

AITS STRATEGIC PLAN: PROGRESS REPORT FOR FY24

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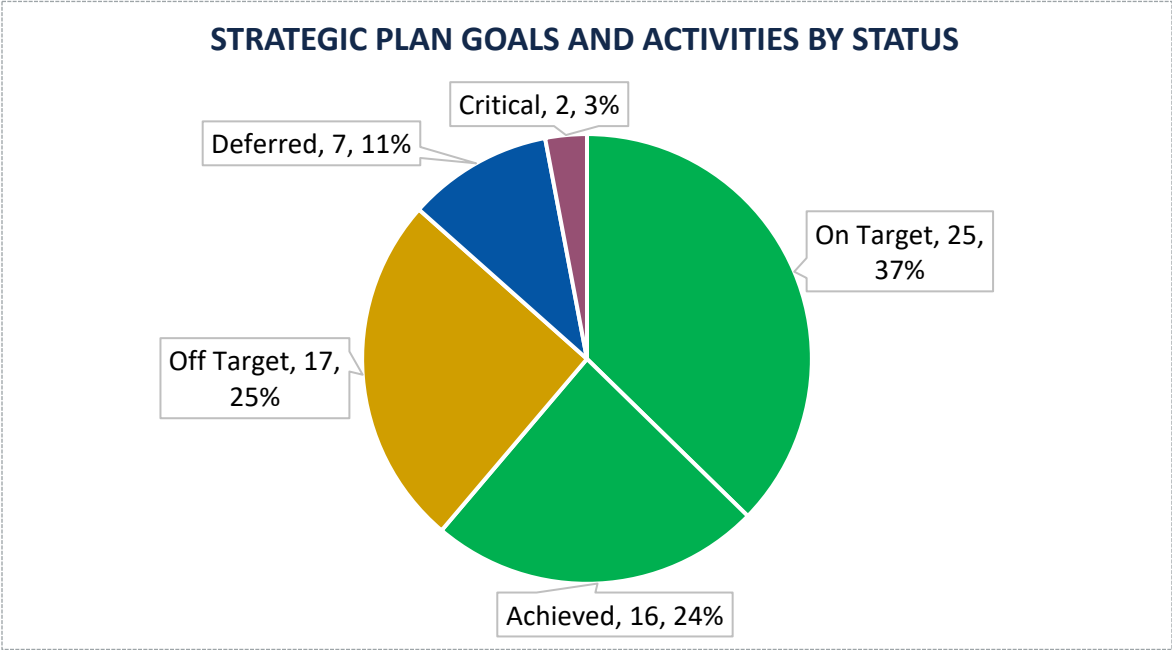
EXECUTIVE SUMMARY: AITS STRATEGIC PLAN PROGRESS REPORT FOR FY24

The AITS Strategic Plan Progress Report for FY24 outlines the progress and status of various initiatives aimed at enhancing the University of Illinois System's IT infrastructure and services.

The report details various performance metrics, including system uptime, protection mechanisms, and user experience improvements, with many targets met or exceeded.

The plan emphasizes seven strategic priorities. Highlights include:

- Enterprise-Class Services: Maintained high system uptime, developed an SaaS ERP roadmap, and enhanced protection mechanisms for sensitive information.
 - User Experience: Made improvements in digital accessibility and enterprise business systems, with notable achievements in implementing major updates.
 - Operational Efficiencies: Increased time savings through automation and enhanced business process improvement and integration opportunities.
 - Data Management: Focus areas included enabling data-driven decision-making, developing a data literacy program, and implementing data governance.
- Workforce Development: Key activities involved attracting and developing talent, increasing the number of qualified applicants, and enhancing professional development opportunities.
- Alignment and Engagement: Initiatives to improve governance collaboration, create communities of practice, and enhance awareness of AITS services are ongoing.
- Strategic Finance: Focused on continuously improving operations and proactively planning and managing the budget.



THE PLAN

The AITS strategic plan was created through discussions with our customers, a review of higher education and IT trends and forecasts, as well as a review of the University of Illinois System and Universities' strategic plans. Some of the goals presented represent stretch goals that will be pursued as resources are available and other goals are satisfied. Each goal and initiative have 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.

