

DRAFT - AITS STRATEGIC PLAN: PROGRESS REPORT FOR FY23-FY25

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EXECUTIVE SUMMARY: CLOSEOUT OF THE AITS FY23–25 STRATEGIC PLAN

Introduction

The AITS FY23–25 Strategic Plan represented a comprehensive, three-year initiative to strengthen the University of Illinois System’s administrative technology landscape. The plan was anchored by a forward-thinking mission to deliver reliable, accessible, and innovative IT services aligned with the strategic priorities of the University and broader higher education trends. Built collaboratively with input from University stakeholders and IT governance bodies, the plan focused on seven strategic priorities that guided programmatic and operational decisions throughout the period.

Strategic Achievements

1. Enterprise-Class Services **On Target**

AITs maintained exceptional system uptime exceeding 99.99% and successfully implemented a new enterprise backup and disaster recovery solution, advancing ransomware readiness and continuity of operations. The team developed and refined an architecture roadmap and produced a robust SaaS ERP readiness plan that is guiding ongoing enterprise transformation efforts. Security was significantly enhanced through completed 2FA expansion, LDAP replatforming, and targeted risk mitigations.

2. User Experience **On Target**

AITs delivered on its goal to enhance user experience by implementing digital accessibility standards and launching new enterprise systems such as Banner 9 Self-Service and Ellucian Experience. Process improvements, client training, and interface enhancements contributed to improved stakeholder satisfaction. The System Office Accessibility Review Committee became fully operational, ensuring institutional alignment with accessibility best practices.

3. Operational Efficiencies **On Target**

Through strategic automation, AITS generated over 21,186 hours in time savings in FY25 alone. The team completed high-impact business process automation (BPA) projects and expanded API-based integrations, significantly increasing transaction throughput. Workflow tools and robotic process automation (RPA) were deployed, with a growing focus on scalable integration platforms and system interoperability.

4. Data Management, Quality, and Tools **Off Target**

AITs advanced data-driven decision-making through the Data Modernization Initiative. Data lakes, data virtualization and a data literacy program are either complete or almost complete. Approximately 60 units are leveraging the new data virtualization service. While data quality efforts were partially deferred due to competing priorities, significant gains were made in the number of active users

leveraging enterprise data tools. Initial governance frameworks were implemented, laying the foundation for ongoing data stewardship.

5. Workforce Development **On Target**

Notable progress was made in attracting and developing IT talent. The average number of qualified applicants per job posting more than doubled, and hundreds of professional development activities were logged. Training programs were enhanced to build internal capabilities in business process improvement and technology innovation.

6. Alignment and Engagement **On Target**

AITs deepened collaboration with campuses and administrative units through governance partnerships, communities of practice, and transparent planning. Engagement initiatives improved awareness of AITS services, and governance collaboration targets were consistently met or exceeded.

7. Strategic Finance **On Target**

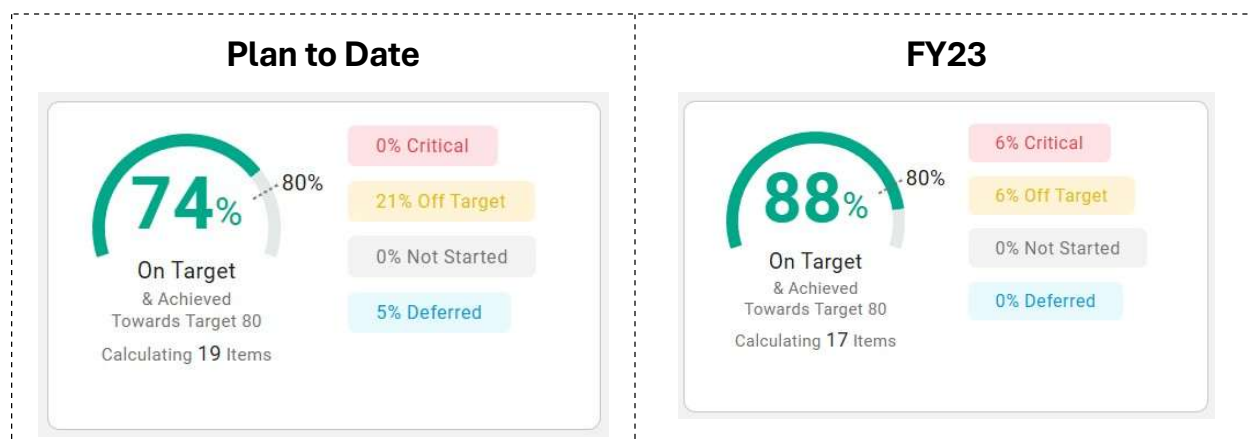
Efforts to streamline operational processes and optimize financial management yielded measurable improvements. The team successfully implemented enhancements in financial tracking, resource allocation, and reporting processes, demonstrating accountability and stewardship of institutional resources.

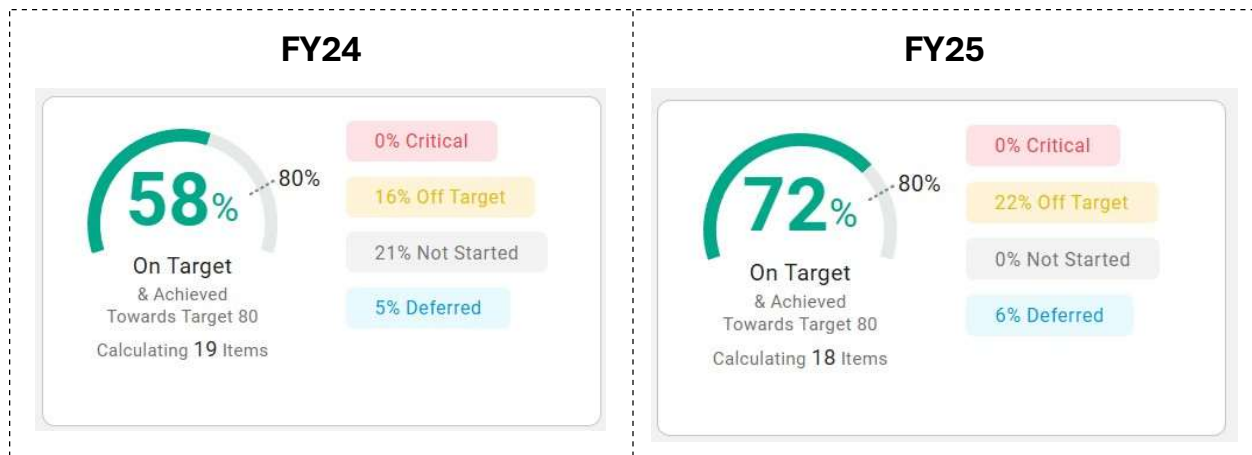
Performance Summary

Across all priorities, AITS delivered or exceeded expectations for 74% of its strategic goals and key metrics, such as automation hours saved, enterprise system availability, and implementation of mission-critical technologies, underscore AITS's leadership in advancing institutional IT capabilities. Deferred or off-track items were minimal and generally attributed to resource constraints or strategic realignments in anticipation of the future SaaS ERP transition.

GOALS PERFORMANCE OVER TIME

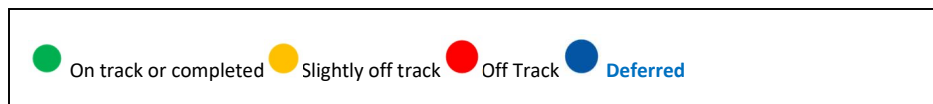
OVER THE PAST 3 YEARS, AITS' GOALS WERE ON TARGET OR ACHIEVED 74% OF THE TIME.
















