AITS Annual Report

FY 12

Administrative Information Technology Services

2012
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Introduction
Over the past three years, AITS has made a concerted effort in the following areas:

• Providing beginning to end information delivery to our customers including transactional, historical and analytical information resources to facilitate operations and support decision-making.
• Pursuing opportunities to improve and offer new services, increase productivity, and drive out costs wherever possible.
• Improving the breadth, quality, and access to information technology services.
• Building and strengthening relationships with people and organizations throughout the University based on mutual trust.

This report provides an overview of numerous initiatives and tasks that were completed by Administrative Information Technology Services (AITS) during the FY 12 term. It reflects the continuous hard work by our employees to provide high quality administrative services and technology infrastructure to support the mission of the University of Illinois.

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Mission, vision, and values
AITS supports the mission of the University, which is to “transform lives and serve society by educating, creating knowledge and putting knowledge to work on a large scale and with excellence”. The following statements of mission, vision and values describe our purpose and guide our services to the University community.

Mission Statement
To be a source of competitive advantage and value for the University of Illinois by providing a wide range of information solutions and services to the University’s campuses, operating units, and external stakeholders

Vision Statement
We will be recognized and actively sought out as a strategic partner for the University of Illinois’s campuses, operating units, and external stakeholders by providing a wide range of information solutions and services that are accessible, timely, accurate, and responsive to customer needs. Our diverse units will collaborate with each other, the campuses, other operating units, and external stakeholders to proactively identify opportunities and threats, mitigate risks, plan future initiatives, and solve problems. We will be known for our integrity and unyielding dedication to customer service.

Values
Everything AITS does will be driven by a focus on results and the following values

People
People are our most important asset. We will recruit, develop, and retain highly skilled staff at all levels in our organization through a wide variety of professional development activities and opportunities. In everything we do, we strive to reinforce the value we place on people in our organization.
Innovation
We reward innovation and creativity and support continuous learning through training and collaboration. We aspire to be an information technology leader and provide best practice technology solutions and services, balancing the critical need for operational stability with innovation and risk taking.

Leadership
Using the resources available to us as individuals and as a department, we create ways for everyone to contribute to our objectives of anticipating customer needs, providing innovative, cost-effective and sustainable solutions, and delivering reliable systems and infrastructure.

Transparency with Security
We will provide appropriate levels of both transparency and security in our activities. We recognize that these forces can be competing and we commit to balancing them when necessary. We will continually look for ways to enhance both, challenging old standards and common practices.

Continuous Improvement
We demonstrate a continual effort to improve job-related knowledge, skills, and performance through both formal training and individual study with the overall intent of enhancing service to our customers. We identify and share lessons learned from both our successes and failures. We proactively seek and identify ways to improve personal and team performance.

Safety
We will create and sustain a safe environment. This includes safety with regard to our stewardship of information and traditional elements of personal safety, as well as the ability to express ideas in a professional and appropriate manner, and in an environment of inclusivity.

Information
Information in all its forms is our currency and the source of underlying value we provide to the University. We view it as an asset to be verified, analyzed, disseminated, and protected appropriately. Information is built on a foundation of data but also includes context, interpretation, and focus. At its foundation, true information is organized around human roles, responsibilities and needs, not management of technology systems.

Stewardship
We consider both the long-term well-being of the University and the short-term imperatives facing it in the decisions we make, the actions we take, and the advice we offer to other leaders across the University.
Accountability
We take responsibility for our individual works as well as the management and stewardship of the University information resources and other assets entrusted to our care.

Customer Satisfaction
We strive to provide the highest level of service possible to our customers based on their needs and our capabilities.

Integrity
We are forthcoming, truthful, ethical, and sincere in our words and actions. We keep our promises.

AITS organizational structure
Administrative Information Technology Services (AITS) employs approximately 207 individuals and delivers information technology systems and services that support the University of Illinois’s administrative processes across all campuses. AITS is a University-wide resource for administrative computing, applications support, applications development and data management.

AITS currently supports over 520 applications, 865 servers, 312 TB Raw storage, approximately 32,000 employees (faculty, staff, and graduate assistants), and 77,000 students\(^1\) across all three campuses with their administrative information technology needs.

AITS’s mission is to deliver appropriate, cost-effective information technology systems and services that support the administrative processes and strategic goals of the University and its various units; provide leadership on administrative information technology best-practices; and collaborate with the campus-based computing organizations on policies and standards that optimize and secure the University’s administrative information technology resources.

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\(^1\) About the University: Fast Facts 2011. [http://www.uillinois.edu/about/](http://www.uillinois.edu/about/)
Core functions

To accomplish this mission, AITS is organized around core functions that include:

- Provides selection, implementation, and maintenance support for packaged and self-developed applications at the University of Illinois
- Creates and maintains internal and external interfaces for University enterprise applications
- Provides data management for University enterprise applications
- Provides data center services, including disaster recovery, for hosted University applications
- Provides shared storage
- Provides 7 day-a-week, 24 hour-a-day Service Desk/Operations support for University enterprise applications
- Facilitates University desktop and enterprise applications training with internal and external service providers
- Collaborates with other UA units and campus-based computing organizations on policies and standards that optimize and secure University information technology resources
- Provides primary support for the Ellucian Banner Enterprise Resource Planning (ERP) system. This system includes Student Administration, Student Financial Aid, Human Resources / Payroll and Finance modules, along with associated purchased applications, locally-developed components and custom vendor-developed components.
- Facilitates University IT governance and provides IT project, program, and portfolio management training and consulting services
- Provides resources and support for enterprise level IT services being developed or provided by other IT units
Standards and best practices

AITS practices are rooted in industry best practices and standards-based approaches that are utilized to ensure the quality and consistency of services. Some of these standards include:

- **Software development**: Software development lifecycle based on standards from the Capability Maturity Model (CMM)
- **Service management**: Information Technology Service Management based on standards from the Information Technology Infrastructure Library (ITIL)
- **Financial management**: Financial management standards based on Generally Accepted Accounting Principles (GAAP)
- **IT governance**: IT governance practices as recommended by the EDUCAUSE Center for Applied Research (ECAR) and Gartner
• **Data warehousing**: Information management and delivery approaches and best practices from The Data Warehouse Institute (TDWI) and Higher Education Data Warehousing (HEDW) organizations

• **Project, program, and portfolio management**: Project, program, and portfolio management based on standards from the Project Management Institute (PMI)

• **Business process improvement**: Business process improvement methodologies based on Lean and Six Sigma DMAIC

**Finance and funding**

AITS continues to increase efficiency, as it has for the past 17 years. Since 1995, the number of employees and students supported per AITS staff member has consistently increased over time, while AITS staffing has declined overall in the past decade. Some highlights from the past year:

- University operating budget increased by 5.25%
- AITS budget increased by 3.2%
- Consumer Price Index (CPI) increased by 2%
- University enrollment was up by less than 1%
- University’s full-time equivalent employees and grad assistant headcount dropped by 4.9% and 1.4%, respectively.

The vast majority of the AITS budget – 99% -- is dedicated to non-discretionary items such as personnel (76%), software-hardware maintenance (15%) and major IT purchases (8%). The remaining 1% is allocated to discretionary items such as travel, training, tuition, office supplies, parking, etc. While the budget is aggregated into a single budget, the division heads manage aspects of their discretionary (e.g., travel and training) budgets, and the technical contacts in each division associated with major IT contracts for purchases and software/hardware maintenance play a very active role in the purchase/renewal of software/hardware in their respective areas of responsibility.

Below is a summary of AITS staffing and fiscal year budgets from FY08 through FY13. This chart demonstrates fluctuation in staffing and budget levels over time. At first glance, it appears that both AITS’ budget and staffing level have increased over time. While staffing did increase, the change was not due to the addition of new positions. Rather, the increase is the result of organizational changes that occurred as IT functions formerly belonging to other units merged into AITS. When one considers all movement of staff – organizational changes as well as hires/separations – there is a very small number of net increase in FTE. Considering all factors that affect the budget (e.g., the budget associated with the various mergers, salary program, recurring software/hardware maintenance increase, rescission, permanent budget cuts), the AITS budget has remained relatively flat over this time period.
AITS staffing has increased minimally (less than 1%) since last year, a continued decline over the past decade. As a result, it has become increasingly more important to ensure IT assets, both human and physical, are provisioned to maximize value – in terms of both improved service and reduced hardware/software costs. AITS regularly conducts reviews and negotiates, where possible, to reduce acquisition and maintenance costs, and the IT and financial staff work closely and in tandem, seeking out opportunities to leverage collaboration and invest strategically in solutions that allow for greater agility and innovation to add value to IT activities at the University of Illinois.

AITS will continue to employ disciplined, fact-based decision-making and further a culture of continuous improvement. By enhancing expertise, maintaining consistently high service levels, increasing collaboration, and investing strategically, AITS will continue to be able to do “more”, with “less.”
Strategic goals for FY 12

The AITS strategic goals are broad statements indicating the specific strategic areas that AITS will focus on in supporting the University’s mission and our responsibilities as an organization. In the pursuit of realizing these goals, the strategic objectives in the next section served as actionable broad and specific initiatives that AITS pursued in order to fulfill these stated strategic goals. AITS’s strategic goals for FY 12 were:

**The Information Continuum**

- Provide beginning to end information delivery to our customers including transactional, historical and analytical information resources to facilitate operations and support decision-making.