STRATEGIC PRIORITIES

Planning is a continual and integral function at AITS. The AITS Strategic Plan outlines the information technology strategies and initiatives of AITS. It is designed to be a three-year IT plan that evolves with collaborative input alongside other strategic plans throughout the University. This plan has been built in collaboration with our customers and IT Governance across the University. The six strategic priorities guide and prioritize our actions to make administrative IT as simple and beneficial as possible for our customers:

- Enterprise-class services: Support and enable the University of Illinois System's business processes with reliable, secure, up to date, and accessible enterprise IT services.
- Operational efficiencies: Improve the University of Illinois System's operational efficiencies through business process improvement, strategic automation, and integrations.
- User experience: Provide excellent user experience for our staff, faculty, and students.
- Data management, quality, and tools: Provide our clients with the technology and support needed effectively and efficiently use the University of Illinois System's data assets.
- Workforce: Hire, develop, and retain a talented workforce to support the University of Illinois System's strategic priorities.
- Alignment and engagement: Communicate and collaborate with our peers and clients to align our efforts and engage our stakeholders.
- Strategic finance: Continue to be a good steward of the System's resources by continuously improving our operations and pro-actively planning and managing our budget.

FOUNDATION

Mission

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

Vision

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

Strengths

- AITS culture
- Employee skills and expertise
- System-wide reputation and relationships
- Great management and work processes
- IT maturity

We are guided by

- The strategic plans for UIC, UIUC, UIS, and the System.
- Industry best practices and trends
- Strategic issues and concerns expressed by our clients.
- Higher education technology trends and forecasts.

STRATEGIC DIRECTIONS AND GOALS

Enterprise-class services

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

- Ensure enterprise systems are highly available and up to date.
- Improve our protection for sensitive and high-risk information.
- Continue to modernize the DR plan and process to meet business recovery needs of the University System.

User experience

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

- Improve digital accessibility and processes.
- Provide new and enhanced enterprise business systems.

Operational efficiencies

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

- Increase time savings for the university through high efficiency automation.
- Increase the University's utilization of business process improvement.
- Improve and increase integration opportunities with enterprise systems.

Data management, quality, and tools

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

- Enable data-driven decision making.
- Enhance data quality in targeted areas.
- Develop and implement a data literacy program.
- Implement system office data governance.

Workforce

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

- Enhance efforts to attract a talented workforce.
- Develop current AITS employees to enhance career opportunities and job satisfaction.

Alignment and engagement

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

- Improve governance collaboration.
- Create and participate in communities of practice.
- Improve awareness of the value of the services AITS provides.

Strategic finance

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

- Streamline operational processes.
- Optimize financial process.

FY24 PERFORMANCE

● On track or completed
 ● Slightly off track
 ● Off Track
 ● TBD, **Deferred**, or Carried over.