FY25 METRICS

WE MEASURE OUR SUCCESS AGAINST A SET OF PERFORMANCE AND COMPLETION METRICS. WHERE POSSIBLE, THESE METRICS FOCUS ON OUTCOMES AND CUSTOMER IMPACTS.



Status	Metric	EOY Target	YTD Actual
●	Uptime	99%	99.99%
●	Percentage complete of targeted protection mechanisms implemented	100%	100%
●	New enterprise backup, recovery, ransomware, and rapid failover solution implemented and tested	100%	80%
●	Percentage of vended systems that used the exception process	100%	100%
●	Implement at least 3 major updates to enterprise business systems to improve user experiences.	3	9
●	Hours saved by new automations	32K	21.4K
●	Percentage of folks that are using BPI after training	75%	60%
●	Count of new systems or data elements integrated	7	15

Status	Metric	EOY Target	YTD Actual
	Number of groups onboarded to the new data analytics tools	2	60
	Percentage complete of data literacy program development	100%	66%
	Current measurement is % complete of targeted activities designed to increase data quality.	Deferred	Deferred
	Percentage of final data policy complete	100%	66%
	Average number of qualified applicants per search	10	22
	Professional development spend matches industry standards	\$1,200	\$1,336
	Percentage complete of targeted governance improvements	100%	100%
	Active participants in existing MS Teams/Zoom communities of practice	150	197
	Percentage complete of targeted activities to improve awareness and value of service	100%	100%
	Streamline operational processes, percentage complete of targeted activities	100%	95%
	Optimize financial processes, percentage complete of targeted activities	100%	100%

PLAN OVERVIEW

Mission Statement

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.

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

STRATEGIC PRIORITIES

- | | | |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1 | Enterprise-class services
Support and enable the University of Illinois System's business processes with reliable, secure, up to date and accessible enterprise IT services. | On Target |
| 2 | User experience
Provide excellent user experience for our staff, faculty, and students. | On Target |
| 3 | Operational efficiencies
Improve the University of Illinois System's operational efficiencies through business process improvement, strategic automation, and integrations. | On Target |
| 4 | Data management, quality, and tools
Provide our clients with the technology and support needed effectively and efficiently by using the University of Illinois System's data assets. <i>(Off target: data quality initiative was pended, system office governance work was transferred to the system-wide data strategy taskforce, and delay in hiring of our data literacy training resource)</i> | Off Target |
| 5 | Workforce | On Target |

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.

Vision Statement

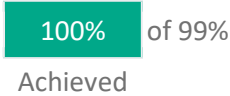
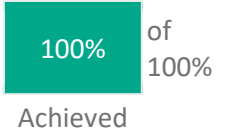

To be an engaged partner within our University community to advance the institution's mission and administrative functions. We will provide information technologies and services that will balance the need to be innovative, collaborative, and easy to use while also being reliable, predictable, and relevant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

Hire, develop, and retain a talented workforce to support the University of Illinois System's strategic priorities.

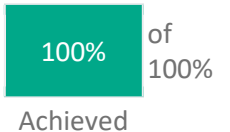
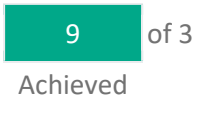
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|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| 6 | Alignment and engagement
Communicate and collaborate with our peers and clients to align our efforts and engage our stakeholders. | <div style="background-color: #009688; color: white; padding: 2px 5px; font-weight: bold;">On Target</div> |
| 7 | Strategic Finance
Continue to be a good steward of the System's resources by continuously improving our operations and proactively planning and managing our budget. | <div style="background-color: #009688; color: white; padding: 2px 5px; font-weight: bold;">On Target</div> |

GOALS SUMMARY


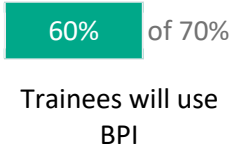
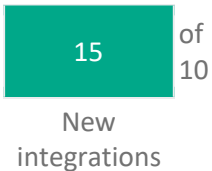
1 Enterprise-class services: Support and enable the University of Illinois System's business processes with reliable, secure, up to date and accessible enterprise IT services.

- Ensure that enterprise systems are kept at the forefront of technology and follow industry best practices to minimize risk of failure and optimize performance (1.1) 
- Enhance protection mechanisms for sensitive and high-risk information (1.2) 
- Continue to modernize the DR plan and process to meet business recovery needs of the University System (1.3) 

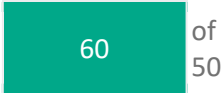

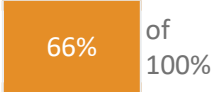
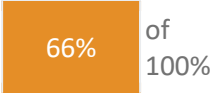
2 User experience: Provide excellent user experience for our staff, faculty, and students.

- Continue to improve digital accessibility and processes. (2.1) 
- Improve university operations through new and enhanced enterprise business systems (2.2) 

3 Operational efficiencies: Improve the University of Illinois System's operational efficiencies through business process improvement, strategic automation, and integrations.

- Increase time savings for the university through high efficiency automation (3.1) 
- Increase the University's utilization of business process improvement. (3.2) 
- Improve and increase integration opportunities with enterprise systems to improve operational efficiencies. (3.3) 


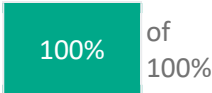
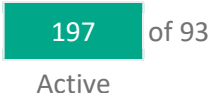
4 Data management, quality, and tools: Provide our clients with the technology and support needed effectively and efficiently by using the University of Illinois System's data assets.

- Enable data driven decision making measured by the use of data assets and platform. (4.1)  60 of 50 Departments onboarded
- Enhance data quality in targeted areas for effective and accurate use of data. (4.3) 
- Develop and implement a data literacy program in collaboration with other units to enhance our client's data analytics capabilities (4.2)  66% of 100%
- Implement system office data governance. (4.4)  66% of 100%

5 Workforce: Hire, develop, and retain a talented workforce to support the University of Illinois System's strategic priorities.

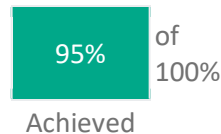
- Enhance recruitment efforts to attract a talented workforce measured by increase in qualified candidates. (5.1)  22 of 10 Candidates
- Develop current AITS employees to enhance career opportunities and job satisfaction. (5.2)  \$1,336 of \$1.2k

6 Alignment and engagement: Communicate and collaborate with our peers and clients to align our efforts and engage our stakeholders.

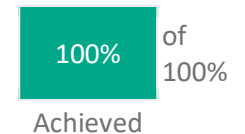
- Improve effectiveness of governance collaboration (6.1)  100% of 100% Achieved
- Improve awareness and value of service that AITS provides to the universities. (6.3)  100% of 100% Achieved
- Create and participate in communities of practice to share tools and knowledge and reduce duplication of effort. (6.2)  197 of 93 Active users

7 Strategic Finance: Continue to be a good steward for the System's resources by continuously improving our operations and pro-actively planning and managing our budget.

- Streamline operational processes (7.1)



- Optimize financial processes (7.2)



ACTIVITY DETAILS – ALL YEARS

Note: This report summarizes our performance on all activities over the past 3 years. Some tasks were set for multiple fiscal years which will cause them to look like duplicates at first glance.

