

AITS

**ADMINISTRATIVE INFORMATION
TECHNOLOGY SERVICES**

STRATEGIC PLAN & GOALS FY 2020

UNIVERSITY OF ILLINOIS SYSTEM
URBANA-CHAMPAIGN • CHICAGO • SPRINGFIELD

 UNIVERSITY OF ILLINOIS

ADMINISTRATIVE INFORMATION
TECHNOLOGY SERVICES
BUILDING

50 E Gerty Drive

AITS Strategic Plan FY19-FY21

8/1/2019

The AITS strategic plan was created through discussions with our customers, a review of higher education and IT trends and forecasts, as well as a review of the University of Illinois System and Universities' strategic plans. Some of the goals presented represent stretch goals that will be pursued as resources are available and other goals are satisfied. Each goal and initiative has a different priority, and the priority changes throughout the year depending on environmental factors such as funding, urgency, University needs, vendor partnerships and human resource availability. Overall, the AITS Strategic Plan outlines the information technology strategies and initiatives and is designed to be a three-year IT plan that evolves with collaborative input alongside other strategic plans throughout the University of Illinois System.

Strategic directions



AITS uses the following 5 strategic directions as guides to focus our efforts in supporting University's mission and our responsibilities as an organization. These strategic directions align with our mission and vision and focus our efforts on fulfilling these.

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

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.

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.

Structure of the AITS strategic plan

The AITS Strategic Plan is organized into the following levels:

1. Strategic Initiative (We have 15 initiatives)
 - 1.1. Supporting goals (3-5 goals per initiative)
 - 1.1.1. Supporting projects or activities (between 3-10 per goal)
 - 1.1.1.1. Tasks (variable—determined by manager and tracking preferences)
 - 1.1.1.1.1. Subtasks

Each Strategic Initiative is mapped to one of four perspectives that define our mission and role for the University of Illinois System:

- Improve operational efficiencies and increase administrative productivity
- Save time and improve ease of use for faculty, staff, and students
- Maintain reliable enterprise-class services
- Remain prepared and responsive to UI System needs

All supporting goals, projects/activities, tasks, and subtasks have a metric. Some of the metrics have been designated as KPIs. These KPIs are designed to drive and communicate progress against our overarching initiatives. In most, but not all cases, these KPIs are at the supporting goal level. Metrics that are not KPIs tend to be percent complete metrics. Each year, we set EOY targets for our metrics and identify KPI's where needed. Details on our metrics and KPIs, as well as progress against our goals for the year are reported annually and available on the AITS website.

Strategic initiatives

1. Extend the life of our current ERP systems by implementing a set of high impact improvements
2. Save time for the system by providing a tool to automate business processes
3. Improve the system's operational efficiency by systematically identifying and implementing business process improvements
4. Improve the AITS budget tracking process
5. Engage our users and increase productivity for the System by accelerating efforts in three areas: accessibility, user experience, and availability of near real-time data.
6. Improve first contact resolution with advanced service desk support
7. Complete Research Administration and IAM/2FA projects
8. Continue to increase the quality and speed of solutions by developing and improving upon our methodologies and processes.
9. Maintain enterprise systems integrity, reduce risk of system failures, and improve disaster recovery processes
10. Increase our agility and responsiveness to System needs by leveraging cloud technologies
11. Continue to protect system office computing infrastructure and user platforms
12. Research and development to ensure our readiness to quickly respond to new technologies and System needs.
13. Support the development of a system wide strength in data analytics
14. Grow and retain a talented workforce that's keeping up with industry changes and is committed to supporting the System's strategic priorities.
15. Continue to be an engaged partner across the System.

FY20 supporting goals (organized by initiative and perspective)

Each initiative has a set of supporting goals, projects, and tasks. These can change each year and vary in number according to complexity and tracking needs.

Improve operational efficiencies and increase administrative productivity

1 Extend the life of our current ERP systems by implementing a set of high impact improvements

- 1.1 Travel and expense management system improvements
- 1.2 Applicant tracking system improvements
- 1.3 Security application system improvements
- 1.4 iBuy system improvements
- 1.5 Annual ERP evaluation
- 1.6 Contract manager system improvements
- 1.7 Procurement portal creation
- 1.8 Capital contracting and procurement process improvements

2 Save time for the system by providing a tool to automate business processes

- 2.2 Create initial library of reusable workflows and integrations
- 2.3 Create a center of excellence
- 2.4 Establish a service framework
- 2.5 Prove solution and service processes with approximately 15 pilots

