

ITPC

INFORMATION TECHNOLOGY
PRIORITIES COMMITTEE

ANNUAL REPORT FY 2019

UNIVERSITY OF ILLINOIS SYSTEM
URBANA-CHAMPAIGN • CHICAGO • SPRINGFIELD

UNIVERSITY OF ILLINOIS

ADMINISTRATIVE INFORMATION
TECHNOLOGY SERVICES
BUILDING

50 E Gerty Drive

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ABOUT ITPC

The Information Technology Priorities Committee (ITPC) provides the processes that allow IT consumers to solicit, review and prioritize the work of administrative information technology resources. This annual report takes a look at ITPC in FY19 and looks ahead to FY20.

ITPC defines the processes, components, structures, and participants for making decisions regarding the use of IT. It collects ideas, reviews and selects, and prioritizes resources in the most strategic manner possible. It promotes transparency, strategic alignment of the university and IT, resource allocation, performance management, collaboration, standards and policy, and it encourages constituents to participate actively in the process.

ITPC covers administrative IT projects that:

- involve resources from a University System Office unit;
- involve campus based units that plan to offer an administrative system for the entire campus;
- interface with an enterprise system, or;
- seek funding from the central pool of administrative information technology dollars allocated by the Academic Affairs Planning Council

Within the ITPC process are six committees formed to review, approve and prioritize projects. Those bodies are the ITPC (central committee), ITPC Cross-functional group and four functional subcommittees: Finance, Human Resources, Student and Business Intelligence/Performance Management which feed proposals and prioritization information to the central committee.

Tyler Tanaka
leads a training
session for an
ITPC project.

ITPC TARGETS EFFICIENCY

In FY18, ITPC focused on improving risk management practices and ensuring that all projects were meeting System-wide needs. One FY18 project introduced the NESSIE/UHR Redesign to University employees, improving overall functionality and reducing maintenance requirements to meet the needs of the University of Illinois System. In FY19 the ITPC turned its attention towards improving process, project, and product efficiencies.

FOCUS ON BUSINESS PROCESS IMPROVEMENT (BPI)

FY19 and beyond will see business process improvement activities in front of ITPC projects where applicable. The BPI team will be working with functional experts on a number of ITPC projects to help streamline their existing processes and identify opportunities for internal improvements before beginning projects. Focusing on opportunities for improvements to business processes is likely to save the University the expense and resource time spent on product customizations, as well as reduce the ongoing technical debt due to product customizations.

FOCUS ON EFFICIENT PROJECT MANAGEMENT

ITPC projects will benefit from AITS strategic initiatives planned for FY19-FY21 that focus on considering phased approaches and better resource allocation management. ITPC projects will be considered for phased approaches that resemble a hybrid project management methodology, mixing agile and waterfall concepts. Prototyping and allowing some flexibility during the project phases allows timely and impactful input from users and major stakeholders. Along with a more flexible approach to project methodology, a more concentrated review of project resource allocation and availability will occur. Resource allocation and identifying potential strategic resources will occur not only at the project level, but also at the portfolio level to better determine when projects can move to in-progress in the project pipeline.

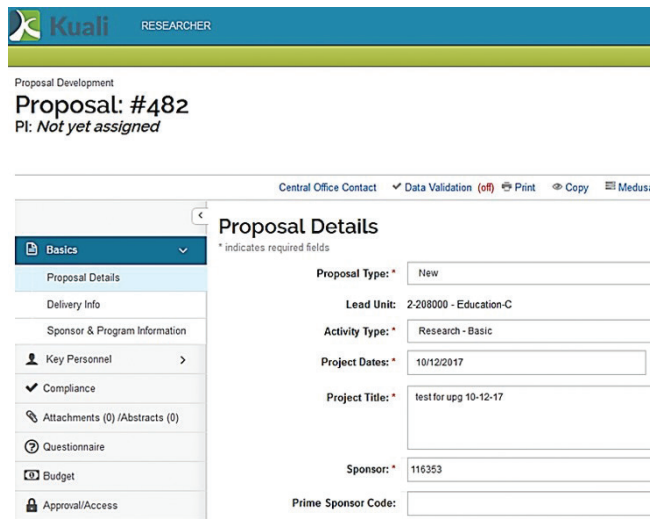
FOCUS ON ASSESSING RESULTS

In late FY19, post implementation surveys were introduced to begin better tracking of product measurements of success identified during the project. These surveys include a standard set of questions in addition to questions around product-specific measures to ensure user acceptance and overall value. The surveys were streamlined to encourage participation and reduce burden on participants. Previously, project and post-implementation surveys had seen a decrease in participant responses, sometimes with no response at all. With the newly streamlined and value added surveys, we have seen survey participation increase to about 45% response rates so far. More emphasis is being placed on identifying strong measures of success during the project to focus on post implementation through the surveys which we hope will encourage more participation and feedback moving forward.