Enterprise-class services	
1	Support and enable the University of Illinois System's business processes with reliable, secure, up to date and accessible enterprise IT services.
<div> <div>AITS goal</div> <div>Supporting activity: Please note that the items in this column represent all of our yearly activities. As such, there will be things that seem like duplicates, but are merely the next step or an extension of the previous year's activity.</div> </div>	
<div> <div>100%</div> <div>of 99%</div> <div>Achieved</div> </div>	<div> <div> Ensure that enterprise systems are kept at the forefront of technology and follow industry best practices to minimize risk of failure and optimize performance (1.1) Owner: Application Administration, (07/01/22 - 06/30/25) Updated as of 07/31/25 </div> <div> ERP Evaluation for FY23 (1.1.1) Owner: Application Administration, (07/01/22 - 06/30/23) Updated as of 07/28/25 Latest Comment: The ERP evaluation process includes a technology and business readiness assessment and industry awareness activities. In FY23, AITS completed an ERP technology readiness </div> </div>

Latest Comment: AITS continues to keep Banner ERP and other back-end systems up to date with regular upgrades and regulatory and security-related patches. Not counting planned outages for maintenance and upgrades, AITS maintained an uptime greater than 99%. (Cynthia Cobb, 07/25/25)

100%

of
100%

Achieved

assessment and roadmap, shared two significant updates with our stakeholders, and continued to participate in conferences and conversations about R1 ERP solutions. (Cynthia Cobb, 06/20/23)

Develop SaaS ERP Roadmap and ongoing process for monitoring and execution (1.1.2)

Owner: Application Administration, (07/01/23 - 06/30/24)

Updated as of 07/28/25

Latest Comment: We have drafted a SaaS ERP readiness plan and have started to review it with a small group of stakeholders. This plan includes a process for ongoing monitoring and execution of the readiness work. (Cynthia Cobb, 08/02/24)

Deferred

Evaluate Ellucian managed cloud and SaaS services (1.1.3)

Owner: Application Administration, (07/01/22 - 06/30/23)

Updated as of 09/27/23

Latest Comment: AITS deferred this project in order to focus on the Banner 9 self-service and Ellucian experience implementation. This work will be revisited and likely adjusted in the Fall. (Cynthia Cobb, 06/20/23)

	<div data-bbox="1066 224 1276 354"> <div>75%</div> <div>of 100%</div> <div>Achieved</div> </div> <div data-bbox="1318 224 1942 597"> <p>Develop schedule and execute architecture roadmaps (1.1.4)</p> <p>Owner: Application Administration, (12/01/22 - 06/30/23)</p> <p>Updated as of 09/27/23</p> <p>Latest Comment: In FY23, AITS continued to update and implement items in our roadmap. In addition, we assessed a technical enterprise architecture management tool and expect to implement this in FY24. (Cynthia Cobb, 06/20/23)</p> </div> <div data-bbox="1066 695 1205 751"> <div>Deferred</div> </div> <div data-bbox="1318 695 1942 1068"> <p>Complete replacement analyses for items such as BDMS and AppWorx (1.1.5)</p> <p>Owner: Application Administration, (07/01/23 - 06/30/24)</p> <p>Updated as of 08/02/24</p> <p>Latest Comment: We are working on extending the life of BDMS in the hope that we don't have to replace it prior to the SaaS ERP. Appworx has a similar trajectory. We are withdrawing this activity. (Cynthia Cobb, 08/02/24)</p> </div> <div data-bbox="1066 1166 1205 1222"> <div>Deferred</div> </div> <div data-bbox="1318 1166 1942 1401"> <p>Migrate Oracle DBs from Solaris to Linux (1.1.6)</p> <p>Owner: Application Administration, (07/01/23 - 06/30/24)</p> <p>Updated as of 07/28/25</p> <p>Latest Comment: Withdrawn (Cynthia Cobb, 07/28/25)</p> </div>
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		<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Update technical architecture roadmap and establish process for monitoring and execution (1.1.7)</p> <p>Owner: Application Administration, (07/01/23 - 06/30/25)</p> <p>Updated as of 07/28/25</p> <p>Latest Comment: The roadmap is actively reviewed and managed through the AITS Enterprise Architecture Committee. (Cynthia Cobb, 07/28/25)</p>
<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Enhance protection mechanisms for sensitive and high-risk information (1.2)</p> <p>Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/22 - 06/30/25)</p> <p>Updated as of 07/23/25</p> <p>Latest Comment: Just in time Admin access analysis (withdrawn will be SailPoint) VPN segmentation (done) Blocking outbound traffic in RRB (done) Micro segmentation (withdrawn-resource constraints) Proxy (done) (Cynthia Cobb, 07/23/25)</p>		<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Expand 2FA implementation (1.2.1)</p> <p>Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/23 - 06/30/25)</p> <p>Updated as of 07/28/25</p> <p>Latest Comment: Our critical systems have been added to 2FA. We expanded the scope in FY24 to include additional systems. We have not completed these as we are undertaking a set of projects for Identity Governance and Multi-Factor Authentication. We are marking this 100% complete as the original target was met. (Cynthia Cobb, 07/28/25)</p>
		<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Assess risk reduction tools (1.2.2)</p> <p>Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/23 - 06/30/25)</p> <p>Updated as of 07/28/25</p>

Latest Comment: We have completed our assessment and initially selected Commvault Activate as our risk reduction tool. After further evaluation, we determined that it will not work on our scale. (Cynthia Cobb, 07/28/25)

95% of 100%

Implement campus frameworks and AITS prioritized mitigations for security (1.2.3)

Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/23 - 06/30/25)
Updated as of 07/28/25

Latest Comment: Our selected security mitigations included: LDAP upgrade complete, Network probe--90%, Block outbound traffic in RRB--complete, VPN segmentation complete, Open Shares complete, Proxy complete. Just in time Admin access analysis was withdrawn as we are implementing SailPoint. Micro segmentation was deferred due to resource constraints. (Cynthia Cobb, 07/28/25)

98% of 100%

Modernize and enhance security of high risk data stores (1.2.4)

Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/23 - 06/30/25)
Updated as of 07/28/25

Latest Comment: BDMS and risk assessment are complete. Xferprod is close to done. (95%) (Cynthia Cobb, 07/23/25)

		<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Migrate and replatform LDAP (1.2.5) Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/23 - 06/30/25) Updated as of 07/28/25 Latest Comment: Done (Cynthia Cobb, 07/23/25)</p>
<div> <div>80%</div> <div>of 100%</div> </div> <p>Continue to modernize the DR plan and process to meet business recovery needs of the University System (1.3) Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/22 - 06/30/25) Updated as of 07/28/25 Latest Comment: The measure for this is the percentage completion of the new enterprise backup, recovery, ransomware, and rapid failover solution implemented and tested. We are slightly behind on our full ransomware readiness implementation due to higher priority activities. Our disaster recovery and failover solution is unique among higher education institutions and is fully operational. (Cynthia Cobb, 07/28/25)</p>	<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Complete analysis and acquire hardware and software for enterprise backup and ransomware. (1.3.1) Owner: Application Administration, (07/01/22 - 06/30/23) Updated as of 07/28/25 Latest Comment: This work is complete. (Cynthia Cobb, 07/28/25)</p>	<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Full failover disaster recovery test RRB and HAB (1.3.2) Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/22 - 06/30/23) Updated as of 07/28/25 Latest Comment: Disaster recover test complete. Since our initial test, we have had 2 more successful tests. (Cynthia Cobb, 07/28/25)</p>

	<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p>	<p>Completion of tabletop exercises (1.3.3)</p> <p>Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/22 - 06/30/25) Updated as of 07/28/25</p> <p>Latest Comment: We now complete a tabletop exercise each year. (Cynthia Cobb, 07/28/25)</p>
	<div> <div>75%</div> <div>of 100%</div> </div>	<p>Implement new enterprise ransomware readiness process (1.3.4)</p> <p>Owner: Infrastructure, Cloud Architecture, and Assurance, (07/01/23 - 06/30/25) Updated as of 07/29/25</p> <p>Latest Comment: This task is off track due to resource constraints. (Cynthia Cobb, 07/28/25)</p>
	<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p>	<p>Implement new enterprise backup solution. (1.3.5)</p> <p>Owner: Application Administration, (01/01/23 - 06/30/23) Updated as of 07/28/25</p> <p>Latest Comment: Our complete backup solution was implemented in FY24. (Cynthia Cobb, 07/28/25)</p>

2
User experience

Provide an excellent user experience for our staff, faculty, and students.