**Do Work Better, Faster, and Cheaper**

- Pursue opportunities to improve and offer new services, increase productivity, and drive out costs wherever possible.

**Simplify IT**

- Improve the breadth, quality, and access to information technology services.

**Trust**

- Build and strengthen relationships with people and organizations throughout the University based on mutual trust.

Strategic objectives for FY 12

The AITS strategic objectives were created through discussions with customers, and are refined by internal conversation within AITS. In planning objectives for FY 12, a number of themes emerged to drive their development. The University’s revenue has almost equal components of tuition, state funding and sponsored research. These make up about $700M each, and they are vital to the University. Even though AITS cannot directly influence these important aspects of the University, the strategic objectives can help ensure that the revenue is maximized and the expenses minimized.

To do this, AITS works on objectives that help departments, colleges and campuses access that information they need to make decisions. Since the U of I is highly decentralized, it is important
to provide the infrastructure for accurate and timely information to assist decision makers and managers throughout the University. Students are the source of tuition, and although administrative units are not the reason students attend the U of I, a bad experience with the University can make it less likely for students to continue their attendance. AITS must help provide transactional services that make it easier for students and faculty to perform their work and gather the information needed to be successful. In regards to sponsored research, the faculty continue to write more proposals and receive more awards each year. Research administration is key to making this process more efficient so that more proposals can be accurately submitted and awarded with the same (or less) administrative support. These are just a few of the examples of why these strategic objectives were chosen and how they are relevant to the success of the University.

Each objective 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. Below is a summary of significant initiatives AITS pursued in FY 12.

**Support the Administrative Review & Restructuring (ARR)**

* AITS will implement projects specified in the UA IT Council review of the ARR recommendations including:

- **Grants management software**
  AITS will work with the Vice Chancellors of Research on their evaluation and assessment of the grants management software.

- **Workflow project**
  AITS will implement and support workflow tools, software and standards.

- **Reduce power consumption for desktop computing**
  AITS will reduce the power consumption for desktop computing.

- **Reduce application portfolio**
  AITS will reduce the application portfolio to reduce support costs.

- **Disclosure portal**
  AITS will implement and support the disclosure portal.

- **Outsource where beneficial**
  AITS will look for opportunities to outsource where cost effective.

Note: A number of the items below also support the ARR Implementation.
Support University information technology initiatives

Support Executive CIO initiatives
AITS will assist in the support and implementation of initiatives related to the Office of the ECIO that could include: governance initiatives, service improvements, expense reductions, and performance measurement.

Pursue shared services
AITS will increase support of and pursue shared services for those arenas that make sense.

Information management

Departmental planning and information provisioning
Analyze and deliver beginning to end information delivery to the customer.

Proactively expose banner data
Provide consistent and straightforward methods for departmental applications and third-party applications to utilize authoritative Banner data.

Information management
Create a roadmap for the future state of obtaining, storing, validating, moving, using and disposing of data.

Document management
Create University standards for document imaging, storage, use, retention and disposal.

Decision support function
AITS will work with Institutional Research (IR) and the University Technology Management Team (UTMT) Business Intelligence/Performance Management (BI/PM) group to optimize data utilization across the enterprise.

Data quality
Provide consistent policies, procedures, and data entry standards.

Unified portal strategy
Plan, create, and implement a unified portal strategy.

Lower costs and stewardship of resources

Equipment and server space
Determine the most efficient locations and configurations for primary and secondary (BCP) data centers. Consolidate any applicable equipment, including equipment of others throughout the University.

University of Illinois Community Source solution development
Work with departmental, college and central IT organizations and individuals to develop a process for sharing solutions across organizations to leverage and reuse IT resources. Where appropriate, extend local solutions to a broader audience to be

Align administrative IT with our partners
Continually search for opportunities to consolidate administrative services and functions where doing so can reduce costs while improving the quality and access to services and information.
maintained and offered at centralized points (college, campus, UI).

Use what we own
Increase functionality of enterprise systems by specifically using more of Banner delivered functionality and eliminating as many costly modifications as possible. Be a Leader in the Ellucian Community Source Initiative to enhance baseline product functionality at nominal cost to the UI and partner institutions.

PC thin client and application server
Create a plan to provide the following: Moving people to thin clients and mini PCs and configuring a Terminal Services and Citrix environment to host applications and clients.

Support the Unified Communications project
Participate and provide support for the UCP initiative to converge email, calendar, voice, conferencing and instant messaging services.

People
Preserve employment to the highest extent possible. Discussions related to the reallocation or reduction of staff should focus on impact analysis for services provided by AITS.

Vendor interaction
Leverage partnerships with our vendors to maximize benefit to the University and minimize costs.

Green IT
Create our statement of environmental sustainability.

Process improvement and industry best practices

Policy documentation and ownership
Organize all policies and create clear rules for establishing, maintaining, and owning policies. Ensure that every policy relevant to AITS has a champion and a caretaker.

Coordinated administrative IT governance
Evolve the ITPC into a more complete solution. Work with the campuses to integrate with their governance processes.

Measuring progress
Document all relevant AITS metrics and provide regular updates and analysis of the metrics.

Business process analysis
Identify avenues to create a more common and standardized BPA.
**Relationships with our customers**

**Communication and expectation management**
Complete and publish a communication plan including publications, media, schedule and constituents served.

**Consolidated AITS website**
Create a one-stop shopping for services, standards, processes, pricing, policies, news, assistance, and contacts both internally and externally.

**Get students involved**
Provide opportunities for students to assist AITS through direct involvement or through college faculty.

**Business relationship and development management**
Coordinate the customer needs to the delivery and modification of AITS services.

**Administrative services training**
Partner with other organizations to increase the consistency of and access to IT training.

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**Security and compliance**

**Comprehensive compliance monitoring**
Create an ongoing coordination plan to ensure we continue to assign responsibility for implementation and track maintenance.

**PCI compliance**
Review and revise PCI-related policy and assist the University with compliance for PCI policies and procedures.

**Security compliance**
Review, revise and ensure compliance with all AITS and University security policies and procedures.

**Identity management and login credentials**
Unify identity management into a single logical and effective infrastructure.
FY 12 results

In this section, we look specifically at how AITS executed in fulfilling the FY 12 strategic objectives. It should be noted that the objectives differ in their scope and nature. Some of the objectives will be ongoing pursuits, such as Green IT, where the organization will incrementally progress over time, but will never be complete in this area as this is a perpetual objective. Other objectives are finite and can be addressed as deliverables or initiatives are satisfactorily completed, such as project-based items. Another stipulation is that most of the objectives will roll over fiscal years and incremental initiatives and progress will be pursued and reported upon year to year. Later in this report, there is a detailed look at the continuing and new initiatives for the next fiscal year, which will continue to support new organization strategic objectives. Below is a detailed review of the activities in FY 12 that support our strategic objectives.

Support the Administrative Review & Restructuring (ARR)

AITS implemented projects specified in the UA IT Council review of the ARR recommendations including:

Grants management software
AITS will work with the Vice Chancellors of Research on their evaluation and assessment of the grants management software.

Participated in grants management solution evaluation: (ITPC-0399 UI Electronic Research Administration Request for Proposals): AITS helped facilitate and participated in an extensive business process analysis and vendor selection for a grants management solution. The business process analysis effort was completed in September 2011 and the resulting RFP was posted in December. Vendor presentations for the finalists will take place during the summer of 2012, with recommendations to be presented to the Steering Team in September 2012. At that time, AITS will work with Vice Chancellors of Research to determine an implementation approach.

Workflow project
AITS will implement and support workflow tools, software and standards.

Created Business Process Improvement Shared Service: Representatives from the three campuses and University Administration worked together to develop a shared service for business process improvement at the University. This shared service supports the workflow initiative from AR&R by:

- Providing a shared pool of resources available for targeted temporary project management and business process analysis services for projects where they can provide impact
• Providing a shared standard methodology for business process improvement engagements
• Providing tools and templates for process analysis and improvement initiatives
• Providing training resources for business process analysis and improvement initiatives

Established workflow team for tool evaluation and recommendation: AITS established a workflow team that reviewed and is in the processes of recommending a set of workflow automation and management tools. Major initiatives include:

• Automating the UIS admissions process using Banner Workflow
• Working with LAS to offer the LAS FormBuilder tool as an enterprise solution
• Working with OBFS to evaluate the Infinity Process Platform (IPP)

Developed workflows for UIS applicant processing (ITPC-0391 UIS Admissions Workflow): AITS worked with the UIS Admissions office to develop 5 workflows to aid in the admissions processing of applicants. These workflows include a checklist notification to begin applicant processing, a main applicant workflow which handles the process from checklist to decision, and 3 post-admit workflows including international, honors, and intent to enroll. The checklist workflow is currently in production, with the remaining workflows scheduled to be in production at various times through the end of summer 2012.

Reduce power consumption for desktop computing
AITS will reduce the power consumption for desktop computing.

Implemented power management: As part of the AR&R initiative, power management was implemented for all 1,583 AITS supported computers. The goal of this project was to maximize the reduction of energy used (and associated costs) with no negative impact to users. After several months of testing, all of AITS supported computers were set to a 120-minute time-to-sleep setting between 9 a.m. and 5 p.m. (peak) and to a 60-minute time-to-sleep setting between 5 p.m. and 9 a.m. (non-peak).