Members

- *Chair: Kelly Block, Associate Vice President for Administrative Information Technology Services, System Office
- Clarice Ford, Vice Chancellor for Student Affairs, UIS
- Tulio Llosa, Associate Provost for Information Technology and Chief Information Officer, UIS
- Cynthia Herrera Lindstrom, Chief Information Officer, UIC
- Dimuthu Tilakaratne, Assistant Vice President of Decision Support, System Office
- Ilir Zenku, Assistant Vice Chancellor of Health System Information Technology, UIC
- Dale Rush, Associate Dean for Administrative Affairs, UIC
- Jan Novakofski, Associate Vice Chancellor for Research for Compliance and Professor, Animal Sciences, UIUC
- Kevin Browne, Vice Provost for Academic and Enrollment Services, UIC
- Kristi Kuntz, Executive Associate Provost for Academic Programs and Policies, UIUC
- Kandace Turner, Assistant Director for Economic Development and Innovation, System Office
- Laurel Newman, Executive Director of the Center for Academic Success, UIS
- Greg Gulick, Interim Chief Information Officer, UIUC
- Jami Painter, Associate Vice President and Chief Human Resources Officer, System Office
- Michael Bass, Senior Associate Vice President and Deputy Comptroller, System Office
- Sarah Zehr, Assistant Vice President for Academic Affairs, System Office
- Anne Craig, Senior Director, Consortium of Academic and Research Libraries in Illinois, System Office
- Wendy Petruzzello, Director of Business Information and Interim Chief Information Officer for Alumni Association, UIUC
- Kristin Cordova, Director of Advancement Programs and Governance, UIF
- Sandy Street, Assistant Vice President of Planning and Budgeting, System Office
- Vacant, Faculty Representative, UIC
- Vacant, Faculty Representative, UIUC

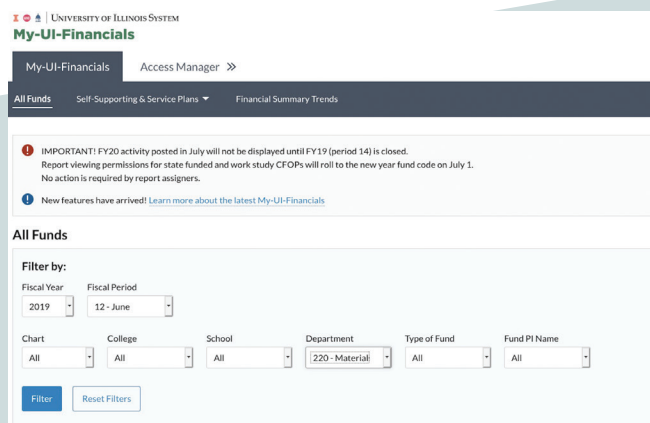
HIGHLIGHTS



Kualu myProposals

- Provides investigators and business managers the ability to electronically submit sponsored proposals for central office review and route them electronically for approvals
- UIUC went live December 2018, UIC went live spring of 2019 and UIS is targeted to go live August 2019

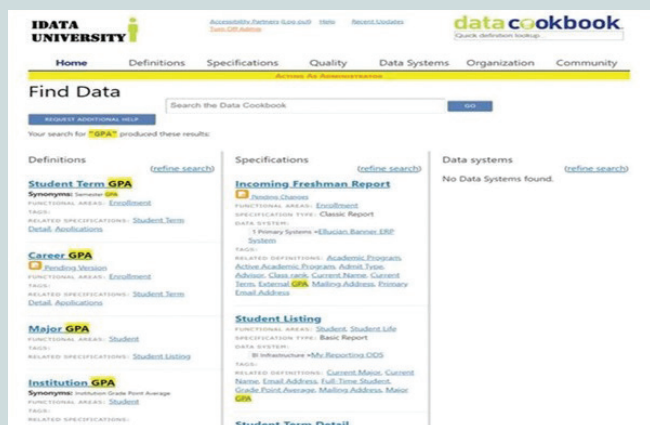
IMPACTS: Streamline and modernize the proposal submission and approval process, ultimately making the overall proposal submission process more effective.



My UI Financials

- Implemented Self-Supporting Plans feature
- FY19 logins increased by 2,300

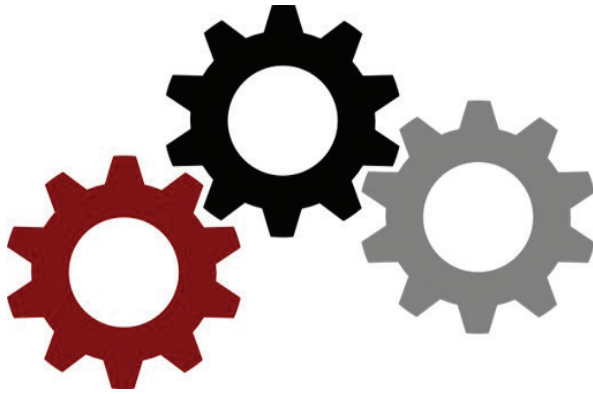
IMPACTS: Expected to improve self-supporting and reporting services to Universities. Provide labor and printing cost savings estimated at \$2.6M over 5 years.



iData Data Cookbook

- Searchable web-based metadata solution that will enable broad understanding of data definitions
- Enable University of Illinois to provide consistent and clear information to stakeholders

IMPACTS: Reduce misunderstandings of data and reports and support key strategic goals.