AITS goal		Supporting activity	
<div>100%</div> <div>of 100%</div> <div>Achieved</div>	Continue to improve digital accessibility and processes. (2.1) Owner: Application Development and Support, (07/01/22 - 06/30/25) Updated as of 07/28/25 Latest Comment: The System Office Accessibility Review committee is fully in place. All vended systems have gone through this process. (Cynthia Cobb, 07/28/25)	<div>100%</div> <div>of 100%</div> <div>Achieved</div>	Implement new accessibility processes (2.1.1) Owner: Application Development and Support, (07/01/22 - 06/30/23) Updated as of 10/20/23 Latest Comment: We are vetting the Draft System Office Accessibility Exception Process. We are also automating some of the online forms and evaluation processes. In FY24 we will complete the implementation and rollout of this process. (Cynthia Cobb, 06/20/23)
		<div>100%</div> <div>of 100%</div> <div>Achieved</div>	Implement accessibility exception review process and tracking (2.1.2) Owner: Application Development and Support, (07/01/23 - 06/30/24) Updated as of 10/29/24 Latest Comment: The System Office Accessibility Review (SOARC) committee is in place and operational. (Cynthia Cobb, 10/29/24)
		<div>100%</div> <div>of 100%</div>	General accessibility exception process training (2.1.3)

		Achieved	Owner: Application Development and Support, (07/01/23 - 06/30/24) Updated as of 10/29/24 Latest Comment: Training for the SOARC members was completed. This group is fully operational. (Cynthia Cobb, 10/29/24)
9 of 3 Achieved	Improve university operations through new and enhanced enterprise business systems (2.2) Owner: Technical Application Management, (07/01/22 - 06/30/25) Updated as of 07/29/25 Latest Comment: The following updates and implementations are some of our activities in this area in FY25: - Digital Mailroom – ILP: in process. - We are working on replacing myUIS with Experience. This will go live on 8/15. This is the first campus that will be using Experience in a much greater capacity than any of the other campuses. - Adding new Experience cards for Sponsor Billing and Student Account Details - Gainful employment reporting for Financial Aid - New Affordable Care Act vendor implementation - Displaying student photos and preferred pronouns in Banner self-service - Adding new applications to the annual access review to make the process easier for USCs (Cynthia Cobb, 07/29/25)	Deferred	Explore continuing education administrative software (2.2.1) Owner: Technical Application Management, (07/01/22 - 06/30/23) Updated as of 07/28/25 Latest Comment: We have done some initial investigation. We are available to engage whenever our clients are ready. We will defer this activity until that time. (Cynthia Cobb, 07/28/25)
		Deferred	Expand automated testing usage (2.2.2) Owner: Application Development and Support, (02/01/23 - 06/30/23) Updated as of 07/28/25 Latest Comment: This has been withdrawn (Cynthia Cobb, 07/28/25)
		100% of 100% Achieved	Refine and improve measures of success processes. (2.2.3) Owner: Portfolio and Process Management, (01/20/23 - 06/30/23)

	<p>Updated as of 07/28/25</p> <p>Latest Comment: Success measures are entered on the proposal at the time of submission. We are now utilizing the "Benefits" field in TDX to capture those so they can be revisited at the completion of projects and reported on down the line. (Cynthia Cobb, 07/28/25)</p> <div data-bbox="1066 578 1276 672"> <div>25%</div> <div>of 100%</div> </div> <p>SecApp Implementation (2.2.4)</p> <p>Owner: Technical Application Management, (07/01/22 - 06/30/25) Updated as of 07/28/25</p> <p>Latest Comment: 1. Minimum Viable Replacement (MVR) Pilot Launch</p> <p>The ARM team has redefined the Minimum Viable Product (MVP) as the Minimum Viable Replacement (MVR) to better reflect its role in the broader system transition. The MVR will be introduced through a pilot implementation, focusing on access profiles for a single application or a subset of an application. Project leads, in collaboration with ARM analysts, are finalizing a pilot proposal. The next phase involves a comprehensive review with the UX and Development teams to refine the proposal and ensure alignment with user experience and technical feasibility goals.</p>
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	<p>2. ARM Security Application (SecApp) Implementation</p> <p>A working session is scheduled for late August 2025 to identify and address the remaining foundational components necessary to enable the Add/Edit Access functionality. The immediate objective is to complete this foundational work to support usability testing.</p> <p>These usability sessions will collect end-to-end feedback on the Add/Edit access process—from initiation through submission. Following this, the project team will provide the full focus group with access to a non-production environment for a defined evaluation period. This will allow stakeholders to assess the application’s features, data integrity, and overall functionality in a controlled setting.</p> <p>(Cynthia Cobb, 07/28/25)</p> <p>Deferred</p> <p>Increase project stakeholder satisfaction through improved speed of delivery. (2.2.5)</p> <p>Owner: Portfolio and Process Management, (07/01/22 - 06/30/23) Updated as of 07/28/25</p> <p>Latest Comment: This activity was withdrawn. (Cynthia Cobb, 07/28/25)</p>
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	<div><div>100%</div><div>of 100%</div><div>Achieved</div></div> <div>Explore Ellucian functionality to ensure we are getting the most out of what we own (2.2.6) Owner: Technical Application Management, (07/01/22 - 06/30/23) Updated as of 07/28/25 Latest Comment: AITS is investigating Experience and will be implementing it in Fall along with Banner 9 self-service. As of June 2023, we do not believe there is anything in the current functionality that we are not using. Our focus will be on Experience, going forward. (Cynthia Cobb, 06/20/23)</div>
	<div><div>100%</div><div>of 100%</div><div>Achieved</div></div> <div>Develop and implement a plan to educate clients and to show the latest features. (2.2.7) Owner: Technical Application Management, (07/01/22 - 06/30/23) Updated as of 06/20/23 Latest Comment: Quarterly meetings are in place. We are using these meetings to discuss how we can support our client's strategies with IT. To date, we have discussed Experience, automation, and our client's strategic initiatives and activities. (Cynthia Cobb, 06/20/23)</div>

	<div> <div>25%</div> <div>of 100%</div> </div> <p>Release minimum viable product of the security application (2.2.8)</p> <p>Owner: Technical Application Management, (07/01/23 - 06/30/24) Updated as of 07/29/25</p> <p>Latest Comment: We have not released an MVP due to the amount of foundational work that is required. We are working with our clients to define an initial MVP. (Cynthia Cobb, 08/02/24)</p>
	<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Implement Banner 9 Self-Service (2.2.9)</p> <p>Owner: Technical Application Management, (07/01/23 - 06/30/24) Updated as of 07/29/25</p> <p>Latest Comment: Banner 9 Self-Service went live on 2/11/24 with minimal issues. This provides an improved user interface for students, faculty and staff, and while some people will always resist change, the overall response to Banner 9 Self-Service has been positive. (Cynthia Cobb, 07/28/25)</p>
	<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Implement Ellucian Experience (2.2.10)</p> <p>Owner: Technical Application Management, (07/01/23 - 06/30/24) Updated as of 07/29/25</p> <p>Latest Comment: Ellucian Experience (myUconnect) went live on 2/11/24 with very basic functionality, including cards to access Employee,</p>

Finance and Student Self-Service, as well as Financial Aid and Bursar functions. Since then, we have been incorporating more advanced functionality through the addition of cards. (Cynthia Cobb, 07/28/25)

Operational efficiencies

3 Improve the University of Illinois System's operational efficiencies through business process improvement, strategic automation, and integrations.

