

UNIVERSITY OF ILLINOIS

AITS STRATEGIC PLAN FOR FY16-FY18

Annual Progress Report as of
July 1, 2016



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

This document reflects progress towards AITS's current strategic goals and initiatives. It is intended to provide a periodic assessment of our progress in order to highlight our successes, identify areas where attention may be due, and provide a facilitator for discussion regarding resource allocation and evolving priorities.

Progress is reported on a semi-annual basis on January 1 and July 1. The January report is a less formal working document and may reflect more informal initiative status comments. The report as of July 1 is a component of the AITS Annual Progress Report.

AITS Strategic Plan available at: http://www.ait.s.uillinois.edu/reference_library/a_i_t_s_strategic_plan/

Background

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 to fulfilling these. In pursuing these strategic directions, the strategic goals and initiatives serve as actionable broad and specific plans that AITS will pursue in order to fulfill our stated strategic directions.

The AITS strategic goals were created through discussions with our customers, and are refined by internal conversation within AITS. We utilize our strategic directions as described earlier, to guide development of goals that support and align with these directions. Most organizations need to successfully accomplish many goals to achieve their mission. Some of the goals presented have not yet been prioritized or resourced and 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. The strategic goals are pursued through our initiatives. Initiatives are operational in nature and achievable within an expected timeframe and available resources. There may be multiple initiatives for a strategic goal. A summary overview is available below, followed by detailed information by individual initiative.

Progress	 Critical	 Waiting on Someone	 Off Target	 Not Started	 Deferred	 On Target	 Achieved
Goal	0	0	1	0	0	37	1
Team 1	1	0	5	0	1	18	12
Team 2	0	0	0	1	3	13	1
Team 3	0	0	0	0	0	20	1
Team 4	0	0	0	0	0	20	0
Team 5	0	0	0	0	8	23	1
Team 6	0	0	3	2	2	14	3



AITs Strategic Plan for FY16 – FY18 – Progress Detail

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)

Status:



As of 07/27/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: 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 Form Builder.</i></p>	07/01/15, 06/30/18	50% 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).	50%	<p>As of 07/28/16</p>
<p>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)</p> <p><i>Comments on Status: The initial release of the Enterprise API Management website is in production in a limited state while the Integration Competency Center continues to build the content. Recent and growing demand for Banner XE Web Services has shifted the initial scope slightly to include content related to the vended offerings. A July 2016 target is set for having the site available with solid content for general consumption. This will include a high level Professional Services summary page, along with EAS authenticated subpages describing the AITS Web Service API's and Banner Student (XE) API's.</i></p>	07/01/15, 06/30/18	50% Enterprise API Management website is in place and is being used. Identify and implement tools that will help maintenance of this information more manageable.	50%	<p>As of 07/28/16</p>
<p>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)</p> <p><i>Comments on Status: We continue to develop and enhance integration services. Some examples include: 1. Implementation of database (VPD and/or FGAC) or coded controls to restrict campus owned data to the appropriate campus owner. 2. Performance tuning of AITS Web Services in support of the high volume Urbana admissions decision posting event. 3. Added an External Services Proxy (epWS) to facilitate the use of Banner XE Student APIs for AITS developed mobile applications. Currently tuning performance of epWS for the anticipated high volume around start of term (schedules) and the posting of grades.</i></p>	07/01/15, 06/30/18	100% Continue to provide valuable integration services	50%	<p>As of 07/28/16</p>

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)

Status:



As of 07/27/16



Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>1.2.1 Create a Design and User Experience Service (DUXS) 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)</p> <p><i>Comments on Status: Resources are currently working on a consistent look and feel for enterprise applications such as Retro Pay, DUO, NESSIE, IAM, New Hire, RNUA, and PI Portal. Resources are also involved in helping other areas (University Relations and OBFS) to improve the user experience for their applications and websites (My Financials and uillinois.edu website). Web Standards are being developed, which will give a common baseline for application and websites. A front-end platform and templates will be part of the web standards. UXD-related updates are being added to the AITS SDLC. This will help to define roles, responsibilities and process flow.</i></p>	07/01/15, 06/30/18	75% Standards will be documented and available for others to access. Templates will be available to assist others in providing a consistent look and feel.	60%	 As of 07/28/16
<p>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)</p> <p><i>Comments on Status: 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.</i></p>	07/01/15, 06/30/18	100% Increased staff to offset the loss of staff dedicated to support for new systems.	50%	 As of 07/28/16

1.3 Eliminate unnecessarily redundant systems. (Team 1)

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: The Application Review Process (ARP) is underway. The initial reports have been produced. The next step is to send the systems to be reviewed to the Subject Matter Experts.</i></p>	07/01/15, 06/30/18	25% Complete review for FY16 with recommendations for decommissioning services.	25%	 As of 07/28/16
<p>1.3.2 Create an action plan to reduce or consolidate redundant systems and services. (Team 1)</p> <p><i>Comments on Status: This work is not yet complete and will follow the recommendations from 1.3.1.</i></p>	07/01/16, 06/30/18	50% Plan complete. Decommissioning complete.		 As of 07/28/16

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

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>1.4.1 Identify requirements and KPI's to measure satisfaction of support and services. (Team 3)</p> <p><i>Comments on Status: We are working on a dashboard to monitor performance and trends for the service desk. We have also held focus groups for the service desk. The initial dashboard for Service Desk has been completed and a public version of the dashboard is also being developed. Focus groups were held to gauge client satisfaction and surveys have been developed and are starting to be sent to Service Desk customers.</i></p>	07/01/15, 06/30/18	75% 100% Surveys complete and focus groups formed.	75%	 As of 07/28/16
<p>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)</p> <p><i>Comments on Status: Candice is leading an effort for service desk to collect surveys on performance. The response to the surveys have been positive. Surveys have been developed and reviewed with university survey group. Focus groups have also been held for Service Desk and are scheduled for SharePoint service.</i></p>	07/01/15, 06/30/18	60% 100% Surveys complete and focus groups formed.	60%	 As of 07/28/16
<p>1.4.3 Accurately reflect our services and allow for clear and concise communication of our services to customers. (Team 3)</p> <p><i>Comments on Status: We are using Social Media and the AITS Newsletter to update people on new services or updates on current services. We are redesigning the AITS website to improve communication. We are also communicating services with active presentations at venues such as Caffeine Breaks and IT Pro Forum. Updates to AITS Service Catalog have been made and work continues on the AITS website redesign.</i></p>	07/01/15, 06/30/18	100% Updates to AITS website to clearly reflect services. Present services at venues where are customers would attend.	25%	 As of 07/28/16
<p>1.4.4 Establish new delivery channels such as Bomgar, instant messaging methods, etc. to provide additional method of support. (Team 3)</p> <p><i>Comments on Status: We Installed chat on the security application for people to instantly ask questions. Knowledge Base also provides self-service support to frequently asked questions. Bomgar is also being used by service desk and desktop support to allow for instant support. Bomgar 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. Bomgar has also been rolled out to numerous departments around the campuses and continues to be more heavily used.</i></p>	07/01/15, 06/30/18	45% 100% Use Bomgar in service desk, install instant messaging or chat on services that would benefit from instant communication.	45%	 As of 07/28/16

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

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p>	07/01/15, 06/30/18	75% Tool which supports full life cycle of business processes, and meets the current industry standards of functionality (i.e.	60%	 As of 07/29/16