Analysis to Replace Security Request Application

- Determine use cases and requirements to provide outline for profile simplification, functionality, and interface
- Review prototypes, vendor demo, and wireframes to provide final recommendations for implementation

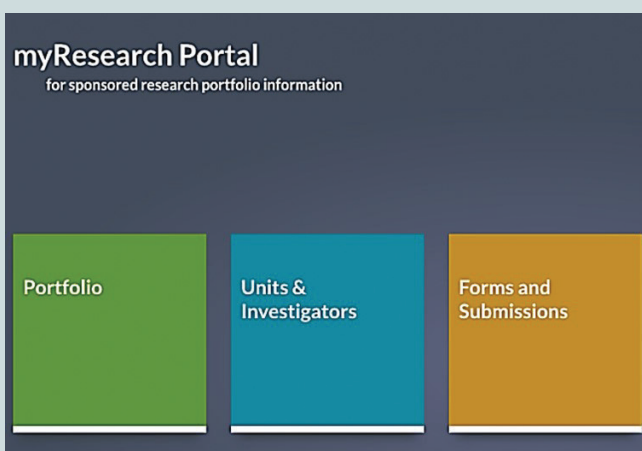
IMPACTS: Simplify and streamline security request application to reduce burden and provide easy to understand security profiles. This will help to reduce misunderstanding of profile permissions to enterprise applications.



Analysis for Advanced Analytics Platform

- Worked with broad groups of stakeholders to identify analytic use cases
- Determine requirements for advanced analytics platform and provide recommended tool(s) for future implementation project(s)

IMPACTS: Foundational work to meet the strategic goal of developing system-wide strength in data analytics.



myResearch Portal

- Displays a variety of sponsored research information in an updated clean, user-friendly interface that allows faculty and business managers to easily view or download data to aid in their grant management activities
- Currently live with additional enhancements planned for FY20

IMPACTS: Over 1,650 unique users in the system each month.

MANDATORY WORK

A number of ITPC projects are completed each year to maintain enterprise services at the most current versions. Annual updates reduce support costs and provide the latest functionality to users. In addition, regular, smaller updates minimize the disruption and the costs associated with less frequent, consolidated updates. Maintenance, upgrades, and work required by new or changing regulations and laws are unavoidable and therefore considered mandatory by ITPC. FY19 mandatory work included the update of all Banner modules to Banner 9 which allowed the University to stay current on all regulatory updates and gave users a new modern interface.

Annual updates help keep support costs down and improve functionality for users. In FY19 the mandatory implementation of the Banner 9 upgrade provided regulatory updates and introduced some significant user interface improvements for users.



Matt Macomber is a QA engineer who works on numerous ITPC projects.

- Business Objects upgrade to 4.2 (STATUS: COMPLETE)
- B2G diversity tracking for capital and non-capital data (STATUS: IN PROGRESS)
- Oracle upgrade (STATUS: COMPLETE)
- CA Service Desk Manager (SDM) 17.1 upgrade (STATUS: IN PROGRESS)
- Clarity upgrade (STATUS: IN PROGRESS)
- Implement Senate Bill 42 (Earnings over Governor's Salary) (STATUS: COMPLETE)
- Maintain & upgrade Banner mission critical system (STATUS: IN PROGRESS)
- AdAstra academic and event scheduling upgrade (STATUS: IN PROGRESS)
- Oracle required application and user password updates (STATUS: IN PROGRESS)
- ApplicationXtender 8.1 upgrade (STATUS: COMPLETE)
- iBuy system maintenance for strategic sourcing (STATUS: IN PROGRESS)
- Banner 9 all modules upgrade (STATUS: COMPLETE)
- TEM reimbursement system maintenance (STATUS: IN PROGRESS)
- Annual financial aid regulatory changes (STATUS: IN PROGRESS)
- AdAstra migration to cloud hosted infrastructure (STATUS: COMPLETE)
- Impacts from JMLS acquisition Day One (STATUS: IN PROGRESS)
- HRFE/PARIS maintenance and enhancements (STATUS: IN PROGRESS)
- Nelnet student services maintenance (STATUS: IN PROGRESS)
- IAM password manager and 2FA maintenance (STATUS: IN PROGRESS)
- iCS contract processing system maintenance (STATUS: IN PROGRESS)



Larry Gibson, Adam LeGrande, Mark Pollard, and Tanya Williamson plan timelines for an ITPC project.

TURNING INPUT INTO INNOVATION

Designing solutions, improvements, and efficiencies driven by customers

For FY19 and beyond our attention is shifted to focus on key findings from the 2017 ITPC Planning Summit and recent stakeholder surveys. Stakeholders saw value in improving HR information system processes, reducing number of systems used, and enhancing workflow capabilities. Survey respondents also saw more value in improving current critical systems over implementing a new ERP system.

APPLICANT TRACKING

ITPC-0592 is a project that will identify an application tracking tool and will replace the current Hire Touch product with the new vended solution. Several vendors have been identified and the team is working to narrow down those to the final vendor. The goal of the new system is improve the candidate experience and strengthen our employer brand to increase application rates, improve efficiency of staff involved in search process, and save time and money lost due to system downtime and manual activities.