AITS goal		Supporting activity	
21.8k of 32k Increase time savings for the university through high efficiency automation (3.1) Owner: Application Development and Support, (07/01/22 - 06/30/25) Updated as of 07/28/25 Latest Comment: Success is measured by the amount of additional time savings provided by automation in the past year. We did not quite hit our goal this year, but we exceeded it the past two years. (Cynthia Cobb, 07/28/25)		2 of 2 Achieved Increase the number high impact BPA projects for FY23 (3.1.1) Owner: Application Development and Support, (07/01/22 - 06/30/23) Updated as of 07/28/25 Latest Comment: 1 high impact automation is complete. We anticipate completing at least one more this year. (Cynthia Cobb, 05/02/23)	
		Deferred Increase Adobe Sign adoption (3.1.2) Owner: Application Development and Support, (07/01/22 - 06/30/23) Updated as of 07/28/25	

Latest Comment: This was withdrawn. (Cynthia Cobb, 07/28/25)

100%

of
100%

Achieved

Complete pilot of IQ Bot (3.1.3)

Owner: Application Development and Support,
(07/01/22 - 06/30/23)

Updated as of 07/29/25

Latest Comment: We've completed the IQ Bot pilot. We've determined that IQBot is an option for S2P invoice presentment. A decision has not been made on what tool to use. (Cynthia Cobb, 11/04/22)

Deferred

Increase use of workflow tools (3.1.4)

Owner: Application Development and Support,
(07/01/22 - 06/30/23)

Updated as of 07/28/25

Latest Comment: This was withdrawn (Cynthia Cobb, 07/28/25)

Deferred

Expand IQ Bot Implementation (3.1.5)

Owner: Application Development and Support,
(07/01/22 - 06/30/23)

Updated as of 07/28/25

Latest Comment: This was deferred. (Cynthia Cobb, 07/28/25)

	<div> <div>6</div> <div>of 3</div> </div> <p>Achieved</p> <p>Increase the number of high impact BPA projects (FY24) (3.1.6)</p> <p>Owner: Application Development and Support, (07/01/23 - 06/30/24) Updated as of 07/28/25</p> <p>Latest Comment: In FY24, AITS implemented 6 high impact BPA solutions. (Cynthia Cobb, 10/29/24)</p>
<div> <div>60%</div> <div>of 70%</div> </div> <p>Increase the University's utilization of business process improvement. (3.2)</p> <p>Owner: Portfolio and Process Management, (07/01/22 - 06/30/25) Updated as of 11/06/24</p> <p>Latest Comment: FY25 Business Process Improvement Office Training Outcomes In FY25, the Business Process Improvement Office (BPIO) trained 54 participants across its three core workshops, including 4 from UIC and 50 from Illinois. Participants represented both academic (20) and administrative units (50), including the System Office, UI Foundation, University Lab High School, and Discovery Partners Institute. Three attendees have since launched process improvement projects with BPIO mentoring support. Workshop Participation & Survey Response Rates--Lean Concepts: 19 attendees Of the people who responded 70% found it very worthwhile and valuable to use in their daily work. --RAPID Methodology: 15 attendees Of the people who responded 100% found it very</p>	<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Provide development activities to increase the number of departments that can perform their own BPI. (FY23) (3.2.1)</p> <p>Owner: Portfolio and Process Management, (07/01/22 - 06/30/23) Updated as of 07/28/25</p> <p>Latest Comment: Training has been restructured to cultivate the utilization of BPI after training is complete. Folks are getting hands on experience with opportunities to improve processes found in there own departments. This model helps them to utilize what they have learned from the training and have a positive impact in their area or department. (AJ Lavender, 06/16/23)</p>
	<div> <div>60%</div> <div>of 75%</div> </div> <p>Provide development activities to increase the number of individuals that can perform their own BPI (FY24) (3.2.2)</p> <p>Owner: Portfolio and Process Management, (07/01/23 - 06/30/24)</p>

	<p>worthwhile and valuable to use in their daily work. --Process Mapping Skills: 20 attendees Of the people who responded 80% found it very worthwhile and valuable to use in their daily work. Feedback highlighted immediate plans to apply the training in onboarding, process analysis, and office efficiency improvements. (AJ Lavender, 07/29/25)</p>	<p>Updated as of 07/28/25</p> <p>Latest Comment: Based on the respondents of the survey 60% of people are utilizing what they learned at the training in their current work. Some responded that they felt it was valuable, but have not been able to utilize it yet. (AJ Lavender, 11/06/24) (Cynthia Cobb, 07/28/25)</p>
<div>15 of 10</div> <div>Achieved</div>	<p>Improve and increase integration opportunities with enterprise systems to improve operational efficiencies. (3.3)</p> <p>Owner: Application Development and Support, (07/01/22 - 06/30/25) Updated as of 07/29/25</p> <p>Latest Comment: In FY25 we provided more than 15 new integrations, including UIC IAM, API Gateway, and Banner Ethos. (Cynthia Cobb, 07/28/25)</p>	<div>5 of 6</div> <p>Migrate external integrations to API gateway (FY23) (3.3.1)</p> <p>Owner: Application Development and Support, (07/01/22 - 06/30/23) Updated as of 05/02/23</p> <p>Latest Comment: We may not reach our target of 6 until August 2023. Integrations so far: 1. Carl R. Woese Institute for Genomic Biology now consuming FOAPAL validation service via Azure APIM 2. In progress (targeted inside of FY23) 3. UI Ride integrations 4. Course Explorer integrations 5. UIC Trace integrations (if needed longer term) Other activities: ICC has engaged Enrollment Mgmt. Systems and set a target of Aug-2023 to migrate Myllini and iAdmit integrations to APIM. (Cynthia Cobb, 05/02/23)</p> <div>4 of 2</div> <div>Achieved</div> <p>Expand Ellucian Ethos integration (3.3.2)</p> <p>Owner: Application Development and Support, (07/01/22 - 06/30/23) Updated as of 05/02/23</p>

Latest Comment: We have met our goal and are now working on a new integration: Sponsor Payment Billing. (Cynthia Cobb, 05/02/23)

80% of 25%

Retire legacy JMS (java messaging service) (3.3.3)

Owner: Application Development and Support,
(07/01/22 - 06/30/23)

Updated as of 07/28/25

Latest Comment: We are complete with everything except the vendor integrations for Capital Programs. o A decision will need to be made as to whether we let the legacy Vendor integrations linger and sunset when fully migrated to Kahua, or go ahead with the work. Decision target is June-2023. Full migration to Kahua is expected to take around 2 years. The JMS retirement project has been prioritized, and the inventory of remaining tasks will be refined for planning and assignment. (Cynthia Cobb, 05/02/23)

6 of 6

Achieved

Migrate external integrations to API gateway (FY24) (3.3.4)

Owner: Application Development and Support,
(07/01/23 - 06/30/24)

Updated as of 07/29/25

Latest Comment: We migrated 6 external integrations to the API Gateway in FY24. (Cynthia Cobb, 07/29/25)

	<div>Deferred</div> <p>Complete retirement of legacy JMS (3.3.5)</p> <p>Owner: Application Development and Support, (07/01/23 - 06/30/24) Updated as of 07/31/25</p> <p>Latest Comment: Our remaining work items are those related to the Capital Vendor integrations. This activity has been pended as we are awaiting the completion of the migration to Kahua. (Cynthia Cobb, 07/29/25)</p>
	<div> <div>6</div> <div>of 5</div> </div> <div>Achieved</div> <p>Continue to expand Ellucian Ethos integration (3.3.6)</p> <p>Owner: Application Development and Support, (07/01/23 - 06/30/24) Updated as of 07/29/25</p> <p>Latest Comment: In FY24 we added the following to Ellucian Ethos: Watchman, Jaeggar PO, and 4 other integrations for Experience. (Cynthia Cobb, 07/29/25)</p>

- 4

Data management, quality, and tools

Provide our clients with the technology and support needed effectively and efficiently use the University of Illinois System's data assets.

