AITS

Administrative Information Technology Services

UNIVERSITY OF ILLINOIS SYSTEM
URBANA-CHAMPAIGN • CHICAGO • SPRINGFIELD

Fiscal Year 2018 Strategic Plan Progress Report

Background and Highlights

This document reflects progress towards AITS's current strategic goals and initiatives. Progress is reported on a semi-annual basis on January 1 and July 1.

AITS Strategic Plan available at:

http://www.aits.uillinois.edu/reference_library/a_i_t_s_strategic_plan/

AITS

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

The AITS strategic directions are statements indicating the specific strategic areas that AITS will focus on in supporting the University's mission and our responsibilities as an organization. These strategic directions align with our mission and vision and focus our efforts on fulfilling these. The AITS strategic goals were created through discussions with our customers, and are refined by internal conversation within AITS. Some of the goals presented represent stretch goals that will be pursued as resources are available and other goals are satisfied. Each goal and initiative has a different priority, and the priority changes throughout the year depending on environmental factors such as funding, urgency, University needs, vendor partnerships and human resource availability.

Overall, the AITS Strategic Plan outlines the information technology strategies and initiatives and is designed to be a three-year IT plan that evolves with collaborative input alongside other strategic plans throughout the University of Illinois System. This document is the final progress report for the AITS Strategic Plan FY16 – FY18. Currently, AITS is developing the next three-year plan which is happening in concert with the development our IT Roadmap, Cloud Strategy and ERP Planning.

Current Progress: FY16 - FY18 Strategic Plan Initiatives

118 Achieved

29 On Target

18 Deferred

7 Off Target

85% Complete or On Target

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.

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.

Core Values

Leadership
Using the resources available to us as individuals and as a department, we create ways for everyone to contribute to our objectives of anticipating customer needs, providing innovative, cost-effective and sustainable solutions, and delivering reliable systems and infrastructure. Leading by example, we will continually look for ways to enhance data driven decision-making, challenging old standards and common practices.

People
People are the University's most important asset. We will create and sustain a safe environment for them. We will invest in our staff members at all levels in our organization through a wide variety of development activities and opportunities. We encourage staff members to be proactive in career development and planning and furthering their formal education.

Stewardship
We consider both the long-term wellbeing of the University and the shortterm 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.

Strategic Directions

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

AITS STRATEGIC PLAN PROGRESS REPORT

BUSINESS PROCESS SUPPORT, ORGANIZATIONAL EFFECTIVENESS, FINANCIAL STEWARDSHIP AREAS & GOALS

1 Business Process Support

1.1 Promote and support collaboration and community source initiatives to leverage tools we've already built and provide a healthy environment where systems and people can more easily work together and communicate. (Team 2) (06/30/18)

100% complete. The enterprise API Management website is complete and being utilized by our integration partners. ✓

INITIATIVES	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.1.1 Reduce application redundancy and leverage the development work of others across the enterprise. Applications developed by edge units can be leveraged by other departments and colleges across the campus and university instead of being repeatedly redeveloped or purchased. A basic model has been completed and now needs to be published. AITS could provide the infrastructure and offer services and cost recovery where a need exists. (Team 2) *There is a documented shared development process that outlines the roles and responsibilities of each party. Service level agreements have been established where appropriate for FormBuilder. The challenge is to identify candidate systems developed by units that can be repackaged to be used by a large number of units. No applications have been identified as candidates for extension from an edge unit to the enterprise subsequent to what already exists for FormBuilder.*	07/01/15, 06/30/18	100% Published model and processes for converting and operating a system developed by a college or department to be centrally operated and supported by a federation of users (using Form builder as a model).	100%	✓ As of 01/24/18
1.1.2 Create and deploy a service to provide a web services registry as well as a common repository for applications, enterprise message objects, and community source development initiatives with an improved governance structure and marketing. (Team 2) *The web site, as a content delivery system, is completed and is being utilized by our integration partners. API definitions are actively being added, in parallel with efforts to provide enhanced view/filter/search capability around the integration data model detail.*	07/01/15, 06/30/18	100% Enterprise API Management website is in place and is being used. Identify and implement tools that will help maintenance of this information more manageable.	100%	✓ As of 02/07/18
1.1.3 Develop, enhance, and improve our data integration services including community data definition and integration standards and how they are implemented. (Team 2) *AITS has established integration strategies and methods that incorporate the latest industry standard technologies for providing enhanced web service capabilities. AITS has proven success with implementing and adapting our service offerings to the disparate data needs and client platforms presented by our integration partners. The achievements realized within the purview of this initiative have AITS well staged to support the growing demand for integrations across the University of Illinois System. Accomplishments include the following: Introduction of the AITS RESTful Data API, Implementation of Kafka as a streaming platform, and Security Enhancements.*	07/01/15, 06/30/18	100% Continue to provide valuable integration services	100%	✓ As of 02/07/18

1.2 Systems and services that support university business processes will be designed with easier contemporary standards for ease of use to improve user experience and minimize the training burden on the university. (Team 2) (06/30/18)

100% complete. User Experience and Design (UXD) area created and staff increased maintenance and support for newly designed enterprise applications. ✓

○ Not Started   ⊙ Deferred   ⊙ On Target   ⊙ Off Target   ⊙ Waiting on Someone   ⊙ Critical   ✓ Achieved

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.2.1 Create a User Experience and Design (UXD) area at AITS with dedicated resources that will assist AITS staff as well as other university departments with implementing user experience design standards. This group would be responsible for but not limited to documenting design standards and guidelines, prototyping, developing style guides, and providing a consistent look and feel for university applications. (Team 2) *Enterprise applications are currently being designed with a consistent look and feel, based on recent applications such as UI Verify, NESSIE, IAM, New Hire, RNUA, and PI Portal. Resources are also involved in helping other areas (University Relations, OBFS, and Disability Services at all three Universities) to improve the user experience for their applications and websites (My Financials, uillinois.edu website, My Access Center application). Web Standards have been developed, which provide a common baseline for application and websites. A front-end platform and samples are part of the web standards. Recently developed applications and websites are being documented. UXD-related updates have been added to the AITS SDLC which helped to define roles, responsibilities and process flow.*	07/01/15, 06/30/18	100% Standards are documented and available for others to access. Templates are available to assist others in providing a consistent look and feel.	100%	✓ As of 05/07/18
1.2.2 Staff increased maintenance and support load arising from the implementation of new user requested applications and services, e.g. HR Front-end, iBuy, PARIS, Nelnet, Upside, Common Application (UIC), and TEM. Provide resources to counter decreased headcount available for user requested new software applications and services. One-time funds received in FY14 only partially addressed the increased load. (Team 2) *We are continuing with the one-time funds as well as additional funds for the President's website. Given the budget situation, recurring funds are highly unlikely. In lieu of that, we plan on justifying temporary, project-specific funds or funds from income producing activities.*	07/01/15, 06/30/18	100% Increased staff to offset the loss of staff dedicated to support for new systems.	100%	✓ As of 02/09/18

1.3 Eliminate unnecessarily redundant systems. (Team 1) (06/30/18)

100% complete. The ARP process has been revised and is being implemented along with a review of security and cloud attributes. ✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.3.1 Continue and improve the Application Review Process that inventories IT systems to identify areas for further analysis related to system or service collaboration or redundancy. Perform analyses and prepare recommendations for reducing redundant systems. (Team 1) *Application Review Process has been updated and handed to a project manager for implementation along with some security and cloud analysis attributes.*	07/01/15, 06/30/18	100% Complete review for FY16 with recommendations for decommissioning services.	100%	✓ As of 05/07/18
1.3.2 Create an action plan to reduce or consolidate redundant systems and services. (Team 1) *This work followed the recommendations from 1.3.1 and is complete.*	07/01/16, 06/30/18	100% Plan complete. Decommissioning complete.	100%	✓ As of 05/07/18

○ Not Started ⋯ Deferred → On Target ← Off Target Waiting on Someone ! Critical ✓ Achieved

1.4 Increase customer satisfaction through better metrics and communication of services. (Team 3) (06/30/18)

100% complete. Efforts are underway to get feedback from customers using surveys to gain information on customer satisfaction. Social Media and Newsletters are being used to communicate services. We have started to have service check meetings with service desk and our clients and an Operations Score Card that measures our metrics to industry standards. Customer satisfaction surveys have been implemented and we are tracking the net promoter scores which allows us to compare across the other industries.

$\checkmark$

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.4.1 Identify requirements and KPI's to measure satisfaction of support and services. (Team 3) *The initial dashboard for Service Desk has been completed and a public version of the dashboard is being developed. Focus groups were held to gauge client satisfaction and surveys have been developed and being sent to Service Desk customers. We are also continuing to produce regular reports on our Knowledgebase, implemented customer surveys, and producing service desk reports that get sent to our management group. We have started collecting survey feedback on our Enterprise applications PEAR and NESSIE.*	07/01/15, 06/30/18	100% Surveys complete and focus groups formed.	100%	$\checkmark$ As of 06/12/18
1.4.2 Create a committee or empower a customer-facing unit to define feedback loops and conduct focus groups, surveys, and customer interviews. (Team 3) *We have been collecting surveys on service desk performance and the response has been positive. Focus groups have also been held for Service Desk and SharePoint service. Service Desk customers automatically receive a survey at the resolve of their issue to ensure good customer service. Other applications have started to get these same satisfactions surveys with PEAR being the first. We have also held interviews with undergraduate students to collect the experience of using BANNER for registration. We have held focus groups on the change control processes and this has led to implementing improvements over 2 phases. Configuration Management and Change Management, Security Access Administration have completed BPI efforts to improve client experiences. Efforts are underway to implement changes from those experiences.*	07/01/15, 06/30/18	100% Surveys complete and focus groups formed.	100%	$\checkmark$ As of 06/12/18
1.4.3 Accurately reflect our services and allow for clear and concise communication of our services to customers. (Team 3) *We are using Social Media and the AITS Newsletter to update people on new services or updates on current services. We are also communicating services with active presentations at venues such as Caffeine Breaks and IT Pro Forum. We are also presenting at IT governance groups. In addition, updates to AITS Service Catalog have been made. The updated more user-friendly design of the AITS apps page and move to the uillinois.edu site for more visibility to customer is live. USC website has been improved and we are continuing to make improvements.*	07/01/15, 06/30/18	100% Updates to AITS website to clearly reflect services. Present services at venues where are customers would attend.	100%	$\checkmark$ As of 06/12/18
1.4.4 Establish new delivery channels such as Bomgar, instant messaging methods, etc. to provide an additional method of support. (Team 3) *Bomgar is being used by service desk and desktop support to allow for instant support. Bomgar*	07/01/15, 06/30/18	100% Use Bomgar in service desk, install instant messaging or chat on services that	100%	$\checkmark$ As of 06/12/18

○ Not Started   ⊙ Deferred   → On Target   ← Off Target   Waiting on Someone   ⊙ Critical   ✓ Achieved

reduces the need to wait for someone to come in person to help with workstation issues. A full-time back-office desktop support person has been put in place that provides nearly instant support to clients with desktop issues. The Service Desk can take calls and hand-off the customer to the support person that can provide first level support and many times eliminate the need for a client services person to go onsite. New departments are using Bomgar for endpoint support of their clients. We have also installed chat on the security application for people to instantly ask questions and the Knowledgebase provides self-service support to frequently asked questions. We have co-located a member of service desk at the Gerty office. Service Desk team members will continue to rotate locations to improve upon interactions with other AITS team members.

would benefit from instant communication.