Significant cost savings have resulted from the AITS power management plan. The charts below show a comparison of 30 days of
unmanaged power settings in November 2011 to 30 days of managed power settings in January 2012 for a representative sample of computers. The estimated savings is $1,180/month, which is a 48% reduction in costs. This cost is based on a marginal power rate of $.05/kwh. If these numbers are extrapolated to the entire computer population, the actual savings would be about $1,986/month. If the cost for capitalized power ($.09/kwh) is used in the calculation, savings would increase to $3,575/month.

**Virtualized 247 Windows servers**: As of May 2012, AITS leveraged Microsoft virtual machine technology to virtualize 247 Windows servers. This virtualization cut down on server hardware costs and thus reduced supporting power consumption, cooling costs and physical space of the server environment. This initiative will continue as equipment is refreshed on an annual basis.

**Reduce application portfolio**

*AITS will reduce the application portfolio to reduce support costs.*

**Performed annual application portfolio review**: FY 12 marks the completion of the second annual application portfolio review. This systematic evaluation is designed to reduce costs by identifying applications in the AITS portfolio that can be retired, replaced, or maintained in a more cost effective manner. In addition, AITS will continue its work with colleges and departments to reduce the University application portfolio by consolidating redundant systems and providing enterprise services.

**Reduced Decision Support application portfolio**: AITS worked to transition support of applications developed by Decision Support to other areas within AITS. This effort included decommissioning applications and identifying ways to decrease support and maintenance costs, such as re-architecting applications to more closely meet AITS support standards. As of June 2012, the first two phases of this effort is complete, and the third and final phase is underway.

**Disclosure portal**

*AITS will implement and support the disclosure portal.*

**Created RFP for conflict of interest disclosure tool**: AITS created an RFP for the purchase of a conflict of interest disclosure tool. After this was developed, AITS and Vice Chancellors Research determined that the best solution would be part of a sponsored research software suite. As a result, AITS integrated the requirements for the conflict of interest tool into the grants management software RFP created as part of the ITPC-0399 UI Electronic Research Administration Request for Proposals project. AITS expects that recommendations to the steering team will be made in September 2012.
Outsource where beneficial

AITS will look for opportunities to outsource where cost effective.

Helped implement Box cloud storage solution: AITS provided project management and technical expertise for the implementation of the Box shared storage service for the University of Illinois in concert with other Internet2 universities including Cornell, Stanford, University of Michigan, and Notre Dame. This solution was piloted to over 700 users, and on June 22nd a slow rollout of the production service was started. By September 2012 this service will be available for faculty, staff, and students.

Coordinated implementation of online training service: AITS provided project management, technical expertise, and funding for the release of the Lynda.com service to all faculty, staff, and students at the University of Illinois. Lynda.com is an online subscription library that provides over 1,200 courses and 73,000 tutorials on software and other popular topics.

Initiated and implemented IT consulting contract service: AITS established and currently manages a service to provide the University with a group of qualified firms to provide IT consulting services on an as-needed basis. Thirteen firms were selected through the RFP process and are available to be used by units on any of the University of Illinois campuses. To date, eleven of the thirteen vendor contracts have been finalized.

Participating in RFP process for cloud service contracts: AITS is currently participating in the MHEC RFP evaluation to establish contracts for Cloud services (e.g., cloud storage, virtual machine hosting and web hosting). The proposed date by which a contract is expected to be in place is September 30, 2012.

Support University information technology initiatives

Support Executive CIO initiatives

AITS will assist in the support and implementation of initiatives related to the Office of the ECIO that could include: governance initiatives, service improvements, expense reductions, and performance measurement.

Expanded use of IT governance: AITS supported campus efforts to grow IT governance processes and directly participated by holding IT governance training sessions, supporting an IT Governance Summit, and providing access to IT governance tools and processes. Currently all campuses/units have established formal IT governance processes.

Created Business Process Improvement Shared Service: In FY 12, representatives from the three campuses and University Administration worked together to develop a shared service for business process improvement at the University. Overall impacts for FY 12 include:
FY 12 results

- The creation of a University wide team of trained process improvement sponsors and experts, including over 60 members distributed across both Chicago and Urbana campuses and University Administration.
- Increased awareness of the benefits of process analysis and improvement at multiple levels in the University through the training of over 120 staff and faculty members in Chicago and Urbana.
- Developed Academic and Administrative leadership support of the Service through the establishment of the Business Process Advisory Group.
- Numerous engagements and recommended improvements; 3 completed projects, 8 projects in progress, and more than 12 projects in the pipeline. Clients include Academic Computing and Communications Center (ACCC), College of Education on Urbana campus, College of Veterinary Medicine, Disability Resources and Educational Services (DRES), The Career Center on the Urbana campus, Prairieland Energy, Office of Capital Programs, Office of University Audits, and University Press.

**Enhanced organizational metrics:** AITS reviewed and revised its organizational metrics in FY 12 to include strategic initiating tracking. FY 13 enhancements will include more strategic and customer focused metrics, plus a further refinement of the existing metric set.

**Ensured compliance activities:** AITS developed metrics and a basic framework to ensure compliance activities are being performed across key IT areas. This compliance monitoring plan was implemented in FY 12 and will continue on an annual basis.

**Helped develop proposal for network architecture redesign:** AITS provided input to the University Common Architectural Vision committee in their ongoing efforts to develop a proposal for a redesign of network architecture. This redesign is intended to introduce efficiencies, improve the inter-campus communication, and reduce cost. This proposal is currently in progress.

**Worked on application for joint status page:** AITS worked with CITES to develop a new application for managing communications regarding system status. Initial work was started in FY 12 and AITS expects that the currently on-hold development will resume in FY 13.

**Selected tools and planned for information delivery improvements:** AITS completed a high-level analysis of the top Business Intelligence vendors with a focus on BI tools that are more interactive, easier to use, and better integrated. AITS determined that the best course of action was to extend the current license agreement with SAP/Business Objects and add their Dashboard Designer, Explorer, and Mobile products. Currently, AITS is planning for the conversion of existing Desktop Intelligence reports and the eventual upgrade to Business Objects version 4. This conversion and upgrade will be a multi-year effort.
Piloted portal technology for information delivery: AITS completed several pilot projects to research deploying Business Objects and Tableau products via portal technologies. AITS is currently developing a long term portal strategy based on the results of these pilots.

Proposed project for the creation of a University service catalog: In Fall 2011, AITS created a detailed proposal, effort estimate, and initial data gathering survey for the creation of a University IT service catalog and unit directory. Further effort on this initiative is pending endorsement and demand from IT governance groups.

Proposed project for University policy management: AITS participated in developing a proposal for implementing coordinated University Policy Management in order to reduce problems arising from duplicate policies between campuses, conflicting policies between campus and departments, and no clear ownership of existing policies. AITS will provide project management and other resources to this initiative as it continues in FY 13.

Provided support for end point management shared service: The end point management project deployed two (limited) endpoint management services for piloting by University of Illinois units. AITS supported this project by providing project management, facilitation, hardware hosting, and financial resources. AITS will continue to support the pilot until FY 13 when the services are moved to full production.

Tracked AR&R recommendations: AITS continues to track progress towards implementing AR&R recommendations for information technology for the University. This tracking methodology is being used by other functional areas tracking AR&R progress.

Produced AITS and ITPC annual progress report: Each year, AITS produces the AITS and ITPC annual progress reports to reflect operations, inform constituents, and show progress towards strategic goals.

Coordinated implementation of online training service: AITS provided project management, technical expertise, and funding for the release of the Lynda.com service to all faculty, staff, and students at the University of Illinois. Lynda.com is an online subscription library that provides over 1,200 courses and 73,000 tutorials on software and other popular topics.

Continued ongoing analysis of budget and performance: It is increasingly more important to ensure that IT assets, both human and physical, are provisioned to maximize value. AITS continues to increase efficiency, as it has for the past 17 years. Since 1995, the number of employees and students supported per AITS staff member has consistently increased over time, while AITS staffing has declined overall in the past decade. In addition, AITS regularly conducts reviews and negotiates to reduce acquisition and maintenance costs. IT and financial
staff work closely and in tandem, seeking out opportunities to leverage collaboration and invest strategically in solutions that allow for greater agility and innovation.

** Participated in UI IT strategic planning:** AITS contributed to the UI IT strategic planning effort by working with campus CIO’s to draft the IT strategic plan framework. This framework is being used in the coming year to develop and revise individual strategic plans.

**Developed IT leaders and strengthened relationships:** AITS continued its commitment to developing IT leaders and strengthening relationships by sending 8 outstanding staff members to the IT Leadership Program (ITLP) and its off-shoot, the ITLW.

**Pursue shared services**

* AITS will increase support of and pursue shared services for those arenas that make sense.

**Created Business Process Improvement Shared Service:** Representatives from the three campuses and University Administration worked together to develop a shared service for business process improvement at the University. Overall impacts for FY 12 include:

- The creation of a University wide team of trained process improvement sponsors and experts, including over 60 members distributed across both Chicago and Urbana campuses and University Administration.
- Increased awareness of the benefits of process analysis and improvement at multiple levels in the University through the training of over 120 staff and faculty members in Chicago and Urbana.
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- Numerous engagements and recommended improvements; 3 completed projects, 8 projects in progress, and more than 12 projects in the pipeline. Clients include Academic Computing and Communications Center (ACCC), College of Education on Urbana campus, College of Veterinary Medicine, Disability Resources and Educational Services (DRES), The Career Center on the Urbana campus, Prairieland Energy, Office of Capital Programs, Office of University Audits, and University Press.