AITS goal		Supporting activity	
<div>60 of 50</div> <div>Achieved</div>	Enable data driven decision making measured by the use of data assets and platform. (4.1) Owner: Decision Support, (07/01/22 - 06/30/25) Updated as of 07/29/25 Latest Comment: To date, we have onboarded 60 units to use our data virtualization solutions. (Cynthia Cobb, 07/22/25)	<div>100% of 100%</div> <div>Achieved</div>	Obtain approval, funding and implement the Data Analytics platform roadmap. (4.1.1) Owner: Decision Support, (07/01/22 - 06/30/23) Updated as of 07/28/25 Latest Comment: We received approval for this in early January. (Cynthia Cobb, 02/03/23)
		<div>100% of 100%</div> <div>Achieved</div>	Update data reports and visualization tools (4.1.2) Owner: Decision Support, (07/01/22 - 03/31/23) Updated as of 07/28/25 Latest Comment: Completed with the upgrade to Business Objects 4.3 (Cynthia Cobb, 04/26/23)
		<div>100% of 100%</div> <div>Achieved</div>	Implement data virtualization tool (4.1.3) Owner: Decision Support, (07/01/23 - 06/30/24) Updated as of 07/29/25 Latest Comment: The tool is in general release and we have 26 active units using the tool. (Cynthia Cobb, 08/02/24)
		<div>65% of 100%</div>	Implement data lakes (4.1.4) Owner: Decision Support, (07/01/23 - 06/30/25) Updated as of 07/31/25

		<p>Latest Comment: We are working on setting up Microsoft Fabric capacities for the data lake. We have purchased the Fabric capacities, prepared the workspace, and completed initial testing. We are now approaching a few units to become early adopters for the solution and help us firm up our processes. (Cynthia Cobb, 07/31/25)</p>
	Deferred	<p>Implement new data movement tool (4.1.5)</p> <p>Owner: Decision Support, (07/01/23 - 06/30/24) Updated as of 07/28/25</p> <p>Latest Comment: Based on changes in the vendor, Qlik, we decided to stay with Informatica. (Cynthia Cobb, 07/22/25)</p>
<div><div>66%</div><div>of 100%</div></div> <p>Develop and implement a data literacy program in collaboration with other units to enhance our client's data analytics capabilities (4.2)</p> <p>Owner: Decision Support, (07/01/22 - 06/30/25) Updated as of 07/31/25</p> <p>Latest Comment: Introduction to data literacy has been created and delivered. The Basics of Working with Data course, will be released in Fall 2025. A third course is working with University Data, a course that will be co-developed with other University partners. (Cynthia Cobb, 07/22/25)</p>	<div><div>66%</div><div>of 100%</div></div> <p>Design data literacy curriculum in partnership with university led efforts (4.2.1)</p> <p>Owner: Decision Support, (07/01/23 - 06/30/24) Updated as of 07/28/25</p> <p>Latest Comment: We are offering the first course, are almost complete with the second course, and will begin working on the third course in partnership with other University units. This course will cover Working with University Data. (Cynthia Cobb, 07/22/25)</p>	

	<div>100% of 100%</div> <div>Achieved</div>	<p>Deliver data literacy curriculum to pilot group (4.2.2)</p> <p>Owner: Decision Support, (07/01/22 - 06/30/23) Updated as of 07/28/25</p>
	<div>100% of 100%</div> <div>Achieved</div>	<p>Develop data assist team and structure to consult with units on challenges or to help them setup their data infrastructure using enterprise tools (4.2.3)</p> <p>Owner: Decision Support, (07/01/22 - 06/30/24) Updated as of 07/29/25</p> <p>Latest Comment: The data assist team is in full operation as of June 2024. (Cynthia Cobb, 07/29/25)</p>
	<div>100% of 100%</div> <div>Achieved</div>	<p>Partner with universities to initiate and grow data communities of practice (4.2.4)</p> <p>Owner: Decision Support, (07/01/22 - 06/30/23) Updated as of 07/28/25</p> <p>Latest Comment: We are working with Urbana on their data community of practice. The UIC one is in place. This goal has been achieved. (Cynthia Cobb, 06/14/23)</p>
	<div>2 of 3</div>	<p>Implement a data literacy program (4.2.5)</p> <p>Owner: Decision Support, (07/01/23 - 06/30/25) Updated as of 07/22/25</p>

			<p>Latest Comment: We have completed and piloted course 1 and are in progress on course 2. We anticipate course 2 will be complete in November of FY25. (Cynthia Cobb, 08/02/24)</p>
		<p>4 of 2</p> <p>Achieved</p>	<p>Employ data consultation team to work with units (4.2.6)</p> <p>Owner: Decision Support, (07/01/23 - 06/30/25) Updated as of 07/29/25</p> <p>Latest Comment: We have completed data consultations with approximately 4 units. (Cynthia Cobb, 07/22/25)</p>
Deferred	<p>Enhance data quality in targeted areas for effective and accurate use of data. (4.3)</p> <p>Owner: Decision Support, (07/01/22 - 06/30/25) Updated as of 07/28/25</p> <p>Latest Comment: This work is withdrawn. The Data Strategy Taskforce and new CDAO will pursue these goals as appropriate. (Cynthia Cobb, 07/28/25)</p>	Deferred	<p>Baseline data quality assessment for targeted area, define quality metric and target. (4.3.1)</p> <p>Owner: Decision Support, (07/01/22 - 06/30/23) Updated as of 07/28/25</p> <p>Latest Comment: This work was withdrawn due to resource constraints with our clients. (Cynthia Cobb, 07/28/25)</p>
		Deferred	<p>Improve data quality for targeted area (4.3.2)</p> <p>Owner: Decision Support, (07/01/23 - 06/30/24) Updated as of 07/28/25</p> <p>Latest Comment: This work has been deferred (Cynthia Cobb, 09/19/24)</p>

<div><div>66%</div><div>of 100%</div></div>	<div><div>Implement system office data governance. (4.4) Owner: Decision Support, (07/01/22 - 06/30/25) Updated as of 07/31/25 Latest Comment: Now that we have a CDAO, we will be able to finish establishing the data governance policy. Individual action on this goal was postponed due to the data strategy taskforce creation and related work. (Cynthia Cobb, 07/22/25)</div></div>	<div><div>Deferred</div></div>	<div><div>Design enhanced metadata delivery plan (4.4.1) Owner: Decision Support, (07/01/22 - 06/30/23) Updated as of 07/28/25 Latest Comment: We are in the middle of requirements, vendor selection, and proof of concept planning with a system-wide committee. (Cynthia Cobb, 04/26/23)</div></div>
		<div><div>Deferred</div></div>	<div><div>Deploy metadata improvement project in collaboration with IR, privacy, and data stewardship partners. (4.4.2) Owner: Decision Support, (07/01/22 - 06/30/23) Updated as of 07/28/25</div></div>
	<div><div><div>50%</div><div>of 50%</div></div></div>	<div><div>Design and implement university data governance program (4.4.3) Owner: Decision Support, (07/01/22 - 06/30/23) Updated as of 07/28/25 Latest Comment: The draft data policy has been updated with additional feedback. We have also started discussing what a data stewardship framework will be. (Cynthia Cobb, 06/14/23)</div></div>	
	<div><div><div>100%</div><div>of 100%</div><div>Achieved</div></div></div>	<div><div>Facilitate and partner in the development of a university data strategy (4.4.4) Owner: Decision Support, (07/01/22 - 06/30/25) Updated as of 07/29/25</div></div>	