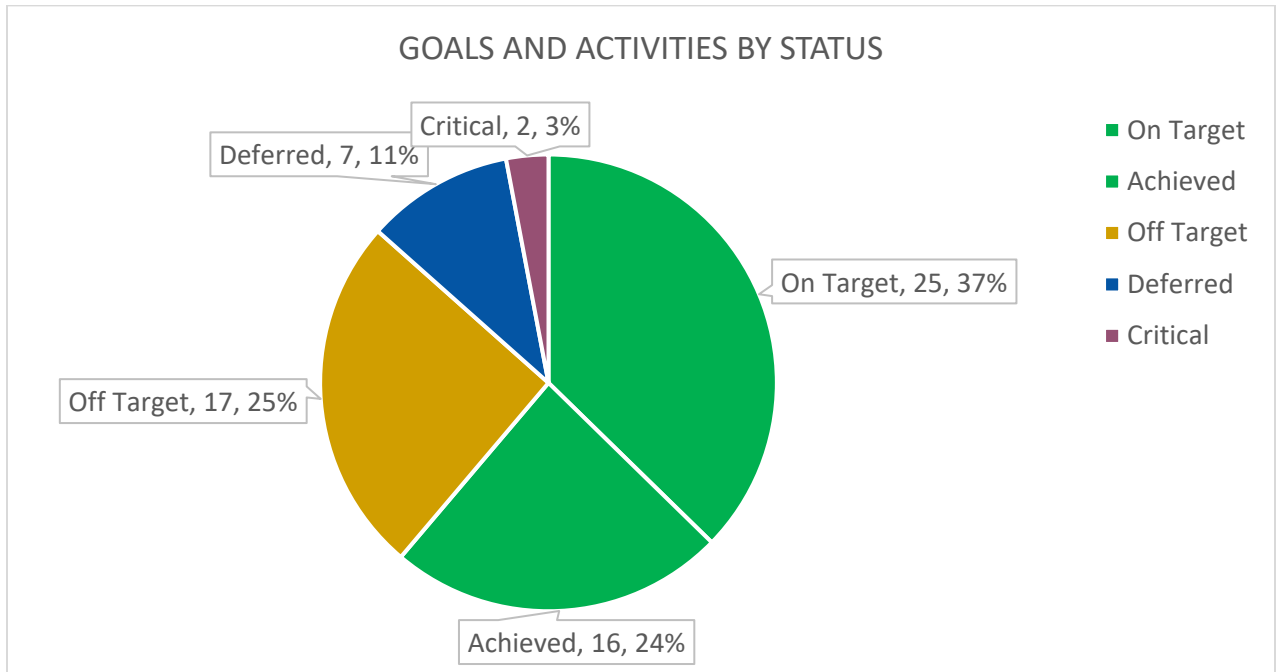
Status	Metric	EOY Target	YTD Actual
●	Uptime	99%	99.99%
●	Percentage complete of targeted protection mechanisms implemented	100%	83%
●	New enterprise backup, recovery, ransomware, and rapid failover solution implemented and tested	100%	75%
●	Percentage of vended systems that used the exception process	100%	100%
●	Implement at least 3 major updates to enterprise business systems to improve user experiences.	3	6
●	Hours saved by automation	32K	38K
●	Percentage of folks that are using BPI after training	75%	60%
●	Count of new systems or data elements integrated	7	10
●	Number of groups onboarded to the new data analytics tools	2	26
●	Percentage complete of data literacy program development	59%	100%
●	Current measurement is % complete of targeted activities designed to increase data quality.	Deferred	Deferred
●	Percentage of final data policy complete	100%	50%
●	Average number of qualified applicants per search	10	22
●	Professional development spend matches industry standards	\$1,200	\$1,568

Status	Metric	EOY Target	YTD Actual
●	Percentage complete of targeted governance improvements	100%	80%
●	Active participants in existing MS Teams/Zoom communities of practice	93	167
●	Percentage complete of targeted activities to improve awareness and value of service	100%	80%
●	Streamline operational processes	100%	95%
●	Optimize financial processes	100%	80%

GOALS AND ACTIVITIES BY STATUS

This chart displays the number and percentage of goals and activities by status.

- **On Target:** 25, 37% of total
- **Achieved:** 16, 24% of total
- **Off Target:** 17, 25% of total
- **Deferred:** 7, 11% of total
- **Critical:** 2, 3% of total



AITs STRATEGIC PLAN FOR FY24 - FY 25 DETAIL

ENTERPRISE-CLASS SERVICES (1)

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

Ensure that enterprise systems are kept at the forefront of technology and follow industry best practices to minimize risk of failure and optimize performance (1.1)

- Last comment: AITS continues to maintain the Banner ERP and other back-end systems with regular upgrades and regulatory and security-related patches. Excluding planned outages for maintenance and upgrades, AITS has maintained an uptime exceeding 99%.
- Measure: Uptime
- FY24 Target: 99%
- YTD Actual: 99%
- Status: **On Target**

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

- Last comment: A draft of the SaaS ERP readiness plan has been created and is currently under review with a select group of stakeholders. This plan includes a process for ongoing monitoring and execution of the readiness work.
- Measure: Percentage of ERP roadmap and process implemented
- FY24 Target: 100%
- YTD Actual: 100%
- Status: **Achieved**

