

UNIVERSITY OF ILLINOIS

Urbana-Champaign • Chicago • Springfield

Senior Associate Vice President
Administrative IT Services &
Chief Information Officer
50 Gerty Drive, MC-673
Champaign, IL 61820

December 19, 2012

Dear Bill,

Attached are the requested materials for the University Administration review. Included are summary reports for Administrative Information Technology Services (AITS) and the Office of Chief Information Officer (CIO), along with many appendices of supporting material.

In assembling the materials, we paid special attention to explaining both of my roles within University Administration, that is, as both the supervisor of AITS as SAVP and the coordinator of aspects of enterprise-wide information technology as the CIO. These are complementary but distinct roles, and they benefit the University in different ways. Included in the materials are my position description, strategic plans, progress reports and our past work in service improvement and expense reduction.

In regards to the specific questions from the Office of the President, we have included our governance and working relationships with the campuses, information related to supporting the University's mission, and some ideas regarding areas of investment; however, we would like to save most of these discussions for face-to-face conversation with the committee once they have reviewed our materials. While we have many ideas, we also want to make sure that we are addressing the right questions and concerns of the committee.

If there are any questions or additional materials required, please feel free to call any time and let the committee know they can do so as well. My cell number is (217) 722-2949, and I am available any time for questions, including over the break. Thank you for the opportunity to discuss the great work of the many contributors to IT in University Administration.

Sincerely,



Michael Hites
Senior Associate Vice President and Chief Information Officer
hites@uillinois.edu
(217) 244-0102

Administrative Information Technology Services

Administrative Unit Review Report

Introduction

AITS' mission is to 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. AITS collaboratively and proactively works to identify opportunities, manage risks, plan future initiatives, and solve problems while measuring and evaluating services to optimize them for the University community. AITS utilizes multi-campus customer-driven IT governance to select and prioritize the work it executes. The Information Technology Priorities Committee (ITPC), the UA IT Council, and the University Technology Management Team (UTMT) and many other groups provide guidance for AITS initiatives, services, and operations.

Administrative IT systems at the University are utilized in areas such as student services, finance, human resources, facilities, advancement, and research administration to support the mission activities of the enterprise. Information technology is utilized to create efficiencies in business processes through automation, and it is utilized to provide business intelligence services to help with data analysis and inform decision making. AITS believes that it is important that administrative IT investments improve efficiency and effectiveness and are informed by the needs of faculty, staff, students, and alumni.

AITS customers can be categorized generally into two types. First, a number of AITS services provide self-service support the faculty, students, and staff at the University. Usually in the form of enterprise services, faculty and students utilize these tools to perform everyday activities. Students use Banner to register for classes, access grades, and pay tuition. Faculty access class rosters, collaborate with peers and students, and manage grants electronically. Second, AITS services support academic and business offices at the University, which in turn, enable those offices to better serve their end users. Student services, financial, and human resource departments support payroll, purchasing, hiring, and student services with AITS providing the underlying IT infrastructure. By working together, all of these services provide business process automation in order to serve the information needs of the University in the most efficient manner possible, while reducing the administrative burden on customers so they have more capacity to dedicate to core mission activities and other priorities.

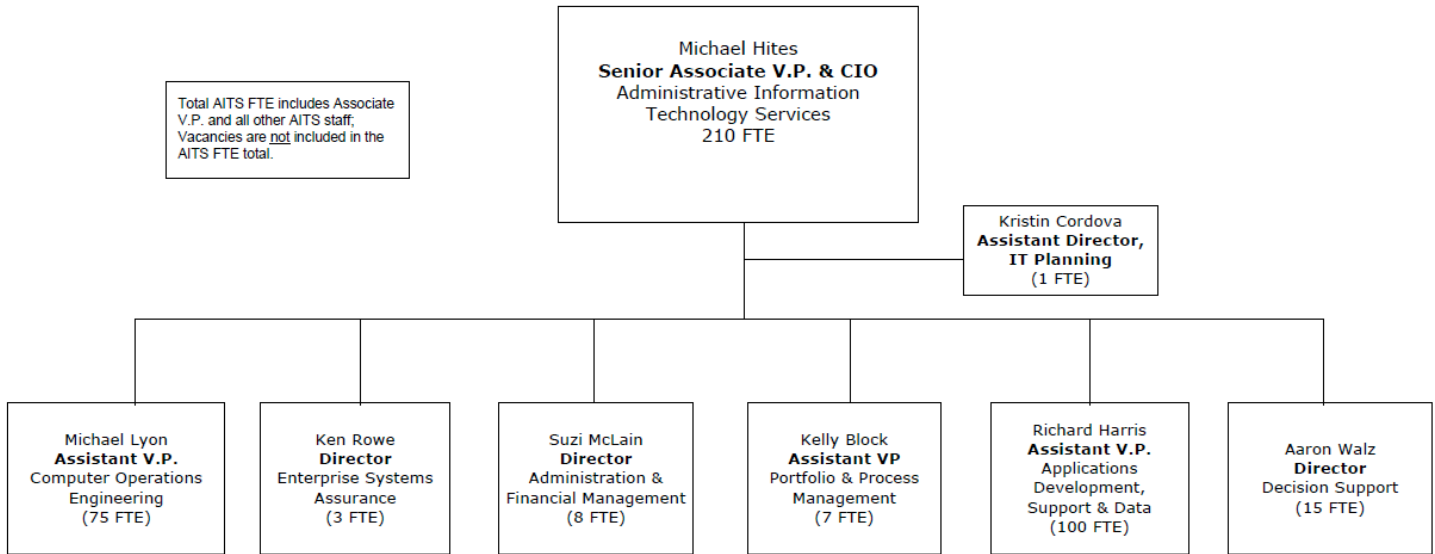
The AITS Strategic Directions have been developed to guide and prioritize actions toward making the use of administrative IT as simple and beneficial as possible for the customers. These directions focus efforts toward the following priorities:

- **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 information needs.
- **Collaborate** – Build and strengthen relationships with people and organizations throughout the University based on mutual trust.