<p><i>Comments on Status: The project team has completed analysis and is ready to submit the summary and recommendations document.</i></p>		<p>index and search, workflow, OCR, etc.)</p>		
<p>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)</p> <p><i>Comments on Status: No progress has been made to date. Lack of funding has not allowed this initiative to proceed. No change in status as of 6/30/16.</i></p>	<p>07/01/15, 06/30/18</p>	<p>50% 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.</p>	<p>0%</p>	<p> As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: Will track progress as part of 1.5.1. Options have been reviewed and recommendations are being made as part of 1.5.1.</i></p>	<p>07/01/15, 12/31/16</p>	<p>100% Analysis complete. Pilots complete. Recommendations prepared for review.</p>	<p>100%</p>	<p> As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: 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 53 SitePublish websites, with 5 currently in development.</i></p>	<p>07/01/15, 06/30/18</p>	<p>75% A service in place with the capability to support existing sites and to add 1 - 2 more per month.</p>	<p>50%</p>	<p> As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: PPMO-0042 AITS Change Request Submission and Preparation Process Improvement has been completed. Implementations of several recommendations have been started. PPMO-0040 Unit Security Contact Process Improvement will be the next project to complete.</i></p>	<p>07/01/15, 06/30/18</p>	<p>1 Completion of PI projects within AITS. Successful implementation of recs.</p>	<p>1</p>	<p> As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: COI for RNUA has been implemented and the first phase of pre-award was implemented in late June, 2016. We do not know at this time whether we'll use internally developed or vended systems for IRB and IACUC. That decision will be made once Kualii Inc. completes their re-write of the Kualii IRB and IACUC and the business users have a chance to review the new versions. The Uofl has committed to providing seed funding to Kualii Inc. to re-write the proposal development (PD) module of pre-award immediately, if other schools will agree to participate as well. We will implement Kualii PD once Kualii Inc. completes development.</i></p>	<p>07/01/15, 06/30/18</p>	<p>100% Fully implemented Kualii 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.</p>	<p>60%</p>	<p> As of 07/29/16</p>

<p>1.5.7 Develop and implement a front-end for the service desk product to improve user self-service functionality. (Team 3)</p> <p><i>Comments on Status: The front-end for the service desk has been implemented. ITPC-0367 Service Desk Management Front-end was completed in October.</i></p>	<p>07/01/15, 06/30/16</p>	<p>100% 100% Implement front-end for the service desk.</p>	<p>100%</p>	<p> As of 07/29/16</p>
<p>1.5.8 Participate with the University of Illinois Foundation and Alumni Association on the Advanced Illinois project. (Team 1)</p> <p><i>Comments on Status: The Advance Illinois project is successfully completed.</i></p>	<p>07/01/15, 06/30/16</p>	<p>100% Ongoing participation throughout the Advance Illinois project.</p>	<p>100%</p>	<p> As of 07/29/16</p>

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

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>1.6.1 Examine differences of ERP implementation processes between classic ‘late 1990s/2000s’ system versus current and future cloud systems. (Team 2)</p> <p><i>Comments on Status: University Business Process Review Proposal is in draft and under review by various governance groups for comment and support.</i></p>	<p>07/01/15, 06/30/18</p>	<p>50% Strategy in place for the best ERP approach for future enterprise business processes.</p>	<p>50%</p>	<p> As of 07/29/16</p>
<p>1.6.2 Examine the ability to replicate complex business processes in current ERP market system offerings. (Team 2)</p> <p><i>Comments on Status: This has yet to begin. This is contingent on approval and funding of the University Business Process Review Proposal discussed in 1.6.1.</i></p>	<p>07/01/16, 06/30/18</p>	<p>ERP which can implement future enterprise business processes (not necessarily current business processes.)</p>		<p> As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: 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 1.6.2. Once the proposal has been approved, the clients will provide final review and approval of business processes and future state (standardization, etc.).</i></p>	<p>07/01/15, 06/30/18</p>	<p>15% Inventory of future state enterprise business processes, reducing complexity and increasing efficiency as possible.</p>	<p>15%</p>	<p> As of 07/29/16</p>
<p>1.6.4 Create Request for Information for next Enterprise Resource Planning (ERP/Currently Banner) System Replacement. (Team 2)</p> <p><i>Comments on Status: This has yet to begin. This is contingent on approval and funding of the University Business Process Review Proposal discussed in 1.6.1. RFI/RFP is Phase 3 of the Proposal.</i></p>	<p>01/01/17, 06/30/18</p>	<p>RFI/RFP for ERP system, which is based on future state business processes.</p>		<p> As of 07/29/16</p>

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)

Status:



As of 07/28/16



Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: Working to determine who to approach at UIC and UIS. Identified individual leading process improvement efforts at College of Veterinary Medicine and met with him in December to discuss opportunities for collaboration. Will continue that discussion over next several months.</i></p>	07/01/15, 06/30/18	1 Number of experts actively engaged in BPI Shared Service discussions and activities.	1	 As of 07/29/16
<p>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)</p> <p><i>Comments on Status: We've identified the faculty we would like to approach and will be reaching out to them to assist with BPI showcase in September 2016.</i></p>	07/01/15, 06/30/18	2 Number of student-based groups and faculty actively involved in BPI Shared Service projects and activities.	0	 As of 07/29/16

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

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>1.8.1 Develop a forum for regularly promoting process improvement activities, showcasing successes and sharing lessons learned. (Team 1)</p> <p><i>Comments on Status: Continue to execute quarterly community series events on the Urbana campus. Planning to have first community series event in Chicago in Fall 2016 and schedule them quarterly thereafter. We are planning our first process improvement showcase event in Urbana in September 2016.</i></p>	07/01/15, 06/30/18	8 # of process improvement events executed per year.	4	 As of 07/29/16
<p>1.8.2 Develop a program to increase the number of skilled process improvement facilitators and analysts at the University. (Team 1)</p> <p><i>Comments on Status: 12 participants graduated from BPI Facilitator Training program in May. Tentatively scheduled training for UIC campus in August - November 2016, and for UIUC campus in January - April 2017.</i></p>	07/01/15, 06/30/18	10 Number of employees who have completed the Process Improvement Facilitator Training Program	12	 As of 07/29/16
<p>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)</p> <p><i>Comments on Status: Current approach is to initially establish the network with graduates of the Facilitator Training program. Further outreach will be considered in FY17 and leverage the BPI showcase.</i></p>	07/01/15, 06/30/18	5 Number of functional areas with identified subject matter experts on each campus.	4	 As of 07/29/16

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)

Status:



As of 07/28/16

Comments on Status: Currently working with Michigan Technological University to develop a presentation and workshop for the NCCI Annual Conference in July 2016. The presentation will focus on techniques for engaging participants in Lean training.

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

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: The process improvement toolkit has been published to the BPI Shared Services website and 10 projects were completed as part of the BPI Facilitator Training program.</i></p>	07/01/15, 06/30/18	10 Number of known non-BPI Shared Service projects executed using training and tools provided through the Process Improvement Toolkit.	10	 As of 07/29/16
<p>1.10.2 Train 200 University of Illinois staff per fiscal year on the concepts and techniques of process improvement initiatives. (Team 1)</p> <p><i>Comments on Status: Training goal exceeded for FY16.</i></p>	07/01/15, 06/30/18	200 Number of U of I staff trained per year.	338	 As of 07/29/16
<p>1.10.3 Double Business Process Improvement Shared Service project capacity by developing and leveraging BPI Shared Service volunteers. (Team 1)</p> <p><i>Comments on Status: Several projects and work requests are currently near completion.</i></p>	07/01/15, 06/30/18	30 # of process improvement efforts (i.e., projects and work requests) completed per fiscal year	14	 As of 07/29/16
<p>1.10.4 Deliver \$4 million return on investment per year on Business Process Improvement Shared Service projects and related efforts. (Team 1)</p> <p><i>Comments on Status: Will be updating potential benefits as projects close and potential benefits are calculated.</i></p>	07/01/15, 06/30/18	\$3,000,000 Aggregate potential benefits of implementing BPI project recommendations.	\$238,250	 As of 07/29/16

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)