Complete replacement analyses for items such as BDMS and AppWorx (1.1.5)

- Last comment: Efforts are being made to extend the life of BDMS to avoid replacement before the SaaS ERP implementation. AppWorx is on a similar trajectory. This activity is being withdrawn.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 25%
- Status: **Deferred**

Migrate Oracle DBs from Solaris to Linux (1.1.6)

- Last comment: After investigating performance, long-term viability of Solaris, and current database replatforming, it has been decided not to pursue this migration.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 50%

- Status: **Deferred**

Update technical architecture roadmap and establish process for monitoring and execution (1.1.7)

- Last comment: The roadmap has been populated. The next step is to develop a process for keeping it up to date, which will be completed in FY25.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 75%
- Status: **Off Target**

Enhance protection mechanisms for sensitive and high-risk information (1.2)

- Last comment: This represents the average percentage completion of our supporting activities.
- Measure: Percent complete of supporting activities identified each year
- FY24 Target: 100%
- YTD Actual: 83%
- Status: **On Target**

Expand 2FA implementation (1.2.1)

- Last comment: Initially targeting five systems, the scope has been expanded to 37 systems requiring 2FA. To date, 27 systems have been completed.
- Measure: Percent complete of targeted 2FA implementations
- FY24 Target: 100%
- YTD Actual: 73%
- Status: **Achieved initial goal**

Assess risk reduction tools (1.2.2)

- Last comment: We are waiting another year to determine if Commvault Activate meets our required functionality. If it does not, we will discontinue its use.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 80%
- Status: **On Target**

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

- Last comment: Targets for FY24 include LDAP upgrade (90%), Network probe (90%), and Block outbound (85%). VPN and Open Shares are completed.
- Measure: Percent complete tasks identified
- FY24 Target: 100%
- YTD Actual: 90%
- Status: **On Target**

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

- Last comment: BDMS is 100% complete, Xferprod is 60% complete, and the risk assessment is 85% complete for our three-year target.
- Measure: Percent complete of targeted security enhancements
- FY24 Target: 100%
- YTD Actual: 82%
- Status: **On Target**

Migrate and replatform LDAP (1.2.5)

- Last comment: The main upgrade is complete. A smaller Oracle LDAP still needs to be completed.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 90%
- Status: **On Target**

Continue to modernize the DR plan and process to meet business recovery needs of the University System (1.3)

- Last comment: The measure for this is the percentage completion of the new enterprise backup, recovery, ransomware, and rapid failover solution implemented and tested. We are slightly behind on our full ransomware readiness implementation due to higher priority activities.
- Measure: Percentage complete of new enterprise backup, recovery, ransomware, and rapid failover solution implemented and tested
- FY24 Target: 100%
- YTD Actual: 75%
- Status: **Off Target**

Completion of tabletop exercises (1.3.3)

- Last comment: The tabletop exercise was completed in June, and after-action reviews are ongoing. Another tabletop exercise is planned for next year.
- Measure: Annual tabletop exercise complete
- FY24 Target: 100%
- YTD Actual: 95%
- Status: **Achieved**

Implement new enterprise ransomware readiness process (1.3.4)

- Last comment: Testing of Windows mass restore options is underway. Recovery time will be determined afterward.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 75%

- Status: **Off Target**

USER EXPERIENCE (2)

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

Continue to improve digital accessibility and processes. (2.1)

- Last comment: The System Office Accessibility Review committee is fully operational. All vended systems that were acquired in FY24 have undergone this process.
- Measure: Percent of vended systems that used the exception process
- FY24 Target: 90%
- YTD Actual: 100%
- Status: **On Target**

Implement accessibility exception review process and tracking (2.1.2)

- Last comment: The System Office Accessibility Review (SOARC) committee is in place and operational.
- FY24 Target: 100%
- YTD Actual: 100%
- Status: **Achieved**

General accessibility exception process training (2.1.3)