1.5 Improve/implement tools and services that facilitate improved efficiency and effectiveness of departments across the University. (Team 2) (06/30/18)

75% complete. Funding has not been allowed to proceed on creation of a Document Management Service Center at AITS and implementation of Kuali Research has been delayed due to complex requirements and the need to increase the use of the PI Portal to meet these needs.

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.5.1 Evaluate and redeploy, augment, or replace the Xtender document management system with a new tool, which can address the needs for more advanced functionality across the full life cycle of a business process such as allowing better sharing of information and reduction of duplicate storage. Xtender is lacking in many critical functions above its original purpose for the "capture and conversion" of paper documents into electronic copies for processing. (Team 2) *Projects are in progress for upgrading to Xtender 8.1 and BDMS 8.6/9 releases for the fall of 2018, which should provide much of the needed functionality that was identified during the analysis project. Once these releases are in production, then we will reassess and determine what needs are missing and conduct an ITPC project for the outstanding functionality that is desired, if necessary. We are also currently evaluating enterprise workflow solutions, some of which include document management functionality.*	07/01/15, 06/30/18	100% Tool which supports full life cycle of business processes, and meets the current industry standards of functionality (i.e. index and search, workflow, OCR, etc.)	100%	✓ As of 06/11/18
1.5.2 Create a Document Management Service Center at AITS with dedicated resources to assist units with their document management needs. This may provide additional automation opportunities as well (Workflow, Formbuilder, etc.). (Team 2) *No progress has been made to date. Lack of funding has not allowed this initiative to proceed.*	07/01/15, 06/30/18	0% A DM Service Center which allows for reduced duplicity of information and systems across the enterprise, allowing units to focus on student and faculty needs, rather than administrative needs, such as storage and retrieval of information.	0%	••• As of 02/09/18
1.5.3 Investigate options to support enterprise document management tools in support of office business processes that will allow better sharing of information and reduction of duplicate storage. (Team 2)	07/01/15, 12/31/16	100% Analysis complete. Pilots complete.	100%	✓ As of 06/28/17

○ Not Started   ••• Deferred   → On Target   ← Off Target   Waiting on Someone   ! Critical   ✓ Achieved

Will track progress as part of 1.5.1. Options have been reviewed and recommendations are being made as part of 1.5.1.

Recommendations prepared for review.

1.5.4 Create a SitePublish Web Content Management System Service at AITS with dedicated resources that will offer assistance and consulting services for web site hosting and related web services for UA and other campus units. (Team 2)

We currently provide a SitePublish WCMS service, however, we only have approximately 1 FTE dedicated (from ADSD and COE combined.) As more sites are added, additional FTE will be needed to support those sites. The WCMS Service has currently created 59 SitePublish websites.

| 07/01/15, 06/30/17 | 100% A service in place with the capability to support existing sites and to add 1 - 2 more per month. | 100% | As of 06/30/18 |

1.5.5 Perform an analysis of AITS internal processes with a goal of proposing and implementing improvements. Analysis should focus on areas such as: Internal communication; Duplication of effort; Different priorities; Different processes; Educating on what we do and collaborate on common practices and processes; Recognizing areas of overlap; Improve workflows and business process analysis. (Team 1)

AITS worked on documenting a number of AFM processes over the past year which has resulted in improvements in a number of areas. BPI engagement for Inventory Processing during FY18. In addition, the transition of System Office IT groups to AITS introduced different standards and processes for various IT activities. Thus, OneAITS project was initiated to review the current state and use a collaborative and interactive process that would result in collapse current practices into a set of best practices across the AITS organization.

| 07/01/15, 06/30/18 | 1 Completion of PI projects within AITS. Successful implementation of recs. | 1 | As of 06/11/18 |

1.5.6 Implement a set of Research Management and Administration systems and integrations to eliminate redundant systems, share data, and provide an easy to use portal for principal investigators (PI Portal). These systems will focus to increase administrative productivity, reduce faculty workload and provide data for better analytics and additional positive exposure for research outcomes. (Team 2)

Kuali Research was implemented to support pre-award back office processes. Concurrently the PI Portal was updated. The RNUA system was updated for the 2017 reporting cycle and the sponsor specific COI module was implemented. The decision has been made by the campuses to continue using their locally developed IRB and IACUC systems. The implementation of the Proposal Submission and Routing module of Kuali Research has been delayed due to complex requirements and the need to increase the use of the PI Portal to meet these needs. This implementation is now targeted for fall of 2018.

| 07/01/15, 06/30/18 | 100% Fully implemented Kuali Research pre-award system, compliance systems (either internally developed or vended), and a PI Portal that centralizes the information a PI needs to manage projects. | 75% | As of 01/26/18 |

1.5.7 Develop and implement a front-end for the service desk product to improve user self-service functionality. (Team 3)

The front-end for the service desk has been implemented. ITPC-0367 Service Desk Management Front-end was completed in FY16.

| 07/01/15, 06/30/16 | 100% 100% Implement front-end for the service desk. | 100% | As of 07/29/16 |

1.5.8 Participate with the University of Illinois Foundation and Alumni Association on the Advanced Illinois project. (Team 1)

The Advance Illinois project is successfully completed.

| 07/01/15, 06/30/16 | 100% Ongoing participation throughout the Advance Illinois project. | 100% | As of 07/29/16 |

1.6 Begin feasibility study for the replacement of the Banner ERP system. (Team 2) (06/30/18)

75% complete. During FY18 a year of ERP discovery has been completed which included analysts and peer institution interviews and a comprehensive report of potential options.

○ Not Started   ◌ Deferred   → On Target   ← Off Target   ☺ Waiting on Someone   ❗ Critical   ✓ Achieved

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.6.1 Examine differences of ERP implementation processes between classic 'late 1990s/2000s' system versus current and future cloud systems. (Team 2) *University Business Process Review Proposal is in draft and under review by various governance groups for comment and support. During FY18 a year of ERP discovery has been completed which included analysts and peer institution interviews and a comprehensive report of potential options will be ready at the end of the year.*	07/01/15, 06/30/18	100% Strategy in place for the best ERP approach for future enterprise business processes.	75%	↱ As of 06/11/18
1.6.2 Examine the ability to replicate complex business processes in current ERP market system offerings. (Team 2) *Analysis has begun for the next generation ERP. An RFI/RFP may not be the outcome, but meetings with University leadership will determine the next steps.*	07/01/16, 06/30/18	100% ERP which can implement future enterprise business processes (not necessarily current business processes.)	75%	↱ As of 06/14/18
1.6.3 Evaluate the ability of the University of Illinois to redesign business processes to most efficiently utilize multi-tenant ERP cloud services. (Team 2) *AITS has completed the first review of business processes. This is contingent on approval and funding of the University Business Process Review Proposal discussed in 1.6.1. Once the proposal has been approved, the clients will provide final review and approval of business processes and future state (standardization, etc.). As part of the next generation ERP analysis, one of the next steps is review and redesign of business processes. Need support of University leadership for this type of massive project.*	07/01/15, 06/30/18	50% Inventory of future state enterprise business processes, reducing complexity and increasing efficiency as possible.	50%	↱ As of 02/07/18
1.6.4 Create Request for Information for next Enterprise Resource Planning (ERP/Currently Banner) System Replacement. (Team 2) *Analysis has begun for the next generation ERP. An RFI/RFP may not be the outcome, but meetings with University leadership will determine the next steps.*	01/01/17, 06/30/18	100% RFI/RFP for ERP system, which is based on future state business processes.	75%	↱ As of 02/07/18

1.7 Collaborate with individuals and groups with process improvement theory and execution expertise to provide more opportunities for projects, training and other BPI Shared Service programming. (Team 1) (06/30/18)

100% complete. Process improvement facilitator program established and multiple cohorts have graduated including participants from both UIUC and UIC. ✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.7.1 Establish relationships on each campus with process improvement theory and execution experts, including faculty, leveraging their knowledge and experience to develop opportunities for additional education and outreach. (Team 1) *Established the process improvement facilitator program at both UIUC and UIC. The third facilitator cohort graduated in May 2017. Program continues into FY18.*	07/01/15, 06/30/18	3 Number of experts actively engaged in BPI Shared Service discussions and activities.	26	✓ As of 06/20/17

◯ Not Started   ⬤ Deferred   ↱ On Target   ↰ Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

1.7.2 Establish relationships with those leading relevant student-based groups (e.g., Illinois Business Consulting on the Urbana campus) and faculty, providing opportunities to incorporate students on BPI Shared Service projects and activities. (Team 1)

Partnered with the UIUC College of Business MSTM program for their innovation challenge including 120 student participants. A repeat event occurred in Fall 2017.

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
	07/01/15, 06/30/18	3 Number of student-based groups and faculty actively involved in BPI Shared Service projects and activities.	2	⊘ As of 06/20/17

1.8 Raise awareness of and participation in process improvement initiatives and opportunities throughout the University. (Team 1) (06/30/18)

100% complete. Continued quarterly community series event at UIUC and UIC. ⊘

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.8.1 Develop a forum for regularly promoting process improvement activities, showcasing successes and sharing lessons learned. (Team 1) *Continue to execute quarterly community series events on the Urbana campus. The community series event is now active in Chicago and scheduled quarterly. The first process improvement showcase event occurred in Urbana in September 2016.*	07/01/15, 06/30/18	8 # of process improvement events executed per year.	8	⊘ As of 06/20/17
1.8.2 Develop a program to increase the number of skilled process improvement facilitators and analysts at the University. (Team 1) *The BPI Facilitator Program is active in both UIC and UIUC. The third cohort program graduated in May 2017.*	07/01/15, 06/30/18	20 Number of employees who have completed the Process Improvement Facilitator Training Program	26	⊘ As of 06/20/17
1.8.3 Establish a network of functional subject matter experts to assist in improvement BPI efforts, providing guidance and sharing best practices. (Team 1) *BPI Facilitator graduates are regularly staffing BPI projects.*	07/01/15, 06/30/18	2 Number of functional areas with identified subject matter experts on each campus.	6	⊘ As of 06/20/17

1.9 BPI Shared Service will seek opportunities with other higher education institutions, through organizations like the Network for Change and Continuous Innovation (NCCI) in Higher Education, to collaborate on process improvement initiatives. (Team 1) (06/30/18)

100% complete. *BPI staff members served on the NCCI Annual Conference Committee, participated in webinars, and attended the July 2017 Annual Conference. In FY18, two proposals were accepted for the annual conference. Seminars on Aligning Culture with Methodology and How to Host a Day of Collaboration and Engagement: Out Story of Hosting a Higher Ed Lean Exchange, will be held in July 2018.* ⊘

1.10 Provide business process improvement services to the University that result in improved efficiency and effectiveness of departments across the University. (Team 1) (06/30/18)

100% complete. ⊘

◯ Not Started   ⦿ Deferred   ⊙ On Target   ⊙ Off Target   ⦿ Waiting on Someone   ⊙ Critical   ⊘ Achieved