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: Small group meetings were completed in August, 2015. Results of the conversations have been compiled into a report, and organizational-level action items were shared with all AITS staff at the December, 2015 business meeting. Also in December, the AITS Management Team received the summary report, and the AITS Leadership Team received division/group specific action items. An infographic representing the continual improvement process was completed and presented to AITS employees in December. 6/30/16: In FY16, AITS carried out its plan to document, communicate, and implement a plan for continual improvement. Small group meetings were conducted to solicit feedback from all employees, the results were documented and distributed, and the resulting organizational action items are in progress. Additionally, AITS has created and updated an infographic representing the continual improvement focus, research into best practice and how they can be incorporated in AITS on an ongoing basis, and multiple pulse surveys have been conducted to seek employee feedback in targeted areas.</i></p>	07/01/15, 06/30/18	50% Ongoing	50%	<p>As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: AITS implemented a formal peer recognition program, the AITS Excellence Awards, in August. 65 nominations were received, and five AITS employee volunteers reviewed nominations and selected two AITS employees as 2015 Excellence Award winners. Four AITS employees from three AITS groups are current participants in the AITS Experiential Learning Program (ELP). In November, AITS did a pulse survey, and in December, AITS held its first sponsored wellness-to-go session and created an anonymous feedback link on SharePoint. 6/30/16: In FY16, seven AITS employees from six AITS groups participated in the AITS Experiential Learning Program (ELP). AITS has conducted a total of three pulse surveys in FY16 and two wellness-to-go sessions were held. Planning is underway for a "wellness corner" - both electronic and physical - to promote health/wellness. An informal recognition program allowing customers, supervisors, and peers to share feedback about AITS employees on an ongoing basis is being finalized and is planned to launch early in FY17.</i></p>	07/01/15, 06/30/18	50% Ongoing	50%	<p>As of 07/29/16</p>
<p>2.1.3 Provide employee forums for open discussions about matters affecting the workplace experience. (Team 4)</p> <p><i>Comments on Status: The AITS small group meetings kicked off on 6/25/15 and were concluded in August, 2015. The summary report and division/group-specific action items were distributed to Management Group and Leadership Team, respectively, in December. Organizational-level action items were shared with all AITS employees at the December AITS business meeting and the report will be distributed to all employees in January, 2016. 6/30/16: A report summarizing the feedback received and action items planned as a result of the Small Group Meetings held from June through August of 2015 was distributed in January, 2016. Organizational-level action are actively underway, and progress will be reflected in the appropriate group's strategic planning updates as they occur.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	<p>As of 07/29/16</p>
<p>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)</p>	07/01/15, 06/30/18	100% Ongoing	100%	

<p><i>Comments on Status: The AITS department head and Director, Strategic Human Capital conducted small group meetings with all groups within AITS between June and August, 2015 to seek out employee perspectives regarding issues of importance. The information was aggregated and presented at the September (themes) and December (action items) quarterly meetings. The information gathered at these meetings helped identify people-related initiatives and organizational improvements that will enhance AITS' work environment and support its ability to deliver its objectives. 6/30/16: AITS continues to act on the feedback received from the small group meetings conducted in FY16, and multiple pulse surveys have been conducted in targeted areas (general feelings about the work environment, appreciation, and feedback) to benchmark of climate at regular intervals and guide planning.</i></p>				As of 07/29/16
<p>2.1.5 Share ongoing workplace initiative updates with AITS staff at business meetings and via other communication mechanisms. (Team 4)</p> <p><i>Comments on Status: Updates regarding ongoing workplace initiatives were shared with all AITS employees at the December business meeting. Work is actively in progress to identify additional communication mechanisms to share information on a continuous basis. 6/30/16: Updates regarding workplace initiatives and opportunities to provide feedback are provided consistently at each quarterly business meeting.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	 As of 07/29/16
<p>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)</p> <p><i>Comments on Status: Call for recognition committee members extended at 6/19/15 business meetings; Assistant Director IT Planning is assisting with development of recognition program; Assistant Director, Data Architecture is assisting with business process improvement; managers from COE and ADSD assisting in pilot of onboarding program; representatives from multiple AITS groups are serving on Service Delivery Initiative team. Service Delivery initiative team has provided input into draft Service Delivery plan; 5-volunteer recognition selection team selected 2015 Excellence Award winners; HVAC committee and role coordinators established; multiple AITS employees from multiple groups are participating in the Experiential Learning Program (ELP), mentored by their colleagues on the hosting team; social committee planned and pulled off great holiday celebrations; and the facilities committee has supported implementation of multiple workplace improvements. 6/30/16: Cross-sectional participation and committee involvement continue and have proven to be effective for employee development, building relationships, and moving complex projects forward.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	 As of 07/29/16
<p>2.1.7 Provide relevant information to increase awareness of cultural aspects and support its continual integration for improved organizational health. (Team 4)</p> <p><i>Comments on Status: 6/30/16: AITS is defining and actively enhancing its organizational culture. In FY16, AITS completed small group meetings (feedback initiative as follow-up to engagement survey), conducted pulse surveys, established an anonymous feedback mechanism, and brought in a wellness educator.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	 As of 07/29/16
<p>2.1.8 Assess performance against strategic initiatives and provide quarterly strategic plan status updates. (Team 4)</p> <p><i>Comments on Status: Quarterly updates regarding human capital/organizational effectiveness initiatives are provided at AITS business meetings. The December business meeting highlighted progress on all human capital initiatives that fall under the Engagement focus. The infographic, Engagement: It's An Inside Job, was introduced. The infographic outlines the learn, listen, live process that will continually drive AITS toward an engagement mindset and furthers AITS' goal of making AITS a better place to work. 6/30/16: Quarterly updated regarding human capital/organizational effectiveness initiatives are provided at AITS business meetings and progress is tracked via quarterly strategic plan updates.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	 As of 07/29/16

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

Status:



As of 07/29/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: Professional development strategy has been drafted. Plans to enhance performance management process are under way. 6/30/16: In FY16, supervisors and employees have been encouraged to move away from the once per year performance appraisal/review discussion to a more agile model that centers on more frequent conversations and updates to goals as priorities change. Ongoing conversations allow for more timely performance conversations and keeps everyone grounded in/responsive to the needs/goals of the organization, and the current PA system can easily serve as a tool to document discussions over time.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	<p>As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: The performance appraisal system tool is in place and will continue to be utilized as the tool to document ongoing supervisor/employee conversations. Research and compilation of tools for supervisors to enhance the communication process are in progress. Electronic forms/routing mechanisms are under development for some documents affiliated with the performance appraisal cycle (e.g. remote computing access form, telecommuting agreement) to save information capture and approval time. 6/30/16: Demos of the electronic RCAF and telecommuting agreement have been conducted; these will be available early in FY17. Tools for supervisors and employees remain in progress, and will be available by FY17Q2.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	<p>As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: The inaugural Excellence Awards were awarded at the AITS business meeting in September. Development of informal recognition programs continues, and public recognition for project completion, in-progress initiatives, role changes, participation in development programs has been incorporated into the quarterly business meetings. SharePoint Happy Customers is actively updated on an ongoing basis. 6/30/16: An informal recognition program has been developed and will be introduced in early FY17 (July business meeting). Recognition of AITS employees will remain a component of all AITS quarterly meetings.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	<p>As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: The AITS engagement survey results have been shared at the organizational level, and to ensure freshness of data, AITS conducted the AITS Small Group</i></p>	07/01/15, 06/30/18	100% Complete	100%	<p>As of 07/29/16</p>



<p><i>Meetings as an interim follow-up to the engagement survey and a mechanism to capture feedback for actionable next steps.</i></p>				
<p>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)</p> <p><i>Comments on Status: An on-boarding toolkit was developed as a strategic retention tool. Since recruitment has slowed substantially this fiscal year, improvement efforts are now being focused in the areas of performance, engagement, and work environment. 6/30/16: The initial draft of the onboarding toolkit was piloted by multiple managers in AITS, and modifications were recommended. However, given the decrease in number of hires, priority on this project was re-evaluated and focus was redirected toward engagement and retention.</i></p>	<p>07/01/15, 06/30/18</p>	<p>100% Ongoing</p>	<p>100%</p>	<p> As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: 6/30/16: Strategic workforce planning discussions continue to occur at each Leadership Team meeting, and ongoing discussions are held with ER/HR as guidelines change and evolve to help prioritize workforce planning efforts. Discussions regarding steady-state staffing for project-staffed initiatives kicked off in FY16.</i></p>	<p>07/01/15, 06/30/18</p>	<p>100% Ongoing</p>	<p>100%</p>	<p> As of 07/29/16</p>

