AITS STRATEGIC PLAN FOR FY 13 – 15

FINAL PROGRESS REPORT

JULY 1, 2015

AITS

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

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

Progress is reported on a semi-annual basis on January 1 and July 1. The January report is a less formal working document and may reflect more informal initiative status comments. The report as of July 1 is comprehensive and is a counterpart of the AITS Annual Progress Report. This is the final report of progress against this strategic plan. Beginning July 1, 2015, a new strategic plan covering FY 16 - 18 is being executed.

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

Background: The AITS strategic directions are statements indicating the specific strategic areas that AITS will focus on in supporting the University's mission and our responsibilities as an organization. These strategic directions align with our mission and vision and focus our efforts to fulfilling these. In pursuing these strategic directions, the strategic goals and initiatives serve as actionable broad and specific plans that AITS will pursue in order to fulfill our stated strategic directions.

The AITS strategic goals were created through discussions with our customers, and are refined by internal conversation within AITS. We utilize our strategic directions as described earlier, to guide development of goals that support and align with these directions. Most organizations need to successfully accomplish many goals to achieve their mission. Some of the goals presented have not yet been prioritized or resourced and represent stretch goals that will be pursued as resources are available and other goals are satisfied.

Each goal and initiative has a different priority, and the priority changes throughout the year depending on environmental factors such as funding, urgency, University needs, vendor partnerships and human resource availability. The strategic goals are pursued through our initiatives. Initiatives are operational in nature and achievable within an expected timeframe and available resources. There may be multiple initiatives for a strategic goal. A summary overview is available below, followed by detailed information by individual initiative.

PROGRESS	Critical	Off Target	Deferred	On Target	Achieved
Goals					
AITS - High-level goals – encompass multiple initiatives (below)			6	27	7
Initiatives					
Team 1 - IT Governance, PPM, and BPI	1			6	20
Team 2 - Administrative Software and Services			1	6	12
Team 3 - Infrastructure and Operations			3	2	17
Team 4 - IT Human Resources and Finance				11	16
Team 5 - Information Security and Privacy	1	1		9	9
Team 6 - Institutional Data and Information			18		13

MISSION STATEMENT

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

VISION STATEMENT

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

CORE VALUES

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

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

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

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

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

- **Learning** - We continually learn from working with our customers, fellow employees, partners at the campuses and University Administration, and our peers in industry and higher education. We value our customers' insight, experience, and expertise.

STRATEGIC DIRECTIONS

Save Time: Pursue opportunities to improve and offer new services that increase productivity for faculty, students, and staff.

Improve Ease of Use: Improve the usability of AITS services.

Improve Speed to Service: Improve the time to delivery of AITS services.

Deliver Targeted and Pervasive Information: Provide a variety of tools and infrastructure tailored to meet the large spectrum of customers and their information needs.

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

AITS STRATEGIC PLAN FOR FY13 - FY15 - DETAIL

1 ADMINISTRATION

1.1 Provide excellent customer support to all users at the University in multiple forms and avenues to enable them to utilize information technology resources as easily as possible to accomplish their goals.

Status:
⊕
As of 07/20/15

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.1.1 Measure relevant performance metrics for customer service. *Metrics have been created and spreadsheets are being set up for ongoing collection. Final revisions tying faculty and student benefits to some of the metrics are in progress. New metric set will be utilized in FY16.*	07/01/12, 06/30/16	100% Customer service measures defined and measured.	80%	⊕ As of 07/20/15
1.1.2 Implement improvements to the customer relationship management function for central IT organizations. *The CRM group meets monthly with CRM colleagues at ACCC, TECHNOLOGY SERVICES and ITS. These meetings focus on current priority issues. The CRM group will develop cross-department team as needed. The CRM group presented an overview of their group and focus at the spring 2013 AITS Quarterly Business Meeting.*	07/01/12, 01/01/15	100% Ongoing recurring collaboration with central IT groups. Progress towards plans.	100%	✓ As of 01/07/15
1.1.3 Provide IT advocacy liaisons to all University Administrative major functions. *The IT advocacy program has been established and is in operating mode. IT Advocates meet quarterly with each unit's representative to discuss any IT issues or needs that may be satisfied by AITS services and personnel. As of September 2014, it was determined that the UA IT Council will fulfill this role.*	07/01/12, 06/30/13	100% IT advocacy program established and operating.	100%	✓ As of 01/07/15

1.2 Promote and support collaboration and community source initiatives to leverage tools we've already built and provide a more robust environment where systems and people can more easily work together and communicate.

Status:
⊕
As of 07/20/15

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.2.1 Reduce application redundancy and leverage the development work of others across the enterprise. Applications developed by edge units can be leveraged by other departments and colleges across the campus and university instead of being repeatedly redeveloped or purchased. A model needs to be developed which will address issues such as funding, technical support, application hosting, accessibility, application governance, user support, etc. *The approach used for the Form Builder Application has been successful and will be our model for converting and managing local solutions for enterprise purposes. Although this initiative to create the model is closed, we continue to search for local solutions that can be leveraged for enterprise purposes.*	07/01/12, 06/30/15	100% Model developed and endorsed	100%	✓ As of 07/20/15
1.2.2 Create and deploy a service to provide a web services registry as well as a common repository for applications, enterprise message objects, and community source development initiatives.	07/01/12, 06/30/17	75% Implementation	75%	⊕ As of 07/20/15

⋯ Deferred   ⊕ On Target   ⊙ Off Target   ⊙ Critical   ✓ Achieved

	Start Date, End Date	EOY Target, Measure	Actual	Status
Services are now in place and we will continue to communicate and publicize the availability of these services. The initial effort is complete via an AITS internal project. We can measure Redmine's effectiveness by the number of active projects or projects that have been completed in Redmine. The web service registry and EBO site will not be as easy to measure since they are providing more information. We will have a website added as part of web.uillinois.edu that will advertise the community source area and efforts such as caffeine breaks, CCSP announcements, ITPF poster sessions, etc. would be future initiatives to advertise the availability of this service. No additional templates are required since it is in more maintenance mode now and the remaining work that is needed is more related to advertising and publicizing as opposed to project work. Additional funding should not be necessary here.				
1.2.3 Develop data integration services including community data definition and integration standards. *Services are now in place and we will continue to communicate and publicize the availability of these services. For the ITPC-0347 Message Enable the Finance Accounts Payable Feeder Process project, an integration was built to automatically populate Banner using data from authorized distributed systems such as Capital Systems' PRZM and FCPWeb. For the ITPC-0408 GCO: Sponsor Remittances project, an integration was built to extend the full functionality of Banner's sponsor payment related form logic via OpenEAI and AITS Web Service tools. There is also research being done with WR-5479 to analyze Intrafinity provided web services to see if/how they could be utilized to more efficiently manage the SitePublish web content we maintain. The University Enterprise Objects repository is now available on the Collaboration website for anyone with an Enterprise Login (EAS) to access. We are continuing to enhance and improve the services we offer and how we set them up. This will carry forward to the next strategic plan.*	07/01/12, 06/30/17	75% Services implemented/ definition and standards complete	75%	→ As of 07/20/15

1.3 Improve business processes at all levels of the University to ensure that the front-end process is efficient.   Status:

✓

As of 07/08/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.3.1 Enhance business process improvement capabilities at the University. Due to demand from UIC for the Business Process Improvement Shared Service, we recommend hiring a person at UIC to work exclusively on UIC BPI projects. *Recurring training available at UIC and UIUC. BPI governance in place. The BPI group has hired a Process Improvement Facilitator at UIC.*	07/01/12, 06/30/14	100% Recurring training available at all campuses. BPI governance in place.	100%	✓ As of 01/07/15
1.3.2 Provide a suite of tools and services available for managing both human and business process management workflows. *We are considering this initiative to be complete. The Office of Data Automation, led by Adam LeGrande has been created as well as Business Process Improvement shared service led by Marc Carlton. The work of each team addresses the needs raised in this initiative.*	07/01/12, 06/30/16	100% Common workflow tools available and people using the tools	100%	✓ As of 07/02/14
1.3.3 Provide broad availability of project management tools and training. *Project management methodology and tools are available university-wide at: http://www.uillinois.edu/cio/services/ppmo/project_management_toolkit/. This toolkit was advertised at a recent ITPF conference.*	07/01/12, 06/30/14	100% PM methodology and toolkit available. PPM consulting available and utilized.	100%	✓ As of 01/07/15

⋯ Deferred   → On Target   ← Off Target   ! Critical   ✓ Achieved

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.3.4 Assist UIC integrate the Class Connect online course evaluation system with Banner. *This initiative is no longer active.*	07/01/12, 06/30/14	100% Complete	100%	✓ As of 07/08/14

1.4 Administrative systems will be designed with easier contemporary standards for ease of use to improve user experience and minimize the training burden on the university.