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.10.1 Develop a comprehensive process improvement training program and toolkit designed to promote unit directed process improvement initiatives and increase the process capability levels across the University. (Team 1) *The process improvement toolkit has been published to the BPI Shared Services website and 20 projects were completed as part of the BPI Facilitator Training program.*	07/01/15, 06/30/18	20 Number of known non-BPI Shared Service projects executed using training and tools provided through the Process Improvement Toolkit.	28	✓ As of 06/20/17
1.10.2 Train 200 University of Illinois staff per fiscal year on the concepts and techniques of process improvement initiatives. (Team 1) *Training goal exceeded for FY17 and FY18.*	07/01/15, 06/30/18	200 Number of U of I staff trained per year.	336	✓ As of 06/30/18
1.10.3 Double Business Process Improvement Shared Service project capacity by developing and leveraging BPI Shared Service volunteers. (Team 1) *We've increased project capacity from extended team members, but core team capacity has been affected by turnover and a lack of rehiring.*	07/01/15, 06/30/18	120 # of process improvement efforts (i.e., projects and work requests) completed per fiscal year	19	→ As of 06/20/17
1.10.4 Deliver $4 million return on investment per year on Business Process Improvement Shared Service projects and related efforts. (Team 1) *FY18 highlights include 6 process improvement projects and 3 process analysis efforts, resulted in projected savings of $339,500 and 8,053 hours, among 15 units for process improvement within UIC, UIUC, and the Systems Offices.*	07/01/15, 06/30/18	$7,000,000 Aggregate potential benefits of implementing BPI project recommendations.	$339,500	→ As of 07/26/17

2 Organizational Effectiveness

2.1 Provide leadership, direction, and guidance for the strategic initiatives that enable AITS to hire, grow, and retain a talented workforce that's highly motivated and committed to achieving organizational objectives. (Team 4) (06/30/18)	100% complete. AITS continues to seek regular input from employees in multiple methods such as surveys, formal and informal meetings, supervisor discussions and appreciation events.	✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.1.1 Document, communicate, and implement a plan for continual improvement and enhancement of the AITS culture, positioning AITS as an employer of choice within the University of Illinois. (Team 4) *AITS seeks regular input from employees through pulse surveys, focus groups, one-on-one meetings, etc. Each quarter, employees are polled regarding how they feel about coming to work. During Q1*	07/01/15, 06/30/18	100% Ongoing	100%	✓ As of 06/11/18

○ Not Started　⋯ Deferred　→ On Target　← Off Target　👤 Waiting on Someone　❗ Critical　✓ Achieved

input was sought regarding professional development opportunities, and this quarter a large portion of that input has been from employees who joined AITS as a result of the System Office IT Alignment. Individual meetings have been held with all employees to seek their input regarding the transition experience, communication, and what we could have done differently/better in the process. During Q2 & Q3, focus has been on retention. Actions pursued were based on employee feedback regarding items that are important to them in their decision to remain employed by AITS. During Q4 a large portion of that input has been from AITS employees who are being relocated to Tech Services and ACCC on July 1, 2018, as a result of the IT Alignment.

2.1.2 Actively involve AITS managers, leaders, and employees in initiatives to improve the AITS environment, culture, and/or workplace practices/processes. (Team 4)

Multiple employees have completed their experiential learning programs. Some employees have returned to their original role, some continue to perform some of the responsibilities they learned as a result of the experience on an ongoing basis, and others have been successful candidates in open and competitive searches and were hired into a new role in the organization as a result of broader experience gained as a result of this program. Employees have taken the initiative to create and participate in wellness initiatives and a walking challenge. As a result of the peer recognition program, recognition has become more of a habit, and we now have a means to share the recognition across the organization.

07/01/15, 06/30/18	100% Ongoing	100%	✓ As of 03/19/18

2.1.3 Provide employee forums for open discussions about matters affecting the workplace experience. (Team 4)

AITS regularly encourages feedback from employees in various formats (email, face-to-face, pulse surveys, through peers, etc.). Regular use of anonymous feedback mechanisms is a solid step in building trust amidst uncertainty - employees ask REAL questions and receive REAL answers. In Q1, we have taken advantage of opportunities to respond openly and directly to employee questions on topics of high interest, especially with regard to the departure of the AITS department head and IT integrations (System Office and Technology Services). In Q2, AITS has continued to provide open and direct communication regarding the status of the IT integrations between AITS and Technology Services as information becomes available. In Q3, the SO IT Alignment Integration team was formed. The team includes a formal communications group. A communications plan has been drafted, and initial communications regarding the integration were circulated to AITS, ACCC, and Technology Services employees. Additionally, initial meetings were held with all of the affected employees who are being relocated to Tech Services and ACCC on July 1, 2018, as a result of the IT Alignment.

07/01/15, 06/30/18	100% Ongoing	100%	✓ As of 03/19/18

2.1.4 Act as a catalyst for ongoing organizational conversations relating to the importance of leadership and employee support for and participation in people-related initiatives on AITS' ability to achieve its objectives. (Team 4)

To date in FY18, AITS has had 24 employees join AITS as a result of the System Office IT Alignment. Since July 1, meetings have been held with all 24 of these employees to personally meet them, better understand their roles, and seek their feedback regarding the process, transition, and experience in AITS since becoming members of the organization. AITS leadership continues its regular, ongoing strategic workforce planning discussions to align available resources and skillsets with priorities to ensure services continue to be implemented effectively and deliver optimized value. Employees are encouraged to provide input regarding the employee experience. Our commitment to open and direct feedback about the employee experience allows AITS to create and adapt programs and practices in areas we can influence to make AITS a better place to work.

07/01/15, 06/30/18	100% Ongoing	100%	✓ As of 03/19/18

2.1.5 Share ongoing workplace initiative updates with AITS staff at business meetings and via other communication mechanisms. (Team 4)

Communication remains a high priority in AITS, and we take a proactive approach to providing information to employees and customers. The method by which we respond is carefully considered and planned so timely, factual information is provided. This has been especially important and appreciated with regard to alignment/engagement discussions and department head/CIO departure at the beginning of this fiscal year. A communications team, with representatives from AITS, ACCC, and

07/01/15, 06/30/18	100% Ongoing	100%	✓ As of 03/19/18

○ Not Started   ⦿ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

Technology Services has been formed for Phase III of the SO IT Alignment. Regular communications will keep the units and affected employees well informed of progress throughout the transition.

2.1.6 Encourage active cross-sectional participation by identifying champions and establishing committees to recommend and implement initiatives to improve the AITS culture/work environment. (Team 4)

As a result of decisions made by representatives from twelve System Office IT organizations, 24 IT employees and their IT functions were integrated into AITS, effective July 1, 2017.   In parallel, teams of employees and leadership from ACCC, AITS, ITS, and Technology Services have been working together to increase engagement and share experiences and best practices, while identifying areas in which we might collaborate in more efficient and effective delivery of IT services.   The SO IT Alignment Team has been formed, and a plan is in place to ensure a smooth transition of AITS resources in the Client Support Services, Security, and Data Center groups to the universities at the beginning of FY19.

07/01/15, 06/30/18	100% Ongoing	100%
		As of 03/19/18

2.1.7 Provide relevant information to increase awareness of cultural aspects and support its continual integration for improved organizational health. (Team 4)

AITS continues to seek out opportunities to enhance organizational health, and employees are encouraged to recommend, lead, and participate in activities that enhance personal and professional relationships. In Q2, the social committee has been active in creating opportunities for personal relationships with colleagues, including a holiday get-together. Planning is underway for a winter social gathering and fund-raising opportunity supporting local charities. The large winter social gathering and fund-raising opportunity supporting local charities ran into some logistical challenges and had to be postponed, but planning is underway to identify and alternate venue and date. The 14 teams that make up the AITS bowling league has been going strong. Bowling will wrap up at the end of March, and the summer golf league will follow soon thereafter. During Q4, Lights, Camera AITS Appreciates - Employee Appreciation week was a huge success. AITS sponsored a number of activities with an Oscar Awards theme.

07/01/15, 06/30/18	100% Ongoing	100%
		As of 06/11/18

2.1.8 Assess performance against strategic initiatives and provide quarterly strategic plan status updates. (Team 4)

Quarterly updates regarding human capital/organizational effectiveness initiatives are provided at AITS business meetings and progress is tracked via quarterly strategic plan updates, in the AITS annual report, shared in the AITS client newsletter, and updated to the AITS intranet site as updates become available.

07/01/15, 06/30/18	100% Ongoing	100%
		As of 03/19/18

2.2 Continually improve people-related programs and practices and the processes required to support them. (Team 4) (06/30/18)

100% complete. AITS encourages employees to participate in experiential learning programs and professional development opportunities. Based on feedback from engagement surveys AITS continued appreciation efforts along with promoting social committee events.

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.2.1 Professional Development: Create and implement a professional development strategy that utilizes both traditional/formal and informal development, thereby supporting employees' and managers' ongoing professional development and strengthening their skills and contributions throughout their careers. (Team 4)	07/01/15, 06/30/18	100% Ongoing	100%	As of 03/19/18

Supervisors and employees have moved away from the once per year performance appraisal/review

○ Not Started	⋯ Deferred	→ On Target	← Off Target	👤 Waiting on Someone	❗ Critical	✓ Achieved

discussion to a more agile model that centers on more frequent conversations. An integral part of this is an ongoing discussion of objectives and professional development needs as they relate to organizational priorities. Employees are encouraged to participate in the Experiential Learning Program (ELP) to enhance their skills and broaden their understanding of the responsibilities of colleagues across the organization. In Q1, foundational aspects of the career lattices were documented by students. The System Offices convened a committee to review and revise the online performance appraisal tool which is utilized for capturing both performance and development goals and achievements. In Q2, managers were polled to identify their biggest challenges in developing their employees. In Q3, follow-up face-to-face meetings will be held with the managers to further discuss these challenges so programs / practices can be developed. In Q4, AITS leadership increased financial support for professional development.

2.2.2 Performance Management: Utilizing existing HR systems and resources developed for supervisors and employees, move performance management beyond appraising past performance to providing continual feedback to develop employees' future potential/capability and help supervisors develop related skills and abilities. (Team 4)

AITS has formalized its ongoing talent conversations as the preferred method of performance management. The soon-to-be-revised system office performance appraisal is the tool of record, and it can easily be utilized as the repository to capture the ongoing talent conversation highlights and resulting priorities/development goals. In Q3, meetings were held with managers to better understand some of the challenges they face developing their employees.

07/01/15, 06/30/18	100% Ongoing	100%	Achieved As of 03/19/18

2.2.3 Recognition: Create and implement recognition programs, both formal and informal, to recognize employees and reward them for work and behaviors that support/further the mission, goals, values and initiatives of AITS. (Team 4)

AITS is well on its way to a recognition culture! We will continue to develop and improve programs and practices that support this as needed to continue to make recognition second nature. During the first quarter of FY18, 59 employees were recognized at the annual business meeting for service milestones between 5 and 35 years. Use of the department's informal "High Fives and Fist Bumps" has become more prevalent. Nine employees were nominated (some multiple times) for the AITS Excellence Award. We congratulate Kate Techtow, the 2017 Excellence Award winner! As part of its ongoing collaboration and sharing activities, AITS shared recognition program artifacts with Technology Services and Technology Services successfully implemented a formal recognition program. In Q3, AITS conducted its annual employee appreciation week. Besides the sponsored appreciation activities to recognize the great work AITS employees do all year long, there were many opportunities for employees to recognize their colleagues as well. During Q4, Lights, Camera AITS Appreciates - Employee Appreciation week was a huge success. AITS sponsored a number of activities with an Oscar Awards theme.

07/01/15, 06/30/18	100% Ongoing	100%	Achieved As of 03/19/18

2.2.4 Engagement: Analyze engagement survey results, share results at the division and group level (where available), create action plans to address concerns and improve on strengths, act on findings and implement group action plans to enhance the AITS work environment. We will show results over the next 18-24 months before planning to conduct a follow-up survey to measure the effect of implemented actions. (Team 4)

Pulse surveys continue to be conducted on an ongoing basis. Work is done continuously in leadership team discussions to align employee development goals with organizational needs, and employees are encouraged to take an active role in making supervisors and leadership team members aware what will improve their experience so it can be acted upon accordingly (where possible). Feedback has been received regarding how we might further improve the employee experience through the environments of culture, technology, and physical space, and it is factored into planning activities in these areas. Talent programs are designed to achieve two goals: to improve employee engagement and to improve business results. We choose to pursue pulse surveys, as they provide an opportunity to gather real-time voice-of-the-employee data that can be used to act and implement real change. Our employees are the core of our organization, and their feedback is critical in helping us make better decisions. We can't fix problems we don't know we have, and we believe the best way to find out is to ask - repeatedly.