3 FINANCIAL STEWARDSHIP

3.1 Create and maintain FY16-FY18 Financial Plan. (Team 4)

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>3.1.1 Create a budget scenario for each fiscal year and manage adjustments throughout each FY as needed. (Team 4)</p> <p><i>Comments on Status: 6/30/16 Institutional budget allocation was loaded for FY16. Fiscal year focus was on expenditures related to personnel and essential items.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	<p>As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: 06/30/16 At each Leadership Team we discuss strategic workforce planning and organizational priorities.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	<p>As of 07/29/16</p>
<p>3.1.3 Support organizational procurement initiatives by incorporating new required procedures for new laws and policies. (Team 4)</p> <p><i>Comments on Status: We have worked with managers on renewals and meeting the January deadlines. Regularly meeting with Purchasing to stay on target. 6/30/16 We have incorporated new procedures (e.g., incorporation of multiple quotes for each purchase) created a SHLIT team (software/hardware license investigation team), have advanced diversity procurement procedures for IT consulting contracts, and we continue to interact and have regular status meetings with University Procurement.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	<p>As of 07/29/16</p>
<p>3.1.4 Support strategies for cost recovery and cost effective options. (Team 4)</p> <p><i>Comments on Status: Work to develop a MOU as backup documentation for agreements for non-standard services has started. There are also efforts for new initiatives which are underway. 6/30/16 MOU work continues but has not been finalized. We are working with other Illinois public universities regarding potential service support on a cost recovery basis. Mobile development service continues to be in high demand within the University and is an additional cost recovery opportunity.</i></p>	07/01/15, 06/30/18	75% Ongoing	75%	<p>As of 07/29/16</p>
<p>3.1.5 Provide financial status information as appropriate through existing communication channels of quarterly meetings, SharePoint updates, and internal newsletters. (Team 4)</p> <p><i>Comments on Status: Updates will be given after FY16 budget is announced. 6/30/16 Financial status information has been shared in quarterly meetings and periodic leadership team meetings even in the absence of a formal FY16 budget.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	<p>As of 07/29/16</p>
<p>3.1.6 Provide financial status information to external groups in the form of reports and presentations. (Team 4)</p> <p><i>Comments on Status: UBRAC process was completed for FY16 on 3/2/2015. Educause CDS survey and poster session on Activity Based Costing complete. Presentations completed for campus budget officers. 6/30/16 Additional presentations for the year include UIC IT Pro Forum and CIO meetings; a presentation proposal for NACUBO was submitted and accepted.</i></p>	07/01/15, 06/30/18	100% Ongoing	100%	<p>As of 07/29/16</p>

<p>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)</p> <p><i>Comments on Status: FY15 Activity Based Costing activities and summaries are complete. In addition, AITS PMO is actively monitoring resource usage and project performance and implementing improvements to reporting these items.</i></p>	<p>07/01/15, 06/30/18</p>	<p>100% Ongoing</p>	<p>100%</p>	<p> As of 07/29/16</p>
<p>3.1.8 Examine and improve the funding model for AITS. (Team 1)</p> <p><i>Comments on Status: AITS has produced detailed analyses on the costing and consumers of AITS services. The summarization of this work is available on the AITS website at: https://www.ait.s.uillinois.edu/cms/One.aspx?portalId=558&pageId=333702 under How Much It Costs. This has been reviewed with campus budget officers, campus CIOs, and other leadership. This information will be an input to future funding model modifications for AITS.</i></p>	<p>07/01/15, 06/30/18</p>	<p>50% Ongoing</p>	<p>50%</p>	<p> As of 07/29/16</p>

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

Status:

As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>3.2.1 Utilize enterprise IT for business processes to provide productivity increases for university constituents. (Team 1)</p> <p><i>Comments on Status: The AITS PMO is now able to provide a report on actual cost of ITPC projects and expected ROI. During the ITPC process review, committee members will discuss methods and a process for measuring or estimating achieved ROI. Once this is complete, we will be able to report here against this target of 300%.</i></p>	<p>07/01/15, 06/30/18</p>	<p>300% ROI of implemented ITPC projects.</p>	<p>300%</p>	<p> As of 07/29/16</p>
<p>3.2.2 Measure and report on productivity increases to university constituents via enterprise IT support of business processes. (Team 1)</p> <p><i>Comments on Status: The AITS PMO is now able to provide a report on actual cost of ITPC projects and expected ROI. The next step is to develop a process for reviewing estimated ROIs for completed projects within ITPC.</i></p>	<p>07/01/15, 12/30/16</p>	<p>50% Formally report on productivity gains of completed ITPC projects.</p>	<p>35%</p>	<p> As of 07/29/16</p>
<p>3.2.3 Look for opportunities where outsourcing or insourcing reduces cost, reduces risk, increases customer services/satisfaction. (Team 1)</p> <p><i>Comments on Status: 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.</i></p>	<p>07/01/15, 06/30/18</p>	<p>50% Analysis of services for insourcing/outsourcing is complete. Ongoing process.</p>	<p>50%</p>	<p> As of 07/29/16</p>
<p>3.2.4 Partner with other organizations to investigate offering shared services to the university community that are cost-effective. (Team 1)</p> <p><i>Comments on Status: 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 multi-campus Shared Services Committee.</i></p>	<p>07/01/15, 06/30/18</p>	<p>100% Ongoing posture in place to seek opportunities for shared services.</p>	<p>100%</p>	<p> As of 07/29/16</p>

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

Status:


Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: AITS is actively participating on the IT Power Plant and Data Center Shared Services. 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.</i></p>	07/01/15, 06/30/18	20% 100% Participation from units in consolidation of decentralized commodity services.	20%	 As of 07/29/16
<p>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)</p> <p><i>Comments on Status: No progress aside from the ongoing IAM project. Similar to 1.1.1 above, the challenge is to inform and convince campus units that AITS is eager, willing and has the resources to work jointly with them to implement strategic information systems. The general feeling is that AITS and the units areas of scope and interest are mutually exclusive.</i></p>	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 systems and the launching of one such initiative by end of FY18.	50%	 As of 07/29/16
<p>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)</p> <p><i>Comments on Status: 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, and project management for both internal and external University clients.</i></p>	07/01/15, 06/30/18	100% Services are available, priced, and marketed as needed. Ongoing thereafter.	100%	 As of 07/29/16
<p>3.3.4 Seek opportunities with other state higher education institutions to share or host commodity services among multiple institutions. (Team 3)</p> <p><i>Comments on Status: We are exploring Banner Hosting services with Southern Illinois University and Northwestern Illinois University. We also continue to participate in IPATHE. We are engaged in a project with North Eastern Illinois University to host Banner and associated systems at UI. This project is in the early stages. We have also completed an agreement with Illinois State University to provide hosting of their DR servers in the RRB data center. Migration of servers to RRB is targeted for end of summer.</i></p>	07/01/15, 06/30/18	40% 100% Opportunities explored and developed proposals and models to achieve.	40%	 As of 07/29/16
<p>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)</p> <p><i>Comments on Status: We 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.</i></p>	07/01/15, 06/30/18	100% Services are available, priced, and marketed as needed. Ongoing thereafter.	100%	 As of 07/29/16

4 COLLABORATION AND COMMUNICATION SERVICES IT GOVERNANCE

4.1 Provide business relationship/development management services to improve relations with constituents. (Team 1)

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>4.1.1 Complete and publish a communication plan including publications, media, schedule and constituents served. (Team 1)</p> <p><i>Comments on Status: Communication Plan has been finalized and has been publicized on the AITS website.</i></p>	07/01/15, 12/31/15	100% Communication plan published and operational.	100%	<p>As of 07/29/16</p>
<p>4.1.2 Actively solicit performance feedback from constituents and transparently address areas of concern. (Team 1)</p> <p><i>Comments on Status: Customer performance feedback and metrics are being developed. Steps would include: Customer feedback inventoried and documented. Gap analysis performed. Plans for improvement identified. Improvements implemented.</i></p>	07/01/15, 06/30/16	100% Improvements implemented.	20%	<p>As of 07/29/16</p>

4.2 Provide the right tools and environments to facilitate collaboration and remove barriers. (Team 3)

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>4.2.1 Establish both physical and virtual spaces conducive for increased collaboration. (Team 3)</p> <p><i>Comments on Status: The area at 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. We are also looking for opportunities to have server farms for people who are exploring new technology. We have upgraded some of the equipment in conference rooms such as Polycom and monitors. Stand up workstations have been ordered and setup for a number of employees. Upgrades of Polycom systems have also been put in place that more easily allow Lync to be used automatically with the video conferencing equipment.</i></p>	07/01/15, 06/30/18	10% 100% Physical and Virtual Space available for collaboration.	25%	<p>As of 07/29/16</p>
<p>4.2.2 Provide desktop training to enhance the knowledge of areas that we are already familiar with. (Team 3)</p> <p><i>Comments on Status: We are planning to have brownbag and open house sessions to teach people how to use their machines, Polycom, Mondo pad among others. A few brown bag sessions have been held. Tech tips newsletters are also being created to send to people by Communications Team.</i></p>	07/01/15, 06/30/18	10% 100% Provide training on desktop and conference room services	15%	<p>As of 07/29/16</p>

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

Status:



As of 07/28/16



Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: The RFP was issued and proposals were received in late June. The proposals will be evaluated in July and August of 2016. The project team has a real fear that the eventual cost (particularly the ongoing, post-project costs) may be considered too high and the project will not proceed past vendor selection.</i></p>	07/01/15, 06/30/18	75% Implemented system for training management and used by at least 2 business areas.	50%	 As of 07/29/16
<p>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)</p> <p><i>Comments on Status: 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 multi-campus Shared Services Committee.</i></p>	07/01/15, 06/30/18	100% 100% complete	100%	 As of 07/28/16
<p>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)</p> <p><i>Comments on Status: 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. Recently, the College of Engineering in Urbana has shown interest in doing a business process analysis on early alert system and student success, which ties into the Learning Management system. The BPI team is meeting with stakeholders and planning their approach.</i></p>	07/01/15, 06/30/18	100% Provide integration of LMS with Banner.	10%	 As of 07/29/16

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)

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: 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.</i></p>	07/01/15, 06/30/18	100% Active membership on all appropriate committees. Ongoing.	100%	 As of 07/29/16
<p>5.1.2 Continue participation with the UIC IT Governance committees. (Team 1)</p> <p><i>Comments on Status: AITS staff are active members on all the appropriate committees. In addition AITS facilitates communications between these committees and the UI ITPC.</i></p>	07/01/15, 06/30/18	100% Active membership on all appropriate committees. Ongoing.	100%	 As of 07/29/16
<p>5.1.3 Continue participation with the UIS IT Governance committees. (Team 1)</p> <p><i>Comments on Status: 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.</i></p>	07/01/15, 06/30/18	100% Active membership on all appropriate committees. Ongoing.	100%	 As of 07/29/16
<p>5.1.4 Continue participation with the UIUC IT Governance committees. (Team 1)</p> <p><i>Comments on Status: AITS staff are active members on all the appropriate committees. In addition AITS facilitates communications between these committees and the UI ITPC.</i></p>	07/01/15, 06/30/18	100% Active membership on all appropriate committees. Ongoing.	100%	 As of 07/29/16
<p>5.1.5 Work with the UA IT Council on an ongoing basis to collaborate with our UA partners. (Team 1)</p> <p><i>Comments on Status: UA 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.</i></p>	07/01/15, 06/30/18	100% Facilitate and participate with the UA IT Council.	100%	 As of 07/29/16

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

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>5.2.1 Complete the FY 15 ITPC Annual Report. (Team 1)</p> <p><i>Comments on Status: 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</i></p>	07/01/15, 08/31/15	100% Report complete	100%	 As of 07/29/16



<p>5.2.2 Collaborate with ITPC participants and customers to design an ITPC review engagement. Leverage current artifacts and 2007 review process. (Team 1)</p> <p><i>Comments on Status: Plan created and approved. Currently in progress with an expected completion date of June 2016.</i></p>	<p>07/01/15, 06/30/16</p>	<p>100% Review engagement proposal reviewed and approved.</p>	<p>100%</p>	<p> As of 07/29/16</p>
<p>5.2.3 Perform the ITPC review engagement. Have ITPC approve the review findings and recommendations. (Team 1)</p> <p><i>Comments on Status: Findings and proposal for changes approved by ITPC in May 2016.</i></p>	<p>01/01/16, 06/30/16</p>	<p>100% Final findings, recommendations, report complete. Ready for implementation.</p>	<p>100%</p>	<p> As of 07/29/16</p>
<p>5.2.4 Implement approved ITPC review recommendations. (Team 1)</p> <p><i>Comments on Status: This will be started in FY17, after the ITPC process review is complete.</i></p>	<p>07/01/16, 06/30/17</p>	<p>100% Recommendations implemented and operational.</p>	<p></p>	<p> As of 07/29/16</p>

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)

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: Over six hundred systems/inventories have been identified and information gathering will continue throughout FY17. We will prioritize defining "systems of record" and identifying metadata needed to make the inventories more useful.</i></p>	<p>07/01/15, 06/30/18</p>	<p>50% Create and maintain baseline inventories for each campus and UA</p>	<p>30%</p>	<p> As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: We engaged with UIUC Illinois Data Bank, provided input to the UIUC Power Plant data storage group. We have completed training materials that provide concrete guidance about records and information management. During the last quarter of FY16 we were asked to participate in UIUC Data Management Task Force and lead a university-wide task force on the Disposition of Digital Content.</i></p>	<p>07/01/15, 06/30/18</p>	<p>33% Complete all unit engagements</p>	<p>33%</p>	<p> As of 07/29/16</p>
<p>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)</p> <p><i>Comments on Status: We continue to provide direct department-level support for the physical storage of information assets through our records storage container facilities at UIS and UIUC. For UIC, we are working closely with the Laflin warehouse personnel to provide better support for numerous UIC departments using the warehouse to store records and other paper documents including facilitating the purging of records that no longer have a need to be retained. We continue to work with the College of Medicine across all four sites to help develop standards of practice for the management of their student records. We are working with several digital repositories as options for centralized repositories.</i></p>	<p>07/01/15, 06/30/18</p>	<p>25% Develop guidance and processes for use by departments</p>	<p>20%</p>	<p> As of 07/29/16</p>

<p>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)</p> <p><i>Comments on Status: We remain engaged with the Email Preservation Project to move forward on a strategy for managing the email message having enduring value. We continue to work with the State Archives to establish standard of practice for the procurement and management of email from the governor’s office. The effort has been granted support through a three-year national grant. We continue to work with the Registrars and other stakeholders in defining the best way to clarify our responsibilities and obligations in the management of student information.</i></p>	<p>07/01/15, 06/30/18</p>	<p>33% Participate in 6 specific engagements</p>	<p>33%</p>	<p> As of 07/29/16</p>
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6 INFORMATION SECURITY AND PRIVACY

6.1 Improve audit and compliance capabilities. (Team 5)

Status:



As of 07/28/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: We've closed 2 internal audit finding. We've completed the FY15 audit with Clifton Larsen Allen (CLA) and started the FY16 external audit. We've started the internal Banner student audit.</i></p>	07/01/15, 06/30/18	33% 100% audit engagements complete	33%	 As of 08/01/16
<p>6.1.2 Develop HIPAA compliant infrastructure within the University. Provide recommendations for HIPAA procedures to users and facilitate formal approval process from data owners. (Team 5)</p> <p><i>Comments on Status: We've selected HIPAA for Box and decided not to use One Drive. The policies for HIPAA for the university has been approved, and AITS is aligning with the university and is working on the extension for PEAR for use with external users and potentially HIPAA.</i></p>	07/01/15, 06/30/18	33% 100% HIPAA compliant	33%	 As of 08/01/16
<p>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)</p> <p><i>Comments on Status: We published requirements for FERPA use within SharePoint. We've received approval from the university SharePoint committee.</i></p>	07/01/15, 06/30/16	100% complete	100%	 As of 08/01/16
<p>6.1.4 Implement ongoing compliance monitoring. Develop and track compliance checkpoints for security and other identified compliance areas. (Team 5)</p> <p><i>Comments on Status: AITS is working with the UI - IPSC, and the university ethics office to identify relevant compliance areas. We're following the lead from them. The committee is working on the compliance and policy aspects - and AITS will follow up with them to determine the status.</i></p>	07/01/15, 06/30/18	33% 100% ongoing compliance monitoring	33%	 As of 08/01/16
<p>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)</p> <p><i>Comments on Status: We provided security training to UA employees. We're awaiting HIPAA training guidelines and materials from University HIPAA officers. We're also awaiting an RFP to procure a training portal.</i></p>	07/01/15, 06/30/18	33% 100% security training to UA employees	33%	 As of 08/01/16

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

Status:



As of 08/01/16



Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>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)</p> <p><i>Comments on Status: We've implemented TAP, the effectiveness of TAP is less than predicted. TAP is only useful in detection, and not useful for emerging threat prevention. 80-85% done with phishing of employees. DNS blocking has not started.</i></p>	07/01/15, 06/30/18	30% 100% protection from attackers for users within UA	60%	 As of 08/01/16
<p>6.2.2 Implement multi-factor authentication for privileged administrative accounts, including remote access. (Team 5)</p> <p><i>Comments on Status: Pilot effort is in progress, the effectiveness of DUO has been less than predicted for Windows servers. We're awaiting completion of phase 1 of self-management website (6.2.4).</i></p>	07/01/15, 06/30/18	10% 100% protections from attackers for users within UA	10%	 As of 08/01/16
<p>6.2.3 Implement multi-factor authentication for existing AITS applications, including Banner Forms to address a finding from internal audits. (Team 5)</p> <p><i>Comments on Status: Pending the completion of phase 1 self-management website (6.2.4). New internal audit high-risk finding for this item.</i></p>	07/01/15, 06/30/18	25% 100% protections from attackers for users within UA	25%	 As of 08/01/16
<p>6.2.4 Implement multi-factor for authentication infrastructure. (Team 5)</p> <p><i>Comments on Status: Multi-factor software bid completed successfully and DUO was selected as a vendor. The university is developing a self-management and investigating procurement for hardware tokens. The policies for when to use multi-factor will be reviewed.</i></p>	07/01/15, 06/30/18	15% 100% protections from attackers for users within UA	15%	 As of 08/01/16

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

Status:



As of 08/01/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>6.3.1 Improve tracking of repairs for viruses detected on workstations and servers. (Team 5)</p> <p><i>Comments on Status: All virus alerts are evaluated and appropriate measures have been monitored. The next steps are to work on a tracking system.</i></p>	07/01/15, 06/30/18	33% 100% tracking of repairs	33%	 As of 08/01/16
<p>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)</p> <p><i>Comments on Status: We need to develop a report for patch status. The next steps are to improve timeliness of patch application for users who do not normally restart or logout their workstations.</i></p>	07/01/15, 06/30/18	33% 100% engagement for workstations patching practices	33%	 As of 08/01/16
<p>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)</p> <p><i>Comments on Status: Workgroup evaluation of campus anti-virus completed. Decision in</i></p>	07/01/15, 06/30/18	33% 100% evaluation of work station anti-virus software	60%	 As of 08/01/16



<i>hands of campus. Campus has not produced an update in over 6 months. We've deployed anti-virus for Macs. We continue to leverage our existing Windows solution.</i>				
6.3.4 Install remote Desktop environment for Java and IE Enterprise Mode. (Team 5) <i>Comments on Status: We've made usability improvements. User demand has not required additional resources / infrastructure. We will continue to monitor capacity and we will continue to advertise the service.</i>	07/01/15, 06/30/18	50% 100% installation complete	90%	 As of 08/01/16

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

Status:



As of 08/01/16

Initiatives and Action Items	Start Date, 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) <i>Comments on Status: This work will follow the secured workstations and will require additional components that we have not selected.</i>	07/01/15, 06/30/18	50% Investigation completes	25%	 As of 08/01/16
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) <i>Comments on Status: We've begun to aggregate log data in non-production. Next steps we will work on simple queries to provide basic reports.</i>	07/01/15, 06/30/18	33% 100% monitoring of network data outflows	33%	 As of 07/28/16
6.4.3 Refine log collection practices to identify necessary logging data, provide central storage, and to ensure adequate retention. (Team 5) <i>Comments on Status: This initiative already started - we're inserting network traffic logs into a security information and event management (SIEM) system, network management logs and web logs into a collection facility. We will work on storage and queries as a next step.</i>	07/01/15, 06/30/18	33% Refinement of log collection practices complete	33%	 As of 08/01/16
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) <i>Comments on Status: This initiative already started - we're inserting network traffic logs into a security information and event management (SIEM) system, network management logs and web logs into a collection facility. We will work on storage and queries as a next step.</i>	07/01/15, 06/30/18	50% 100% implementation of log correlation functionality	20%	 As of 08/01/16

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

Status:



As of 08/01/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
6.5.1 Implement 802.1X authentication for UA employee office networks. (Team 5) <i>Comments on Status: This initiative will be piloted in 2017.</i>	07/01/15, 06/30/18	50% Authentication implemented		 As of 08/01/16
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) <i>Comments on Status: This initiative will be piloted in 2017.</i>	07/01/15, 06/30/18	50% 100% sensitive servers moved to private network zone		 As of 08/01/16
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) <i>Comments on Status: An analysis effort will need to be performed, this initiative is deferred until FY17. This depends on the identity finder product.</i>	07/01/15, 06/30/18	50% 100% sensitive data eliminated from servers in public zone		 As of 08/01/16
6.5.4 Tighten firewall to align with currently active audience. Implement secondary firewall controls in ISP boarder routers. (Team 5) <i>Comments on Status: Working with Technology Services to assess current firewall controls. Next step is to request a border router change.</i>	07/01/15, 06/30/18	50% Firewall controls implemented	50%	 As of 08/01/16

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

Status:



As of 08/01/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
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) <i>Comments on Status: Deferred due to lack of resources impacted by state budget impasse.</i>	07/01/15, 06/30/18	100% identification of high-risk users of sensitive information in UA		 As of 08/01/16
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) <i>Comments on Status: We will begin the effort in 2017.</i>	07/01/15, 06/30/18	33% implementation complete		 As of 08/01/16
6.6.3 Implement secure Administrative IT desktops environment to mechanically separate inherently risk prone activities from trusted system access. (Team 5) <i>Comments on Status: We performed secured RDS desktop pilot. We've evaluated additional controls for desktop machines. We've performed additional design and piloting. We've also identified a Microsoft model that describes the same goals.</i>	07/01/15, 06/30/18	33% Implementation complete	33%	 As of 08/01/16
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)	07/01/15, 06/30/18	33% 100% data refreshed	33%	



<i>Comments on Status: The Illini secure data classification activity will start in October 2016. AITS will conduct assessments during the activity.</i>				As of 08/01/16
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) <i>Comments on Status: AITS Application Administration team has completed this work for BANDEV. Additional instances will be evaluated next.</i>	07/01/15, 06/30/18	33% 100% highly sensitive production data removed from non-production systems	33%	 As of 08/01/16
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) <i>Comments on Status: This initiative is dependent on applications' ability to purge data. AITS will have discussion to evaluate visibility with the architecture committee.</i>	07/01/15, 06/30/18	10% Sensitive data expired from systems when they are no longer required	10%	 As of 08/01/16
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) <i>Comments on Status: We've completed this for state mandated record types. It would be desirable to complete this work for non-state record types.</i>	07/01/15, 06/30/18	75% 100% improvement of record retention	75%	 As of 08/01/16
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) <i>Comments on Status: AITS has purchased new hardware that will permit Oracle database encryption. The implementation schedule has yet to be determined. Next step is to evaluate encrypted file storage, e.g. IU Box.</i>	07/01/15, 06/30/18	33% 100% encryption practices enhancement	50%	 As of 08/01/16

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

Status:



As of 08/01/16

Initiatives and Action Items	Start Date, 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) <i>Comments on Status: The QA AppScan risk measurement model has been updated to use additional risk factors. The Nessus scanning practices are being reviewed to prioritize risk if possible.</i>	07/01/15, 06/30/18	50% 100% vulnerability scan remediation process enhancement	50%	 As of 08/01/16
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) <i>Comments on Status: Next steps for this initiative will be performed during FY17.</i>	07/01/15, 06/30/18	33% 100% expansion of penetration testing capability	33%	 As of 08/01/16
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)	07/01/15, 06/30/18	0% Anti-denial of service	0%	 As of 08/01/16

<i>Comments on Status: This effort will be initiated in 2017 through an initial conversation with Technology Services networking.</i>		response plan completes		
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Critical



Waiting on Someone



Off Target



Not Started



Deferred



On Target



Achieved

7 INFRASTRUCTURE

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

Status:



As of 08/01/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>7.1.1 Understand and strategize replacement of the M9000 enterprise hardware in 2015 - 2019. (Team 3)</p> <p><i>Comments on Status: The performance and benchmark testing is continuing for M9000 and procurement is underway. T7 servers have been purchased. Work continues to determine best database architecture to use (RAC vs. non-RAC). Targeting April 2017 for implementation.</i></p>	07/01/15, 06/30/18	60% 100% Plan in place for M9000 replacement.	60%	<p>As of 08/01/16</p>
<p>7.1.2 Improve engagement with the Enterprise Architecture Committee (EAC) and integrate with AITS to expose the value of EAC. (Team 3)</p> <p><i>Comments on Status: Discussions are underway how to best store and communicate EAC documents and outcomes.</i></p>	07/01/15, 06/30/18	25% 100% Storage and communication of EAC documents that can be easily accessed.	25%	<p>As of 08/01/16</p>
<p>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)</p> <p><i>Comments on Status: Alice is putting together a 5 year plan. Key infrastructure components have been identified for replacement over the next 5 years. Some components such as AC units have been replaced along with upgrades of disk infrastructure. Initiatives to improve system monitoring and alerting are also underway with nearly 200 new monitoring points already implemented.</i></p>	07/01/15, 06/30/18	40% 100% Plan in place to replace infrastructure and facility components.	40%	<p>As of 08/01/16</p>
<p>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 Continuanace (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)</p> <p><i>Comments on Status: Signed the Alumni Association, School of Labor Employment Relations, UIC Nursing, and Facilities and Services since 07/01/15 to host SQL Server databases. We are in discussions with Illinois Sustainable Technology Center and Grad College to host their SQL Server databases.</i></p>	07/01/15, 06/30/18	2 Signed Service Level Agreements for DBA services. Goal of 2 new clients per year.	2	<p>As of 08/01/16</p>
<p>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)</p>	07/01/15, 06/30/18	60% 100% Implementation of IAM.	60%	<p>As of 08/01/16</p>

<i>Comments on Status: Chris Barton and Nyle Bollinger are leading the project. The RFP is being sent out. IAM one-id portion of the project has been implemented for UIS and UIUC. UIC is targeted for this fall. Duo implementation continues with Direct Deposit in Nessie targeted for implementation this year.</i>				
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7.2 Identify and implement new technologies and products to enable AITS to bring state of the art services to our clients. (Team 3)

Status: 
As of 08/01/16

Initiatives and Action Items	Start Date, 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) <i>Comments on Status: Shekar is leading an effort Investigating options and possible processes for a Kickstarter-like method. Shekar has been included in a larger effort lead by Wendy Bertram.</i>	07/01/15, 06/30/18	15% 100% Kickstarter method established	15%	 As of 08/01/16
7.2.2 Invest in and implement a test-bed or environment that can be used for proof of concepts. (Team 3) <i>Comments on Status: We are considering having Standard and On Demand environments that would be able to be requested for test-beds.</i>	07/01/15, 06/30/18	15% 100% Test-Bed environment and process available for proof of concepts	15%	 As of 08/01/16
7.2.3 Investigate cloud infrastructure services for short-term proof of concept initiatives. (Team 3) <i>Comments on Status: Amazon web services has 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. Full scale testing is underway. Infrastructure has been implemented that allows UI networks to communicate directly with AWS networks.</i>	07/01/15, 06/30/18	75% 100% Cloud infrastructure available for short-term proof of concept initiatives	75%	 As of 08/01/16
7.2.4 Develop strategic partnerships with university organizations to remove barriers to implement new technologies. (Team 3) <i>Comments on Status: 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. Proposals have been submitted to Technology Services to provide enterprise level services for the university. These proposals include: Box, DBA support, Desktop Support, SCCM hosting.</i>	07/01/15, 06/30/18	25% 100% Partnerships achieved with university organizations allowing for implementation of new technologies.	25%	 As of 08/01/16

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

Status: 
As of 08/01/16

Initiatives and Action Items	Start Date, 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)	07/01/15, 06/30/18	35% 100% 20-40% cost reduction by	35%	 As of 08/01/16



<p><i>Comments on Status: We provided proposals to consolidate Box support and we are also discussing 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.</i></p>		<p>migrating support of applications to AITS departments</p>		
<p>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)</p> <p><i>Comments on Status: AITS is actively engaged in the operational and executive level for the Data Shared Services. AITS continues to offer data center space through DCS 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 is having an expansion planned for RRB as well.</i></p>	<p>07/01/15, 06/30/18</p>	<p>60% 100% Reduce the number of data center spaces</p>	<p>60%</p>	<p> As of 08/01/16</p>
<p>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)</p> <p><i>Comments on Status: AITS continues to expand video conferencing services. We recently 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.</i></p>	<p>07/01/15, 06/30/18</p>	<p>40% 100% Adoption of enterprise level services by campus units</p>	<p>40%</p>	<p> As of 08/01/16</p>
<p>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)</p> <p><i>Comments on Status: Knowledge Base use continues to increase. UIS campus recently switched to the Enterprise System Status page. Campus Departments continue to migrate to the service desk tool. Additional departments have adopted SDM, System Status page, KB, Bomgar, and SitePublish, FormBuilder, SharePoint.</i></p>	<p>07/01/15, 06/30/18</p>	<p>40% 100% Enterprise level products available for campus departments</p>	<p>40%</p>	<p> As of 08/01/16</p>

8 INSTITUTIONAL DATA AND GOVERNANCE

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)

Status:



As of 08/01/16

Initiatives and Action Items	Start Date, 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) <i>Comments on Status: Scheduled for FY17 forward.</i>	07/01/16, 02/28/17	100% complete policies and procedures for Local and Institutional data.		As of 08/01/16
8.1.2 Continue to extend the Data Warehouse environment by including data from at-least 10 other enterprise systems (via ITPC projects). (Team 6) <i>Comments on Status: Scheduled for FY17 forward.</i>	07/01/16, 06/30/18	10 enterprise systems migrated to the data warehouse by way of ITPC projects.		As of 08/01/16
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) <i>Comments on Status: Scheduled for FY17 forward.</i>	07/01/16, 06/30/18	100% completion of the Institutional Data Collections project.		As of 08/01/16

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

Status:



As of 08/01/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
8.2.1 Improve documentation and metadata for Standard Reports. (Team 6) <i>Comments on Status: Obtained Catalog of Standard reports and began reviewing what current tools offer. Reached out to TAM team to ask for help on understanding the business need for each report. We will also look at the existing report spec documents to see if metadata can be sourced from there.</i>	01/01/16, 06/30/18	10% 100% complete existing documentation has been reviewed with a new revision number.	10%	As of 08/01/16
8.2.2 Determine approach for helping information consumers and producers identify the best way to get data. (Team 6) <i>Comments on Status: Asked SAP to identify metadata tools provided by our current sole source vendor for SAP Business Objects. They shared Information Steward as a possibility. Need to install a trial version to see what its capabilities are.</i>	07/01/15, 06/30/18	66% 100% complete	30%	As of 08/01/16

8.3 Enable Self Service Business Intelligence (BI) for the University community. (Team 6)

Status:




As of 08/01/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>8.3.1 Identify needs of the University for Self-Serve BI functionality. (Team 6)</p> <p><i>Comments on Status: 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.</i></p>	07/01/15, 01/01/17	100% 100%	100%	 As of 08/01/16
<p>8.3.2 Provide training for teams and users to take advantage of Self-Service BI functionality. (Team 6)</p> <p><i>Comments on Status: Not started.</i></p>	01/01/17, 06/30/18	100% complete training services for Self-Service BI.		 As of 08/01/16
<p>8.3.3 Pilot new features of Self-Service to develop an effective BI service model allowing users to step up from building reports to building analytic tools like dashboards, data visualization that can be shared with appropriate audiences. (Team 6)</p> <p><i>Comments on Status: We have defined a process to manage shared folder access through group management in Business Objects. We are working on a pilot of this process with the UIC OBFS Reporting Subcommittee.</i></p>	04/01/16, 06/30/18	33% 100% complete report of pilot findings with a service recommendation.	33%	 As of 08/01/16

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

Status:

As of 08/01/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>8.4.1 Research and analyze customer segmentation on usage of our BI services. (Team 6)</p> <p><i>Comments on Status: Gathered usage data for Business Objects tool.</i></p>	04/01/16, 06/30/18	25% 100% complete summary of findings on usage of existing BI services.	25%	 As of 08/01/16
<p>8.4.2 Define customer segmentation of usage categories that will provide enhanced BI services. (Team 6)</p> <p><i>Comments on Status: Scheduled for FY17 forward.</i></p>	07/01/16, 06/30/18	100% complete defined usage categories for BI services.		 As of 08/01/16
<p>8.4.3 Identify strategy to retain existing customer segments and service offering groupings. (Team 6)</p> <p><i>Comments on Status: Scheduled for FY17 forward.</i></p>	07/01/16, 06/30/18	100% complete strategy of a plan to retain existing		 As of 08/01/16

		customers and offer new services.		
8.4.4 Identify strategy to market and expand customer segments by service offering(s). (Team 6) <i>Comments on Status: Scheduled for FY17 forward.</i>	07/01/16, 06/30/18	100% complete strategy plan for new customer service offerings.		 As of 08/01/16
8.4.5 Implement and manage an ongoing customer service model to support enhanced BI service. (Team 6) <i>Comments on Status: Scheduled for FY17 forward.</i>	07/01/16, 06/30/18	100% complete implementation of an enhanced BI service model.		 As of 08/01/16