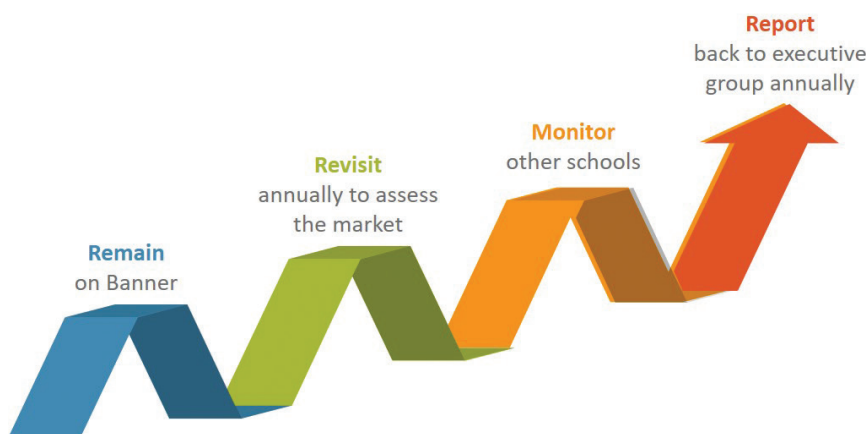


ERP Stakeholder top survey responses on desired improvements.

ERP

With a continued commitment to evaluating next-generation ERP systems and strategies, recent stakeholder surveys were administered and analyzed. The feedback from stakeholders emphasized that more impact would come by making targeted improvements to our existing critical systems. Separate

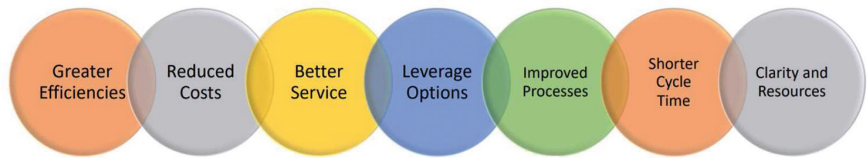
analysis of market surveys and feedback from other higher education institutions indicated that there was no current system on the market that would be an improvement over our existing system and that there was not enough value in a full ERP replacement at this time. Like a majority of institutions, our next steps will focus on watching early adopter institutions and continuing to assess the market while focusing on targeted system improvements.



SOURCE 2 PAY (S2P)

Analyze. Improve. Streamline.

During Phases one, two, and three of a Source2Pay (S2P) business process improvement (BPI) project, extensive process analysis, peer review, and vendor assessment activities occurred. The outcome of that BPI initiative is the current ITPC-0593 program which focuses on procurement source to pay activities. The ITPC-0593 “Improve University of Illinois Systems procurement source-to-pay process” or S2P program has been divided into the five ITPC-0593 A-E projects:



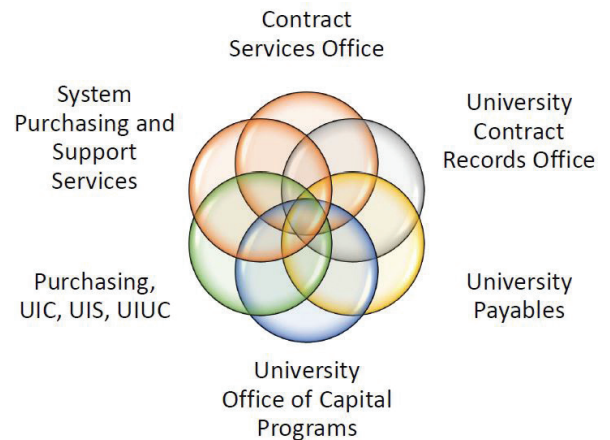
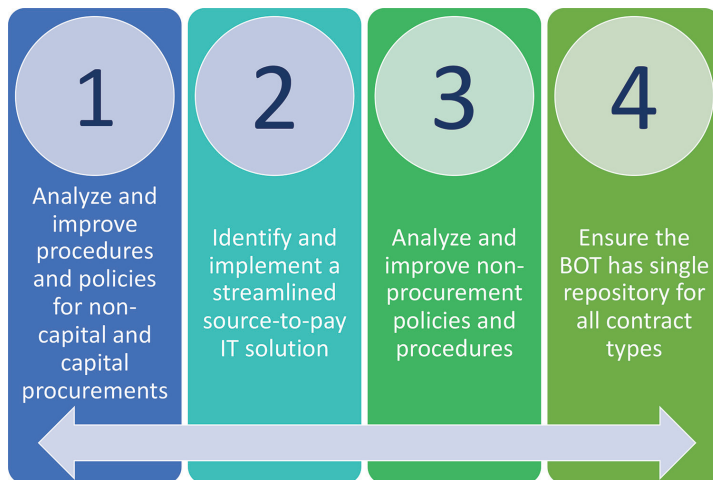
ITPC-0593-A S2P iBuy Optimization Project

ITPC-0593-B S2P Travel Reimbursement Project

ITPC-0593-C S2P Total Contract Manager Project

ITPC-0593-D S2P Procurement Portal Project

ITPC-0593-E S2P Card Program Project



Advantages

- ▶ **Better access to price comparison and product information that will allow staff to leverage best cost options**
- ▶ **Improved ease of processing reimbursement requests and shorter cycle time to receive reimbursements**
- ▶ **Creation of a portal that will provide clarity on approved methods, tools, forms, and policies, as well as buying and paying resources, supplier resources, and training opportunities and self-help materials**
- ▶ **Minimizing training requirements by leveraging existing solutions, saving time and operational costs**
- ▶ **Transactional transparency throughout the procure-to-pay cycle, including expense reimbursements**
- ▶ **Transparency into the cycle times and status for non-procurement contracts**
- ▶ **Greater efficiencies and reduced costs resulting from an integrated procure-to-pay solution**

INTELLIGENT BUSINESS PROCESS MANAGEMENT SUITE (IBPMS)






ITPC-0564 was an analysis project approved to review and analyze the market sector of iBPMS, work with stakeholders to gather requirements, and select a product. Upon completion, the project team recommended K2 as our iBPMS platform. This tool features a rich online smart form, a drag and drop workflow, a powerful integration layer as well as offers reporting and metrics.