07/01/15, 06/30/18	100% Complete	100%	Achieved As of 03/19/18

○ Not Started   ⦙ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

2.2.5 Process Improvement: Work toward designing, implementing, and assessing employee and workplace practices by the standard of how well they help (1) employees develop and (2) the organization achieve its objectives. Focus on long-term solutions by examining business processes associated with current practices and implementing changes designed to save time and improve ease of use, speed to service, and collaboration. Assess the results and continue to refine. (Team 4)

Twenty-four employees were integrated into AITS from System Office IT units at the beginning of FY18, and meetings have been held with all of these employees to seek feedback regarding the integration process before, during, and after the transition. This provides the opportunity to examine and improve the transition process and employee experience. In Q2, surveys were sent to department heads, employees, and customers affected by the System Office IT integration to assess the success of the integration and seek feedback so we can refine the process. In Q3, significant focus turned to implementation of the third phase of the System Office IT Alignment. The experience with Phase II and the input received are being factored into Phase III integration plans for the resources in the Client Services Support, Security, and Data Center moving to the universities on July 1, 2018.	07/01/15, 06/30/18	100% Ongoing	100% ✓ As of 03/19/18

2.2.6 Strategic Workforce Planning: Hold workforce planning strategy discussions at each Leadership Team meeting. Focus on current and future workforce needs to support the budgeting process; support strategic initiatives; project organization-wide staffing needs; anticipate and plan for employee development; deploy staff and organize work; manage organizational culture; and anticipate and manage risk. (Team 4)

Regularly occurring discussions are held at LT level regarding resource needs and organizational priorities. Recent workforce planning discussions have focused on attrition, retention, risk, resource allocation, and continued engagement with Technology Services and other System Office IT units that were not integrated into AITS. Retention has become a critical focus, as we have a large number of employees eligible to retire and others at high risk of attrition due to in-demand skills. These ongoing discussions and openly identifying and acting on risk resulted in critical staff retention.	07/01/15, 06/30/18	100% Ongoing	100% ✓ As of 03/19/18

3 Financial Stewardship

3.1 Create and maintain FY16-FY18 Financial Plan. (Team 4) (06/30/18)

100% complete. FY16-FY18 financial plan activities include annual budget scenarios, activity based costing, IT portfolio management and strategic workforce planning. ✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.1.1 Create a budget scenario for each fiscal year and manage adjustments throughout each FY as needed. (Team 4) *A budget was passed, an allocation was received, and FY17 has been closed out. The FY18 allocation and instructions were received in mid-September, and a budget has been loaded into Banner. Information has been gathered to prepare for the new budget process which includes a capital plan and a three-year budget plan.*	07/01/15, 06/30/18	100% Ongoing	100%	✓ As of 03/19/18
3.1.2 Provide for strategic workforce planning which takes into consideration human capital needs and requests, strategic plan, salary increases, promotions, new hires, and reductions if required. (Team 4) *Strategic workforce planning conversations occur at all bi-weekly Leadership Team meetings, and action plans are created, maintained, and executed.*	07/01/15, 06/30/18	100% Ongoing	100%	✓ As of 03/19/18

◯ Not Started　⬤ Deferred　➔ On Target　◔ Off Target　👤 Waiting on Someone　❗ Critical　✓ Achieved

3.1.3 Support organizational procurement initiatives by incorporating new required procedures for new laws and policies. (Team 4)

AITS is working with Strategic Procurement through the engagement with Technology Services, ACCC, and ITS to improve collaboration and find efficiencies in IT procurement.   As part of the IT alignment, a strategic procurement group was created to increase system-wide collaboration to improve efficiency and effectiveness of the procurement process.

| | 07/01/15, 06/30/18 | 100% Ongoing | 100% | ✓ As of 03/19/18 |

3.1.4 Support strategies for cost recovery and cost-effective options. (Team 4)

As part of the IT alignment, reviewed what services should move to the universities, what is "new" that should move to AITS. Continue to explore new models for funding remaining cost recovery activities.

| | 07/01/15, 06/30/18 | 100% Ongoing | 100% | ✓ As of 03/19/18 |

3.1.5 Provide financial status information as appropriate through existing communication channels of quarterly meetings, SharePoint updates, and internal newsletters. (Team 4)

Financial updates are given at quarterly meetings and in the annual report.   Recently, financial updates have been added as a standing agenda item for both Management Group and Leadership Teams so the leadership of the organization is well informed regarding the financial standing of the organization.

| | 07/01/15, 06/30/18 | 100% Ongoing | 100% | ✓ As of 03/19/18 |

3.1.6 Provide financial status information to external groups in the form of reports and presentations. (Team 4)

AITS consistently provides financial information to EVPAA and Planning and Budgeting. A budget planning process is being implemented that will allow for regular financial information to be provided to the budget committee. Bi-monthly recurring meetings are scheduled between the AITS budget office and Planning and Budgeting and VPAA.

| | 07/01/15, 06/30/18 | 100% Ongoing | 100% | ✓ As of 03/19/18 |

3.1.7 Utilize Activity Based Costing and IT portfolio management to better understand, allocate, and report on IT resource usage and project and service performance. (Team 1)

FY18 ABC activities and summaries are in progress. In addition, AITS PMO is actively monitoring resource usage and project performance and implementing improvements to reporting these items.

| | 07/01/15, 06/30/18 | 100% Ongoing | 75% | → As of 03/19/18 |

3.1.8 Examine and improve the funding model for AITS. (Team 1)

As part of a new budget process introduced in FY18, AITS is awaiting the FY19 plan that provides more transparency into where the IT budget is spent. This type of planning is more forward-looking and ensures necessary funding for IT priorities is identified and secured.

| | 07/01/15, 06/30/18 | 100% Ongoing | 100% | ✓ As of 03/19/18 |

3.2 Pursue opportunities to provide productivity increases or cost reductions to the University via enterprise IT initiatives. (Team 1) (06/30/18)

100% complete. Outsourcing/insourcing evaluations have occurred and continued partnerships with organizations to provide shared services. ✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.2.1 Utilize enterprise IT for business processes to provide productivity increases for university constituents. (Team 1)	07/01/15, 06/30/18	300% BCR of implemented ITPC projects.	500%	✓ As of 06/20/17

◯ Not Started   ⊙ Deferred   → On Target   ◔ Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

This has been completed and our BCR is 5.

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.2.2 Measure and report on productivity increases to university constituents via enterprise IT support of business processes. (Team 1) *A process has been put into place to calculate BCR on an annual basis. The next step is to identify where and to whom to provide this information.*	07/01/15, 12/30/16	75% Formally report on productivity gains of completed ITPC projects.	35%	→ On Target As of 06/20/17
3.2.3 Look for opportunities where outsourcing or insourcing reduces cost, reduces risk, increases customer services/satisfaction. (Team 1) *This is an ongoing process. Recent outsourcing/insource evaluations have occurred with a number of ITPC projects and for some strategic resources. AITS completed a review of hardware and software maintenance contracts to explore new models and cost reductions which will result in cost reductions in FY17 for select items.*	07/01/15, 06/30/18	50% Analysis of services for insourcing/outsourcing is complete. Ongoing process.	50%	✓ Achieved As of 06/20/17
3.2.4 Partner with other organizations to investigate offering shared services to the university community that are cost-effective. (Team 1) *AITS actively looks for shared service opportunities and has set a process in place for implementing shared services. In addition, AITS helped establish and participates in the Systemwide Shared Services Governance Group. The IT realignment has allowed AITS to become partners with campus IT units to provide a greater scale of services.*	07/01/15, 06/30/18	100% Ongoing posture in place to seek opportunities for shared services.	100%	✓ Achieved As of 06/20/17

3.3 Pursue new revenue opportunities where they are beneficial and cost-effective to the University. (Team 1) (06/30/18)

100% complete. The IT realignment has allowed AITS to become partners with campus IT units to provide a greater scale of services. ✓ Achieved

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.3.1 Offer consolidation of decentralized commodity services at a lower overall cost to the University based on providing those services at scale. (Team 3) *The IT realignment has allowed AITS to become partners with campus IT units to provide a greater scale of services. AITS is actively transitioning data centers, security, and desktop services to universities. AITS has been actively investigating AWS as another platform for commodity services including servers, databases, and desktops. Work also continues with Banner remote application development which would allow users to use Banner in the RDP and not place the lagging browser requirements on their machines. We have consolidated DBA services which provides additional capabilities to the Universities and AITS. We have also taken on overnight support for Technology Services which has saved them $50,000 a year while also offering them 24/7 support. An enterprise GitHub license for all Universities that would be supported by AITS is being investigated. AITS is now supporting the BigTen academic alliance (BTAA) SharePoint site. Actively pursuing implementation of Business Process improvement solution.*	07/01/15, 06/30/18	100% Participation from units in consolidation of decentralized commodity services.	70%	••• Deferred As of 06/12/18
3.3.2 Partner with university and campus units to develop large strategic information systems that provide broad benefits, return on investment, and further the accomplishment of strategic and operational goals. (Team 2) *No progress aside from the ongoing IAM project. Similar to 1.1.1 above, the challenge is to inform and*	07/01/15, 06/30/18	100% Recognition by campus units that AITS is willing and eager to work with them to implement strategic information	50%	← Off Target As of 02/09/18

○ Not Started   ••• Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

convince campus units that AITS is eager, willing and has the resources to work jointly with them to implement strategic information systems.

| | | systems and the launching of one such initiative by end of FY18. | | |

3.3.3 Provide fee-based IT services where these services provide cost effective options to department that need temporary or permanent services that are not available with their own resources and outsourcing from outside the university is cost prohibitive. (Team 1)

AITS currently provides fee-based work for such services as server hosting and database administration. In addition, AITS has put in place the necessary programs to charge for business process improvement, records and information management, applications and mobile development, and project management for both internal and external University clients.

| 07/01/15, 06/30/18 | 100% Services are available, priced, and marketed as needed. Ongoing thereafter. | 100% | ✓ As of 07/24/17 |

3.3.4 Seek opportunities with other state higher education institutions to share or host commodity services among multiple institutions. (Team 3)

AITS is exploring Banner Hosting services with Southern Illinois University, North Eastern Illinois University, and Chicago State. We also continue to participate in IPATHE. The proposal was submitted to North Eastern Illinois University to host Banner and associated systems at UI. We are awaiting a decision from them on how to proceed. We have begun hosting DR servers in the RRB data center for Illinois State University. We have engaged the State of Illinois on a video conferencing project to support underserved secondary Education districts by providing University infrastructure to assist in instructional delivery.

| 07/01/15, 06/30/18 | 100% Opportunities explored and developed proposals and models to achieve. | 100% | ✓ As of 06/12/18 |

3.3.5 BPI Shared Service will expand fee-based services, providing units able to cover costs with more timely services for a fraction of the cost of similar services offered in the external marketplace. (Team 1)

AITS finalized our menu of services and published them to the website. We have setup a self-supporting account for accommodating consulting logistics. We have established standard Memorandum of Understanding for fee-based services.

| 07/01/15, 06/30/18 | 100% Services are available, priced, and marketed as needed. Ongoing thereafter. | 100% | ✓ As of 06/20/17 |