Latest Comment: The Data strategy taskforce work is complete. (Cynthia Cobb, 07/28/25)

Deferred

Define data ownership and stewardship process (4.4.5)

Owner: Decision Support, (07/01/22 - 06/30/23)
Updated as of 07/28/25

Latest Comment: This work was deferred. (Cynthia Cobb, 07/25/22)

Deferred

Create curated data sets (FY23) (4.4.6)

Owner: Decision Support, (07/01/22 - 06/30/23)
Updated as of 07/28/25

Latest Comment: UIC IR has requested we defer this activity in favor of higher priority work. (Cynthia Cobb, 04/26/23)

100%

of
100%

Achieved

Partner with the universities to support University of Illinois System data governance. (4.4.7)

Owner: Decision Support, (07/01/23 - 06/30/24)
Updated as of 07/28/25

Latest Comment: The data strategy task force has completed. A new CDAO has been hired. (Cynthia Cobb, 07/28/25)

	<div>1 of 2</div> <p>Create curated data sets (FY24) (4.4.8)</p> <p>Owner: Decision Support, (07/01/23 - 06/30/24) Updated as of 07/28/25</p> <p>Latest Comment: We have created an iBuy curated data set. We are working on others, but they are not complete. (Cynthia Cobb, 08/02/24)</p>
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<div>5</div> Workforce Hire, develop, and retain a talented workforce to support the University of Illinois System's strategic priorities.	
AITS goal	Supporting activity
<div>22 of 10</div> <div>Achieved</div> <p>Enhance recruitment efforts to attract a talented workforce measured by increase in qualified candidates. (5.1)</p> <p>Owner: Strategic Human Capital, (07/01/22 - 06/30/24) Updated as of 07/28/25</p> <p>Latest Comment: The use of Job Elephant has significantly increased the number of qualified applicants. Recent searches have yielded 44 applicants with 11 candidates, 56 applicants with 27 candidates, 103 applicants with 24 candidates, and 78 applicants with 28 candidates. (Cynthia Cobb, 07/28/25)</p>	<div>100% of 100%</div> <div>Achieved</div> <p>Assemble a committee to discuss and improve recruitment efforts (5.1.1)</p> <p>Owner: Strategic Human Capital, (07/01/22 - 06/30/23) Updated as of 04/25/23</p> <p>Latest Comment: This committee is in place and working well. (Cynthia Cobb, 04/25/23)</p>
	<div>90% of 100%</div> <div></div> <p>Conclude recruitment committee work (5.1.2)</p> <p>Owner: Strategic Human Capital, (07/01/23 - 06/30/24)</p>

		<p>Updated as of 09/20/24</p> <p>Latest Comment: Careers and About AITS pages are complete. The innovate interview process is in process. (Cynthia Cobb, 09/20/24)</p>
<p>1.3K of 1.2k</p> <p>Develop current AITS employees to enhance career opportunities and job satisfaction. (5.2)</p> <p>Owner: Strategic Human Capital, (07/01/22 - 06/30/25)</p> <p>Updated as of 07/28/25</p> <p>Latest Comment: We measure our success against the professional development spend as compared to the \$1200 per person industry standard (Cynthia Cobb, 07/28/25)</p>	<p>100% of 100%</p> <p>Achieved</p> <p>100% of 100%</p> <p>Achieved</p> <p>100% of 100%</p> <p>Achieved</p>	<p>Develop and implement plan to improve onboarding for new hires (5.2.1)</p> <p>Owner: Strategic Human Capital, (07/01/22 - 06/30/23)</p> <p>Updated as of 07/28/25</p> <p>Improve our processes that promote professional development opportunities and cross training in strategic areas. (5.2.2)</p> <p>Owner: Strategic Human Capital, (07/01/22 - 06/30/23)</p> <p>Updated as of 07/28/25</p> <p>Latest Comment: Leadership team now reviews professional development needs with our succession planning. (Cynthia Cobb, 11/04/22)</p> <p>Career opportunities newsletter: Coming soon positions, career opportunities, professional development opportunities, brown bag, overviews of tech etc, (5.2.3)</p> <p>Owner: Strategic Human Capital, (07/01/22 - 06/30/23)</p> <p>Updated as of 10/24/22</p>

Latest Comment: Career opportunities newsletter is being created and delivered on a regular basis. (Cynthia Cobb, 11/04/22)

Deferred

Develop a role-specific professional development plan (5.2.4)

Owner: Strategic Human Capital, (07/01/23 - 06/30/25)

Updated as of 07/28/25

Latest Comment: This was paused in FY24. It was withdrawn in FY25 as it was replaced by the strategic professional development program. (Cynthia Cobb, 07/28/25)

100%

of
100%

Achieved

Automate the AITS onboarding process (5.2.5)

Owner: Strategic Human Capital, (07/01/23 - 06/30/24)

Updated as of 07/29/25

Latest Comment: We have deferred integrating with Cornerstone and have automated this within Monday. (Cynthia Cobb, 07/29/25)

87%

of 79%

Achieved

Maintain current employee engagement (5.2.6)

Owner: Strategic Human Capital, (07/01/22 - 06/30/25)

Updated as of 07/31/25

Latest Comment: Our most recent pulse survey indicates that 86.9% of the 145 AITS survey respondents are happy or excited to come to work. (Cynthia Cobb, 07/16/25)

6 Alignment and engagement
Communicate and collaborate with our peers and clients to align our efforts and engage our stakeholders.

AITS goal		Supporting activity	
<div>100% of 100%</div> <div>Achieved</div>	<p>Improve effectiveness of governance collaboration (6.1)</p> <p>Owner: Portfolio and Process Management, (07/01/22 - 06/30/25) Updated as of 07/14/25</p> <p>Latest Comment: We have successfully completed the transition from ITPC to ESGC and have communicated this change to all ESGC members and subcommittees. Our initial subcommittee meetings have been held, with strong engagement and increased participation. We are now turning our focus to planning the ESGC Planning Summit, which will take place this Fall. The summit will focus on "Collaboration and Innovation: Planning for NextGen ERP" and will serve as a foundational step in preparing the</p>	<div>Deferred</div>	<p>Develop and implement a schedule to present at system wide governance groups (6.1.1)</p> <p>Owner: Administrative IT Strategy and Planning, (02/01/23 - 06/30/23) Updated as of 07/28/25</p> <p>Latest Comment: ITLT BusIT and the Quarterly Strategy meetings both have a topic tracking spreadsheet. The Quarterly Strategy meeting spreadsheet will be amended to include IT Governance topic tracking. (Cynthia Cobb, 05/16/23)</p>

University of Illinois System for a future generational transition to a SaaS ERP. This gathering offers an opportunity to connect with peers, share insights, and help shape the future direction of our enterprise systems. (AJ Lavender, 07/14/25)

85%

of
100%

Assess and improve ITPC processes with stakeholder involvement (6.1.2)

Owner: Portfolio and Process Management,
(07/01/23 - 06/30/24)
Updated as of 08/02/24

Latest Comment: The updated charter has been approved and starting in FY25 we are adjusting our process to add ERP Governance and Business Process Improvement. We are in the process of adjusting these meetings and their participants. We are also building agendas for future meetings to make for more conversation and collaboration. We will facilitate these meetings to help drive change and listen to our customers' needs. This will be marked complete when we start working with the ESGC members. (Cynthia Cobb, 08/02/24)

81%

Rated use of their time as 4 out of 5, with 5 being the most valuable.