ITPC-0587 was approved to implement this K2 solution. As a part of this project 15 pilot process from around the University of Illinois were chosen to convert a current process into K2. They are also developing an ever growing list of integrations. To ensure success of this effort a Center of Excellence is being developed to allow new users to request access, get trained and have gain knowledge from a user community.

This project will also utilize the Business Process Improvement (BPI) team to work with pilot departments to assess their current process for any improvements or streamlining prior to workflow automation design and implementation.



ITPC-0587 pilot processes include:

| | |
|--|--|
|  Academic History change request form <i>UIC Registrar</i> |  Request tracking & billing preparation <i>ERML Biotechnology Center</i> |
|  Tracking & processing of waste/recycle materials <i>UIUC Waste Management Station</i> | |
|  Security & access request process <i>AITIS</i> |  Electronic PO invoicing <i>Sponsored Programs Administration</i> |



Advantages

- ▶ Users can automate workflows using visual drag-and-drop designer that does not require writing lines of code
- ▶ Users can build forms that can capture or display data with their workflows
- ▶ An intelligent Business Process Management Suite (iBPMS) is an enterprise solution that will enable departments to quickly automate their own business processes by leveraging a common library of solutions for items such as course overload requests, event registration, and employee onboarding

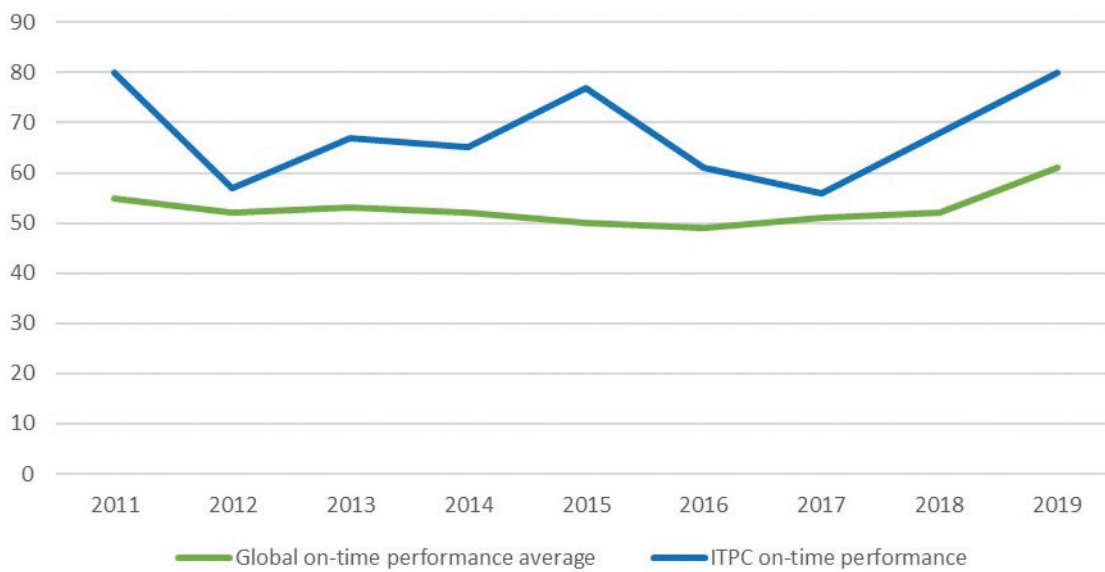
PROJECT PERFORMANCE

The dedication, creativity, and hard work of ITPC project teams and partners across the University of Illinois System shows in our project performance. ITPC projects consistently perform better than the global performance average, as published in PMI's Pulse of the Profession 2019¹.