○ Not Started   ◌ Deferred   → On Target   ← Off Target   🧑 Waiting on Someone   ❗ Critical   ✓ Achieved

Collaboration/Communication Services & IT Governance Areas & Goals

4 Collaboration and Communication Services

| **4.1 Provide business relationship/development management services to improve relations with constituents. (Team 1) (06/30/18)** | 100% complete. AITS Communication Plan published and continued effort to survey customers on enterprise services. | ✅ |

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.1.1 Complete and publish a communication plan including publications, media, schedule and constituents served. (Team 1) *Communication Plan has been finalized and has been publicized on the AITS website by January 20, 2016. The plan can be accessed here. https://www.aits.uillinois.edu/UserFiles/Servers/Server_474/File/AITS%20Communication%20Plan/AITS%20Communication%20Plan_final.pdf*	07/01/15, 12/31/15	100% Communication plan published and operational.	100%	✅ As of 07/29/16
4.1.2 Actively solicit performance feedback from constituents and transparently address areas of concern. (Team 1) *Customer performance feedback pilot is being executed for Application Support using PEAR as a pilot. Plan developed for the next 24 months to provide AITS Customer Service survey through a number of different applications such as PEAR and NESSIE.*	07/01/15, 06/30/17	100% Improvements implemented.	100%	✅ As of 06/20/17

| **4.2 Provide the right tools and environments to facilitate collaboration and remove barriers. (Team 3) (06/30/18)** | 100% complete. As part of AITS Cloud First initiative, Amazon web services is being explored. We are also doing a clean-up of SharePoint security and aligning security practices to make it easier. | ✅ |

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.2.1 Establish both physical and virtual spaces conducive for increased collaboration. (Team 3) *The area at the entrance has been turned into a collaboration area. We are looking for additional space that would be used for quiet space. We are considering using frequently vacant offices or empty offices. We are also looking for opportunities to have server farms for people who are exploring new technology. Stand up workstations continue to be used by many of the employees and more are available upon request. Upgrades of Polycom systems have also been put in place that more easily allow Lync to be used automatically with the video conferencing equipment. Surveys have been done to determine benefits and drawbacks of working from home and are being used to determine if we will move forward with shared hotel space or other options. Due to this, we have started implementing shared hotel spaces. We have co-located a member of service desk staff at Gerty as well. Consolidated other staff to the Gerty location. Upgrading video conferencing equipment to improve communications during video conference meetings. Implemented Hotel space and work from home policies. We have finished consolidating other staff from other buildings into open spaces at the Gerty location.*	07/01/15, 06/30/18	100% Physical and Virtual Space available for collaboration.	100%	✅ As of 06/12/18

◯ Not Started   ⬤ Deferred   ➔ On Target   ✓ Off Target   👤 Waiting on Someone   ❗ Critical   ✅ Achieved

4.2.2 Provide desktop training to enhance the knowledge of areas that we are already familiar with. (Team 3)

Brown bags and open house sessions to teach people how to use their machines, Polycom, Mondo pad among others have been held and continuing. Tech tips newsletters are also being created to send to people by Communications Team. We have also added more self-help documentation to the Knowledgebase. Desktop support will be moving out of AITS.

07/01/15, 06/30/18	100% Provide training on desktop and conference room services	60%	As of 06/12/18

4.3 Collaborate with other IT groups across the university to provide new and improved services. (Team 2) (06/30/18)

100% complete. System-wide Shared Services Governance Group is an advisory and coordinating group which provides governance and oversight of shared services.

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
4.3.1 Implement a training management system to be utilized for training and tracking staff, students, and faculty for job-related development and certification purposes. An ITPC project is in progress. (Team 2) *A vendor has been selected and an ITPC implementation project is in progress.*	07/01/15, 06/30/18	100% Implemented system for training management and used by at least 2 business areas.	80%	As of 02/07/18
4.3.2 Analyze and develop a support and ownership model for all shared services. Where new resources are required for AITS, identify the source of new resources or the associated tradeoff with current services. (Team 1) *AITS developed a shared service implementation process using lessons learned from the Box, Endpoint Management, and SharePoint shared services. These materials have been provided to the System-wide Shared Services Governance Group.*	07/01/15, 06/30/18	100%	100%	As of 06/13/18
4.3.3 Implement a solution or an interface to integrate Banner with various learning management systems. This integration is used to simplify the management of class registration and grades between the various systems. An ITPC project has been approved but is awaiting vendor software. (Team 2) *This project has been on hold for several years. Ellucian has just recently updated their ILP (Integrated Learning Platform.) In order to move forward with this project, we will have to perform additional analysis to understand the new technical requirements and re-evaluate the technical environment. Aside from the LMS software, there are several Student Digital Experience initiatives underway, including an At-risk Student Early Alert initiative. At UIUC, there is a provost committee looking at this, and at UIC, the IPAS committee is starting an RFP to look at student success software.*	07/01/15, 06/30/18	0% Provide integration of LMS with Banner.	10%	As of 01/29/18

5 IT Governance

5.1 Promote and support IT governance that is empowered, accountable, and transparent in order to better support the mission activities of the University. (Team 1) (06/30/18)

100% complete. This is an ongoing activity. During Q4 the University of Illinois IT Leadership Team (UI IT LT), comprised of university-and system office-level Chief of Information Officers, established the System-wide Shared Services Governance Group (SSSGG). The SSSGG is a system-wide committee that has been

◯ Not Started   ⦿ Deferred   ➔ On Target   ⬅ Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

charged by the UI IT LT to improve the coordination and communication of shared services across the universities and System Offices.

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.1.1 Participate on the University of Illinois Information Technology Leadership Team and its subcommittees including the Security, Business Intelligence/ Performance Management, Shared Services Governance Group, and Common Architectural Vision committees. (Team 1) *AITS actively participates in the above committees as well as facilitating the majority of them. The Common Architectural Vision committee has been disbanded. Its role is being filled by the UI Enterprise Architecture Committee, of which AITS is an active participant.*	07/01/15, 06/30/18	100% Active membership on all appropriate committees. Ongoing.	100%	✓ As of 07/24/17
5.1.2 Continue participation with the UIC IT Governance committees. (Team 1) *AITS staff are active members on all the appropriate committees. In addition, AITS facilitates communications between these committees and the UI ITPC.*	07/01/15, 06/30/18	100% Active membership on all appropriate committees. Ongoing.	100%	✓ As of 07/24/17
5.1.3 Continue participation with the UIS IT Governance committees. (Team 1) *AITS participates on an as needed or as requested basis with UIS IT Governance and maintains ongoing relationships with members of the UIS IT Governance community.*	07/01/15, 06/30/18	100% Active membership on all appropriate committees. Ongoing.	100%	✓ As of 07/24/17
5.1.4 Continue participation with the UIUC IT Governance committees. (Team 1) *AITS staff are active members on all the appropriate committees. In addition, AITS facilitates communications between these committees and the UI ITPC.*	07/01/15, 06/30/18	100% Active membership on all appropriate committees. Ongoing.	100%	✓ As of 07/24/17
5.1.5 Work with the System Offices IT Council on an ongoing basis to collaborate with our System Office partners. (Team 1) *System Offices IT Council continues to meet on a quarterly basis with a full agenda. AITS staff are active members in this group and AITS facilitates communications between these committees and the UI ITPC.*	07/01/15, 06/30/18	100% Facilitate and participate with the System Offices IT Council.	100%	✓ As of 07/24/17

5.2 Perform a periodic assessment of the Information Technology Priorities Process. (Team 1) (06/30/18)

100% complete. ITPC review engagement designed, performed and recommendations implemented. ✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.2.1 Complete the FY 15 ITPC Annual Report. (Team 1) *The ITPC Annual Report was redesigned for FY15. To view the report, please see https://www.itpc.uillinois.edu/common/pages/DisplayFile.aspx?itemId=292352*	07/01/15, 08/31/15	100% Report complete	100%	✓ As of 07/29/16

○ Not Started　　⊙ Deferred　　→ On Target　　← Off Target　　Waiting on Someone　　! Critical　　✓ Achieved

5.2.2 Collaborate with ITPC participants and customers to design an ITPC review engagement. Leverage current artifacts and 2007 review process. (Team 1) *Plan created, approved and completed In June 2016.*	07/01/15, 06/30/16	100% Review engagement proposal reviewed and approved.	100%	✓ (Achieved) As of 07/29/16
5.2.3 Perform the ITPC review engagement. Have ITPC approve the review findings and recommendations. (Team 1) *Findings and proposal for changes approved by ITPC in May 2016.*	01/01/16, 06/30/16	100% Final findings, recommendations, report complete. Ready for implementation.	100%	✓ (Achieved) As of 07/29/16
5.2.4 Implement approved ITPC review recommendations. (Team 1) *Improvements have been implemented, including updating rating sheet for strategic focus, strategic planning summit, revisions to project proposal templates, and the ITPC Community.*	07/01/16, 06/30/17	100% Recommendations implemented and operational.	100%	✓ (Achieved) As of 07/24/17

5.3 Promote and support Information Lifecycle Governance principles to ensure that records and other information assets created and used to support the mission activities of the University are easily identified, effectively protected and retained for as long as they are needed, and securely deleted, purged or transferred to the University Archives at the right time. (Team 1) (06/30/18)

100% complete. Baseline inventories for each University created and maintained and RIMS leading engagement efforts.

✓ (Achieved)

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.3.1 Develop inventories of systems and repositories containing records and other information assets that have retention requirements or clear business needs. (Team 1) *Preliminary research has been completed with OBFS-Business Solutions & Support Operations, University of Illinois at Springfield - Information Technology Services (ITS) and the IT Power Plant groups. Current efforts are focusing on refining the list of systems and repositories in light of the unification of services occurring throughout the University system and the incorporation of systems by IT Shared Services. Research continues with ever widening reach into local units through activities like the Caffeine breaks and direct contact with data originators. Metadata schemas are under development realigning with metadata from the evolving IT Service Catalogs and Data security measures.*	07/01/15, 06/30/18	100% Create and maintain baseline inventories for each campus and UA	100%	✓ (Achieved) As of 07/24/17
5.3.2 Coordinate and collaborate with others interested in establishing good guidance for managing the varied levels of the University's information assets. (Team 1) *RIMS continues to chair a university-wide task force establishing recommendations for the management of digital content and prioritizing content left behind by individuals who have left the University. Preliminary recommendations have been made and final recommendations for this first phase of the task force work are expected by the end of September 2017. RIMS is participating on the UIUC Data Management Committee tasked with providing guidance and recommendations for standardizing how various types of data are managed. RIMS is also leading efforts to standardize the use of email retention policies on the Exchange servers, starting first with University System offices. This work will be ongoing through FY18.*	07/01/15, 06/30/18	100% Complete all unit engagements	100%	✓ (Achieved) As of 07/24/17

◯ Not Started   ⚬⚬⚬ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

5.3.3 Support the deployment and easy use of centralized digital repositories and physical storage facilities for housing information assets particularly those that are essential to the business need of the department or otherwise have retention requirements. (Team 1)

Department-level support for the physical storage of information assets remains consistent across all three campuses. A vender supported inventory product has been purchased and will be deployed during FY18 to support better controls on the stored materials. As the Urbana site for the Chicago College of Medicine is shutting down, we are facilitating the transfer of their physical records to the Chicago site and the use of Xtender as a digital repository. We continue to support department-led efforts to identify archival materials and segregate them from administrative records.