- Last comment: Training for SOARC members has been completed, and the group is fully operational.
- FY24 Target: 100%
- YTD Actual: 100%
- Status: **Achieved**

Improve university operations through new and enhanced enterprise business systems (2.2)

- Last comment: In addition to Banner 9 and Ellucian Experience, AITS has made significant improvements to university operations. Examples include implementing Slate to enhance student recruiting, admissions, and communication activities, making enhancements to FABweb and Biennial Inventory to improve the property accounting process and user experience, restructuring subject areas for better organization on the CFO website, and ensuring Adobe Sign FDA compliance for efficient electronic signatures in compliance with FDA regulations¹.
- Measure: Implement at least 3 major updates to enterprise business systems to improve user experiences.
- FY24 Target: 3
- YTD Actual: 6
- Status: **On Target**

Release minimum viable product of the security application (2.2.8)

- Last comment: The release of an MVP has been delayed due to foundational work requirements. Collaboration with clients is ongoing to define an initial MVP.
- Measure: Percent Complete of release of MVP of SecApp (ARM)
- FY24 Target: 100%
- YTD Actual: 25%
- Status: **Critical**

Implement Banner 9 Self-Service (2.2.9)

- Last comment: Banner 9 Self-Service went live on February 11, 2024, with minimal issues. This provides an improved user interface for students, faculty, and staff. While some resistance to change is expected, the overall response has been positive.
- Measure: Percent Complete of Banner 9 Self Service Implementation
- FY24 Target: 100%
- YTD Actual: 100%
- Status: **On Target**

Implement Ellucian Experience (2.2.10)

- Last comment: Ellucian Experience (myUIconnect) went live on 2/11/24 with basic functionality, including cards to access Employee, Finance and Student Self-Service, as well as Financial Aid and Bursar functions. The goal is to incorporate more advanced functionality as we increase our knowledge of the tool and bring our clients up to speed on the value Experience can provide to our students, faculty, and staff.
- Measure: Percent Complete of Ellucian Experience Implementation
- FY24 Target: 100%
- YTD Actual: 100%
- Status: **On Target**

OPERATIONAL EFFICIENCIES (3)

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

Increase time savings for the university through high efficiency automation (3.1)

- Last comment: In FY24 we increased the hours saved through automation by 37,794.
- Measure: Hours saved by AITS-built automation
- FY24 Target: 32K
- YTD Actual: 37.794K
- Status: **On Target**

Increase the number of high impact BPA projects (3.1.6)

- Last comment: In FY24, AITS implemented 6 high impact BPA solutions.
- Measure: Number of high impact BPA projects
- FY24 Target: 3

- YTD Actual: 6
- Status: **Achieved**

Increase the University's utilization of business process improvement. (3.2)

- Last comment: According to survey respondents, 60% are utilizing what they learned in training in their current work. Some respondents found the training valuable but have not yet been able to apply it.
- Measure: Percentage of folks that are using BPI after training
- FY24 Target: 75%
- YTD Actual: 60%
- Status: **Off Target**

Provide development activities to increase the number of individuals that can perform their own BPI (3.2.2)

- Last comment: According to survey respondents, 60% are utilizing what they learned in training in their current work. Some respondents found the training valuable but have not yet been able to apply it.
- Measure: Percentage of folks that are using BPI after training
- FY24 Target: 75%
- YTD Actual: 60%
- Status: **Off Target**

Improve and increase integration opportunities with enterprise systems to improve operational efficiencies. (3.3)

- Last comment: In FY24, more than ten new integrations were provided.
- Measure: Count of new systems or data elements integrated
- FY24 Target: 7
- YTD Actual: 10
- Status: **On Target**

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

- Last comment: Six external integrations were migrated to the API Gateway in FY24.
- Measure: External integrations migrated to API gateway
- FY24 Target: 6
- YTD Actual: 6
- Status: **Achieved**

Complete retirement of legacy JMS (3.3.5)