3 Improve the system's operational efficiency by systematically identifying and implementing business process improvements

- 3.1 Define and implement top down BPI set of processes to include CFO, ITPC, Source2Pay, and customer requests
- 3.2 Business process improvements
- 3.3 Establish data analysis capabilities within BPI team for CFO directed work

4 Improve the AITS budget tracking process

- 4.1 Establish a near-real time financial dashboard for ongoing tracking
- 4.2 Investigate and improve self supporting fund management
- 4.3 Access and distribute knowledge of ABC process and data
- 4.4 Simplify budgeting and tracking by merging the CIO and AITS organizations
- 4.5 Implement asset management process improvements

Save time and improve ease of use for faculty, staff, and students

5 Engage our users and increase productivity for the System by accelerating efforts in three areas: accessibility, user experience, and availability of near real-time data.

5.1 Improve usability and reduce training needs for new or redesigned applications.

6 Improve first contact resolution with advanced service desk support

6.3 Improve KnowledgeBase tool

6.4 Develop shared cost model for ITSM tool

6.5 Acquire and implement ITSM tool

6.6 Improve first contact resolution with ITSM tool

7 Complete Research Administration and IAM/2FA projects

7.1 Complete the Start myResearch project and transition to steady state maintenance

7.2 Complete the IAM and Multi Factor Authentication projects

8 Continue to increase the quality and speed of solutions by developing and improving upon our methodologies and processes.

8.1 Implement methodology and project service improvements that increase our speed

8.2 Prepare for upcoming technology changes that will require PMs and PPM leaders to become adept change management practitioners and leaders.

8.3 Increase and measure the quality of our project outcomes

Maintain reliable enterprise-class services

9 Maintain enterprise systems integrity, reduce risk of system failures, and improve disaster recovery processes

9.2 Modernize the DR and BCP plans and processes to meet high availability and recovery needs of the university

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

9.4 Modernize and update facilities to provide a collaborative and safe work environment

9.5 Develop a data center strategy and roadmap for long term placement of AITS systems

10 Increase our agility and responsiveness to System needs by leveraging cloud technologies

10.1 Cloud strategy and planning

10.2 Cloud architecture and DevOps processes and tools

10.3 Cloud implementation

11 Continue to protect system office computing infrastructure and user platforms

11.1 Implement Illinois Security program

11.2 Manage active audit engagements and open audit findings

11.3 Enhance protection mechanisms for sensitive information

Remain prepared and responsive to UI System needs**12 Research and development to ensure our readiness to quickly respond to new technologies and System needs.**

- 12.1 Conversational AI Platforms
- 12.2 Robotic process automation
- 12.3 Research Blockchain technology
- 12.5 Research Biometric Technology such as Facial, Voice and Fingerprint

13 Support the development of a system wide strength in data analytics

- 13.1 Provide leadership and education on the use of data and analytics. Pursue partnerships that leverage our efforts across the universities
- 13.2 Provide a comprehensive and trusted data resource for the System.
- 13.3 Increase use of or improve the usability of the data warehouse so reliable data is easily accessible by all of our universities, regional campuses, and Illinois Extension sites.
- 13.4 Advanced analytics capabilities
- 13.5 Investigate next generation solutions to enable streamlined and integrated data analytics including cloud hosted options

14 Grow and retain a talented workforce that's keeping up with industry changes and is committed to supporting the System's strategic priorities.

- 14.1 Increase professional development funding to match higher education average levels.
- 14.2 Improve professional development planning, tracking, and strategic impact assessment.
- 14.3 Improve HCM analytics capabilities
- 14.4 Performance management
- 14.5 Engagement
- 14.6 Competency management
- 14.7 Strategic workforce planning and align in-flight and pending activities and tech needs
- 14.8 Communication plan - organizational change / change management

15 Continue to be an engaged partner across the System.

- 15.1 Improve awareness of value AITS provides to the universities
- 15.2 Continue to actively participate on university and system office committees and governance groups
- 15.3 Continue to actively search and pursue collaboration opportunities.
- 15.4 Participate in system-wide educational programs and seminars such as IT Pro Forum and Chicago Community Series.
- 15.5 Continue to provide professional training, workshops, and development activities in areas such as process improvement, project management, and decision support topics.

THANK YOU

AITS would like to thank all of our dedicated partners across the University of Illinois System whose daily contributions allow us—together—to meet our goals and deliver on our commitment to continuous improvement of our customer experiences.

CONTACT US

Administrative Information Technology Services (AITS)
<https://www.ait.s.uillinois.edu>