Status: → As of 10/03/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.4.1 Determine standards for ease of use for IT services. *A Design and User Experience Service (DUXS) area at AITS will be a part of the next strategic plan and will be, in part, a continuation of this item.*	07/01/13, 06/30/15	100% Standards Developed	100%	✓ As of 07/20/15
1.4.2 Implement ease of use standards in a consistent way. *A Design and User Experience Service (DUXS) area at AITS will be a part of the next strategic plan and will be, in part, a continuation of this item.*	07/01/13, 06/30/16	100% Process in place	100%	→ As of 07/20/15
1.4.3 Staff increased maintenance and support load from implementing new user requested applications and services including HR Front-end, iBuy, PARIS, Nelnet, Upside, Common Application (UIC), TEM. Provide resources to counter decreased headcount available for user requested new software applications and services. This is due to a combination of budget reductions, below-industry average growth in IT spending to demand, and increased mandatory projects related to regulatory compliance. *The analysis to estimate the loss of headcount has been completed. A proposal was submitted with the FY15 AITS budget proposal. A one-time allocation to ITPC funds was received in FY14 and will partially offset the decrease in resources available for discretionary work. This item will carry forward to FY16.*	07/01/13, 06/30/16	100% Additional positions funded and staffed	50%	→ As of 07/20/15

1.5 Eliminate unnecessarily redundant systems.

Status: → As of 07/08/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.5.1 Continue/Improve Application Review Process that: Inventory IT systems to identify areas for further analysis related to system or service collaboration or redundancy. Perform analyses and prepare recommendations for reducing redundant systems. *The ARP Process is complete for FY 15 and a final report has been issued.*	07/01/12, 01/31/15	100% Analyses and recommendations complete.	100%	✓ As of 01/07/15
1.5.2 Create an action plan to reduce or consolidate redundant systems and services. *This action plan is complete as part of the university budget review process. Systems and maintenance agreements have been identified for reduction or elimination in FY16.*	07/01/13, 06/30/16	100% Action plan complete and execution scheduled.	100%	✓ As of 07/20/15

⋯ Deferred   → On Target   ← Off Target   ❗ Critical   ✓ Achieved

1.6 Improve IT service procurement in order to make it easier for departments and users to obtain the services they need.

Status:

→

As of 02/05/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.6.1 Analyze licensing agreements for IT services utilized broadly across the university and evaluate them for cost effectiveness and feasibility for enterprise licensing. *Cheryl Parrett discussed this initiative with Kayci Bohlen from University Sourcing and determined that University Sourcing is responsible for this activity. If AITS is in need of a good, service, or license they can contact her to determine if an agreement is in place.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 06/30/14
1.6.2 Collaborate with the State of Illinois CIO office towards improving IT procurement practices. *Collaborating with the State of Illinois belongs to Purchasing, and it is, therefore, outside the scope of this group. Designated members of the AITS Leadership Team act as liaisons with Purchasing for any questions or concerns in this area.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 07/07/14

1.7 Improve IT systems and services that support research administration.

Status:

→

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.7.1 Implement a set of Research Management and Administration systems and integrations to eliminate redundant systems and share data. These systems would focus to increase administrative productivity, reduce faculty workload and provide data for better analytics and additional positive exposure for research outcomes. *This effort continues and is on track. The first release from the Start My Research project which supports this initiative was the PI Portal. It went live in May 2014. This item will carry forward into FY16.*	07/01/12, 06/30/16	100% Implementation	25%	→ As of 07/20/15
1.7.2 Expand the implementation of research collaboration services such as Digital Measures and Harvard Profiles. *There are no current plans to expand the use of either Digital Measure or Harvard Profiles. Campuses are implementing their own solutions for collaboration services and we will assist as needed.*	07/01/13, 06/30/16	100% implementation / # of users	100%	✓ As of 07/08/14

1.8 Implement improvements to service desk functionality to provide customer service in the most efficient manner for the user.

Status:

✓

As of 07/06/15

● ● ● Deferred   → On Target   ← Off Target   ❗ Critical   ✓ Achieved

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.8.1 Implement the upgrade of service desk software to the most current version enhancing functionality and support. *The project has been completed.*	07/01/12, 06/30/13	100% Complete	100%	✓ As of 07/06/15
1.8.2 Develop and implement a front-end for the service desk product to improve user self-service functionality. *The project, ITPC-0367 Service Desk Management Front-End has been completed.*	07/01/13, 06/30/16	100% Complete	100%	✓ As of 07/06/15

1.9 Improve where feasible the sharing of data between university and affiliated organizations.

Status: → As of 02/05/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.9.1 Participate with the University of Illinois Foundation and Alumni Association on the Advanced Technology Upgrade Initiative. *The Advance Illinois project is in progress. AITS supports the project as needed.*	07/01/12, 06/30/16	100% Ongoing participation throughout the Advance Illinois project.	50%	→ As of 07/20/15

1.10 Implement improvements to Board of Trustees public communication channels.

Status: ✓ As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
1.10.1 Implement a tool to digitize BOT meeting materials and archives. *The project has been completed.*	07/01/12, 06/30/13	100% complete	100%	✓ As of 01/24/14

⋯ Deferred   → On Target   ← Off Target   ! Critical   ✓ Achieved

2 IT HUMAN RESOURCES

2.1 AITS will create and sustain a culture of responsiveness and mobility.

Status:

➜

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
2.1.1 Formalize strategies based on existing practices to effectively source, manage, and develop employees to meet the needs of the organization quickly, even in the face of rapid change. *In FY15, the Leadership Team will continue regular discussions regarding where needs are anticipated. The employee feedback data will be used to better understand and identify where cross training exists and what training is needed. The Director of Strategic Budget & Finance and the Director, Strategic Human Capital have reached out to managers to discuss strategic staffing options. A plan will be developed over time to provide professional development, cross training opportunities, and plan for succession to reduce single points of failure where they can be anticipated.*	07/01/13, 06/30/16	100% Ongoing	20%	➜ As of 06/12/15

2.2 Provide appropriate professional development to staff to expand technical skill sets and leadership qualities.

Status:

➜

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
2.2.1 Professional development is a shared employee-manager responsibility. Professional development goals should answer the question "What can be done on an ongoing basis to improve the efficiency and effectiveness in a current role and/or position an employee for future roles?" AITS is committed to providing opportunities for ongoing skills development and enhancement for all AITS employees. *The Lynda.com campaign was successfully completed in FY14, significantly increasing online training usage. AITS continues to invest in employee development by sponsoring the IT Pro Forum and encouraging employees to both present and attend. The engagement survey was distributed to employees in June 2014. Follow-up employee interviews will be initiated after the results of the engagement survey are compiled by the vendor and presented to the AITS Leadership Team.*	10/01/13, 06/30/16	100% Ongoing	25%	➜ As of 10/08/14
2.2.2 Professional development is a shared employee-manager responsibility. Professional development goals should answer the question "What can be done on an ongoing basis to improve the efficiency and effectiveness in a current role and/or position an employee for future roles?" AITS is committed to providing leadership training opportunities for IT professionals. *AITS endorses the MOR program and continues to provide support for employees to attend leadership training: Information Technology Leadership Workshop (ITLW), Information Technology Leadership Program (ITLP), Manager Development Program (MGRDev). Feedback regarding additional training needs will be sought in employees interviews.*	10/01/13, 06/30/16	100% Ongoing	20%	➜ As of 10/08/14
2.2.3 Assess AITS IT professional engagement and develop actions based on feedback.	07/01/14, 06/30/16	60 Participation (response rate) in	50	➜