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.3.3 ...	07/01/15, 06/30/18	100% Develop guidance and processes for use by departments	100%	✓ As of 07/24/17

5.3.4 Participate in opportunities to affect changes to State and University rules and policies that will increase our ability to be transparent, accountable, and provide for trustworthy management of the University's information assets. (Team 1)

We continue to work with the State Archives to establish standards of practice for the procurement and management of email from the governor's office. We have begun work on a three-year grant that will support the long-term deposit of and access to this correspondence which will in turn inform our practices within the University of Illinois. We explored an opportunity to help the State Records Management field reps perform their records review tasks more efficiently.

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
5.3.4 ...	07/01/15, 06/30/18	100% Participate in 6 specific engagements	100%	✓ As of 07/24/17

INFORMATION SECURITY AND PRIVACY & INFRASTRUCTURE AREAS & GOALS

6 Information Security and Privacy

6.1 Improve audit and compliance capabilities. (Team 5) (06/30/18)	100% complete. Timely response and completion of all audit and compliance surveys, trainings and assessments.	✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.1.1 Manage internal and external audit engagements, including coordination, remediation of open findings, and communication with various groups including senior management, human resources, information technology groups, and the security working group. (Team 5) *AITS has coordinated the opening conference for the FY17 and FY18 audits with CLA and OAG. AITS staff has been responsible remediation of open findings and communicating the appropriate information to necessary groups.*	07/01/15, 06/30/18	100% audit engagements complete	100%	✓ As of 05/07/18
6.1.2 Develop HIPAA infrastructure aligned with the University HIPAA directives. Provide recommendations for HIPAA procedures to users and facilitate formal approval process from data owners. (This second part is not being performed by AITS resources). (Team 5) *AITS has completed this work on DSCC project, legal files project, and working on Disability Resources project that may be hosted in AWS or on premise.*	07/01/15, 06/30/18	100% HIPAA compliant	100%	✓ As of 05/07/18
6.1.3 Develop FERPA compliant infrastructure within AITS Data Center. Provide recommendations for FERPA procedures to users and facilitate formal approval process from data owners. (Team 5)	07/01/15, 06/30/16	100%	100%	✓ As of 08/01/16

○ Not Started ⚇ Deferred ➔ On Target ⬅ Off Target 👤 Waiting on Someone ❗ Critical ✓ Achieved

AITS has published requirements for FERPA use within SharePoint. We've received approval from the university SharePoint committee.

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.1.4 Implement ongoing compliance monitoring. Develop and track compliance checkpoints for security and other identified compliance areas. (Team 5) *We are beginning to implement the Illinois Security Program. We have responded to the GDPR and HIPAA surveys.*	07/01/15, 06/30/18	100% ongoing compliance monitoring	100%	✓ As of 05/07/18
6.1.5 Continue to identify training gaps for existing employees, provide security training to new employees within University Administration, and provide training pursuant to active audit findings. (Team 5) *Security awareness training for the System Offices is complete. HIPAA training for AITS is complete.*	07/01/15, 06/30/18	100% security training to SO employees	100%	✓ As of 05/07/18

6.2 Protect user and administrative accounts from theft and exploitation by attackers. (Team 5) (06/30/18)

95% complete. Multi-factor authentication for existing AITS applications implemented and self-phishing pilot in the near future. →

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.2.1 Reduce likelihood of phishing attacks within UA by enabling active phishing prevention software (TAP), providing DNS blocking of malicious sites based on reputation services, and attempting to phish employees to identify additional training needs. (Team 5) *Tech Services will begin a self-phishing pilot in the near future, which AITS will participate in.*	07/01/15, 06/30/18	100% protection from attackers for users within UA	85%	→ As of 02/05/18
6.2.2 Implement multi-factor authentication for privileged administrative accounts, including remote access. (Team 5) *AITS work on this initiative is complete.*	07/01/15, 06/30/18	100% protections from attackers for users within UA	100%	✓ As of 05/07/18
6.2.3 Implement multi-factor authentication for existing AITS applications, including Banner Forms to address a finding from internal audits. (Team 5) *This has become an IAM initiative. AITS work on this initiative is complete.*	07/01/15, 06/30/18	100% protections from attackers for users within UA	100%	✓ As of 05/07/18
6.2.4 Implement multi-factor for authentication infrastructure. (Team 5) *AITS work on this initiative is complete.*	07/01/15, 06/30/18	100% protections from attackers for users within UA	100%	✓ As of 02/05/18

6.3 Prevent installation, spread, and execution of malicious software on user and infrastructure platforms. (Team 5) (06/30/18)

100% complete. Desktop support is following best practices and process outlined by Security to identify workstations at risk. ✓

◯ Not Started　⊙ Deferred　→ On Target　← Off Target　👤 Waiting on Someone　❗ Critical　✓ Achieved

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.3.1 Improve tracking of repairs for viruses detected on workstations and servers. (Team 5) *Desktop has been provided a process to follow, however desktop is experiencing resource limitations currently on being able to implement the process.*	07/01/15, 06/30/18	100% tracking of repairs	100%	✓ As of 02/05/18
6.3.2 Engage in risk reduction for workstations patching practices. Monitor compliance, set thresholds, and identify systems and software absent from necessary maintenance. (Team 5) *Desktop support currently provides multiple reports to identify workstations at risk.*	07/01/15, 06/30/18	100% engagement for workstations patching practices	100%	✓ As of 02/05/18
6.3.3 Evaluate workstation anti-virus software. Determine whether advanced malware detection, workstation IPS/IDS, and other threat detection enhancements are needed beyond today's SCEP implementation. (Team 5) *We have determined that SCEP and Avast (Mac) meet our requirements and Tech Services has chosen the same products.*	07/01/15, 06/30/18	100% evaluation of work station anti-virus software	100%	✓ As of 02/05/18
6.3.4 Install remote Desktop environment for Java and IE Enterprise Mode. (Team 5) *The installation completed.*	07/01/15, 06/30/17	100% installation complete	100%	✓ As of 02/20/17

6.4 Enhance network monitoring apparatus to further discover and alert upon potentially compromised accounts and computing systems. (Team 5) (06/30/18)

50% complete. Some of the initiative work is being transitioned to Tech Services and ACCC. Other pilots and proof of concepts are underway for server log collection.

→

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.4.1 Investigate additional network intrusion detection for UA employee offices and the AITS Data Centers. (Team 5) *This work is being transitioned to Tech Services and ACCC.*	07/01/15, 06/30/18	100% Investigation completes	25%	⋯ As of 02/05/18
6.4.2 Monitor network data outflows using distributed collection points at UA employee offices and the AITS Data Center. Aggregate flow data in reporting console for reporting and alerting. (Team 5) *AITS will no longer be monitoring employee offices. This will be deferred as an operational objective for the data center, not to be in strategic goal moving forward.*	07/01/15, 06/30/18	100% 100% monitoring of network data outflows	20%	⋯ As of 02/05/18
6.4.3 Refine log collection practices to identify necessary logging data, provide central storage, and to ensure adequate retention. (Team 5)	07/01/15, 06/30/18	100% Refinement of log	60%	→ As of 02/05/18

◯ Not Started   ⋯ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

We are working on this with Tech Services. We have been working on proof of concepts and pilots.

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.4.4 Implement log correlation functionality based on an evaluation of desirable commercial products, an understanding of readily available internal alternatives, and a balance of operational resources versus business objectives and requirements. Include dashboards for reporting such as authentication and user to IP identification. (Team 5) *We have been piloting Splunk for HIPAA log monitoring.*	07/01/15, 06/30/18	collection practices complete 100% implementation of log correlation functionality	75%	➡ On Target As of 02/05/18

6.5 Prevent the unintended, unnecessary, or unauthorized flow of data from trusted computing systems and networks. (Team 5) (06/30/18)

50% complete. Several initiatives will be satisfied by our participation in the Illinois Security Program. ➡

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.5.1 Implement 802.1X authentication for UA employee office networks. (Team 5) *This will be kept within AITS not other System Offices, reducing overall scope of this initiative. Tech Services has begun testing this.*	07/01/15, 06/30/18	100% Authentication implemented	20%	⋯ Deferred As of 02/05/18
6.5.2 Move sensitive servers to private network zone and further limit access to private zone, thereby preventing the possibility of unintended direct Internet contact. (Team 5) *This will be satisfied by our participation in the Illinois Security Program.*	07/01/15, 06/30/18	100% 100% sensitive servers moved to private network zone	33%	➡ On Target As of 02/05/18
6.5.3 Eliminate sensitive data from servers in public zone, either through removal, or by migrating sensitive data to private network zone. (Team 5) *We continue to evaluate and test additional functionality provided by Oracle called Obfuscation and Mask for use in Banner. We are working with different user groups to test in some non-prod environments. We moved TEM behind firewall and are in discussions to move Banner behind firewall.*	07/01/15, 06/30/18	100% 100% sensitive data eliminated from servers in public zone	60%	⬅ Off Target As of 02/05/18
6.5.4 Tighten firewall to align with currently active audience. Implement secondary firewall controls in ISP boarder routers. (Team 5) *This will become an operational objective and will no longer be in this strategic plan.*	07/01/15, 06/30/18	100% Firewall controls implemented	100%	✓ Achieved As of 02/05/18

6.6 Enhance protection mechanisms for sensitive information stored within computing systems. (Team 5) (06/30/18)

65% complete. Several initiatives will be satisfied by our participation in the Illinois Security Program. ➡

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS

◯ Not Started   ⋯ Deferred   ➡ On Target   ⬅ Off Target   Waiting on Someone   ❗ Critical   ✓ Achieved

6.6.1 Identify high-risk users of sensitive information in University Administration and deploy data discovery and management capability on user platforms to aid users in managing their sensitive data. (Team 5) *We will be managing this with the Illinois Security Program moving forward.*	07/01/15, 06/30/18	100% identification of high-risk users of sensitive information in SO	100%	✓ As of 02/05/18
6.6.2 Implement server compartmentalization plan to prevent access to sensitive/trusted servers from untrusted platforms and untrusted sources, e.g. secure file servers. (Team 5) *With alignment changes, this strategic initiative will not move forward in AITS.*	07/01/15, 06/30/18	100% implementation complete	0%	⋯ As of 02/05/18
6.6.3 Implement secure Administrative IT desktops environment to mechanically separate inherently risk prone activities from trusted system access. (Team 5) *We're working on CIS benchmark for workstations. We will recommend the CIS benchmark for AITS workstations in the future following further testing.*	07/01/15, 06/30/18	100% Implementation complete	85%	→ As of 02/05/18
6.6.4 Formally refresh data classification by system, application, database, and/or user. Also serves to provide input to initiatives 6.5.2 and 6.5.3 (Team 5) *This will be completed as part of the Illinois Security Program.*	07/01/15, 06/30/18	100% data refreshed	100%	✓ As of 02/05/18
6.6.5 Obfuscate and remove highly sensitive production data from non-production systems. Document, quantify, and communicate business reasons where practices require such storage. (Team 5) *We continue to evaluate and test Oracle technologies for obfuscating and/or masking.*	07/01/15, 06/30/18	100% highly sensitive production data removed from non-production systems	55%	← As of 02/05/18
6.6.6 Expire Sensitive Data from Systems by identifying useful lifecycle for sensitive record attributes and obfuscate or remove attributes or entire records when they are no longer required per business requirements. (Team 5) *This will become part of the Illinois Security Program.*	07/01/15, 06/30/18	100% Sensitive data expired from systems when they are no longer required	100%	✓ As of 02/05/18
6.6.7 Improve record retention and data destruction/archiving practices by coordinating with RIMS to define and adopt base document management practices within AITS. (Team 5) *We are deferring to RIMS on the final steps for this initiative.*	07/01/15, 06/30/18	100% 100% improvement of record retention	100%	✓ As of 02/05/18
6.6.8 Enhance encryption practices for data at rest and in transit by enabling encryption for all systems to transmit or store highly sensitive information or document exceptions, costs, and potential timelines for later implementation. (Team 5) *Decision Support databases have been encrypted and the work on this initiative is complete.*	07/01/15, 06/30/18	100% encryption practices enhancement	100%	✓ As of 02/05/18

6.7 Detect or attempt to actively exploit vulnerabilities of infrastructure computing systems. (Team 5) (06/30/18)

100% complete. Our remediation efforts are occurring regularly.