- Last comment: Approximately 90% of the legacy JMS retirement was completed in FY24. Considerable progress was made in the last quarter, with remaining dependencies primarily related to Capital Vendor integrations. Work has begun to implement a JMS alternative for these integrations.
- Measure: Legacy JMS retired

- FY24 Target: 100%
- YTD Actual: 95%
- Status: **On Target**

Continue to expand Ellucian Ethos integration (3.3.6)

- Last comment: Watchman, Jaegger PO, and four integrations for Experience were implemented in FY24.
- Measure: Number of production applications set up with Ethos
- FY24 Target: 6
- YTD Actual: 6
- Status: **Achieved**

DATA MANAGEMENT, QUALITY, AND TOOLS (4)

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

Enable data driven decision making measured by the use of data assets and platform. (4.1)

- Last comment: Twenty-six groups have been onboarded. Sustained usage will be monitored.
- Measure: Number of groups onboarded to the new data analytics tools
- FY24 Target: 2
- YTD Actual: 26
- Status: **Achieved**

Implement data virtualization tool (4.1.3)

- Last comment: The tool is in general release, with 26 units actively using it.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 100%
- Status: **Achieved**

Implement data lakes (4.1.4)

- Last comment: The working sessions are currently in progress, with anticipated completion by Fall FY25.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 80%
- Status: **On Target**

Implement new data movement tool (4.1.5)

- Last comment: Installation, configuration, and connection to AppWorx have been completed. We are awaiting feedback from the ETL team regarding functionality and cost implications. Completion is projected for FY25.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 75%
- Status: **Off Target**

Develop and implement a data literacy program in collaboration with other units to enhance our client's data analytics capabilities (4.2)

- Last comment: The success of this initiative will be assessed through new usage of data solutions following training and consultation (target to be set post-implementation of the curriculum and data assistance team). Currently, progress is measured by the percentage of completion.
- Measure: New usage of data solutions after training and consulting (Target to be set after curriculum and data assist team implemented) Current measurement is % complete of implementation.
- FY24 Target: 100%
- YTD Actual: 59%
- Status: **Off Target**

Design data literacy curriculum in partnership with university led efforts (4.2.1)

- Last comment: One course has been piloted with AITS, and work on the remaining two courses is ongoing.
- Measure: Data literacy curriculum designed
- FY24 Target: 100%
- YTD Actual: 50%
- Status: **Off Target**

Implement a data literacy program (4.2.6)

- Last comment: Course 1 has been completed and piloted; work on Course 2 is underway, with anticipated completion in November FY25.
- Measure: Number of data literacy courses completed and offered
- FY24 Target: 3
- YTD Actual: 1
- Status: **Off Target**

Employ data consultation team to work with units (4.2.7)

- Last comment: Progress on this task was deprioritized in favor of data literacy initiatives. Significant advancements are expected with the recent Denodo release.
- Measure: Number of units helped by the data consultation team
- FY24 Target: 2
- YTD Actual: 1
- Status: **Off Target**

Enhance data quality in targeted areas for effective and accurate use of data.

(4.3)

- Last comment: This work has been deferred.
- Measure: Current measurement is % complete of supporting activities. Data quality metric TBD as part of this work.
- FY24 Target:
- YTD Actual:
- Status: **Deferred**

Improve data quality for targeted area (4.3.2)

- Last comment: This work has been deferred.
- Measure: Data quality improvement metric TBD after baseline.
- FY24 Target:
- YTD Actual:
- Status: **Deferred**

Implement system office data governance. (4.4)

- Last comment: Collaborative work is ongoing with universities through the data strategy task force, led by the executive vice president. This task force's efforts take precedence over system office data governance.
- Measure: Percentage of final data policy complete
- FY24 Target: 100%
- YTD Actual: 50%
- Status: **Off Target**

Design enhanced metadata delivery plan (4.4.7)

- Last comment: This was deferred due to delays in tool selection. Recommendations from the data strategy task force are expected this year.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 0.00
- Status: **Deferred**

Partner with the universities to support University of Illinois System data governance. (4.4.8)

- Last comment: We are working with the Universities through the data strategy task force. This is a group sponsored by the executive vice president. The work with the data strategy task force supersedes the system office data governance work.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 50%