●●● Deferred   ➜ On Target   ⬅ Off Target   ❗ Critical   ✔ Achieved

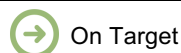| Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
The employee engagement survey was launched in Q4 FY14 and closed June 30th. Upon receipt of the survey results, additional analysis will occur and follow up interviews will be conducted with AITS employees.		AITS-wide engagement survey		As of 06/12/15
2.2.4 Explore an employee exchange program including inter and intra departmental assignments to improve our understanding of campus/college culture/dynamics/politics. *AITS participates in employee exchanges (e.g., IAM project - reallocation of both internal AITS staff and TECHNOLOGY SERVICES staff; ADSD and DS employee assisting with Human Capital initiative, AITS staff assisting with Advance Illinois). This process may become more formalized in the future based upon needs and employee/leadership feedback.*	07/01/12, 06/30/16	100% Ongoing	100%	✓ As of 06/12/15
2.2.5 Provide support to employees furthering academic pursuits: Partial financial support for self supporting programs; Flexible work schedules to attend or teach classes; Assignments related to field of study *AITS has provided ongoing tuition assistance to employees participating in self-supporting programs. AITS employees are encouraged to further their education, and many employees received advance degrees in the past fiscal year. Additionally, AITS has staff members who are teaching classes.*	07/01/12, 06/30/16	100% Complete and communication of guidelines to staff and managers	100%	✓ As of 06/12/15
2.2.6 Develop and offer a mechanism for all employees to improve their understanding of campus/college structure/culture/dynamics/politics/IT governance. *AFM has worked with the BPI team and collaborated with ER/HR to consolidate processes, provide clarification of responsibilities, and remove duplication in the hiring process. It has been determined the University structure is described as part of the new employee orientation, performed by ER/HR. Existing employees may consult their HR manager with questions.*	07/01/13, 06/30/16	100% Complete	100%	✓ As of 07/07/14

2.3 AITS encourages a working environment in which staff are fully invested in the mission of the University and success of AITS, setting the tone for high morale.

Status:

→

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
2.3.1 Provide frequent communication with staff. *In FY14 feedback regarding communication was sought as part of the employee feedback initiative pilot to help evaluate what types of information are shared at various levels of the organization and identify areas for increased communication. The organization-wide engagement survey is underway. We will continue to seek out feedback and pursue actionable items in this area.*	07/01/13, 06/30/16	100% Ongoing	30%	→ As of 06/12/15
2.3.2 Provide challenging & meaningful work and provide opportunities for advancement. *In FY14, AITS began utilizing the UA tool for performance management to outline individual goals and development plans. AITS will also seek out employee feedback during the follow-up interviews and prioritize actions to take in this area (e.g., training needs, cross-training/knowledge sharing, succession planning, career path development). Through discussion, it is clear there needs to be a stronger emphasis on the performance appraisal process as the foundation for addressing employee development. This will continue to evolve. Information currently cannot be mined from the PA system efficiently and in aggregate, so options will be explored and interests in reporting capabilities made known to ER/HR.*	10/01/13, 06/30/16	100% Ongoing	100%	✓ As of 06/12/15

⋯ Deferred   → On Target   ← Off Target   ! Critical   ✓ Achieved

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
2.3.3 Promote health and well-being through demonstrated commitment to work life balance. Increasingly sophisticated and affordable technologies have made it more feasible for employees to accomplish their work beyond the physical boundaries of their office. *AITS allows for telecommuting, flexible work schedules, and casual dress. In FY15, the implementation team will review employee feedback and work with LT and MG to define appropriate initiatives to continue support for this aspect of AITS' culture.*	10/01/13, 06/30/16	100% Ongoing	100%	✓ As of 06/12/15
2.3.4 Provide a clear vision and regular, balanced feedback. *AITS is utilizing UA's electronic performance appraisal system, and AITS has committed to providing more collaborative and continuous feedback. In FY14, guideline documents for both employees and supervisors were created and distributed, employees were encouraged to attend the UA-sponsored training, and the forms associated with the annual performance appraisal process were posted to SharePoint for ease of access.*	07/01/13, 06/30/16	100% Completion	20%	→ As of 06/26/15
2.3.5 Social committee: Plan activities that will bring staff together for fun. *A member of the coordination team attended a social committee meeting to encourage the committee to: 1) seek volunteers from outside the committee to assist with events, 2) communicate how employees are added to the social distribution list, and 3) define volunteer commitment time frame.*	07/01/12, 06/30/16	20% Increase participation in activities	100%	✓ As of 07/07/14
2.3.6 Provide access to mentoring and coaching. *As part of the employee feedback initiative, feedback regarding development needs will be sought. Expressed needs/desires will be reviewed and prioritized. While mentoring and coaching is widely used throughout AITS, there isn't currently a formal program.*	07/01/13, 06/30/16	35% Complete	100%	✓ As of 06/12/15
2.3.7 Maintain a commitment to employees' safety. *The working group defined safety as including physical, emotional, well-being, and a healthy lifestyle. In FY13, Building Emergency Action Plans (BEAPs) were completed for AITS facilities, and periodic tests will be conducted. In FY14, BEAPs have been updated, training was scheduled for First Aid, CPR, and AED, and a working group developed and communicated AITS' plan to support the smoke-free campus initiative.*	07/01/12, 06/30/16	100% Ongoing	100%	✓ As of 11/10/14

2.4 AITS will provide an environment which facilitates communication and collaboration.   Status:

→

As of 01/02/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
2.4.1 Encourage exchange of information at all levels of the organization. *In FY14, multiple vehicles to improve the exchange of information at all levels of the organization were implemented: AITS and CIO websites were redesigned; the DS website was merged into the AITS website; and periodic project communications are distributed (e.g., IAM project, Kuali, in-flight priorities, AITS newsletter).*	07/01/12, 06/30/16	100% Ongoing	100%	✓ As of 07/07/14
2.4.2 Encourage cross department/unit/campus IT collaboration. *AITS employees are encouraged to participate in networking opportunities such as; ITPF, IT Caffeine Break, IT Alliance, Midwest EDUCAUSE, MS Tech, EDUCAUSE, SCUP, CIC, HEDW, TDWI, etc.*	07/01/12, 06/30/16	100% Ongoing	100%	✓ As of 07/07/14

⋯ Deferred   → On Target   ← Off Target   ! Critical   ✓ Achieved

2.4.3 Encourage IT professionals to participate in networking opportunities such as: ITPF – IT Professionals Forum; IT Caffeine Break; IT Alliance; Midwest EDUCAUSE, MS Tech, EDUCAUSE, SCUP, CIC, HEDW, TDWI etc. *AITS employees participate in logistics planning for many of these opportunities, and all staff are encouraged to collaborate with their peers and submit presentations and/or poster sessions in their area of expertise.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 07/07/14
2.4.4 Perform an analysis of AITS internal processes with a goal of proposing and implementing improvements. Analysis should focus on areas such as: Internal communication; Duplication of effort; Different priorities; Different processes; Educating on what we do and collaborate on common practices and processes; Recognizing areas of overlap; Improve workflows and business process analysis *The BPI team has surveyed AITS for process improvement ideas. Proposals were prioritized and two were selected to be proposed to BPAG. Project is in progress.*	07/01/12, 06/30/15	100% Analysis complete. Projects selected. Projects in execution.	100%	✓ As of 07/20/15

2.5 Continuously align human resources around ongoing/emerging work and strategic priorities.

Status:

→

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
2.5.1 Assess organizational structure against organizational priorities. *AITS continues to assess organizational structure as it relates to organizational priorities. In early FY14, changes were made to key Leadership Team positions and projects (e.g., AFM, IAM,) in AITS to ensure resources are aligned where needed to meet organizational priorities. Throughout FY14, assessments continued and employees were redeployed, as needed, to further organizational priorities (e.g., Decision Support, Human Capital).*	07/01/13, 06/30/16	100% Complete	100%	→ As of 06/12/15
2.5.2 Provide mechanism to clearly and consistently communicate project priorities and share how decisions and implementation regarding resource re-allocations occur as necessitated by shifting/emerging priorities. *Sharing this information is an ongoing priority. In FY14, in-flight priority communication occurs on a regular basis; periodic strategic plan updates are shared with AITS staff in quarterly business meetings and written reports; and additional communication vehicles were implemented. To ensure resource allocations meet shifting/emerging priorities, AITS conducts periodic review/discussion of resource imbalances, priorities, and goals/initiatives at the leadership and management team levels.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 11/10/14
2.5.3 Match people with interests so they can grow in the department. *In FY14, a pilot employee feedback initiative was launched. As a result of information gained through employee interviews, AITS was able to nimbly deploy qualified resources into vacant positions within Decision Support. Efforts to gather additional information in this area will continue in FY15 as a follow up to the engagement survey.*	07/01/13, 06/30/16	100% create employee engagement benchmark	95%	→ As of 06/26/15
2.5.4 Make continuous alignment an organizational competency. *In FY14, AITS built capabilities in this area, and we continue to implement practices to move us in a positive direction (e.g., regular review and communication of in-flight priorities). Achieving continuous alignment as an organizational competency will be an ongoing initiative.*	07/01/14, 06/30/16	Ongoing	10%	→ As of 06/12/15

⋯ Deferred   → On Target   ← Off Target   ! Critical   ✓ Achieved

2.5.5 Shift employees to where they're needed when they're needed (Redeploy resources whenever and wherever there's priority work that needs doing. *The AITS human capital initiative is underway, and as a result of feedback received to date, AITS has gained a better understanding of employee interests and capabilities, further enhancing decision making and mobility for our employees. This will continue into FY15 and FY16. A mechanism currently exists for determining capacity beyond projects in AITS, but future discussions will be held with Leadership Team regarding how capacity planning and associated resource deployment is done in an effort to improve our agility in deploying resources to meet needs.*	07/01/12, 06/30/16	100 Complete	20	⊙→ As of 10/08/14

3 FINANCIAL STEWARDSHIP

3.1 Examine and improve the funding model for AITS.

Status:

As of 02/05/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
3.1.1 Use existing tools to better understand AITS spending. *Monthly reports are shared with the Leadership Team and posted to SharePoint, and details of the AITS budget and spending are communicated broadly at the AITS business meeting.*	07/01/12, 06/30/14	100% Complete	100%	As of 07/07/14
3.1.2 Utilize IT portfolio management to better understand, allocate, and report on IT resource usage and project and service performance. *Portfolio management and ABC costing are utilized on an ongoing basis to better understand, manage, and report on IT resource usage and project and service performance. This work will be ongoing and AITS continues to make continuous improvements in these areas.*	07/01/12, 06/30/16	100% Activity Based Costing (ABC) project complete.	50%	As of 07/20/15

3.2 Utilize our IT in the most energy–efficient manner to minimize energy costs when possible. Leverage IT services to facilitate energy conservation in other operations.

Status:

As of 07/08/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
3.2.1 Pursue paperless initiatives via process improvement, workflow applications, and alternate print elimination strategies. *PMO initiated a process for periodic review of the ITPC portfolio for projects for those involving stated savings from paper reduction. The first review noted two projects, ITPC-0467 Automated Grade Change Process: Paper savings of $4,500/yr. and ITPC-0444 Finance Reports distribution system: Paper savings: $72,000 / year*	01/01/14, 06/30/16	5 Number of projects with paperless savings annually.		As of 07/20/15

3.3 Look for opportunities where outsourcing or insourcing reduces cost, reduces risk, increases customer services/satisfaction.

Status:

As of 02/03/15

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
3.3.1 Implement enterprise level cloud solutions that anyone at the University can utilize. *AITS has provided cloud services such as Storage, virtual servers, web hosting, and enterprise video conferencing with cloud access.*	07/01/12, 06/30/16	100% Usage of implementations	100%	As of 10/07/14

Deferred   On Target   Off Target   Critical   Achieved

3.3.2 Analyze opportunities to utilize virtual servers / infrastructure / SAAS / platform as a service. *This initiative has been implemented as a process within the AITS Server teams. Servers are vetted a year in advance from their end of life date.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 10/02/13
3.3.3 Partner with other organizations to investigate offering shared services to the university community that are cost-effective. *AITS continually looks for opportunities to collaborate with campuses and colleges on shared services and will continue to do so on an ongoing basis.*	07/01/12, 06/30/16	100% Ongoing posture in place to seek opportunities for shared services.	100%	→ As of 07/20/15

⋯ Deferred   → On Target   ← Off Target   ❗ Critical   ✓ Achieved

4 COLLABORATION AND COMMUNICATION SERVICES

4.1 Offer scholarly support services for administrative data as it relates to faculty.

Status:

✅

As of 07/08/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
4.1.1 Analyze the effectiveness of the Harvard Profiles tool and evaluate the ability to leverage for other purposes/disciplines. *Our team determined that this initiative should be combined with 1.7.2 and so we addressed them that way.*	07/01/12, 06/30/14	100% Analysis complete	100%	✅ As of 07/08/14

4.2 Provide business relationship/development management services to improve relations with constituents.

Status:

➡️

As of 02/05/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
4.2.1 Implement the IT Advocate program to better coordinate and serve constituent needs. *The IT advocacy program has been established and is in operating mode. IT Advocates meet quarterly with each unit's representative to discuss any IT issues or needs that may be satisfied by AITS services and personnel. At the last UA IT Council meeting on September 2014, it was determined that the UA IT Council will fulfill this role.*	07/01/12, 06/30/13	100% IT Advocate program established and operating.	100%	✅ As of 01/07/15
4.2.2 Complete and publish a communication plan including publications, media, schedule and constituents served. *Plan is in draft and will be completed in FY 16. This is overdue.*	07/01/12, 06/30/15	100% Communication plan published and operational.	25%	❗ As of 07/20/15
4.2.3 Recreate the AITS website to provide a one-stop shopping for services, standards, processes, pricing, policies, news, assistance, and contacts both internally and externally. *This initiative is complete. The AITS website is redesigned at www.aits.uillinois.edu.*	07/01/12, 06/30/14	100% AITS website recreated and live.	100%	✅ As of 01/07/15
4.2.4 Partner with the University of Illinois Foundation and University of Illinois Alumni Association to ensure advancement systems are well integrated with other systems at the University *The Advance Illinois project is in progress. AITS supports the project as needed.*	07/01/12, 06/30/16	100% Ongoing participation with the Advance Illinois project	100%	➡️ As of 07/20/15
4.2.5 Actively solicit performance feedback from constituents and transparently address areas of concern. *AITS Customer Feedback survey is under development and will be sent to a large sample of faculty, staff, and students at an undetermined time in the future. This has been tabled pending feedback from UI IT LT, AAPC, and president. Further analysis continues in this area.*	07/01/12, 06/30/16	100% Performance feedback process in place. Action process in place.	50%	➡️ As of 07/20/15

⋯ Deferred   ➡️ On Target   ⬅️ Off Target   ❗ Critical   ✅ Achieved

4.2.6 Provide improved training to new employees, faculty and students regarding the IT services available and support pathways. *The updated AITS public website was implemented in FY14, and it provides support pathways regarding IT training and services to employees, faculty, and students.*	07/01/13, 06/30/16	100% Complete	100%	✅ As of 07/07/14

4.3 Offer effective online collaboration environments for a wide variety of purposes.

Status:

➡️

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
4.3.1 Implement the SharePoint Shared Service. *The service for this initiative was implemented in FY13 and the support model was established in FY14. Resources from OBFS have been provided to maintain the service and provide customer support to users.*	07/01/12, 06/30/14	100% Complete	100%	✅ As of 07/08/14
4.3.2 Provide a collaboration space for cross-organization development work. *This effort is complete with the full implementation of the Redmine initiative. AITS-0079 was an effort that AITS is participated in with various campus departments and colleges through collaborations such as Community Source, Web@Illinois, and Core Services for ARR. A common initiative from all of these efforts is the need to build a web services registry as well as a common repository for applications, messages, and community source development initiatives. Since AITS has built a number of services and messages and is already leading the first joint initiative development project, it would make sense for AITS to build and host this repository. Nyle Bolliger will be the point person for this effort going forward.*	07/01/12, 06/30/14	100% Implemented	100%	✅ As of 10/03/14
4.3.3 Support enterprise-level efforts towards common collaboration platforms. *The infrastructure has been setup to support collaboration platforms and will wait for further requirements from initiative 4.3.2.*	07/01/12, 06/30/16	100% Complete	100%	✅ As of 07/08/14
4.3.4 Implement the Gartner iPad application. *The main goal of this initiative has been completed in the first quarter of FY14.*	07/01/12, 06/30/14	100% Complete	100%	✅ As of 07/08/14
4.3.5 Implement video conferencing services that will be broadly available to University Administration. *The features for recording and streaming have been completed.*	07/01/12, 08/29/14	100% Complete	100%	✅ As of 09/08/14
4.3.6 Improve video conferencing in the president's conference rooms. *This initiative has been completed.*	07/01/12, 06/30/13	100% Complete	100%	✅ As of 07/08/14