✓

◯ Not Started　⋯ Deferred　→ On Target　← Off Target　👤 Waiting on Someone　❗ Critical　✓ Achieved

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
6.7.1 Enhance vulnerability scan remediation process by continuing to refine, perform, operationalize, and broaden risk reduction practices based for Nessus and AppScan vulnerability assessments. (Team 5) *Our remediation efforts are occurring regularly, possibly being transitioned to Tech Services or other resources.*	07/01/15, 06/30/18	100% vulnerability scan remediation process enhancement	100%	✓ As of 02/05/18
6.7.2 Expand penetration testing capability by exploring partnerships with other groups and vendors to perform testing. Utilize resulting data as input to further risk reduction proposals. (Team 5) *This requirement will be accounted for by the Illinois Security Program.*	07/01/15, 06/30/18	100% expansion of penetration testing capability	100%	✓ As of 02/05/18
6.7.3 Perform anti-denial of service response plan and simulation exercise by confirming that ISPs are ready and prepared to interface with AITS in case of denial of service attacks upon enterprise system services. (Team 5) *Will use the Illinois Security Program to manage this risk moving forward.*	07/01/15, 06/30/18	100% Anti-denial of service response plan completes	0%	✓ As of 02/05/18

7 Infrastructure

7.1 Provide infrastructure and facilities in order to deliver highly available and redundant enterprise level class systems. (Team 3) (06/30/18)

100% complete. Research and testing alternatives for Banner hardware is continuing. We are also exploring high availability through cloud services. ✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
7.1.1 Understand and strategize replacement of the M9000 enterprise hardware in 2015 - 2019. (Team 3) *The M9000 was taken out of production and replaced with T7 servers in April 2017.*	07/01/15, 06/30/18	100% Plan in place for M9000 replacement.	100%	✓ As of 02/08/18
7.1.2 Improve engagement with the Enterprise Architecture Committee (EAC) and integrate with AITS to expose the value of EAC. (Team 3) *Discussions are underway how to best store and communicate EAC documents and outcomes. The EAC has been engaged to help develop the AITS IT roadmap and cloud strategies. The EAC has been engaged to develop and communication out cloud strategy as well as an IT roadmap.*	07/01/15, 06/30/18	100% Storage and communication of EAC documents that can be easily accessed.	100%	✓ As of 06/12/18
7.1.3 Continue to provide high-quality data center services by identifying and replacing infrastructure and facility components that are nearing end-of-life or can provide greater capacity, stability, and security through newer or better technologies. (Team 3) *We are putting together proposals for RRB and HAB to be part of the campus shared services. All of the major infrastructure components have been analyzed to determine condition and any major*	07/01/15, 06/30/18	100% Plan in place to replace infrastructure and facility components.	100%	✓ As of 06/12/18

○ Not Started   ⊙ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

upgrades required. Critical components such as HAB UPS are being replaced. Budget for replacement components is part of the analysis for transitioning the data centers. This will ensure that the future integrity of the systems is maintained for the long term. Critical components have all been replaced. Budget analysis is complete. Transition strategy has been implemented.

7.1.4 Provide enterprise-class Database Administration and Hosting services. Departments that currently host their own Oracle or SQL Server databases could leverage enterprise class servers, storage area network (SAN) and highly experienced DBA resources thus freeing up resources on their end for their own initiatives. By utilizing standardized processes across all of our clients we are able to support a large number of databases with a small number of DBA staff. AITS can provide Development, Test, Quality Assurance (QA), Production and Business Continuance (BCP) database environments with 24x365 emergency on-call DBA support. Other notable services include backups, point in time restoration of databases (if needed), cloning of databases to non-production environments, an auditable production change control process, monitoring, and upgrades and patching of the database software. (Team 2)

Adding two new SQL Server clients; Grad college - ITPC-0545 Grad College Fellowship Database (FDB), and Office of International Services at UIC - Sunapsis, with timelines TBD. Expanded hosting of OVCR; adding two new servers and SQL instances. Joint DBA project team between AITS and Technology Services has been formed and is fully operational.

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
7.1.4	07/01/15, 06/30/18	2 Signed Service Level Agreements for DBA services. Goal of 2 new clients per year.	2	✓ As of 06/12/18

7.1.5 Implement the Identity and Access Management Project. The goal of this project is to implement an IAM solution to address the University of Illinois need to manage Identity and Access issues. Components of the implementation will include: Single sign-on, Provisioning, Authorizations, Affiliation, Business Intelligence, Authentication, and Federation. (Team 3)

IAM one-id portion of the project has been implemented for all three campuses. Affiliations service for IAM is currently in the construction phase. Duo implementation has been completed on multiple systems including Nessie, HR Front Ed, and Banner systems. New HIPPA servers have been built and we now have HIPPA compliance in our datacenter. An effort is also underway to improve the user experience for Duo.

	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
7.1.5	07/01/15, 06/30/18	100% Implementation of IAM.	85%	⋯ As of 06/12/18

7.2 Identify and implement new technologies and products to enable AITS to bring state of the art services to our clients. (Team 3) (06/30/18)

80% complete. Amazon Web Services are being explored. We have expanded our web conference hosting abilities. We have expanded the abilities of Tableau to be integrated with existing websites. Our security is being enhanced by the implementation of Duo a multifactor authentication product. We have also re-platformed Banner to the latest Solaris technology offered from Oracle.

→

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
7.2.1 Establish a Kickstarter-like method as a way for people to submit ideas for further planning and funding. (Team 3) *We investigated options and possible processes for a kickstarter-like method, but these did not lead to any progress.*	07/01/15, 06/30/18	100%Kickstarter method established	15%	⋯ As of 02/08/18

○ Not Started   ⋯ Deferred   → On Target   ← Off Target   Waiting on Someone   ! Critical   ✓ Achieved

7.2.2 Invest in and implement a test-bed or environment that can be used for proof of concepts. (Team 3) *AWS initiative has allowed us to explore a number of different products and environments. As a part of our cloud strategy, we have begun offering self-provisioning environments for staff which will be our model going forward.*	07/01/15, 06/30/18	100%Test-Bed environment and process available for proof of concepts	100%	✓ As of 02/08/18
7.2.3 Investigate cloud infrastructure services for short-term proof of concept initiatives. (Team 3) *Amazon web services have been purchased. A testing strategy has been developed and an initial strategy is underway. We will explore options for using the Amazon cloud for short-term proof of concept initiatives. Google will soon be available and Microsoft Azure is now available. We have also looked at Oracle Cloud as a potential solution which is available to us at this time. Full scale testing is underway. Infrastructure has been implemented that allows UI networks to communicate directly with AWS networks. Our current roadmaps have our secure access, system status, and DRES applications to be deployed in AWS. Investigation continues on the use of multiple cloud providers. Strategy and operation groups have been formed which are directing the formal cloud initiative. Cloud initiative has now completed its first audit.*	07/01/15, 06/30/18	100% Cloud infrastructure available for short-term proof of concept initiatives	100%	✓ As of 06/12/18
7.2.4 Develop strategic partnerships with university organizations to remove barriers to implement new technologies. (Team 3) *AITS is actively participating in the IT Power Plants and Data Center Shared Services. AITS continues to work with UIUC on ITPP initiatives and has members on the teams. The IT realignment has allowed AITS to become partners with campus IT units to provide a greater scale of services. AITS is actively transitioning data centers, security, and desktop services to universities in addition to increased collaboration with DBA and service desk areas. AITS has a presence on the Technology Services leadership team as well as Technology Services having a presence on AITS leadership team. Data centers and client services and security will be transitioned to Technology Services and ACCC by July 1.*	07/01/15, 06/30/18	100% Partnerships achieved with university organizations allowing for implementation of new technologies.	100%	✓ As of 06/12/18

7.3 Leverage AITS enterprise services to support campus systems that have expanded from localized edge and campus solutions to university solutions. (Team 3) (06/30/18)

80% complete. We are discussing a variety of hosting solutions with different departments across the campuses. AITS continues to grow in shared services offerings that benefit the edge units. →

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
7.3.1 Migrate support of applications such as Box from campus units to existing AITS departments using existing models and infrastructure to achieve a 20 – 40% support cost reduction. (Team 3) *We provided proposals to consolidate Box support and we are providing SCCM support at an enterprise level. AITS will continue to provide SCCM infrastructure for the ITPP campus solution. SitePublish was also chosen as an ITPP solution for WCMS. AITS continues to play a greater role in providing SharePoint, Knowledgebase, and SDM to the entire University. GitHub is also being explored as an enterprise service sponsored by AITS.*	07/01/15, 06/30/18	100% 20-40% cost reduction by migrating support of applications to AITS departments	80%	••• As of 06/12/18
7.3.2 Leverage AITS data center space to provide high availability server location services to campus departments and support initiatives such as Data Center Shared Services ultimately reducing the number of data center spaces across the university. (Team 3) *AITS is actively engaged in the operational and executive level for the Data Shared Services. AITS*	07/01/15, 06/30/18	100%Reduce the number of data center spaces	100%	✓ As of 06/12/18

○ Not Started   ••• Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

continues to offer data center space through DCSS and other campus clients. College of Engineering is adding equipment through a partnership with IDOT into the RRB and HAB data centers. The UIC campus computing cluster expansion is underway at RRB.   RRB and HAB are being transitioned to the universities by July 1, 2018.

7.3.3 Offer enterprise level services such as video conferencing to campus units which could not utilize these services without the support of AITS and the cost savings achieved through economies of scale of an enterprise service. (Team 3)

AITS continues to expand video conferencing services. We have implemented services at LER in Urbana. AITS has expanded video conferencing services to a number of departments. Services such as media streaming and storing have also been expanded and offered to university departments. Bomgar and Knowledgebase use continue to grow quickly. AITS is utilizing our video conferencing infrastructure to support the state of Illinois K-12 remote distance learning project which will offer remote classes to underserved areas throughout Illinois. Video conferencing is part of the transition to campus IT units.

07/01/15, 06/30/18	100% Adoption of enterprise level services by campus units	100%	✓ As of 06/12/18

7.3.4 Provide access to campus departments to enterprise level products such as Service Desk Manager, CMDB, Bomgar, Knowledge Base, etc. that can bring enterprise class products to departments which provides both cost savings as well as improved end-user experience through consistent use of service management products. (Team 3)

New groups continue to start using the Service Desk Manager tool including the consolidation of Technology Services departments standardizing on this tool. Groups have expanded the use of SDM and incorporated new features and functionality of the product. The Knowledgebase has seen a steady increase in the number of active documents and with new departments using KB. Presentations of the CMDB have been given to nine departments as they explore how to incorporate the tool into their environment. The SharePoint services have also been expanded to include the support of the BTAA.