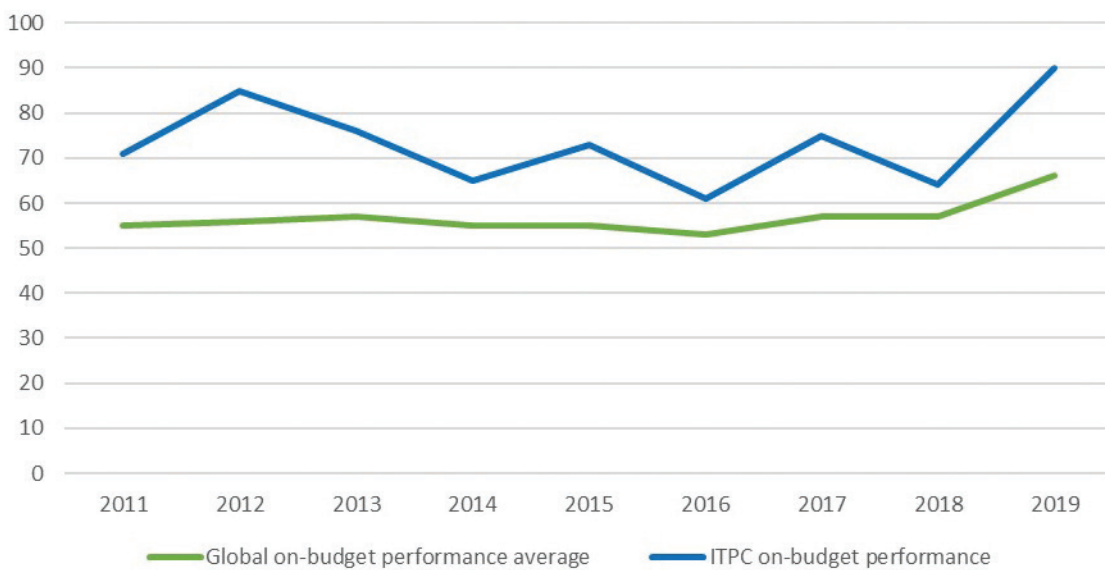
On an ongoing basis, ITPC publishes real time information regarding project performance and governance trends and totals. These dashboards are updated daily and are available at go.uillinois.edu/ITPCDashboard.

¹PMI's Pulse of the Profession 2019 (2019) <https://www.pmi.org/learning/thought-leadership/pulse/pulse-of-the-profession-2019>

On-time performance



On-budget performance



ITPC ACTIVE PROJECT STATUS DASHBOARD

ITPC provides active project status in an interactive dashboard. This dashboard includes all in progress projects, status information, and hours by functional area.



ITPC Active Project Scorecard

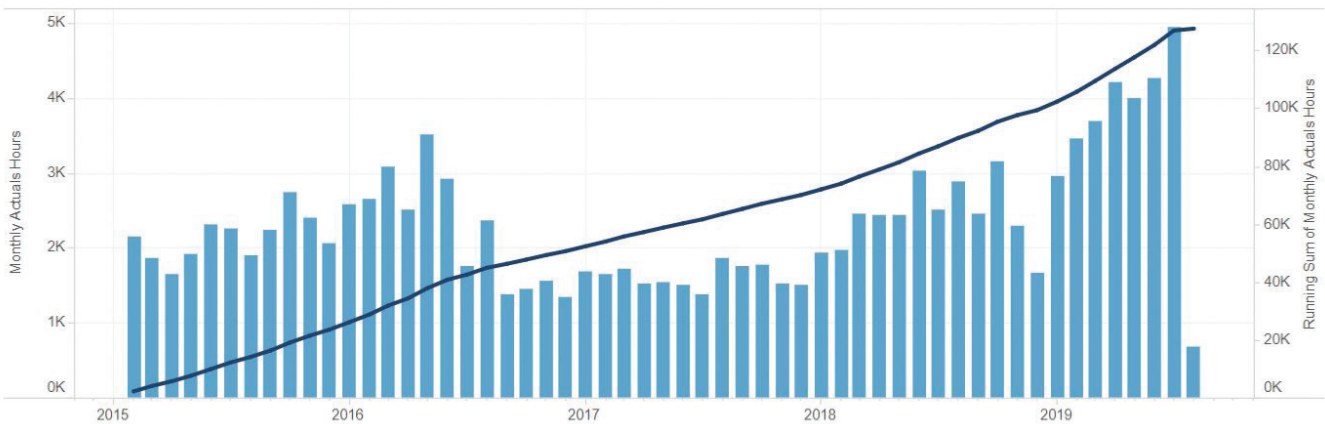
| Project Name | Scheduled Finish Date | Project Mgr Name | Project Status as of Date | Project Status Comment | ETC Hours | Total Effort % | Schedule Status | Budget Status | Risk Status | Current Health |
|--|-----------------------|--------------------|---------------------------|------------------------------|-----------|----------------|-----------------|---------------|-------------|----------------|
| ITPC-0558 My UI Financials Enhancements Ph.. | 11/29/2019 | Fogarty, Lisa | 8/1/2019 | Dashboard development.. | 146 | 136% | ✗ | ✗ | ● | ● |
| ITPC-0560 - Slate Interaction Data to the EDW | 8/15/2022 | Fogarty, Lisa | 8/1/2019 | Project team is wrapping.. | 2,112 | 100% | ● | ● | ▲ | ▲ |
| ITPC-0572 CA Service Desk Manager (SDM) 17.. | 10/4/2019 | Molitor, Christina | 7/30/2019 | All servers are set up for.. | 732 | 82% | ▲ | ● | ● | ▲ |
| ITPC-0580 Phase 1 changes needed from AITS.. | 8/30/2019 | Molitor, Christina | 7/30/2019 | AITS team continues to .. | 868 | 104% | ● | ● | ● | ● |
| ITPC-0581 Assist Oracle users/application ow.. | 12/18/2020 | Velazquez, Robyn | 7/25/2019 | The project plan is curre.. | 1,330 | 100% | ● | ● | ● | ● |
| ITPC-0583 Upgrade and maintain academic an.. | 8/30/2019 | Unser, Michele | 8/1/2019 | The accessibility testing .. | 112 | 91% | ● | ● | ● | ● |
| ITPC-0584 Analysis to Replace Security Reque.. | 12/27/2019 | Zunich, Butch | 8/5/2019 | To-Be usability designs f.. | 563 | 102% | ● | ● | ● | ● |
| ITPC-0585 Analysis for Advanced Analytics Pl.. | 8/30/2019 | Getty, Rick | 7/30/2019 | Use cases have been d.. | 216 | 107% | ▲ | ● | ● | ● |
| ITPC-0586 Implement IData Data Cookbook as .. | 12/20/2019 | Fritchey, Daryl | 8/6/2019 | The Data Cookbook pur.. | 570 | | ● | ● | ● | ● |