- Status: **Off Target**

Facilitate and partner in the development of a university data strategy (4.4.9)

- Last comment: The desired future state has been defined, and the roadmap is being finalized. Completion is expected in October.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 75%
- Status: **Off Target**

Create curated data sets (4.4.10)

- Last comment: An iBuy curated data set has been completed, with work on additional data sets ongoing but not yet finalized.
- Measure: Number of curated data sets created
- FY24 Target: 2
- YTD Actual: 1
- Status: **Off Target**

WORKFORCE (5)

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

Enhance recruitment efforts to attract a talented workforce measured by an increase in qualified candidates. (5.1)

- Last comment: The use of Job Elephant has significantly increased the number of qualified applicants. Recent searches have yielded 44 applicants with 11 candidates, 56 applicants with 27 candidates, 103 applicants with 24 candidates, and 78 applicants with 28 candidates.
- Measure: Average number of qualified applicants per search
- FY24 Target: 10
- YTD Actual: 22
- Status: **Achieved**

Conclude recruitment committee work (5.1.2)

- Last comment: The "Careers" and "About AITS" pages are complete. The innovative interview process is ongoing.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 90%
- Status: **On Target**

Develop current AITS employees to enhance career opportunities and job satisfaction. (5.2)

- Last comment: As of June 30th, the average expenditure per employee stands at \$1,568.
- Measure: Professional development spend matches industry standards
- FY24 Target: 1.2K
- YTD Actual: 1.568K
- Status: **On Target**

Develop a role-specific professional development plan (5.2.5)

- Last comment: This initiative was a lower priority for this fiscal year and will be carried over to the next.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 25%
- Status: **Off Target**

Automate the AITS onboarding process (5.2.6)

- Last comment: AITS work has been completed; the remaining development tasks fall under SHRS, which is working on integration with Cornerstone.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 50%
- Status: **Off Target**

Maintain current employee engagement (5.2.7)

- Last comment: The most recent pulse survey indicates that 81.4% of 113 AITS respondents report being happy or excited to come to work.
- Measure: Percentage of survey respondents indicating they are excited or happy to come to work
- FY24 Target: 79%
- YTD Actual: 81%
- Status: **On Target**

ALIGNMENT AND ENGAGEMENT (6)

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

Improve effectiveness of governance collaboration (6.1)

- Last comment: The updated charter has been approved. Starting in FY25, the process will incorporate ERP Governance and Business Process Improvement. Adjustments are being made to meeting structures and participant lists. Agendas for upcoming meetings are under development to enhance discussions and collaboration. Meetings will be facilitated to drive change and capture feedback from stakeholders.

- Measure: Percent complete of targeted governance improvements
- FY24 Target: 100%
- YTD Actual: 80%
- Status: **On Target**

Assess and improve ITPC processes with stakeholder involvement (6.1.2)

- Last comment: The updated charter has been approved. Starting in FY25, the process will incorporate ERP Governance and Business Process Improvement. Adjustments to meeting structures and participant lists are ongoing. Meeting agendas are being developed to foster better discussions and collaboration. This initiative will be considered complete once engagement with ESGC members begins.
- Measure: ITPC process evaluated, and improvements identified
- FY24 Target: 100%
- YTD Actual: 85%
- Status: **On Target**

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

- Last comment: Survey results show that 81% of respondents rated their time utilization as 4 or higher on a 5-point scale. Additionally, 96% rated 4 or higher for collaboration opportunities and active contribution, and 100% of respondents indicated they would attend future summits.
- Measure: Percentage of survey respondents indicating that the summit was effective
- FY24 Target: 70
- YTD Actual: 81
- Status: **Achieved**

Implement governance for shared enterprise IT initiatives to ensure alignment of objectives, priorities, and resources (6.1.4)

- Last comment: This initiative will be revisited and re-scoped in FY25. A lighter governance approach, rather than a full ITPC-like process, may be implemented.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 25%
- Status: **Deferred**

Create and participate in communities of practice to share tools and knowledge and reduce duplication of effort. (6.2)