07/01/15, 06/30/18	100% Enterprise level products available for campus departments	80%	⋯ As of 06/12/18

○ Not Started   ⋯ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

INSTITUTIONAL DATA AND INFORMATION AREAS & GOALS

8 Institutional Data and Information

8.1 Make the Data Warehouse environment a more comprehensive source of administrative data by extending it to include Local and Institutional Data. (Team 6) (06/30/18)

80% complete. Applicant tracking data from Hiretouch Proposals, Awards and Subawards data from myProposals Business Enterprise Program data from the Illinois Department of Central Management Services work has been completed. The following is in progress or will start soon: Source Incoming student interaction data into the data warehouse in support of analytics to improve recruiting, admissions and communication activities and Implement Facilities management data (AiM) into the data warehouse to simplify reporting and analysis of this data for central Facilities Management offices and college administrators.

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
8.1.1 Establish policies and procedures for uploading local data, and promote this service to appropriate customers. (Team 6) *Worked with a client to update the document to meet our current needs. Finalized the document for future use.*	07/01/16, 06/30/18	100% complete policies and procedures for Local and Institutional data.	100%	✓ Achieved As of 05/07/18
8.1.2 Continue to extend the Data Warehouse environment by including data from at-least 3 other enterprise systems (via ITPC projects) (Team 6) *Work has been completed on Applicant tracking data from Hiretouch (ITPC-0466); Proposals, Awards and Subawards data from myProposals (ITPC-0465), and Business Enterprise Program data from the Illinois Department of Central Management Services. Source incoming student interaction data into the data warehouse in support of analytics to improve recruiting, admissions and communication activities (ITPC-0560) and implementation of Facilities management date (AiM) into the data warehouse to simplify reporting and analysis of this data for central Facilities Management offices and college administrators work is expected to start soon.*	07/01/16, 06/30/18	3 enterprise systems migrated to the data warehouse by way of ITPC projects.	3	✓ Achieved As of 05/07/18
8.1.3 Complete the Institutional Data Collections project and work with partners to identify additional data sets to publish, using Institutional Standard Answers as the driver where appropriate. (Team 6) *Data is not available to be included in the warehouse. A decision was made that the current data available was acceptable.*	07/01/16, 06/30/18	100% completion of the Institutional Data Collections project.	0%	⋯ Deferred As of 06/11/18

8.2 Improve the ease of use, understand-ability, and appropriate use of enterprise data by updating the Data Warehouse metadata. (Team 6) (06/30/18)

100% complete. The Universe Mapping Document was published to document and allow access to definitions of specific data terms.

○ Not Started   ⋯ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ! Critical   ✓ Achieved

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
8.2.1 Improve documentation and metadata for Standard Reports. (Team 6) *The existing catalog did not include all existing standard reports, so we are utilizing the Business Objects inventory tool and reporting on ViewDirect to build a comprehensive query of existing standard reports.* *We discussed approach with the ITPC Business Intelligence Performance Management subcommittee and the recommendation was to look at an interface that would allow for documenting and accessing definitions of specific data terms vs documenting reports. Having definitions of terms would also help document reports due to their use in those reports. We are now exploring the wide array of tools to determine which tool would be best suited for our use case.*	01/01/16, 06/30/18	100% complete existing documentation has been reviewed with a new revision number.	100%	✓ As of 05/07/18
8.2.2 Determine approach for helping information consumers and producers identify the best way to get data. (Team 6) *The Universe Mapping Document is available on the AITS – Decision Support website at https://www.aits.uillinois.edu/services/reports_and_data/about_data/metadata/metadata_for_business_objects_users/universe_information/. The approach to make it easier is being examined through other web-based metadata search tools. It is determined that the best way to provide the data to consumers was to provide it web-based and to make it searchable, an existing web-based metadata search tool is recommended.*	07/01/15, 06/30/18	100% complete	100%	✓ As of 02/09/18

8.3 Enable shared Business Intelligence (BI) capability for the University community. (Team 6) (06/30/18)

50% complete. Training efforts have not started due to loss of training resources. →

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
8.3.1 Identify needs and capability for shared BI functionality. (Team 6) *When thinking about how to help clients use the existing tools in an easier manner, the item that stands out most was how to share the content they make in EDDIE with others. Currently the content is saved locally to their computer or network share and is only available to them. Additionally, clients seem to have trouble installing the desktop Webi client. Enabling them to share their content directly on EDDIE would resolve this issue. Clients could develop the report and save it on a shared folder accessible by their unit (department, college, campus, etc.) Each shared folder would have two security groups. "Publishers" will be able to add content to a shared folder in Business Objects. "Viewers" will be able to see the content. Clients would still have view access to the centrally managed folders, but now can share content among a smaller group themselves.*	07/01/15, 01/01/17	100%	100%	✓ As of 07/21/17
8.3.2 Provide training for teams and users to take advantage of shared BI functionality. (Team 6) *Haven't started yet due to loss of training resources. We are looking to include this with a Business Objects upgrade that will happen in Spring 2018 if we get resources.*	01/01/17, 06/30/18	100% complete training services for Self-Service BI.	0	→ As of 02/19/18
8.3.3 Pilot new features of shared BI allowing users to build reports, dashboards and data visualizations and then share them with collaborators in a BI environment. (Team 6) *We have piloted shared folders in the EDDIE environment with one unit and learned lessons on how to*	04/01/16, 06/30/18	100% complete report of pilot findings with a service recommendation.	75%	→ As of 02/09/18

○ Not Started   ⦿ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

setup the folder and permissions appropriately. We are planning to try our process with another unit, before rolling out the functionality for all users.

8.4 Perform customer segment analysis to provide targeted Business Intelligence (BI) services. (Team 6) (06/30/18)

100% complete. In addition to usage reports on standard reports, we have built usage reports on universes in EDDIE/Webi. These will be used to understand usage of the universes and inform plans for updates or maintenance.

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
8.4.1 Research and analyze customer segmentation on usage of our BI services. (Team 6) *We have used the new inventory tool to catalog existing standard reports and built reports measuring the frequency of usage over time. We are now looking at gathering universe usage data.*	04/01/16, 06/30/18	100% complete summary of findings on usage of existing BI services.	100%	As of 02/09/18
8.4.2 Define customer segmentation of usage categories that will provide enhanced BI services. (Team 6) *This is still in progress and will need to roll into the next FY19 strategic goals.*	07/01/16, 06/30/18	100% complete defined usage categories for BI services.	10%	As of 02/19/18
8.4.3 Identify strategy to retain existing customer segments and service offering groupings. (Team 6) *Resource constraints are restricting any further work on this initiative, hope that resources will come available in FY19 to continue at that time.*	07/01/16, 06/30/18	100% complete strategy of a plan to retain existing customers and offer new services.	0%	As of 02/09/18
8.4.4 Identify strategy to market and expand customer segments by service offering(s). (Team 6) *Resources not available.*	07/01/16, 06/30/18	100% complete strategy plan for new customer service offerings.	0%	As of 02/09/18
8.4.5 Implement and manage an ongoing customer service model to support enhanced BI service. (Team 6) *This is dependent on 8.4.4 which is deferred.*	07/01/16, 06/30/18	100% complete implementation of an enhanced BI service model.	0%	As of 02/09/18

8.5 Perform universe (semantic layer with business representation of data in Business Objects) maintenance on existing set of Business Objects universes to simplify and improve user experience. (Team 6) (06/30/18)

13% complete. No further progress has been made.

◯ Not Started   ⊙ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ❗ Critical   ✓ Achieved

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
8.5.1 Identify scope of effort, including universes impacted, and changes needed to simplify user experience with Business Objects. (Team 6) *The team is evaluating a Student BO universe as its first pilot to devise their final process for improvements. No further progress has been made yet.*	07/01/15, 06/30/18	100% complete proposal for long term process.	0%	← As of 02/09/18
8.5.2 Define, prioritize, and develop new Business Objects universe specifications for long-term maintenance. (Team 6) *Part of initiative 8.5.1: The team is continuing to evaluate a Student BO universe as its first pilot to devise their final process for improvements. Outcomes from that evaluation will determine next for this initiative. No progress has been made on initiative 8.5.1 to further this initiative. Have not been able to finish the pilot.*	07/01/15, 06/30/18	100% complete specifications for Business Objects universe.	33%	← As of 02/09/18
8.5.3 Implement technical and process improvements to Business Object universes for a better user experience. (Team 6) *This is dependent on 8.5.2 and no further progress has been made on that initiative yet.*	07/01/16, 06/30/18	100% complete proposal for technical improvements.	0%	← As of 02/09/18

8.6 Update Development Process for Business Intelligence (BI) and Data Warehousing (DW) solutions. (Team 6) (06/30/17)

100% complete. A new methodology has been put in place to allow a much smoother transition from requirements gathering to the design process. ✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
8.6.1 Review development process improvement documentation delivered in previous research efforts on BI and DW solutions. (Team 6) *A project process diagram was designed and reviewed.*	07/01/15, 06/01/16	100% complete review of documentation.	100%	✓ As of 02/28/17
8.6.2 Determine approach for updating the BI and DW development methodology to best meet stakeholder needs. (Team 6) *A new methodology has been put in place to allow a much smoother transition from requirements gathering to the design process. It adds a two-step process including a visual analysis of the requirements and data model plus a collaborative approach to identifying any data issues and anomalies prior to design work beginning, reducing the risk of unforeseen issues arising during the design phase.*	07/01/15, 06/30/17	100% complete approved proposal for development methodology.	100%	✓ As of 09/20/17

8.7 Develop a service model for Business Intelligence solutions. (Team 6) (06/30/18)

100% complete. Inventory of dashboard tools and training documentation completed. ✓

○ Not Started   ⚬ Deferred   → On Target   ← Off Target   👤 Waiting on Someone   ! Critical   ✓ Achieved

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
8.7.1 Complete an internal inventory current dashboard tools and create capabilities matrix. (Team 6) *A capabilities matrix document was drafted.*	07/01/15, 06/30/16	100% complete - Completion of inventory for dashboard tools.	100%	✓ Achieved As of 09/20/17
8.7.2 Create training documentation around dashboards and visualization to support current and future users. (Team 6) *The team is regrouping to look at all Business Intelligence services including dashboards and visualizations.*	07/01/16, 06/30/18	100% complete creation and posting of training documentation.	0%	⋯ Deferred As of 02/09/18
8.7.3 Develop service model documentation for Business Intelligence solutions. (Team 6) *Additional updates to the document have not been completed yet.*	07/01/15, 06/30/18	100% complete service model proposal for dashboards	100%	✓ Achieved As of 02/09/18
8.7.4 Deploy service model for dashboards and visualizations. (Team 6) *The team is regrouping to look at all Business Intelligence services including dashboards and visualizations.*	07/01/15, 06/30/18	100% complete implementation of service model.	0%	⋯ Deferred As of 02/09/18

8.8 Improve Data Mining & Predictive Analytics skills to build team capabilities for future work supporting university processes in this area. (Team 6) (06/30/18)

100% complete. Assessment for data mining and predictive analysis tools and training have been identified. ✓

INITIATIVES AND ACTION ITEMS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
8.8.1 Study and assess state of the art practice and technology for Data Mining and Predictive Analytics. (Team 6) *We have met with vendors and looked at a few opens source tools to understand what sort of skills are needed. We now need to bring in training for the team.*	07/01/15, 06/30/17	100% complete summary report of assessment for data mining and predictive analytics.	100%	✓ Achieved As of 09/20/17
8.8.2 Build team knowledge in data mining and predictive analytics techniques through professional development and projects. (Team 6) *Identified several professional development opportunities for the team.*	01/01/17, 06/30/18	100% complete internal professional development plan for data mining and predictive analytics.	100%	✓ Achieved As of 05/07/18

◯ Not Started ⋯ Deferred → On Target ← Off Target 👤 Waiting on Someone ❗ Critical ✓ Achieved