**Acquired CA Service Desk and CA CMDB licenses for shared services:** AITS negotiated additional licenses for the university to use for USD and the CMDB toolset. AITS will continue to work with UA and campus units to offer the CMDB as a shared service.

**Selected vendor and initiated Identity and Access Management implementation projects:** In FY 12 the University-wide Identity and Access Management (IAM) RFP team completed the evaluation of and selected vendors for the IAM solution. After the solutions were chosen, AITS initiated a multi-year set of projects to implement them. Currently, a cross-campus project
team is actively making progress against the project plans and a steering committee and technical advisory committee have been formed and are supporting these projects with guidance, decisions, and support. AITS is supporting this set of projects by providing project and program management, technical resources, and communication services.

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**Client services center implementation:** AITS started the process of consolidating service desk and security service staff in FY 12, with the goal of increasing the overall level of AITS customer support. Over the course of FY 13, this consolidation will continue with a review of processes and services in order to ensure proper controls and improve customer service.

**Implemented contract management system:** AITS implemented a contract management software solution (Prodagio) in FY 12. This system enables the University to manage the entire contract creation lifecycle (contract request, authoring, negotiation, approval and final execution). The system was rolled out to the Board of Trustees in May 2012. AITS plans to roll out the system to campus purchasing units in FY 13. A subsequent rollout to all remaining departments will take place over the next two years.

**Supported the SharePoint shared service implementation project:** The SharePoint shared service implementation project was initiated to eliminate the need for other University units to maintain their own SharePoint service. In FY 12, AITS provided project management and technical resources in support of this project. This project is expected to close in November 2012.

**Supported the Unified Communications project:** AITS provided technical and security resources, program coordination resources, and hardware, location, and installation services in support of the Urbana Unified Communications project.

**Implemented enterprise faxing services:** AITS implemented the RightFax Enterprise faxing solution in support of the Unified Communications project. AITS evaluated and selected a solution in early FY 12 and then architected and built the production environment in late FY 12. Since then, AITS has migrated itself, OBFS, and a few volunteer departments as a pilot. A larger go-live with the campus will be done in early FY 13. The coming year will see the transition for
interested business units to use this solution. This service will be at no charge and units will only be responsible for any long distance charges they incur via Pinnacle billing.

**Provided consulting for and access to portfolio and project management tool:** AITS provided significant consulting, project management, and training efforts to UIC IT professionals. In addition AITS provided configuration and enterprise licensing for the Clarity PPM tool. PPM Roll-Out and Consulting services are currently underway for ACCC, UIC College of Pharmacy, and UIC College of Medicine.

**Participated in cloud storage shared service implementation:** AITS provided project management and technical expertise for the implementation of the Box shared storage service for the University of Illinois in concert with other Internet2 universities including Cornell, Stanford, University of Michigan, and Notre Dame. This solution was piloted to over 700 users, and on June 22nd a slow rollout of the production service was started. By September 2012 this shared service will be available for faculty, staff, and students.

**Participated in end point management shared service pilot:** This project deployed two endpoint management services for piloting by University of Illinois units. AITS supported this project by providing project management, facilitation, and financial resources. AITS will continue to support the pilot until FY13 when the services are moved to full production.

**Participated in Data Center Shared Services:** AITS contributed to the data center shared service by offering HAB 54 as one of the shared storage spaces for use by Urbana clients.

**Participated in University-wide storage task force:** In FY 12, AITS participated in the planning stage of the storage task force. As the group has moved into an implementation stage, AITS decreased its involvement.

**Information management**

*Departmental planning and information provisioning*

_Analyze and deliver beginning to end information delivery to the customer._

*Selected tools and planned for information delivery improvements:* During FY 12 AITS completed a high-level analysis of the top Business Intelligence vendors with a focus on BI tools that are more interactive, easier to use, and better integrated. AITS determined that the best course of action was to extend the current license agreement with SAP/Business Objects and add their Dashboard Designer, Explorer, and Mobile products. Currently, AITS is planning for the conversion of existing Desktop Intelligence reports and the eventual upgrade to Business Objects version 4. This conversion and upgrade will be a multi-year effort.
**Piloted portal technology for information delivery:** During FY 12, AITS completed several pilot projects to research deploying Business Objects and Tableau products via portal technologies. The move to expand the Business Objects toolset will provide option to deploy reports, dashboards, and OLAP via an integrated interface without the need to deploy a separate portal. AITS is currently developing a long term portal strategy based on the results of these pilots.

**Completed analysis to improve data mart integration:** AITS completed analysis to improve data mart integration as part of the HR/Employee FTE Head Count Analysis project. This project includes a data mart and OLAP cube to support trending and analysis of employee FTE and Headcount totals. The Student Course Section Capacity Analysis and Payroll Summary/Trends projects are also underway.

**Information management**

Create a roadmap for the future state of obtaining, storing, validating, moving, using and disposing of data.

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Helped develop proposal for security training: AITS engaged with a University-wide group to develop a common approach and delivery mechanism for various security training required across the University. This group developed an RFP which was presented to the ECIO office by the University CISO. The objective is to meet a variety of compliance requirements for both content and tracking of training.

Rewrote Notice of Appointment (NOA) system: AITS replaced the existing NOA system with a version that provided more concise and accurate information regarding the employee’s position. The goal of this project was to reduce the number of erroneously generated and inaccurate NOAs and to reduce the amount of time and effort spent by HR and AITS troubleshooting issues. The NOA Redesign created services to expose NOA data to systems.

Maintained and enhanced HR Front-End (HRFE) system: AITS devoted more than 5,500 hours to provide application maintenance, enhancements, and service desk support for the HRFE application. With these hours, AITS successfully deployed two major HRFE releases and five HRFE patches, which included 123 application enhancements and application issue resolutions. In addition, AITS provided support for 938 service desk tickets, which resulted in 91 new defects for the application and 5 new change requests submitted.

Decision support function
AITS will work with Institutional Research (IR) and the University Technology Management Team (UTMT) Business Intelligence/Performance Management (BI/PM) group to optimize data utilization across the enterprise.

Increasing capacity for decision support functions by transferring application support duties: AITS worked to transition support of applications developed by Decision Support to other areas within AITS. This effort included decommissioning applications and identifying ways to decrease support and maintenance costs, such as re-architecting applications to more closely meet AITS support standards. As of June 2012, the first two phases of this effort is complete, and the third and final phase is underway.

Optimized data use: AITS continued its efforts to optimize the use of data across the enterprise. During FY 12, AITS identified and established basic training and support approaches for OLAP products. In addition, AITS is in the process of assessing adoption for currently deployed OLAP products.

Collaborated with information providers: AITS worked with the Business Intelligence and Performance Management subcommittee to put forth a recommendation on dashboards and data visualization. This proposal was one of the driving factors behind the purchase of Dashboard Designer from Business Objects. Other activities include:
FY 12 results

- Leading a project that will provide the capability for other central offices to publish Institutional Data Collections to the Data Warehouse environment.
- Completed a number of work requests to proactively identify and address areas of strategic maintenance for the Warehouse.
- Completed the first stage of a risk assessment for data growth focusing on the ETL batch window.
- Added Capital Programs and Global Payments data to the Enterprise Data Warehouse (EDW).
- Leading projects to add data from the Travel and Expense system and PRMS systems to the EDW.

**Completed major Business Objects XI upgrade:** AITS implemented the latest release of Business Objects to continue providing the latest functionality and to maintain support for the University Business Objects users.

**Investigated feasibility of implementing UI Report solution:** AITS examined the feasibility of implementing an in-house multi-campus solution to the distribution of standard university reports that are currently available across all campuses. This solution would address scheduled and on-demand reporting. The results of this work are being evaluated for next steps.

**Proactively expose Banner Data**
*Provide consistent and straightforward methods for departmental applications and third-party applications to utilize authoritative Banner data.*

**Completed phase 2 of VSL (Vacation Sick Leave) Banner Integration:** AITS completed phase 2 of the VSL Banner Integration project (ITPC-0320). The VSL system provides an alternate mechanism for departments with online leave reporting systems to feed academic vacation and sick leave data directly into Banner rather than using Banner forms. Several departments are now taking advantage of the VSL web service to reduce the effort required to manage leave balances.

**Participated in Travel and Expense Management project:** This project implemented Infor Expense Management which provides employees the capability of entering reimbursement claims into an online system. The TEM system, by way of AITS supported interfaces and integrations, is populated with user bio-demo data and C-FOAPAL data from Banner, for departments as they are rolled onto the system. This data is then maintained by real-time sync processing, as updates are made in Banner. On the payment side, fully approved expense reports are interfaced to Banner Finance on an hourly basis, and exceptions preventing the creation of an invoice are reported back to the TEM system immediately. Once successfully created invoices are paid in Banner, that status is reported back to TEM as well, along with
Banner document number information. AITS contributed significant technical resources in support of this project.

**Rewrote Notice of Appointment (NOA) system:** AITS replaced the existing NOA system with a version that provided more concise and accurate information regarding the employee’s position. The goal of this project was to reduce the number of erroneously generated and inaccurate NOAs and to reduce the amount of time and effort spent by HR and AITS troubleshooting issues. The NOA Redesign created services to expose NOA data to systems.