4.4 Collaborate with other IT groups across the university to provided new and improved services.

Status:

➡️

As of 02/19/14

💬 Deferred   ➡️ On Target   ⬅️ Off Target   ❗ Critical   ✅ Achieved

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
4.4.1 Develop a new systems status page for managing communications regarding system status. *The implementation of the system status page is complete as initially scoped. Additional requests for functionality will be part of the maintenance and maturation of the product.*	07/01/12, 06/30/15	100% Complete	100%	✓ As of 07/08/14
4.4.2 Continue Kuali implementation for business continuity/disaster recovery services. *This initiative is on hold due to concerns surrounding the future roadmap of Kuali Ready.*	07/01/12, 06/30/16	100% Complete	70%	⋯ As of 07/06/15
4.4.3 Implement an endpoint management solution to maintain traditional desktops. *Installations of endpoint management solutions on desktops have been completed.*	07/01/12, 08/01/15	100% Complete	100%	✓ As of 07/06/15
4.4.4 Provide infrastructure for virtual desktop and thin clients. *This initiative has been implemented and has been operational for two years. AITS is researching target applications that will increase subscription. Additional policy and procedure development tasks will be assigned in upcoming months. This is an ongoing initiative and is a service that is continued to be provided.*	07/01/12, 06/30/14	100% Complete	100%	✓ As of 07/08/14
4.4.5 Expand deployment of the RightFax solution to expand its reach to University of Illinois business units wishing to move away from existing faxing machines and required telecommunications. *AITS has completed their part of this initiative and TECHNOLOGY SERVICES has taken over supporting the service.*	07/01/12, 06/30/13	100% Complete	100%	✓ As of 07/08/14
4.4.6 Implement a training management system to be utilized for training and tracking staff, students, and faculty for job-related development and certification purposes. *The ITPC-0421 Employee Training Infrastructure Analysis project is now underway and on track with active involvement from key users. This will carry forward to FY16.*	07/01/13, 06/30/16	100% Project approval / implementation / system users	50%	→ As of 07/20/15
4.4.7 Provide infrastructure for systems that allow the public to interact with University resources (Camp Registration System). *We will continue to look for opportunities in this regard. This item will be marked as complete and similar work will be captured elsewhere.*	07/01/12, 06/30/15	100% Implementations/services as appropriate	100%	✓ As of 07/20/15
4.4.8 Provide Shared Data Center Services across all three campuses. *This initiative has been completed. AITS will continue to participate on the Urbana Shared Services operational committee as well as provides funding.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 07/06/15
4.4.9 Analyze and develop a support and ownership model for all shared services. Where new resources are required for AITS, identify the source of new resources or the associated tradeoff with current services. *PMO developed model templates based on shared service implementations over the past several years that can be applied in future situations. Shared Service Governance group has completed initial tasks and is operational*	07/01/12, 06/30/15	100% Creation of support model process templates.	100%	✓ As of 07/20/15

⋯ Deferred   → On Target   ← Off Target   ❗ Critical   ✓ Achieved

4.4.10 Implement a solution or an interface to integrate Banner with various learning management systems. This integration is used to simplify the management of class registration and grades between the various systems. *The template for ITPC-0353 Learning Management Systems (LMS) Banner Integration was submitted and approved to implement Banner Integration for eLearning. Ellucian has not implemented the Grade Import functionality in their Integration package at this time. The campuses have decided to wait until that functionality is available before proceeding with the template. As of 9/24/13, Ellucian was in the process of finalizing plans and roadmap for future development work. Ellucian was working with Stephanie Dable to schedule a meeting to discuss the plans and current state of development regarding LMS integration and grade exchange. We recently heard from the vendor and they have delayed delivery of a solution yet again. The current estimate for delivery is early 2015. We will evaluate the product at that time and proceed to implement if possible.*	07/01/12, 06/30/16	100% LMS ITPC project implementation	25%	⋯ As of 07/20/15
4.4.11 Provide enterprise Quality Assurance services for software development organizations. Departments could leverage enterprise class tools and experienced resources to provide independent Quality Assurance practices such as vulnerability scans, load and performance testing, usability testing, accessibility testing, and automated functional and regression testing. *We are considering this initiative to be closed. We currently offer this service to any other university unit. This group regularly performs this service.*	07/01/12, 06/30/16	100% Availability as enterprise service	100%	✓ As of 07/02/14
4.4.12 Implement a portal to simplify access to various applications (internal and external). This portal will provide: Organization of the most common links and applications used at the University; Personalization based on roles and affiliations; Customization abilities for end users; Decentralized control of content authoring and targeted announcements. *This work is on hold pending the strategic direction the campuses decide to go with their campus portals.*	07/01/12, 06/30/16	100% Complete	50%	⋯ As of 07/06/15
4.4.13 Maximize the utilization of our existing space. *Space utilization is constantly reviewed and changed implemented to support organizational needs.*	07/01/12, 06/30/16	100% Complete	20%	→ As of 10/08/14
4.4.14 Implement and support the disclosure portal. *This can be considered part of the Research Administration project. Dick Harris will be the point person for this effort.*	07/01/13, 06/30/16	100% Implementation	100%	✓ As of 07/08/14

⋯ Deferred   → On Target   ← Off Target   ! Critical   ✓ Achieved

5 IT GOVERNANCE

5.1 Promote and support IT governance that is empowered, accountable, and transparent in order to better support the mission activities of the University.

Status:

✓

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
5.1.1 On an ongoing basis, provide to all IT governance committees an overview of what AITS is doing including ITPC Status and the AITS Strategic Plan. *The AITS Monthly Status artifact was implemented in May 2013. Recurring communication has begun in September 2013.*	07/01/12, 06/30/13	100% Development of standard monthly AITS Status Update available and provided.	100%	✓ As of 01/07/15
5.1.2 Participate on the University Technology Management Team and its subcommittees including the Security, Business Intelligence/ Performance Management, and Common Architectural Vision committees. *AITS actively participates in UI IT LT (formerly UTMT) and all subcommittees. Current AITS committee members include Michael Hites (UTMT), Nyle Bolliger (CAV), Dimuthu Tilakaratne (BI/PM), Chris Barton (Security).*	07/01/12, 06/30/16	100% Membership on all appropriate committees.	100%	✓ As of 07/20/15
5.1.3 Continue participation with the UIC IT Governance committees. *AITS actively participates in the UIC IT Governance process and all subcommittees. Current AITS committee members include IT Governance Council: Michael Hites; Administration Committee: Kelly Block, Dick Harris, Michael Hites, Dimuthu Tilakaratne; Infrastructure and Security Committee: Chris Barton, Michael Hites; Education Committee: Michael Hites; Research Committee: Michael Hites.*	07/01/12, 06/30/16	100% Membership on all appropriate committees.	100%	✓ As of 07/20/15
5.1.4 Continue participation with the UIS IT Governance committees. *AITS participates on an as needed or as requested basis with UIS IT Governance and maintains ongoing relationships with members of the UIS IT Governance community.*	07/01/12, 06/30/16	100% Membership on all appropriate committees.	100%	✓ As of 07/20/15
5.1.5 Continue participation with the UIUC IT Governance committees. *AITS actively participates in the UIUC IT Governance process. Current AITS committee members include IT Governance Executive Committee: Michael Hites; Administrative Committee: Kelly Block.*	07/01/12, 06/30/16	100% Membership on all appropriate committees.	100%	✓ As of 07/20/15
5.1.6 Work with the UA IT Council on an ongoing basis to collaborate with our UA partners. *AITS actively participates in the UA IT Council. The council meets quarterly and is chaired by Susan Flanagin.*	07/01/12, 06/30/16	100% Facilitate and participate with the UA IT Council.	100%	✓ As of 07/20/15
5.1.7 Evolve the UA IT Governance processes to ensure that all project work has a defined path for review, approval, and resourcing. *AITS PMO documented existing processes. ITPC is the default for this work and previous exceptions are now being routed through ITPC.*	07/01/12, 06/30/16	100% Perform analysis, recommend process changes, effect changes.	100%	✓ As of 07/20/15

