metadata solution for the System (DS)	07/01/18, 06/30/20	50% Percent complete	50%	On Target As of 06/21/19
<i>Comments on Status: Negotiations have been completed and we are awaiting procurement to be completed by Purchasing.</i>				
13.3.6 Implement netid authentication for Data Warehouse (DS)	07/01/18, 10/30/19	50% Percent complete	75%	On Target As of 06/26/19
<i>Comments on Status: We investigated options and decided to use Free Radius. We are working on the setup of servers to provide the service.</i>				

13.4 Advanced analytics capabilities (DS) (06/30/21)

Comments on Status: Two advanced analytics capabilities projects were completed or in progress in FY19.

Measure: A KPI will be set for FY20

0

Target: TBD

On Target

SUPPORTING PROJECTS OR ACTIVITIES AND TASKS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
13.4.1 Initiate ITPC Advanced Analytics analysis project (DS)	07/01/18, 11/01/18	100% Percent complete	100%	Achieved As of 05/29/19
<i>Comments on Status: We received approval from ITPC in October to gather use cases.</i>				
13.4.2 Complete ITPC advanced analytics analysis project (DS)	02/01/19, 09/30/19	50% Percent complete	75%	On Target As of 06/19/19
<i>Comments on Status: We have completed meeting with staff and faculty across the System to gather use cases. We are documenting our findings and creating use cases.</i>				

14 Grow and retain a talented workforce that's keeping up with industry changes and is committed to supporting the System's strategic priorities.

14.1 Increase professional development funding to match higher education average levels. (HCM) (06/30/21)

Comments on Status: The budget for professional development will be set at the appropriate per employee higher education average (per Educause Core Data Survey) at the beginning of the fiscal year. We will attempt to enhance tracking across the organization so we can see where investment in professional development is occurring (opportunity, individual, cost, etc.) in a meaningful way. Similarly, we will identify areas of development to target and may refine the budget allocation model to be more strategic.

Measure: Professional development budget average per person meets industry average

\$1,200

Target: \$1,200

Achieved

14.2 Improve professional development planning, tracking, and strategic impact assessment. (HCM) (06/30/21)

Comments on Status: FY19: • LT review of all professional development requests (\$500+). • Track proposed and completed training and ALL travel/training related expenditures • Categorize and better understand totality of current year professional development expenditures • Implement risk analysis action plan. Identify opportunities to transfer knowledge or adapt workforce planning activities to proactively prepare for areas of need, high risk, and attrition. Align professional development activities with these priority areas.

Measure: Completed professional development action plan aligned to strategy/initiatives/priorities

91.67%

Target: 100%

On Target

14.3 Improve HCM analytics capabilities (HCM) (06/30/21)

Comments on Status: Two human capital team members attended the annual People Analytics & Workforce Planning Conference. One human capital employee certified in Analytics for Talent Management. Identify workforce planning activities to pursue based on LT risk analysis / skills gap / priority discussion.

Measure: Percent complete

Target: 100%

100%

Achieved

14.4 Performance management (HCM) (06/30/21)

Comments on Status: FY19 goal: establish expectation for periodic meetings between employees and managers to ensure ongoing feedback. Encourage all employees and managers to thoughtfully complete and submit performance appraisals (including goals and professional development plans) by SHRS established due date. Goals for FY20 include: ID a mechanism for gathering employee goals/objectives and supporting professional development to better align development pursuits with strategic goals/initiatives. Ensure continuous feedback between managers / employees.

Measure: Percent complete

Target: 100%

91.67%

On Target

14.5 Engagement (HCM) (06/30/21)

Comments on Status: For FY19 we continued to promote a culture of engagement through appreciation events, recognition, social & philanthropic activities, feedback initiatives, change management assistance, and communication. Our goals for FY20 include: Identify an engagement partner and perform an engagement survey. Create opportunities to gather additional feedback to supplement survey information to create robust action plan.

Measure: Our measure for FY19 is percent complete. We will set a KPI in FY20.

Target: TBD in FY20

91.67%

On Target

14.6 Competency management (HCM) (06/30/21)

Comments on Status: This goal was deferred to FY20.

Measure: This will be set in FY20

Target: TBD in FY20

Deferred

14.7 Strategic workforce planning and align in-flight and pending activities and tech needs (HCM) (06/30/21)

Comments on Status: This goal was deferred to FY20. Ongoing FY19 activities included providing services that support a continual alignment of the needs and priorities of the organization with those of its workforce to ensure we can meet our objectives. This includes collecting and presenting data to support organizational decisions and needs.

Measure: This will be set in FY20

Target: TBD in FY20

Deferred

14.8 Communication plan - organizational change / change management (HCM) (06/30/21)

Comments on Status: HCM creates communication plan for organizational change as needed. Plans include the following standard components: guiding principles, context, purpose/objectives, risk analysis, assessment, stakeholder analysis, and communication process (methods, mechanisms). For FY19, a communication plan was created for an internal organizational change activity.

Measure: Percent complete

Target: 100%

100%

Achieved

15 Continue to be an engaged partner across the System.

15.1 Improve awareness of value AITS provides to the universities (TAM) (06/30/21)

Comments on Status: A KPI will be defined for FY20.

Measure: A KPI will be set in FY20

Target: TBD in FY20

Not Started

15.2 Continue to actively participate on university and system office committees and governance groups (AFM) (06/30/21)

Measure: Count of committees and groups

15

Achieved

Comments on Status: There are dozens of operational groups at the university, regional and national level with AITS employee participants. Some of these groups include: System Offices IT Council, Information Privacy Security and Compliance Council, Information Security Working Group, and UIC IT Governance Council.

Target: 10

15.3 Continue to actively search and pursue collaboration opportunities. (AFM) (06/30/21)

Comments on Status: Collaboration opportunities are defined as AITS employees working with other University units to accomplish a proof of concept/research initiative, event, or project. During FY19, AITS chaired a multi-university team which investigated contemporary IT Service Management platforms to benefit central and college IT organizations. Other collaboration activities included, chatbot piloting, Women in Technology mentoring program, and the OBFS Business Administrator Certification Program.

Measure: Count of collaboration activities

Target: 25

60

Achieved

15.4 Participate in system-wide educational programs and seminars such as IT Pro Forum and Chicago Community Series. (AFM) (06/30/21)

Comments on Status: AITS has members participating in the Urbana IT Pro Forum planning committee and the Chicago IT Community Conference. During the Spring 2019 UIC event, there were a total of 5 AITS presenters leading 3 workshops. During the Spring 2019 Urbana event, there were a total of 16 presenters leading 14 seminars, workshops, or poster sessions.

Measure: Count of presentations

Target: 10

17

Achieved

15.5 Continue to provide professional training, workshops, and development activities in areas such as process improvement, project management, and decision support topics. (AFM) (06/30/21)

Comments on Status: Attendees by training topic: PM (139), BPI (437) and DS (297).

Measure: Count of individuals trained

Target: None set

837

On Target

THANK YOU

AITS would like to thank all of our dedicated partners across the University of Illinois System whose daily contributions allow us—together—to meet our goals and deliver on our commitment to continuous improvement of our customer experiences.

CONTACT US

Administrative Information Technology Services (AITS)
<https://www.ait.s.uillinois.edu>