**Implemented test score integration:** AITS implemented the Test Score Integration system in FY 12. This system gave the Urbana undergraduate admissions department the ability to query test scores in real-time through the use of a web service modeled on objects they already use for eAdmit (such as admissions and checklist items). This web service also has the ability to query and update BasicStudent information.

**Document management**

*Create University standards for document imaging, storage, use, retention and disposal.*

**Supported the establishment of Records and Information Management Services office:** AITS supported the establishment of a new office for Records Information Management Services (RIMS). RIMS coordinates the development of policies and services related to all aspects of records and information management including records retention and disposal. RIMS focuses on: developing and managing policies related to records and information management, developing practical and scalable solutions for managing digital content, providing records and information management training and best practices, and offering assistance in assessing current operational information management practices.

**Established Office and Department Automation group:** AITS formed the Office and Department Automation group in April 2012 to focus on document management and workflow. The team is in the process of adding an additional FTE to the team to address the ongoing needs and requirements of the University community regarding document management.

**Upgraded Banner Document Management Suite (BDMS):** AITS upgraded BDMS from version 8.2 to 8.3. BDMS provides features for digitizing and managing paper, providing the tools for imaging, storing, and managing critical documents.

**Data quality**

*Provide consistent policies, procedures, and data entry standards.*

**Completed analysis to improve data mart integration:** AITS completed analysis to improve data mart integration as part of the HR/Employee FTE Head Count Analysis project. This
project includes a data mart and OLAP cube to support trending and analysis of employee FTE and Headcount totals. The Student Course Section Capacity Analysis and Payroll Summary/Trends projects are also underway.

**Unified portal strategy**
*Plan, create, and implement a unified portal strategy.*

**Piloted portal technology for information delivery:** AITS completed several pilot projects to research deploying Business Objects and Tableau products via portal technologies. The move to expand the Business Objects toolset will provide option to deploy reports, dashboards, and OLAP via an integrated interface without the need to deploy a separate portal. AITS is currently developing a long term portal strategy based on the results of these pilots.

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**Lower costs and stewardship of resources**

**Equipment and server space**
*Determine the most efficient locations and configurations for primary and secondary (BCP) data centers. Consolidate any applicable equipment, including equipment of others throughout the University.*

**Facilitated development of BCPs for University Administrative units:** AITS provided seven BCP training sessions to introduce UA staff to concepts and the UI Ready tool. In addition, AITS worked with departments to create an initial BCP during the training session, and facilitated two additional working sessions to help departments complete their plans on time.

This summer, AITS plans to host a table top exercise, which will present a disaster scenario and ask attendees to review the information in their plan to ensure they have sufficient details documented to resume business in the event of a disaster. This exercise will give departments the opportunity to identify any deficiencies in their plan and update the plan accordingly.

**Supported Urbana campus BCP development:** AITS contributed resources to support the Urbana campus units to develop BCPs. In FY 12, The Division of Public Safety, Public Affairs, and University Housing completed their BCPs with AITS assistance. AITS will continue providing this assistance, and expects that current work with Student Affairs, Facilities and
Services, and CITES will complete by December 2012. In addition, AITS developed and offered BCP training for key staff in all CEOC units and the Illini Union and Illini Union Bookstore.

**Implementing improvements to BCP data movement:** AITS is currently in the process of reducing the need for University couriers to transfer tape backups between our data centers. Investigations are ongoing for eliminating the need for a courier altogether, and transferring data over the network.

**Align administrative IT with our partners**
Continually search for opportunities to consolidate administrative services and functions where doing so can reduce costs while improving the quality and access to services and information.

**Completed phase 2 of VSL (Vacation Sick Leave) Banner Integration:** AITS completed phase 2 of the VSL Banner Integration project (ITPC-0320). The VSL system provides an alternate mechanism for departments with online leave reporting systems to feed academic vacation and sick leave data directly into Banner rather than using Banner forms. Several departments are now taking advantage of the VSL web service to reduce the effort required to manage leave balances.

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**University of Illinois community source solution development**
Work with departmental, college and central IT organizations and individuals to develop a process for sharing solutions across organizations to leverage and reuse IT resources. Where appropriate, extend local solutions to a broader audience to be maintained and offered at centralized points (college, campus, UI).

**Lead Illinois Community Source repository development and collaboration:** AITS collaborated with various campus departments and colleges through Community Source, Web@Illinois, and Core Services for ARR. A common initiative from all of these efforts was the need to build a web services registry as well as a common repository for applications, messages, and community source development initiatives. AITS supported this initiative by developing a community source collaboration site, which is currently under review by CITES, Education, Engineering, ACES, OBFS, and LAS. In addition to the community source repository, AITS hosted a Groovy-Grails code camp in conjunction with Ellucian. The camp was held at maximum capacity with developers from multiple universities from the region in attendance.
Use what we own
Increase functionality of enterprise systems by specifically using more of Banner delivered functionality and eliminating as many costly modifications as possible. Be a Leader in the Ellucian Community Source Initiative to enhance baseline product functionality at nominal cost to the UI and partner institutions.

**Enhanced baseline product functionality:** AITS submitted the Web4Proxy, Month-End Roll, and Mod 93a - Transcript Pagination, all student enhancements to Ellucian. In addition, AITS made a modification to the Banner delivered RORGRPS program to provide an audit mode for the grouping function.

**Implemented Recruiting and Admissions performance improvements:** In support of the Banner Relationship Management project, AITS worked with Ellucian to re-architect the baseline delivered solution to provide for better performance, use less storage, incur less risk to Banner production and provide for multi institution functionality. Project is completed with Dress Rehearsal One and has moved to Dress Rehearsal Two with plans for a production implementation for the coming fiscal year.

**1098-T enhancements:** This project expanded on the previous 1098-T project by making the details behind the 1098-T totals available to students through Banner self service. AITS implemented these enhancements were implemented in December 2011.

**Reduced resource requirements for managing file systems and related data:** AITS converted from LAN backups to SAN backups to significantly decrease the amount of time it takes to back up large Windows file servers. In addition, AITS continued the migration from older Solaris SVM volume management to the newer Solaris ZFS file system.

**Upgraded Banner to 8.4:** AITS upgraded to the most recent version of AR, Finance, General, HR, Student and Self-Service releases of Banner. This upgrade keeps this enterprise system up-to-date with regulatory releases and patches allows the University to take advantage of new functionality within Banner, including the Community Source functionality.

**Transitioned Banner mods development:** As recommended by the ARR report and to save the university $700K/year annually, AITS successfully transitioned the support of Banner mods from Ellucian to internal resources. The process was fully exercised during the November 2011 Banner 8.4 upgrade in production.

**Implemented Ellucian Banner Relationship Management System:** The planned installation of Banner's Recruiting and Analytics Performance (RAP) and the Prospective Student Portal (PSP) was been delayed due to continuing technical difficulties with the multi-entity processing (MEP) functionality, as well as additional issues with Cognos cubes and data load issues. AITS’ current goal is for a mid to late FY 13 implementation.
**Implemented Banner Database Extension Utility:** In order to set the stage for continued use of Banner and use of the next wave of the newly architected Banner application, AITS applied the required database extension utility components to the production version of Banner.

**PC thin client and application server**
Create a plan to provide the following: Moving people to thin clients and mini PCs and configuring a Terminal Services and Citrix environment to host applications and clients.

**Continued support of growing RDS deployment:** AITS deployed an RDS environment to provide a cheaper, more secure, and more energy efficient desktop environment that performs as well or better than current workstations and laptops. AITS currently has 400 users on this service. AITS’ production capacity goal of this service is 500 concurrent users, with the potential to expand up to 4,000 if needed.

**Support the Unified Communications project**
Participate and provide support for the UCP initiative to converge email, calendar,

**Supported the Unified Communications project:** AITS provided technical and security resources, program coordination resources, and hardware, location, and installation services in support of the Urbana Unified Communications project.

**Designing and upgrading administrative network:** The Administrative Network is becoming part of an enterprise services network, which is to be shared by all three campuses and University Administration. Toward that end, AITS and CITES collaborated on new network exits at the AITS Data Centers in Chicago and Urbana. Both exits serve as infrastructure components for Unified Communications.

**People**
Preserve employment to the highest extent possible. Discussions related to the reallocation or reduction of staff should focus on impact analysis for services provided by AITS.

**Enhanced social environment:** AITS continued to develop and enhance working conditions through a social committee. The social committee sponsored the annual picnic, a social committee recruiting event, Trick or Treating, a holiday potluck, a holiday decorating contest, Secret Snowman, a Valentine’s bake sale, a Spring Egg Hunt, and monthly Military Employee Care Packages for deployed employees.

**Promoted and enhanced employee recognition programs:** AITS continued to promote and enhance employee programs that encourage recognition, professional development, and personal growth. AITS volunteers helped work through the Service Awards presented at the
AITS Annual Meeting last July, and development of other AITS individual and group awards is on the docket for FY 13.

**Implemented strategic workforce planning:** AITS continued its commitment to organizational effectiveness through resource management, communication mechanisms, and ongoing evaluation to meet the needs of AITS. In FY 12, AITS conducted a review of the existing talent management framework and started to identifying the pieces of the framework currently in place, discussing what is would benefit from modified processes or implementation of new processes. Documentation of current state and future direction (approach, priorities, and next steps) continues. The leadership of AITS will review and prioritize items so development of a three-year plan, aligned with the University’s long-term human capital plan, can begin in earnest early in FY 13.