⋯ Deferred   → On Target   ← Off Target   ❗ Critical   ✓ Achieved

5.2 Refine the strategic IT planning process for AITS.

Status:

✅

As of 07/20/15

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
5.2.1 Utilize the University of Illinois Strategic IT Planning Framework to develop a new strategic plan for AITS. *The strategic plan is complete.*	07/01/12, 06/30/13	100% Complete	100%	✅ As of 01/07/15
5.2.2 Develop and implement a plan for tracking progress towards the AITS strategic plan. *This initiative is complete. Tracking system in place. MyStrategicPlan.com being utilized for ongoing tracking. Available publicly on AITS website at: http://www.aits.uillinois.edu/reference_library/a_i_t_s_strategic_plan/*	07/01/12, 06/30/13	100% Complete	100%	✅ As of 01/07/15

Deferred   On Target   Off Target   Critical   Achieved

6 INFORMATION SECURITY AND PRIVACY

6.1 Protect University Administration user platforms.

Status:

→

As of 02/05/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
6.1.1 Deploy automated system patching of workstations and mobile devices – Reduce the latency of system and application patches being deployed to users' computers through the deployment of IBM Tivoli Endpoint Management (TEM) and Microsoft SCCM. *The Security group documented the agreements and guidelines for workstation configurations that have been discussed. Completed as of 6/30/14.*	07/01/12, 06/30/14	100% Progress measured against deployed systems	100%	✓ As of 06/20/14
6.1.2 Improve virus Detection and repair tracking – Improve tracking of repairs for viruses found on workstations and mobile platforms as well as develop graduated procedures for restricting systems with repeat infections. *The Security group will develop a script to interface with SCCM and create service desk cases. This data will also be populated as we develop log monitoring solutions.*	07/01/12, 06/30/16	100% Progress measured against systems tracking	90%	→ As of 07/17/15

6.2 Protect University Administration computing infrastructure. (06/30/16)

Status:

→

As of 02/05/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
6.2.1 Upgrade Intrusion Detection System / Intrusion Prevention Systems (IDS/IPSs) for AITS Data Centers – Deployment and joint management of Juniper IDS capability at both HAB and RRB data centers. This will replace the current Tipping Point IDS/IPSs that filter user connections to the data centers. New addition from Hites/Corn: Urgent security upgrades: Banner intrusion detection, vulnerability management, network intrusion monitoring, real-time activity audit for Banner, data loss prevention. *This initiative is complete as of Dec 8, 2013.*	07/01/12, 06/30/16	100% Progress measured against upgraded systems	100%	✓ As of 06/26/14
6.2.2 Improve vulnerability scanning of data center systems – Participate in the NCSA pilot of Qualys scanning to augment the existing Nessus scanning capability. Evaluate the vulnerability mitigation tracking capability to determine long term viability. *Vulnerability scanning improved to the satisfaction of auditors. New scanning machines implemented. Full data center network scans began in June 2014.*	07/01/12, 06/30/14	100% Progress measured against improvement of vulnerability scanning	100%	✓ As of 06/26/14
6.2.3 Implement multi-factor authentication services – Pilot the use of multi-factor authentication for system administration and other trusted functions. *Extend the date to 6/30/15. The Security group is focusing the pilot of Duo with all*	07/01/12, 01/30/15	100% Progress measured against deployed systems	35%	❗ As of 01/23/15

⋯ Deferred   → On Target   ← Off Target   ❗ Critical   ✓ Achieved

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
UNIX/LINUX servers. Success of this initiative will be measured by the use of Duo within the DBAs, Application support, Server support and ESA.				
6.2.4 Implement perimeter and internal log monitoring – Examine efficacy of current VPN log monitoring and potential to extend to other external services. Develop strategy for implementing Security Event Monitoring capabilities to support data analysis and investigation. *The Security group has developed requirements and activities for internal development. The ESA group will meet to determine if a commercial SIEM purchase is appropriate as well. Currently, awaiting funding for Splunk.*	07/01/12, 06/30/16	100% Progress measured against deployed systems and tracking	10%	As of 07/17/15
6.2.5 Create consistency for log retention of crucial security events. Standardize practices for system audit logs and determine appropriate log retention periods and storage requirements. *Policy of non-collected data has been reviewed at EAC. EAS authenticated data has been held centrally. The next steps are to create a policy and guidelines for departmental reviews. See 6.2.4.*	07/01/12, 06/30/16	100% Progress measured against log retention improvement from current systems	15%	As of 07/17/15
6.2.6 Coordinate with IAM project and with AITS ADSD on more general use of multi-factor for larger user populations. *PMO is coordinating an analysis project with stakeholders whose purpose is to integrate Duo with Siteminder and pilot Duo Self-Service. Jeff Heckel has developed Duo support for internally developed Java applications. AITS will support Banner Forms with Duo. This initiative has evolved to identify other applications. IAM components will be moved forward at a later date after Banner.*	07/01/13, 06/30/16	100%	40%	As of 07/17/15

6.3 Implement the risk management program for information security and privacy including appropriate mitigation plans.

Status:

As of 02/05/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
6.3.1 Collaborate on data classification – Collaborate with UTMT Security Working Group on review of the new data classification guidelines with data owners across the University to publish a single data classification standard across the University. *This initiative has been completed. Data classification standards have been reviewed and discussed by all campus groups. UA standards align with other campuses.*	07/01/12, 06/30/16	100% Progress measured annually	100%	As of 01/23/15
6.3.2 Sensitive Data Discovery / Management – Identify high-risk users of sensitive information in University Administration and deploy data discovery and management capability on user platforms to aid users in managing their sensitive data. *The next steps are for AITS to build the console and demonstrate the product internally to volunteers. AITS will build a pilot environment once resources become available. Currently awaiting funding for Identity Finder.*	07/01/12, 06/30/16	100% Progress measured against sensitive data protection	15%	As of 07/17/15
6.3.3 Perform security risk assessment of Enterprise systems - Starting with Banner, identify current security posture in relation to privacy and data integrity controls. Controls will be benchmarked against industry leading practice related to COBIT, IAPP, and applicable regulatory guidelines. Gap remediation will be identified in relation to ROI. [FY 13 – Banner, EDW]	07/01/12, 06/30/16	100% Progress measured against system performance	65%	As of 07/17/15

⋯ Deferred   → On Target   ← Off Target   ❗ Critical   ✓ Achieved

McGladrey has completed the risk assessment. The Security group will work with the risk owners on the recommended actions.				
6.3.4 Explore the need for encryption / signing certificates – Work with UTMT SWG to implement common certificate deployment that can be used in email and applications for encrypting or signing functions. Initial deployment will be to Contract Management system in early FY 13. *The Security group has taken the signing certificates as far as possible in conjunction with Contract Management. No further discussion is needed with UTMT SWG.*	07/01/12, 06/30/14	100% Progress measured annually	100%	✓ As of 06/26/14