Project Actual Hours Over Time
ALL

Actual Hours by Resource (Select a Resource Name to Filter)

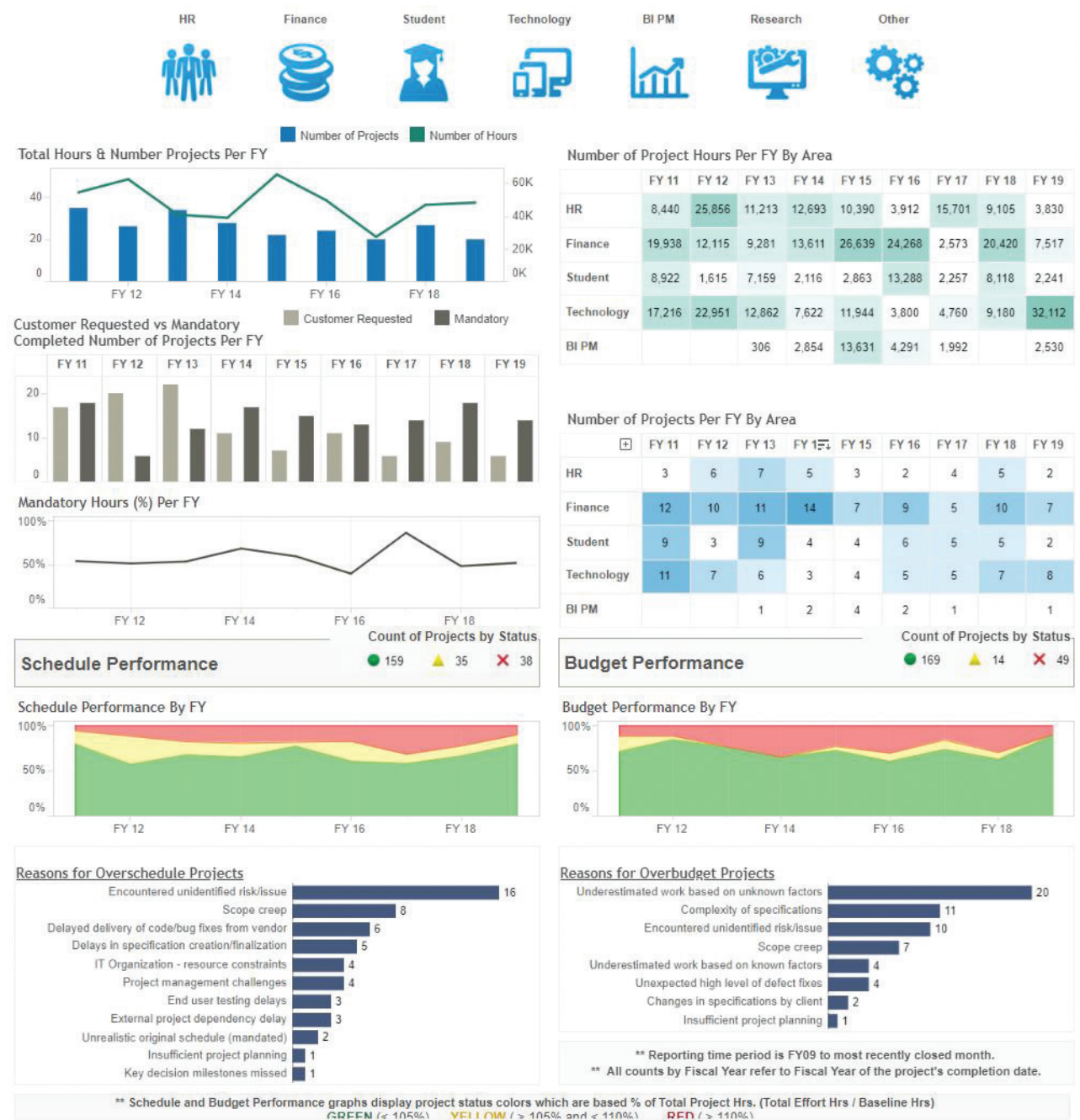
Resource Name Suppressed

Monthly Actuals Hours
Overall Actual Hours



ITPC PORTFOLIO SUMMARY DASHBOARD

ITPC provides portfolio component data by fiscal year. This dashboard displays counts of projects and hours by primary business area and by project type (mandatory or customer requested). It also shows project schedule and budget performance indicators at the time of project closing as well as a summary of the primary budget or schedule overage reasons.



PROJECT PIPELINE

COMPLETED

In FY19, Systems IT staff completed 18 projects.