**Completed Building Emergency Action Plan (BEAP) for Gerty:** AITS continues to coordinate emergency procedures for all AITS sites. The initial Building Emergency Action Plan (BEAP) has been completed for the Gerty Drive location, and floor coordinators have been identified and briefed on their responsibilities. AITS expects to finalize the plans for Gerty and begin drafting BEAPs for the remaining AITS facilities in FY13.

**Vendor interaction**

*Leverage partnerships with our vendors to maximize benefit to the University and minimize costs.*

**Initiated and implemented IT consulting contract service:** AITS established and currently manages a service to provide the University with a group of qualified firms to provide IT consulting services on an as-needed basis. Thirteen firms were selected through the RFP process and are available to be used by units on any of the University of Illinois campuses. To date, eleven of the thirteen vendor contracts have been finalized.

**Participating in RFP process for cloud service contracts:** AITS is currently participating in the MHEC RFP evaluation to establish contracts for Cloud services (e.g., cloud storage, virtual machine hosting and web hosting). The proposed date by which a contract is expected to be in place is September 30, 2012.

**Participated in Ellucian Community Source/Large School Consortium:** AITS regularly participates in a number of Ellucian committees. This allows AITS to be involved in accepting modifications for baseline, have involvement in beta opportunities, and stay up-to-date on Ellucian’s upcoming development plans.

**Collaborated on proxy access project:** AITS collaborated with Ellucian and several other institutions to make web proxy access available in Banner. This was baselined in Banner General 8.5 in December 2011. Since then, AITS has been participating in a focus group, helping
to resolve defects and prioritize the next items for development. AITS is also planning a set of Webinars to help other institutions set up their Proxy Access.

**Green IT**

*Create our statement of environmental sustainability.*

**Leveraged Microsoft virtual machine technology:** As of March 2012, AITS virtualized 248 Windows servers. This virtualization cuts down on server hardware costs and reduces the supporting power consumption, cooling costs and physical space of the server environment. This initiative will continue over the next two fiscal years as AITS refreshes the hardware along its planned equipment life. As an additional benefit, this effort will significantly reduce annual maintenance costs.

<table>
<thead>
<tr>
<th></th>
<th>Current Physical machines</th>
<th>Current virtual machines</th>
<th>VM candidates</th>
<th>Current Total Servers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Windows</td>
<td>211</td>
<td>247</td>
<td>115</td>
<td>458</td>
</tr>
<tr>
<td>Solaris</td>
<td>37</td>
<td>31</td>
<td>4</td>
<td>68</td>
</tr>
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</table>

**Virtualized Linux servers:** All pre-existing Linux server instances continue to be migrated from physical hardware to virtual machines as part of a normal lifecycle refresh. All new Linux server deployments are also being installed on virtual machines. As of May 2012, 111 virtual machines have been deployed, resulting in reduced hardware and staff resource requirements. Having experienced no negative results, this initiative will continue during the next fiscal year.

**Replaced older Enterprise Business Objects servers:** AITS significantly reduced maintenance costs paid to an outside vendor by decommissioning older Enterprise Business Objects servers with virtual machines on shared hardware.

**Transitioned web applications to new virtual application servers:** In FY 12, AITS continued the migration of web applications from physical hardware to virtual servers. This change improves system utilization and efficiencies, reduce cost, and help with green IT initiatives. Progress on this transition has been slow due to resource constraints, and this effort will continue into FY 13.

**Virtualized Banner middleware servers:** As part of the Banner 8.4 upgrade in November 2011, AITS converted the entire suite of Banner middleware servers from physical to virtual hardware to help conserve and make efficient use of computing resources.
Process improvement and industry best practices

Policy documentation and ownership
Organize all policies and create clear rules for establishing, maintaining, and owning policies. Ensure that every policy relevant to AITS has a champion and a caretaker.

Researched and developed proposal for University policy management: AITS participated in developing a proposal for implementing coordinated University Policy Management in order to reduce problems arising from duplicate policies between campuses, conflicting policies between campus and departments, and no clear ownership of existing policies. AITS will provide project management and other resources to this initiative as it continues in FY 13.

Supported establishment of Records and Information Management Services office: AITS supported the establishment of a new office for Records Information Management Services (RIMS). RIMS coordinates the development of policies and services related to all aspects of records and information management including records retention and disposal. RIMS focuses on: developing and managing policies related to records and information management, developing practical and scalable solutions for managing digital content, providing records and information management training and best practices, and offering assistance in assessing current operational information management practices.

Coordinated administrative IT governance
Evolve the ITPC into a more complete solution. Work with the campuses to integrate with their governance processes.

Expanded use of IT governance: AITS supported campus efforts to grow IT governance processes and directly participated by holding IT Governance Training Sessions, supporting an IT Governance Summit, and providing access to IT Governance tools and processes. Currently all campuses/units have established formal IT governance processes.

Measuring progress
Document all relevant AITS metrics and provide regular updates and analysis of the metrics.

Enhanced organizational metrics: AITS reviewed and revised its organizational metrics in FY 12 to include strategic initiating tracking. FY 13 enhancements will include more strategic and customer focused metrics, plus a further refinement of the existing metric set.

Business process analysis
Identify avenues to create a more common and standardized BPA.

Created Business Process Improvement Shared Service: Representatives from the three campuses and University Administration worked together to develop a shared service for
business process improvement at the University. This shared service supports the workflow initiative from AR&R by:

- Providing a shared pool of resources available for targeted temporary project management and business process analysis services for projects where they can provide impact
- Providing a shared standard methodology for business process improvement engagements
- Providing tools and templates for process analysis and improvement initiatives
- Providing training resources for business process analysis and improvement

**Selected vendor and initiated Identity and Access Management implementation projects:** In FY 12, the University-wide Identity and Access Management (IAM) RFP team completed the evaluation of and selected vendors for the IAM solution. The goal of this project is to implement an IAM solution to streamline and consolidate the business processes involved with managing identity and access across the University of Illinois. After the solutions were chosen, AITS initiated a multi-year set of projects to implement them. Currently, a cross-campus project team is actively making progress against the project plans and a steering committee and technical advisory committee have been formed and are supporting these projects with guidance, decisions, and support. AITS is supporting this set of projects by providing project and program management, technical resources, and communication services.

**Established workflow team for tool evaluation and recommendation:** AITS established a workflow team that reviewed and is in the processes of recommending a set of workflow automation and management tools. Major initiatives include:

- Automating the UIS admissions process using Banner Workflow
- Working with LAS to offer the LAS FormBuilder tool as an enterprise solution
- Working with OBFS to evaluate the Infinity Process Platform (IPP)

**Facilitated Capital Programs Vendor Pre-Qualification business process improvement (BPI) effort:** Initiated in the fall of 2011, the goal of this project was to increase productivity of staff by eliminating rework and duplication of effort. A final report with recommendations has been prepared and presented to the Office of Capital Programs.

**Facilitated Disability Resources & Educational Services accessible media content delivery BPI:** Initiated in December of 2011, the goal of this project was to reduce the lead time required for delivering text-based accessible media content to students in need. A final report with recommendations is currently being developed.
Facilitated University Audits audit reporting BPI: Initiated in the fall of 2011, the goal of this project was to streamline the activities involved in producing and publishing an Audit report. A final report with recommendations was presented to the Executive Director of University Audits in March 2012.

Facilitating ACCC service request routing BPI: Initiated in early 2012, the goal of this project is to improve customer service and response time associated with requests submitted to the ACCC Help Desk. The team is currently interviewing staff, reviewing customer survey feedback, reviewing training materials, and facilitating process mapping sessions.

Facilitating University Press IT services BPI: Initiated in early 2012, the goal of this project is to promote cross-training and consistency of services offered by identifying, analyzing and documenting current IT processes. The initial analysis is now complete, however, a follow-up process improvement project is being proposed based on the initial findings.

Facilitating Prairieland Energy commodity procurement BPI: Initiated in April 2012, the goal of this project is to increase productivity through standardization and automation. The team is currently developing documentation on the current process.

Facilitating College of Veterinary Medicine Process Improvement Initiative: The goal of this initiative is to assist the College of Veterinary Medicine with the creation of their own process improvement initiative, providing training, facilitation resources, and consultation.

Supported UTeRA BPI efforts: AITS supported the UI eRA business process improvement efforts by providing coordination and analysis services. In September 2011, the business process analysis effort was completed. The RFP was posted in December and by April 2012, all vendor materials were reviewed. Vendor presentations for the finalists will take place during the summer of 2012, with recommendations scheduled to be presented to the Steering Team in September 2012. At this time, an evaluation will need to be made, determining an approach to move forward with regarding an implementation project.

Relationships with our customers

Communication and expectation management

Complete and publish a communication plan including publications, media, schedule and constituents served.

Communications planning: AITS formed a customer relationship management (CRM) team. As part of the CRM team scope, AITS communications will be evaluated and reformed as necessary. Utilizing social media, re-designing the AITS website, and other outlets of
communication will be evaluated and implemented. Another communication service is likely to be support on large outreach efforts through a formal stakeholder analysis methodology.

**Consolidated AITS website**

Create a one-stop shopping for services, standards, processes, pricing, policies, news, assistance, and contacts both internally and externally.

**Consolidated UI eRA and AITS websites:** AITS consolidated the UIeRA and AITS websites and completed the analysis and prep work for completed the consolidation with the DS website. It is expected that this will be complete by the end of August 2012. In FY 13, AITS is looking to redesigning the newly consolidated sites.