6.4 Improve compliance capabilities.   Status:

→

As of 07/08/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
6.4.1 Develop comprehensive compliance program. In FY 13 focus is on FERPA and SSN concerns. In FY 14 focus is on HIPAA concerns. *FERPA compliance for SharePoint and Tableau are complete. The HIPAA committee is working on Box compliance.*	07/01/12, 06/30/16	100% Progress measured against compliance to IT policies, regulations and controls	35%	→ As of 07/17/15
6.4.2 Implement ongoing compliance monitoring – Develop and track compliance checkpoints for security and other identified compliance areas. *Linked to 6.4.1. University committee is working with Dave Grogran, Associate Director of University Compliance, University Ethics and Compliance Office, who's leading the initiative.*	07/01/12, 06/30/16	100% Progress measured annually	0%	← As of 07/20/15
6.4.3 Support University Payment Card Industry (PCI) compliance – provide security engineering support to Merchant Card office to convert compliance activities into sustainable processes. *This initiative has been completed as of Dec 2012 in collaboration with TECHNOLOGY SERVICES.*	07/01/12, 06/30/16	100% Progress measured annually	100%	✓ As of 06/20/14
6.4.4 Implement security awareness training for UA – Collaborate with UTMT SWG on the purchase and deployment of compliance training capability for University Administration. Training will cover general security awareness as well as specific concerns for University compliance. *UA has completed the training program.*	07/01/12, 06/30/16	100% Progress measured against training implementation	100%	→ As of 07/17/15

6.5 Provide security engineering assistance on University Administration projects to add value or reduce risk.   Status:

→

As of 07/08/14

⋯ Deferred   → On Target   ← Off Target   ❗ Critical   ✓ Achieved

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
6.5.1 Improve security processes in the SDLC – Review security activities defined in the SDLC to streamline project security activities. Measure completion of security milestones as part of normal project management activities. *The Security Engineering group continues to work with PMO to develop the checklist. The next step is to review the checklist with the EAC group. We asked TAM to provide feedback, and then we will present the checklist to Management Group.*	07/01/12, 06/30/16	100% Progress measured annually (security milestones as part of normal PM activities)	90%	→ As of 07/17/15
6.5.2 Participate in project security reviews – As defined in SDLC, participate in planned security reviews on projects as well as on ad hoc basis as needed. *Closed out this initiative --- this is not an initiative as it is done by the Security group on a regular basis.*	07/01/12, 06/30/16	100% Progress measured annually	100%	✓ As of 10/03/14
6.5.3 Perform mobile computing security analysis – As mobile application development and deployment progresses, investigate and develop guidelines for securely implementing mobile applications. *This initiative is complete. ADSD has a working practice.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 06/20/14

6.6 Improve our compliance with all applicable laws and regulations regarding information security and privacy for e-Discovery.

Status: ✓ As of 07/08/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
6.6.1 Improve FOIA processes - Assist the University Relations office in improving the execution of Freedom of Information Act requests. Analyze major workflows requirements and identify solutions to save time and effort. *This initiative is completed. Discussion with UTMT SWG has occurred to compare practices. AITS has identified tools and future approach.*	07/01/12, 06/30/16	100% Progress measured annually	100%	✓ As of 06/20/14

7 INFRASTRUCTURE

7.1 Provide reliable, high performance network services.

Status:

➡️

As of 02/19/14

Comments on Status: Network upgrade has been completed between RRB and HAB, we now have full redundancy of private wavelength paring between RRB and HAB. Work remaining is to remove legacy components, eliminate the 1G load balancer and make backups automatically redundant.

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
7.1.1 Provide seamless wireless access for University Administration constituents including infrastructure, usability, customer service, and printing. *Presidents residence and Legal Counsel in Chicago (AOB) have been completed. Planning the upgrade to RRB. Due to the lack of funding, infrastructure will be updated as they age. This initiative will continue through FY18.*	07/01/12, 11/03/14	100% Complete	60%	💬 As of 02/03/15
7.1.2 Understand and strategize replacement of the M9000 in 2015 - 2019. *Tests are underway to do performance testing of hardware architectures as well as conversations with Purchasing for the procurement process. This work will continue as part of the FY16-18 strategic initiative plan.*	07/01/12, 06/30/18	100% Complete	40%	➡️ As of 07/06/15

7.2 Provide comprehensive Identity and Access Management architecture and services for the University to provide a cornerstone solution to manage the creation, maintenance, and use of digital identities.

Status:

➡️

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
7.2.1 Implement the Identity and Access Management Project. The goal of this project is to implement an IAM solution to address the University of Illinois need to manage Identity and Access issues. Components of the implementation will include: Single sign-on, Provisioning, Authorizations, Affiliation, Business Intelligence, Authentication, Federation. *This initiative has already started as a project (ITPC-0375) which will continue to be in progress for the next few years. One ID and Password for UIS is targeted for a March implementation.*	07/01/12, 06/30/16	100% Complete	30%	➡️ As of 07/06/15

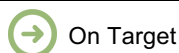**7.3 Provide mobile strategy that meets the vision of the infrastructure and overall strategic plan.**

Status:

➡️

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
7.3.1 Implement a mobile framework for native and mobile web applications. *This initiative can be considered to be complete. We'll continue to investigate frameworks as the industry evolves, but are not actively pursuing any other frameworks now. Project AITS-0057 - Mobile Application Exploration is complete. The intention of that project was to evaluate frameworks, development methodologies, and implement applications. We've*	07/01/12, 06/30/14	100% Definition and implementation	100%	✅ As of 07/08/14

💬 Deferred   ➡️ On Target   ⬅️ Off Target   ❗ Critical   ✅ Achieved

completed the UI Dining app which allowed us to hands-on experience with multiple native frameworks and we've completed the Grades / Schedules app which allowed us to implement mobile web frameworks. The mobile architecture site pretty well summarizes our approach and analysis of frameworks.				
7.3.2 Implement a mobile competency center. *We received a partial amount of the budget requested to start up the mobile competency center and it has now been implemented and is being led by Jim Caputo.*	07/01/12, 06/30/16	100% Implementation	100%	(✓) As of 10/03/14
7.3.3 Develop and implement mobile business intelligence services to make information more available and easier to use. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/12, 06/30/16	100% Complete	10%	(•••) As of 07/21/15

7.4 Provide unified communications services (email/calendar/voice) to the University Administration community.   Status:

(→)

As of 01/24/14

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
7.4.1 Support unified communications hardware and infrastructure. *The work for this initiative is complete.*	07/01/12, 06/30/14	100% Complete	100%	(✓) As of 07/08/14
7.4.2 Continue support of UC implementation across University Administration. *This initiative is complete.*	07/01/12, 06/30/16	100% Complete	100%	(✓) As of 07/06/15

8 INSTITUTIONAL DATA AND INFORMATION

8.1 Continuously improve operational excellence in Business Intelligence and Data Warehousing.

Status:

⋯

Comments on Status: The work for this initiative has ended and will not continue through the FY16-18 plan.

As of 07/21/15

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
8.1.1 On an annual basis, perform a high-level assessment of each of our core ongoing operational processes. *Completed for FY 14. Areas of focus have been identified for FY 14 and will continue to work on these areas throughout the year.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 01/08/15
8.1.2 For FY13, improve accuracy, efficiency, and coordination of security request provisioning to ensure that customers quickly get appropriate access to information. *This initiative has been completed. Through a number of meetings with AITS security team, a new approach for provisioning was identified and has been implemented.*	07/01/12, 06/30/13	100% Complete	100%	✓ As of 07/08/14
8.1.3 For each fiscal year, identify one to three operational processes to focus on, and specific improvement goals for each. *This initiative was completed June 2012 and is now part of the yearly process.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 07/08/14
8.1.4 For FY15, reduce time to delivery for development projects. *No additional work and resources are being dedicated to this initiative and will be closed at the end of FY15 to shift resources to pursue FY16-18 initiatives.*	07/01/12, 06/30/16	100% Complete	25%	⋯ As of 07/21/15
8.1.5 For FY13, revamp our communications approach to meet the greater demands expected for our Business Objects upgrade and report conversion. *This initiative was completed in time to prepare for the upgrade/conversion project and increased communications with departments.*	07/01/12, 06/30/13	100% Complete	100%	✓ As of 07/08/14

8.2 Deliver targeted and pervasive information by operationalizing new BI technologies ourselves, and making them available to other information producers.

Status:

⋯

Comments on Status: The work for this initiative has ended and will not continue through the FY16-18 plan.