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)

Status: 
As of 08/01/16

Initiatives and Action Items	Start Date, 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) <i>Comments on Status: The team is evaluating a Student BO universe as its first pilot to devise their final process for improvements.</i>	07/01/15, 06/30/17	100% complete proposal for long term process.	4%	 As of 08/01/16
8.5.2 Define, prioritize, and develop new Business Objects universe specifications for long-term maintenance. (Team 6) <i>Comments on Status: 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.</i>	07/01/15, 06/30/18	33% 100% complete specifications for Business Objects universe.	10%	 As of 08/01/16
8.5.3 Implement technical and process improvements to Business Object universes for a better user experience. (Team 6)	07/01/16, 06/30/18	100% complete proposal for technical improvements.		 As of 08/01/16

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

Status: 
As of 08/01/16

Initiatives and Action Items	Start Date, 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) <i>Comments on Status: A project process diagram was designed and reviewed.</i>	07/01/15, 06/01/16	100% 100% complete review of documentation.	100%	 As of 08/01/16

<p>8.6.2 Determine approach for updating the BI and DW development methodology to best meet stakeholder needs. (Team 6)</p> <p><i>Comments on Status: The sub team has presented a draft to the DS leadership team and will continue to improve on the draft for a final review. Members of the DS leadership team discussed issues faced during the development process. Firstly, a project readiness analysis needs to be completed before starting a project. A team led by one of the managers will take this on. Additionally the managers will discuss how to reduce issues faced during hand-offs of work between teams.</i></p>	<p>07/01/15, 06/30/18</p>	<p>50% 100% complete approved proposal for development methodology.</p>	<p>50%</p>	<p> As of 08/01/16</p>
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8.7 Develop a service model for Business Intelligence solutions. (Team 6)

Status:


As of 08/01/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>8.7.1 Complete an internal inventory current dashboard tools and create capabilities matrix. (Team 6)</p> <p><i>Comments on Status: A capabilities matrix document was drafted.</i></p>	<p>07/01/15, 06/30/18</p>	<p>100% 100% complete - Completion of inventory for dashboard tools.</p>	<p>100%</p>	<p> As of 08/01/16</p>
<p>8.7.2 Create training documentation around dashboards and visualization to support current and future users. (Team 6)</p> <p><i>Comments on Status: The team is regrouping to look at all Business Intelligence services including dashboards and visualizations.</i></p>	<p>07/01/16, 06/30/18</p>	<p>100% complete creation and posting of training documentation.</p>		<p> As of 08/01/16</p>
<p>8.7.3 Develop service model documentation for Business Intelligence solutions. (Team 6)</p> <p><i>Comments on Status: The sub team met to identify resources and will meet on a weekly basis for completion.</i></p>	<p>07/01/15, 06/30/18</p>	<p>33% 100% complete service model proposal for dashboards</p>	<p>50%</p>	<p> As of 08/01/16</p>
<p>8.7.4 Deploy service model for dashboards and visualizations. (Team 6)</p> <p><i>Comments on Status: The team is regrouping to look at all Business Intelligence services including dashboards and visualizations.</i></p>	<p>07/01/15, 06/30/18</p>	<p>10% 100% complete implementation of service model.</p>	<p>10%</p>	<p> As of 08/01/16</p>

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

Status:


As of 08/01/16

Initiatives and Action Items	Start Date, End Date	Target Measure	Actual	Status
<p>8.8.1 Study and assess state of the art practice and technology for Data Mining and Predictive Analytics. (Team 6)</p> <p><i>Comments on Status: Researched options for data mining and predictive analytics training. We have a selection of options that need to be evaluated and then chosen to present the training to our team</i></p>	<p>07/01/15, 06/30/18</p>	<p>100% 100% complete summary report of assessment for data mining and predictive analytics.</p>	<p>50%</p>	<p> As of 08/01/16</p>

<p>8.8.2 Build team knowledge in data mining and predictive analytics techniques through professional development and projects. (Team 6)</p>	<p>01/01/17, 06/30/18</p>	<p>100% complete internal professional development plan for data mining and predictive analytics.</p>		<p> As of 08/01/16</p>
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Critical



Waiting on
Someone



Off
Target



Not
Started



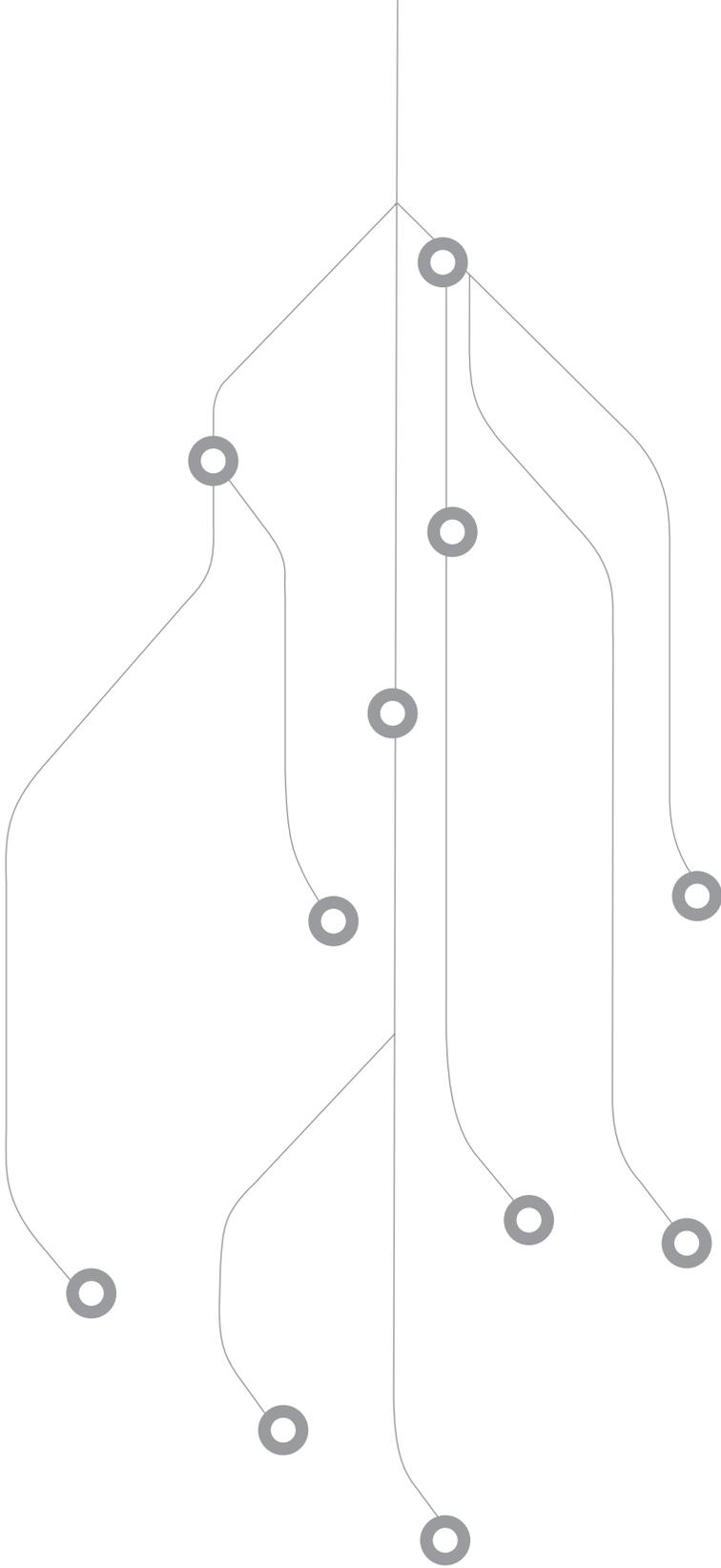
Deferred



On
Target



Achieved



MORE INFORMATION

<https://www.aitis.uillinois.edu>

AITIS website for AITIS services, help resources, and organizational information.

<https://www.uillinois.edu/cio>

UA CIO website for shared services, business process improvement, IT governance information, records and information management, and portfolio and project management.