**Get students involved**

Provide opportunities for students to assist AITS through direct involvement or through college faculty.

**Employed students:** AITS presently employs twenty students: eight in administration, nine in the Service Desk, two in enterprise security, and one in client support services. AITS will continue to seek out assistance from and coordinate with academic programs.

**Taught student computer security course:** At the request of the Urbana Computer Science department because of faculty workload conflicts, our Director ESA is teaching Computer Security II (CS 463 / ECE 424) which is a required course for Cyber Security Scholarship students. This class had 21 students, including 6 online section students.

**Worked with students to explore useful mobile applications:** AITS is currently exploring and learning about the techniques, architecture, and frameworks for mobile application development. Pilot applications are being developed for native mobile devices as well as a mobile website. These pilot applications include employee earning statements, dining, transit, student grades and student schedules. AITS met with students to gather information for mobile applications and is currently working with UIUC Housing to design the dining application, HRIS for implementing the employee earning statement, and OAR offices to implement the Grades and Schedule applications. The initial mobile application for Housing and class schedule is due to launch in August.

**Business relationship and development management**

Coordinate the customer needs to the delivery and modification of AITS services.

**Investigating CRM advisory board:** The scope of services available from the CRM group is being defined during the next few months. When this definition is complete, AITS will turn its attention to creating a CRM Advisory Board to provide input and feedback to AITS regarding customer communications, interactions, and services. Is on hold. Currently, AITS is actively
collaboration with other IT customer-focused representatives from CITES, ITS, ACCC, and AITS.

**Improved IT needs identification and coordination:** In the past few years, there has been a change from the need for a jack-of-all-trades IT professional to someone who can mediate and coordinate on the behalf of the customer between IT vendors, enterprise IT providers and local IT providers. To address this need, AITS formed an IT Advocates group and an internal UA IT SWAT team to improve the identification and coordination of IT needs for UA offices.

**Administrative services training**
*Partner with other organizations to increase the consistency of and access to IT training.*

**Contributed to and helped coordinate the IT Pro Forums:** AITS staff participated in and helped coordinate the IT Pro Forums on the Urbana and Chicago campuses. In Fall 2011 and Spring 2012, over 30 AITS staff members participated in presentations, poster sessions, and on the planning committee.

**Security and compliance**

**Comprehensive compliance monitoring**
*Create an ongoing coordination plan to ensure we continue to assign responsibility for implementation and track maintenance.*

**Developed framework for comprehensive compliance monitoring:** AITS developed a basic framework to review compliance activities required in FY 12 and planned for FY 13. The goal of this framework is to help ensure compliance activities are being performed across key IT areas.

**PCI compliance**
*Review and revise PCI-related policy and assist the University with compliance for PCI policies and procedures.*

**Provided guidance and technical oversight of PCI compliant implementations:** AITS continued to provide guidance and technical oversight of PCI compliant implementations including policy and process reviews, architecture reviews, as well as periodic vulnerability and penetration testing. In FY 12, many major University merchant implementations completed the transition to the Urbana PCI network and commenced with AITS performing quarterly vulnerability assessments. As of June 30, 2012, a significant number of merchants completed their annual web-based self-assessment questionnaires.

**Security compliance**
*Review, revise and ensure compliance with all AITS and University security policies and procedures.*
**Coordinated annual user access reviews:** As required by an external audit finding and to align with business practices, the AITS coordinated the annual user access review with Unit Security Contacts (USCs). The purpose of the annual user access review was to help ensure the access granted to staff is appropriate and approved. The user access review also helped to identify that some changes to various departmental USCs were needed (right person for the right job). In response to FY11 External Audit findings, and in coordination with OBFS Controllers Office, AITS developed and implemented detective controls based on Banner data: 1) a daily process to notify Unit Security Contacts (USC) when users terminate University employment, and 2) a monthly process to notify Unit Security Contacts (USC) when users transfer employment between University departments.

**Performed Banner HR/Pay and Student Security Group/Profile/Class Review:** AITS Security Administration facilitated the tasks necessary with HR/Pay, Financial Aid, and Student representatives to complete the review of BANNER HR/Pay, Financial Aid and Student Profile/Class/Form relationships. Additionally, owner/responsible parties for all BANNER HR/Pay, Financial Aid and Student Profiles will be established/reviewed. Furthermore, as new Banner forms are delivered, the owner/responsible parties will help AITS ensure the forms are added to the correct classes.

**Completed analysis for Banner 8 security enhancements:** AITS completed an internal project to collect and document the requirements and resources needed to implement the BANNER 8 security enhancements.

**Completed and presented RFP for the Unit Security Contact (USC) Portal project:** While the Identity and Access Management (IAM) project will address most of the USC Portal ITPC Project requirements, security awareness training is beyond the scope of IAM. To address that USC Portal requirement, AITS is engaged with a University-wide group developing a common approach and delivery mechanisms for various security training required across the University. An RFP has been developed by this group and was presented to the ECIO office by the University CISO. The objective is to meet a variety of compliance requirements for both content and tracking of training.

**Participated in Committee on Institutional Cooperation (CIC) Security Working Group:** AITS continues to be a participating and contributing member of the CIC Security Working Group (SWG) and consortium for Big Ten schools. This will allow AITS to continue to evaluate and monitor the progress of our IT security efforts in comparison to our Big Ten peer institutions. AITS continues in the role of chairing CIC SWG meetings as that role rotates through the Big Ten schools. In addition, we continue to be actively involved in the CIC InCommon Silver activities.
Identity management and login credentials

Unify identity management into a single logical and effective infrastructure

Selected vendor and initiated Identity and Access Management implementation projects:
The University-wide Identity and Access Management (IAM) RFP team completed the evaluation of and selected vendors for the IAM solution. After the solutions were chosen, AITS initiated a multi-year set of projects to implement them. Currently, a cross-campus project team is actively making progress against the project plans and a steering committee and technical advisory committee have been formed and are supporting these projects with guidance, decisions, and support. AITS is supporting this set of projects by providing project and program management, technical resources, and communication services.

Other items not mapped to strategic initiatives

Developed Adjustment Notification Application (ANA): This project takes into account previous work done on current pay period adjustments and leverages the HRFE infrastructure, in order to address the issue of double entry of pay adjustment data into both ANA and Banner. The project is currently in testing, with an on-time go-live scheduled for August 2012.

Provided Campus Recreation with a time clock interface to Banner (UIUC): This project used an established process to feed time clock data for Urbana’s Campus Recreation department into Banner, rather than the current process of Campus Recreation employees manually keying their time into Banner twice per month. AITS implemented this feeder into production in January 2012.

Developed payroll involuntary deduction system: The University has a federal obligation to process involuntary deductions, and currently, child support, alimony, and garnishments are managed manually through an in-house database. AITS implemented and is currently testing a payroll involuntary deduction system that takes advantage of the Electronic Income Withholding Order Portal. This is a very complex project involving the State of Illinois, and is expected to be implemented in mid FY 13.

Replaced Campus Charitable Fund Drive system: IITS worked with the Chancellor’s Office to define the requirements for and replace their existing Campus Charitable Fund Drive (CCFD) system. Main activities:

- Documented current business process and defined requirements
- Developed contribution web interface
- Transferred CCFS website to SitePublish
- Currently developing reporting interface
Provided access to course enrollment data: AITS worked with CITES to allow them to query for course section enrollment availability data in near real-time. AITS worked with the Illinois Office of the Registrar to make sure the appropriate guidelines are being followed for the use of this data. This service is available in production.

Helped establish EAS authentication for numerous web services: AITS was involved in setting up EAS authentication for UIC HR Performance Application, Dynamic Forms, Prodagio, and UIUC OR Grade Change Systems.

Implemented changes for the annual Benefits Choice open enrollment period: The annual Benefits Choice enrollment period was again challenging for FY12. Due to the uncertainty about which healthcare insurance providers were contracted back in FY11, a 90-day extension of prior-year health care contracts, among other things, created technical, coordination and communication challenges. Because of the contract extension, there was a second Benefits Choice period held in the fall of 2011. The regular FY12 Benefit Choice Period was also challenging due to the ongoing contract disputes between the State and the healthcare insurance providers, which resulted in an extension to June 15th.

Creating interface for UIC’s implementation of the Common Application: UIC will use The Common Application to give it increased visibility to applicants who are also applying to other colleges and universities. AITS is providing an interface between the Common Application and Banner. The application will be ready by September 2012, for a go-live of Fall 2013 admissions cycle.

Implemented changes to support Union Contract changes: AITS spent significant time working with the campuses on several contract negotiations and implementations. This included setting up the appropriate structures in Banner, writing programs to calculate the different retroactive pay calculations and ensuring that the retro pay application worked correctly for each of the unique contract settlements.

Created design for future EAC web page: AITS created the design for an Enterprise Architecture web page to communicate the EAC standards, decisions, and work and to provide an overview of the UA Enterprise Architecture. At this time, AITS is defining the content.
Kept existing technology current with upgrades and migrations: AITS continued its commitment to providing the most recent and supported versions of enterprise software to the University. The following is a selected list of upgrades started in FY 12. In addition to keeping the applications current, a number of these upgrades/migrations provided hardware savings.