As of 07/21/15

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
8.2.1 Establish the needed technical infrastructure for the following new BI technologies: Web Intelligence, Crystal Reports, Dashboard Designer, Tableau, Mobile deployment of reports and dashboards, Explorer, and Voyager. *The work for this initiative is being managed through the Next Generation Business Intelligence Project (ITPC-0433). It was determined that additional infrastructure would be needed to support Dashboard technology and was purchased during FY12/13.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 07/08/14
8.2.2 Complete conversions of AITS supported Standard Reports from Desktop Intelligence to other BI tools (Web Intelligence, Crystal Reports, Dashboard	07/01/12, 06/30/14	100% Complete	100%	✓

⋯ Deferred → On Target ← Off Target ❗ Critical ✓ Achieved

|				
Designer). *The work for this initiative is being managed through the Next Generation Business Intelligence Project (ITPC-0433). Report conversion will continue through September 2014.*				As of 07/08/14
8.2.3 Assess deployed technologies for ongoing scalability and address as needed. *This work is on hold until further evaluation. The need for this initiative will be absorbed by the new FY16-18 initiatives.*	07/01/12, 06/30/16	100% Complete	20%	💬 As of 07/21/15
8.2.4 Assess deployed technologies for ongoing adoption and address as needed. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/12, 06/30/16	100% Complete	20%	💬 As of 07/21/15
8.2.5 Determine and establish Support models for new technologies and expanding existing services (e.g. local Business Objects Universes). *The work for this initiative is being managed through the Next Generation Business Intelligence Project (ITPC-0433). The project team will need to define the work around this initiative.*	07/01/12, 06/30/14	100% Complete	100%	✅ As of 07/08/14
8.2.6 Investigate DW-focused appliance-based hardware approaches as part of hardware refresh to improve overall query response time for customers *Next steps and definition of scope for this initiative will be defined by the next fiscal quarter. Work for this initiative has been halted for FY15 to dedicate resources to new FY16-18 initiatives.*	07/01/13, 06/30/15	100% Complete	10%	💬 As of 07/21/15
8.2.7 Assist customers in converting Desktop Intelligence reports to Web Intelligence (or other tools as appropriate). *This projects is expected to be completed by 6/30/15.*	07/01/12, 06/30/15	100% Complete	75%	✅ As of 07/21/15
8.2.8 Determine approach(es) for addressing secondary administrative systems and vendor delivered BI. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/13, 06/30/15	100% Complete	0%	💬 As of 07/21/15
8.2.9 Build internal expertise in administering and using the tools. *The work for this initiative is being managed through the Next Generation Business Intelligence Project (ITPC-0433). Conducting research and development into new tools and working through the initial configuration and setup.*	07/01/12, 06/30/14	100% Complete	100%	✅ As of 07/08/14
8.2.10 Dedicate resources to helping customers build Dashboards and other analytic solutions based on best practices for visualization, data sourcing, etc. *Two subteams are currently learning about visualization and how to provide this service to customers. They are also looking at dashboards and determining how to make dashboards a high service at the University. The work for this initiative has halted for FY15 and was redefined into a new initiative for FY16-18.*	07/01/12, 06/30/16	100% Complete	10%	💬 As of 07/21/15
8.2.11 Create plans for Training and Communications. *This initiative has been completed. Training and communications plans were created for the Next Gen Business Intelligence effort and are being implemented.*	07/01/12, 06/30/14	100% Complete	100%	✅ As of 07/08/14
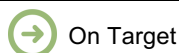
💬 Deferred   ➡️ On Target   ⬅️ Off Target   ❗ Critical   ✅ Achieved

8.3 Make the Data Warehouse environment a more comprehensive source of administrative data by extending it to include Local and Institutional Data.

Status:

⊙

As of 07/21/15

Comments on Status: A sub team has been assigned to this work and the outcomes of this initiative will be redefined for FY16-18.

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
8.3.1 Continue to extend the Data Warehouse environment by including data from other enterprise systems (via ITPC projects). *AITS completed the following data acquisition projects during FY13: ITPC-0403 PRMS Data Acquisition; ITPC-0405 Archibus; ITPC-0411 Unicenter Data Acquisition; ITPC-0425 Institutional Data Collections Infrastructure and Pilot*	07/01/12, 06/30/16	100% Complete	100%	✅ As of 01/08/15
8.3.2 Establish policies and procedures for uploading local data, and promote this service to appropriate customers. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/14, 06/30/15	100% Complete	5%	⊙ As of 07/21/15
8.3.3 Complete the Institutional Data Collections project and work with partners to identify additional data sets to publish, using Institutional Standard Answers as the driver where appropriate. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/12, 09/30/14	100% Complete	40%	⊙ As of 07/21/15

8.4 Improve the ease of use, understandability, and appropriate use of enterprise data by overhauling the Data Warehouse metadata.
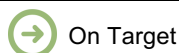
Status:

⊙

As of 07/21/15

Comments on Status: The work for parts of this goal has ended and will be redefined within the FY16-18 plan.

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
8.4.1 Assess our current metadata and identify goals for improving understandability and ease of use. *A subteam has been assigned to this work and is actively defining metadata requirements. This outcomes of this initiative will be redefined for FY16-18.*	07/01/14, 06/30/15	100% Complete	12%	⊙ As of 07/21/15
8.4.2 Determine a plan for implementing metadata improvements, and the technology required. *This initiative is closed and will be redefined for FY16-18.*	07/01/12, 06/30/16	100% Complete	0%	⊙ As of 07/21/15
8.4.3 Determine approach for helping information consumers and producers identify the best way to get data for a given need. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/12, 06/30/14	100% Complete	10%	⊙ As of 07/21/15
8.4.4 Implement metadata improvements. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/12, 06/30/16	100% Complete	5%	⊙ As of 07/21/15

⊙ Deferred   ➡ On Target   ⬅ Off Target   ❗ Critical   ✅ Achieved

8.5 Support Institutional Standard Answers (Targeted, Pervasive, Collaborative).

Status:

⚫⚫⚫

Comments on Status: The work for this initiative has ended and will not continue through the FY16-18 plan.

As of 07/21/15

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
8.5.1 Promote the idea of addressing standard reports more systematically with customers, partners, and stakeholders to build buy-in and establish what challenges need to be addressed. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/12, 06/30/16	100% Complete	25%	⚫⚫⚫ As of 07/21/15
8.5.2 Work with partners to establish Institutional Standard Answers as a UI priority. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/12, 06/30/16	100% Complete	10%	⚫⚫⚫ As of 07/21/15
8.5.3 Establish support structures, both technology and organizational, to enable a more systematic approach. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/12, 06/30/14	100% Complete	15%	⚫⚫⚫ As of 07/21/15
8.5.4 Identify partners where possible and revamp the Standard Reports rather than just converting them as-is (see Establish New BI Technologies above), resulting in a more comprehensive, more useful set of basic reports for customers. This will also reduce the need for many different local developers to each build their own versions of the same basic reports. *The work for this initiative is being managed through the Next Generation Business Intelligence Project (ITPC-0433). ITPC project initiated to review the Finance standard reports, and planning is underway for establishing task forces to review HR and Student reports.*	07/01/12, 06/30/16	100% Complete	100%	✓ As of 07/08/14

8.6 Establish a common BI Delivery infrastructure.

Status:

⚫⚫⚫

Comments on Status: The work for this initiative has ended and will not continue through the FY16-18 plan.

As of 07/21/15

Initiative	Start Date, End Date	EOY Target, Measure	Actual	Status
8.6.1 Conduct R&D to determine how to deliver AITS information solutions through the new 4.1 version of Business Objects InfoView. *The analysis project for this work has been completed. It was determined that no further work was required.*	07/01/12, 06/30/14	100% Complete	100%	✓ As of 07/08/14
8.6.2 Work with UI and campus portal initiatives to help establish a common infrastructure for BI delivery across information producers, both central and local. This will improve ease of use for customers by having more of the information they need in one place. *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/13, 06/30/16	100% Complete	10%	⚫⚫⚫ As of 07/21/15

⚫⚫⚫ Deferred   → On Target   ← Off Target   ❗ Critical   ✓ Achieved

8.6.3 As needed, conduct R&D and determine how to deliver information solutions that use AITS-provided tools and infrastructure through the central portal(s). *The work for this initiative has ended and will not continue through the FY16-18 plan.*	07/01/13, 06/30/16	100% Complete	10%	(•••) As of 07/21/15