Host summit to increase ITPC effectiveness and stakeholder engagement (6.1.3)

Owner: Portfolio and Process Management,
(07/01/23 - 06/30/24)
Updated as of 07/29/25

Latest Comment: 81% of the survey respondents rated their use of time 4 or higher on a 5 point scale. 96% rated 4 or higher on a 5 point scale that they had an opportunity to collaborate and the ability to actively contribute. 100% of survey respondents noted that they would attend future summits. This was held in FY24. (AJ Lavender, 11/08/23)

		<div>Deferred</div> <p>Implement governance for shared enterprise IT initiatives to ensure alignment of objectives, priorities, and resources (6.1.4)</p> <p>Owner: IT Services and Operations, (07/01/23 - 06/30/24) Updated as of 07/29/25</p> <p>Latest Comment: A shared service review is in the process of being implemented through ITLT2. A full governance process was deferred. (Cynthia Cobb, 07/29/25)</p>
<div>197 of 93</div> <div>Achieved</div>	<p>Create and participate in communities of practice to share tools and knowledge and reduce duplication of effort. (6.2)</p> <p>Owner: Application Development and Support, (07/01/22 - 06/30/25) Updated as of 07/23/25</p> <p>Latest Comment: In the last 90 days, we've had 197 active participants in our Teams and Zoom communities of practice. (Cynthia Cobb, 07/23/25)</p>	<div>25% of 10%</div> <div>Achieved</div> <p>Develop a FormBuilder Community that can be used to enhance support. (6.2.1)</p> <p>Owner: Application Development and Support, (01/01/23 - 06/30/23) Updated as of 05/02/23</p> <p>Latest Comment: Currently there are 62 members in the channel. Our user group was targeted at Unit Admins was around 250 which is about 25% of that community. We have tripled our membership from last year. (Cynthia Cobb, 05/02/23)</p>
		<div>100% of 100%</div> <div>Achieved</div> <p>Implement status hub (6.2.2)</p> <p>Owner: Application Administration, (07/01/22 - 06/30/23) Updated as of 07/29/25</p>

		<p>Latest Comment: This was implemented in late February. (Cynthia Cobb, 04/24/23)</p>
	<div>25%</div> <div>of 100%</div>	<p>Update methodologies and share toolkits and lessons learned about Agile transformation. (6.2.3)</p> <p>Owner: Portfolio and Process Management, (07/01/23 - 06/30/24) Updated as of 09/20/24</p> <p>Latest Comment: This continues to be a lower priority. (Cynthia Cobb, 09/20/24)</p>
	<div>167</div> <div>of 143</div> <div>Achieved</div>	<p>Cultivate active participation in existing communities of practice: Innovation, Formbuilder, UIC data community, and Urbana data explorers (6.2.4)</p> <p>Owner: Application Development and Support, (07/01/23 - 06/30/24) Updated as of 07/29/25</p> <p>Latest Comment: For the last 90 days (in FY2025) Formbuilder engagement has been: 8 posts, 24 replies, 8 reactions. (Cynthia Cobb, 07/29/25)</p>
<div>100%</div> <div>of 100%</div> <div>Achieved</div>	<p>Improve awareness and value of service that AITS provides to the universities. (6.3)</p> <p>Owner: Administrative IT Strategy and Planning, (07/01/22 - 06/30/25) Updated as of 07/29/25</p>	<div>100%</div> <div>of 100%</div> <div>Achieved</div> <p>Improve TDX configuration to help ensure projects are successful. (6.3.1)</p> <p>Owner: Portfolio and Process Management, (07/01/22 - 06/30/23) Updated as of 07/28/25</p>

Latest Comment: AITS has increased awareness in the following ways: ESGC and ESGC Summit, Client IT Strategy Meetings, participation in PAPP, Higher Education Data Warehouse summits, project success measures, and other initiatives. (Cynthia Cobb, 07/29/25)

Latest Comment: We identified the following improvements: project surveys, intake improvements, success factors, and artifact availability. Project surveys have been sent for all FY22 non-maintenance projects and will continue to be sent when projects close. The intake ability is available in TDX, but we are holding on using the feature yet. Success factors are being entered into TDX now to allow for reporting and surveys long term. Artifact templates are stored in TDX for PMs to use. Important processes are tracked to completion in TDX to help ensure they are done. (AJ Lavender, 06/20/23)

100%

of
100%

Achieved

Host Higher Education Data Warehouse conference in FY24 (6.3.2)

Owner: Decision Support, (07/01/23 - 06/30/24)
Updated as of 07/29/25

Latest Comment: We hosted a successful conference. Approximately 25 schools were represented. (Cynthia Cobb, 08/02/24)

Deferred

Update and align service catalog to improve collaboration and alignment across organizational boundaries (6.3.3)

Owner: Administrative IT Strategy and Planning, (07/01/23 - 06/30/24)
Updated as of 07/29/25

Latest Comment: This work has been withdrawn.
(Cynthia Cobb, 09/20/24)

Strategic Finance

7 Continue to be a good steward of the Systems' resources by continuously improving our operations and pro-actively planning and managing our budget.

AITS goal		Supporting activity	
<div>95%</div> <div>of 100%</div> <div>Achieved</div>	Streamline operational processes (7.1) Owner: Strategic Budget and Finance, (07/01/23 - 06/30/25) Updated as of 07/28/25 Latest Comment: We identified the following activities in support of this goal: access management, procurement, and asset tracking improvements. These are mostly complete and operational. (Cynthia Cobb, 10/22/24)	<div>100%</div> <div>of 100%</div> <div>Achieved</div>	Implement asset tracking and inventory management (7.1.1) Owner: Strategic Budget and Finance, (07/01/23 - 06/30/25) Updated as of 07/28/25 Latest Comment: This has been implemented and is operational. (Cynthia Cobb, 07/28/25)
		<div>90</div> <div>of 100</div> <div>Achieved</div>	Implement access management process to both monitor and house all approved access to AITS space (7.1.2) Owner: Strategic Budget and Finance, (07/01/23 - 06/30/24) Updated as of 07/29/25

		<p>Latest Comment: All of the data is implemented into our Monday boards. We are working on building access and then the work will be complete. (Cynthia Cobb, 08/02/24)</p>
	<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p>	<p>Assess and improve AITS procurement processes (7.1.3)</p> <p>Owner: Strategic Budget and Finance, (07/01/23 - 06/30/24)</p> <p>Updated as of 07/29/25</p> <p>Latest Comment: we reviewed entire procurement process within AITS and System Purchasing. We also made changes and implemented a system to improve the overall business process. We will continue to improve this. (Cynthia Cobb, 02/21/24)</p>
<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p>	<p>Optimize financial processes (7.2)</p> <p>Owner: Strategic Budget and Finance, (07/01/23 - 06/30/25)</p> <p>Updated as of 07/28/25</p> <p>Latest Comment: This goal is measured by the percentage complete of our targeted improvements of financial data reporting and a projection model for hardware and software (Cynthia Cobb, 10/22/24)</p>	<div> <div>100%</div> <div>of 100%</div> </div> <p>Achieved</p> <p>Strategically plan our reporting method so that the data reported matches stakeholder needs (7.2.1)</p> <p>Owner: Strategic Budget and Finance, (07/01/23 - 06/30/24)</p> <p>Updated as of 08/02/24</p> <p>Latest Comment: The new ABC report is complete and will be delivered to our stakeholders. The procedures will be implemented in future years. (Cynthia Cobb, 08/02/24)</p>

	<div>100% of 75%</div> <div>Achieved</div>	<p>Develop a model to more accurately project costing for hardware and software purchases and maintenance (7.2.2)</p> <p>Owner: Strategic Budget and Finance, (07/01/23 - 06/30/24) Updated as of 02/21/24</p> <p>Latest Comment: We have a structure in place for reviewing detailed maintenance costs on an annual basis and creating a 5 year projection. (Cynthia Cobb, 02/21/24)</p>
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