ITPC project number included after the project description.

1. Continue to improve identity and access management at the University of Illinois (0375)
2. Implement new card vendor to reduce costs and increase ease of use (0528)
3. Maintain and upgrade enterprise decision support infrastructure. (0540)
4. Provide system enhancements to ensure continued efficient operations for the HR offices and University Payroll and Benefits
5. DUO/2FA Verify enhancements to improve accessibility and usability (0567)
6. Analysis for business process automation tool (0564)
7. Maintain system for document & image management (0563)
8. Maintain and upgrade the mission critical Student, HR, Finance, Payroll, and HR enterprise systems (BANNER 9) (0565)
9. Mandatory Oracle upgrade for mission critical systems (0555)
10. Create report to validate the new bill received from SURS annually (0571)
11. Analysis of B2G Now to see if can be used to track diversity contacts (0569)
12. Migrate the enterprise application for academic, event, and final exam scheduling to the Cloud (0570)
13. Ensure continued efficient and accurate processing of contracts (0575)
14. Ensure continued efficient and accurate processing of travel reimbursements (0574)
15. Maintain quality of account services to approximately 78,000 student users (0578)
16. Maintain system necessary to continue strategic sourcing and procurement (0573)
17. Maintain compliance with federal regulations, policies, and ensure continued accurate processing of Financial Aid for students (0579)
18. Ensure the continued efficient operations for the HR offices and University Payroll and Benefits by providing a stable and up to date set of systems (0577)

IN PROGRESS

1. Continue to modernize and streamline the research enterprise at the University of Illinois (0465)
2. Implement a vended system to manage and publish online catalogs and programs of study. (0412)
3. Provide an integrated IT Solution for the management and assessment of disability services on all three universities (0491)
4. Implement system for providing employee training and compliance tracking (0502)
5. Enhance the My UI Financials app, which provides easy, on-demand access to financial reports, allowing for the elimination of dated paper-based distribution processes (0558)
6. Develop standards and guides for the user interface and architectural design of ITPC governed projects (0517)
7. Reduce number of incorrectly processed financial transactions and provide timely student account status (0449)
8. Use student interaction data to improve student recruiting, admissions, and communication activities (0560)
9. Upgrade the existing Service Desk software in use by UIC HR, Payroll and Benefits, UIC ITS, AITS, and Tech Services (0572)

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10. Facilitate the creation of a more secure, reliable system for processing fellowships and student notices of appointment (0545)
 11. Update enterprise applications with the new System Office branding. (0556)
 12. Reduce the time it takes to process approximately \$15M in retro pay for an estimated 7,000 employees (0498)
 13. Implement iBuy data into the data warehouse to allow for ad hoc reporting (0453)
 14. Phase 1 changes needed from AITS due to acquisition of JMLS by UIC (0580)
 15. Assist Oracle users/application owners with password updates (0581)
 16. Upgrade and maintain academic and event scheduling (AdAstra 8.x upg) (0583)
 17. Analysis to Replace Security Request Application (Secapp) tool (0584)
 18. Analysis for Advanced Analytics Platform for data mining & forecasting (0585)
 19. Implement IData Data Cookbook as the Shared Metadata Service (0586)
 20. Provide staff ability to create automated business processes (iBPMS) (0587)
 21. Provide capital and non-capital data in B2GNow for diversity tracking (0588)
 22. Maintain & Upgrade the Banner mission critical system (0589)
 23. Ensure effective IT PMO & IT activity visibility by upgrading Clarity (0590)
 24. Enhancements to Annual Fiscal Control Reporting Process (0591)
 25. Identify and Implement an Enterprise Applicant Tracking Solution (0592)
 26. Improve University of Illinois System procurement source 2 pay process (0593)
 27. S2P iBuy Optimization Project (0593-A)
 28. HRFE/PARIS Maintenance (FY20) and Enhancements (0594)
 29. Maintain system necessary for strategic sourcing (0595)
 30. Ensure efficient and accurate reimbursements (0596)
 31. Maintain quality of services to ~78,000 students (0597)
 32. FY20 Annual Financial Aid Regulatory Changes (0598)
 33. Ensure continued efficient processing of contracts (0599)
 34. Maintain password manager & 2FA for ~200,000 users (0600)
-
- ## IN QUEUE
1. Integrate F&S Workplace Management System (AiM) in the Data Warehouse (0576)
 2. Allow for the continued growth of meaningful email addresses by expanding the NetID length (0496)
 3. Automate the manual process of loading contracts into the official BOT repository. (0515)
 4. Implement changes to HRFE, BANNER, and Positive Time Reporting systems to comply with the final ruling on the Fair Labor Standards Act (0543)
 5. Investigate options to meet two U.S. Department of Education regulations using our existing vended systems (0542)
 6. Procurement Services: More flexible payment terms using iBuy (0568)
 7. S2P Travel Reimbursement Project (0593-B)
 8. S2P Total Contract Manager Project (Implementation) (0593-C)
 9. S2P Procurement Portal Project (0593-D)
 10. S2P Card Program Project (0593-E)

MORE INFORMATION

ITPC community discussion, Interactive dashboards, project proposals, upcoming meetings, and previous annual reports can be found at www.itpc.uillinois.edu.