- Last comment: The FormBuilder User Community continues to be active. The targeted FY24 goal was to increase community size by 50% to 93 users; currently, the community has grown to 167 users, representing a 200% increase. Additionally, the data user committee expanded from 50 to 90 members.
- Measure: Active participants in existing MS Teams/Zoom communities of practice
- FY24 Target: 93
- YTD Actual: 167

- Status: **On Target**

Update methodologies and share toolkits and lessons learned about Agile transformation. (6.2.3)

- Last comment: This task remains a lower priority but is planned to commence in FY25.
- Measure: Percent complete
- FY24 Target: 100%
- YTD Actual: 25%
- Status: **Critical**

Cultivate active participation in existing communities of practice: Innovation, FormBuilder, UIC data community, and Urbana data explorers (6.2.4)

- Last comment: The FormBuilder User Community continues to be active. The targeted FY24 goal was to increase community size by 50% to 93 users; currently, the community has grown to 167 users, representing a 200% increase. Additionally, the data user committee expanded from 50 to 90 members.
- Measure: Active participants in existing MS Teams/Zoom communities of practice
- FY24 Target: 143
- YTD Actual: 133
- Status: **On Target**

Improve awareness and value of service that AITS provides to the universities. (6.3)

- Last comment: Although measurements have not been completed, communication has significantly improved through quarterly strategy meetings and engagement with ITPC/ESGC.
- Measure: Percentage complete of targeted awareness improvements
- FY24 Target: 100%
- YTD Actual: 75%
- Status: **Off Target**

Host Higher Education Data Warehouse conference in FY24 (6.3.2)

- Last comment: The conference was successful, with representation from approximately 25 institutions.
- Measure: Percentage of conference survey respondents indicating satisfaction with the FY24 HEDW
- FY24 Target: 100%
- YTD Actual: 100%
- Status: **Achieved**

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

- Last comment: This work has been withdrawn.
- Measure: Percent Complete

- FY24 Target: 100%
- YTD Actual: 25%
- Status: **Deferred**

STRATEGIC FINANCE (7)

Streamline operational processes (7.1)

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

- Last comment: Data has been implemented in Monday.com, with a few remaining processes to be finalized with client services. An annual audit for assets below the inventory threshold is planned.
- Measure: Percentage completed of targeted improvements.
- FY24 Target: 100%
- YTD Actual: 95%
- Status: **On Target**

Implement asset tracking and inventory management (7.1.1)

- Last comment: Data has been implemented in Monday.com, with a few remaining processes to be finalized with client services. An annual audit for assets below the inventory threshold is planned.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 80%
- Status: **On Target**

Implement access management process to both monitor and house all approved access to AITS space (7.1.2)

- Last comment: Data has been integrated into Monday boards. Completion is pending the finalization of building access protocols.
- Measure: Percentage of AITS staff linked to the access management database
- FY24 Target: 100
- YTD Actual: 90
- Status: **On Target**

Assess and improve AITS procurement processes (7.1.3)

- Last comment: A comprehensive review of the procurement process within AITS and System Purchasing has been completed. A system for ongoing improvement has been implemented.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 100%
- Status: **Achieved**

Optimize financial processes (7.2)

- Last comment: Progress is measured by the completion percentage of targeted improvements in financial data reporting and projection models for hardware and software.
- Measure: Percent Complete
- FY24 Target:
- YTD Actual: 85%
- Status: **On Target**

Strategically plan our reporting method so that the data reported matches stakeholder needs (7.2.1)

- Last comment: The new ABC report is finalized and will be distributed to stakeholders. Procedures will be implemented in subsequent years.
- Measure: Percent Complete
- FY24 Target: 100%
- YTD Actual: 100%
- Status: **Achieved**

Develop a model to more accurately project costing for hardware and software purchases and maintenance (7.2.2)

- Last comment: A structured review process for annual maintenance costs and a 5-year projection model has been established.
- Measure: Accuracy to projected costs
- FY24 Target:
- YTD Actual: 100%
- Status: **Achieved**