- Linux Server OS upgrades
- Solaris SVM to ZFS migration
- Office 2010 upgrade
- Clarity upgrade
- Unicenter service desk upgrade
- Bomgar upgrade
- Oracle Fusion Middleware 11g migration
- Talisma 8.4 Upgrade
- View Direct 4.4 upgrade
- Banner Relationship Management 1.4 upgrade

Project Management Lifecycle: AITS revised the Project Management Lifecycle (PMLC) methodology and supporting materials. In addition, AITS worked with University IT PM leaders to produce a consolidated IT PMLC that is expected to be reviewed and discussed in early FY13.

Implemented Harvard Faculty Profiles system: AITS implemented the Harvard Faculty Profile system for the Division of Biomedical Sciences (DBS). This tool will increase collaboration and is expected to help increase funding for joint not only between fellow researchers within University of Illinois but with other Universities.

Provided significant resources for a number of new systems or major new releases: AITS provided resources for a number of new systems. Systems not explicitly mentioned earlier in the document include:

- LegalFiles to support the Office of University Counsel and Risk Management.
- Prodagio Contract Management system to support UI Purchasing
- PRZM 2.0 to support University Office of Real Estate and Capital Programs
- Travel and Expense Management system
Assumed burden of support for a number of applications: In an effort to reduce support costs, AITS assumed support for a number of applications previously supported by other University organizations. Some of these applications include:

- Ethics reporting system (also redesigned and replatformed)
- FlyCMI web site (also redesigned and transferred to SitePublish)
- P-Card (also enhanced application and removed security issues)
- HR applications support (also migrating over to Subversion)

Published websites in new content management system: AITS converted or created the following sites within SitePublish:

- flycmi.com
- HR
- ECIO
- Datacenter
- FOIA
- UOCPRES
- IAM
- CCFD
- OIS
- UOFI
- Vendorshare

Implemented administrative process improvements: In FY 12, AITS continued improvements to its administrative processes. Improvements include: 1) implemented cost savings and process improvements in contracts and acquisitions by taking advantage of staff expertise 2) increased communication and reduced management time by improving onboarding process 3) provided process documentation and training in support of TEM 4) initiated use of conference calling technology for quarterly business meetings and 5) implemented parking key program.

Continued vulnerability scans and fixes: AITS continued its commitment to providing secure web applications by scanning them for vulnerabilities on an on-going, rotating basis. Application vulnerabilities revealed by the scanning process are corrected, tested, and approved by application customers before the corrected applications are migrated to production.

Integrated Tracker I9 system with HR Front-End: AITS integrated the HR Front End system with a vendor hosted electronic I-9 system that would provide error identification, retention period tracking and recertification monitoring capabilities to help ensure compliance.

Simplified start/stop of web and messaging applications: AITS implemented the startup and stop framework and scripts recommended by the Enterprise Architecture group. This framework simplified the start/stop of web and messaging applications and is expected to reduce down time during administrative application outages and expedite recovery during unplanned events.
Migrated HRIS applications to Subversion: Efforts continued to migrate support for HR applications to AITS in FY 12. As of July 2012, most of the applications have been migrated, including Nessie, Ethics, HRNet, and UHR. This migration is expected to provide savings to the HR group and improve service by providing version control.

Completed the majority of infrastructure mapping: AITS completed the majority of infrastructure relationship mapping in the CMDB. Exceptions include messaging, websites and cluster infrastructure. Resource constraints on the team that is the authoritative source for this information have prevented this from being completed.

Increased the use of and enhanced AITS collaborative web services: Throughout FY 12, AITS increased the use of SitePublish as a University wide shared web content management. In addition, AITS provided project coordination and technical resources in support of the SharePoint shared service which is expected to be deployed by December 2012. In addition, AITS completed a significant amount of work towards the implementation of the Luminis portal tool. This tool will provide a more flexible architecture and personalization capability to the enterprise applications web site.

Shortened backup time for UA Windows file servers: In order to significantly decrease the time it takes to back up the large Windows file servers, AITS converted from LAN backups to SAN backups. AITS currently backs up an estimated 22TB of file server data this way with the remaining amount of storage backing up across the LAN.
Key Performance Metrics

AITS has been collecting various performance measures and metrics for many years. In FY 09, AITS bolstered comprehensive metric generation and collection across the organization and a stand-alone FAITS Metrics Report is available separately. This section of the progress report highlights selected representative items from that report. The complete FY 12 AITS Metrics Report is available on the AITS website at the Reports and Presentations link.

Customer Feedback for Production Support and Work Requests: ADSD consistently receives customer satisfaction scores between Good and Excellent in monthly surveys of our customers.

Active Databases and Database Servers: Active databases supported by AITS ADSD Data Management increased by nearly 20%, up from 717 databases in FY 11 to 856 databases in FY 12. The number of host servers increased by 57%, up from 35 database servers in FY 11 to 55 database servers in FY 12. The number of databases and servers continues to grow as we take on more and more Microsoft SQL Server support from other departments. The number of databases per DBA now stands at 122; two years ago it was 48. We continue to do more with less by automating our processes and cross-training.

Quantity of Data: The volume of production and development environment data stored on AITS maintained hardware increased nearly 49%, from 22.6 TB in FY 11 to 33.6 TB in FY 12. However, Disk Space Used was reduced almost 37% from 22.6 TB in FY 11 to 14.3 TB in FY 12. The 3rd quarter of FY12 a new SNAP technology was implemented that has resulted in the reduction of Disk Space Used

Allocated Storage Capacity: Total Backup and Vaulted Storage increased from 601 TB in FY 11 to 704 TB in FY 12, an increase of 17%. From FY08 to FY12 Q3 there has been a 125% increase in total backup and vaulted storage. Allocated Configured Storage Capacity increased from 166 TB in FY 11 to 201 TB in FY 12, an increase of 21%. From FY08 to FY12 Q3 there has been a 140% increase in total allocated configured storage capacity.

Security Service Desk Tickets Closed: The volume of security service desk tickets closed by AITS Security Administration increased at a rate of 23%, rising from 1,925 tickets closed in FY 11 to 2,373 tickets closed in FY 12.

Availability of Banner Self-Service: This availability measurement includes Banner Self Service and the systems and services upon which it depends, such as: apps.uillinois.edu site, EAS, brokers, Banner database, the network, the campus backbone, and application servers. Total availability for FY 12 was 98.98%. Availability excluding planned outages was 99.81%, meaning that unplanned unavailability of these systems was 16.9 hours for the year. These 16.9 hours include issues such as power outages, system outages, and infrastructure problems.
**Total Change Requests (CRs) Submitted:** The volume of CRs submitted for deployment dropped nearly 7% from 1,901 requests in FY 11 to 1,769 requests in FY 12.

**Report Usage:** An analysis of report usage via ViewDirect indicates that there are a large percentage of unused reports among all available. As of the end of FY 12, 92% of reports in ViewDirect were not being utilized indicating that an effort is needed to archive unused reports. There is an initiative ongoing to examine and decommission reports no longer in use.

**Project Performance:** Project performance against budget improved for AITS-led ITPC projects in FY 12 with the average ongoing percentage on budget increasing from 90% in FY 11 to 95%. Project performance against schedule decreased with the average ongoing percentage of projects on schedule dropping from 92% in FY 11 to 83% in FY 12. The AITS PMO believes this decrease is largely due to more stringent baselining requirements and a more focused review process.

**Projected AITS Project Capacity for FY 13:** The following chart provides an overview of AITS discretionary project resource availability for the coming fiscal year. AITS’ approximate base capacity for projects is 20.8 FTE. AITS’s approximate augmented capacity for projects (capacity including backfill and contractors) is 30.8 FTE. These figures are as of August 1, 2012.
FY 13 strategic plan

AITS is in the process of defining its strategic directions for FY 13 – FY 15. The completed document will be available in early FY 13. The strategic directions outlined in this document will align with the AITS mission and vision and values listed below.

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

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

**Values**

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

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

**Stewardship**
We consider both the long-term well-being of the University and the short-term imperatives facing it in the decisions we make, the actions we take, and the advice we
offer to other leaders across the University. We encourage and support our staff members as they work towards the right solutions for the University.

**Integrity**
We are forthcoming, truthful, ethical, and sincere in our words and actions. We keep our promises. We build and maintain trust between colleagues across the department and are invested in each other’s success.

**Customer Satisfaction**
We strive to provide the highest level of service possible to our customers based on their needs and our capabilities. We work within our means to develop the best solutions for our customers.
Additional Information

Websites
Detailed information is available on AITS and its services and interactions at the University on several convenient websites:

- AITS: www.aits.uillinois.edu
- ITPC: www.itpc.uillinois.edu
- UTMT: www.utmt.uillinois.edu
- ECIO: www.ecio.uillinois.edu

IT Service Catalog
For a full description of the following services that AITS provides, please visit our IT Service Catalog @http://www.aits.uillinois.edu/our_services/

- Application Development
- Application Support
- Authentication and Authorization Services
- Backup Management
- Business Process Improvement Shared Services
- Change Management Service
- Database Services
- Desktop Support
- Directory Services
- Distributed Hosting
- Document Management
- Email and Calendaring
- Enterprise Application Integration
- Enterprise Batch Scheduling
- Firewall Service
- Information Security Consulting and Support
- IT Portfolio Management
- Release Management
- Remote Access and VPN
- Risk Management and Business Continuity Services
- Service Desk Management
- Source Code Version Control
- Storage Management
- System Monitoring and Metrics Collection
- Web Content Management System (WCMS)