AITS Organizational Chart and Overview

ADMINISTRATIVE INFORMATION TECHNOLOGY SERVICES (AITS) ORGANIZATIONAL STRUCTURE

(see Appendix I)



Leadership Team Personnel Profile

Michael Hites, Ph.D. – Senior Associate Vice President for Administrative IT Services, Chief Information Officer, and Adjunct Associate Professor of Computer Science (UIC) *(see Appendix II)*

Michael has held various senior IT positions of which have most recently included Vice President for Planning and Information Technology, Vice Provost for Information and Technological Services, and Chief Information Officer for New Mexico State University. Previously, he was also the Chief Technology Officer, Director of Computing and Network Services, Assistant Dean for Computing, and Research Assistant Professor for Illinois Institute of Technology. Michael has a BS in Mechanical Engineering from the University of Arizona, a MS in Mechanical Engineering from the University of Illinois at Urbana-Champaign, and a PhD in Mechanical and Aerospace Engineering from the Illinois Institute of Technology.

In addition to leading large IT organizations at three universities, Michael has both previous and active NSF grants and has consulted for research universities and not-for-profit organizations. He led the development of an under-40 statewide leadership program and helped start a university-wide curriculum in interprofessional projects. He has taught courses in fluid mechanics and engineering measurements, supervised more than 25 multi-disciplinary student projects, and has been an invited speaker for conferences and corporate retreats.

Michael Lyon, MBA – Assistant Vice President for Computer Operations Engineering (COE)

Michael provides leadership and direction on computer operations best practices for AITS, and collaborates with other University computing organizations on policies and standards that optimize and secure the University of Illinois’ information technology resources. Michael is committed to creating new opportunities, capitalizing on technology to enhance efficiency, and building strong partnerships with peers, vendors, and customers. Michael has a BS in Psychology from University of the State of New York, completed course of study for a Masters in Psychology from Illinois State University (ABD) and a MBA from the Executive program at the University of Illinois. He is adjunct faculty at Parkland College where he has taught for 13 semesters.

Ken Rowe, MS, NSA IAM, NSA CSA – Director for Enterprise Systems Assurance (ESA)

Ken has more than 30 years of experience in Information Security that includes past positions at the National Security Agency (NSA), the National Center for Supercomputing Applications (NCSA), Cisco Systems, Science Applications International Corporation (SAIC), and Grant Thornton LLP. His breadth of responsibilities over the years includes Enterprise Risk Management (ERM), security policies, standards and operations, and a variety of compliance areas. Ken received his Bachelors in Mathematics from Illinois State University and his Masters in Computer Science from the University of Maryland Graduate College, Baltimore, where he also completed his course work and comprehensive exams for a PhD. He has taught software engineering, information security, and programming at the NSA National Cryptologic School, University of Maryland Baltimore County, and the University of Illinois at Urbana-Champaign.

Suzi McLain, MBA, SPHR, HCS, MHCS – Director for Administration and Financial Management (AFM)

Suzi provides leadership oversight of the administrative and business/financial services team in AITS, a team which exists to enable the work of AITS. Suzi possesses a Bachelor's degree in Communications and a MBA, both from the University of Illinois Urbana-Champaign. Suzi has worked in AITS since 1985. While the primary focus of her current position is administrative operations, she also holds multiple certifications in the area of human capital, including Senior Professional in Human Resources (SPHR), Human Capital Strategist (HCS), and Master Human Capital Strategist (MHCS).

Kelly Block, MS, CPA, PMP – Assistant Vice President for Portfolio and Process Management (PPMO)

Kelly leads the Portfolio and Process Management Office (PPMO) for the Office of the CIO in university administration and AITS at the University of Illinois. The PPMO focuses on providing services, tools, and standards for project and portfolio management, IT governance, and business process improvement. Kelly has over 20 years of professional experience in higher education and industry in portfolio management, project management, public accounting, consulting, and the military. Kelly has a BS in Accountancy from the University of Illinois at Urbana-Champaign and an MS in Management Information Systems from the University of Illinois at Springfield.

Richard Harris, MS, CPA – Assistant Vice President for Applications Development, Support, and Data (ADSD)

Richard manages the application development and support functions of AITS. He came to the University in 2001 to be the Project Manager for the Banner Student Implementation. Prior to the University he worked 3 years for a small software development firm, 9 years for Ryder, a major international leasing and logistics company, and 12 years for Deloitte Haskins and Sells, an international accounting firm, including 3 years overseas. He received both a BS of Computer Engineering and an MS of Accountancy from the University of Illinois, Urbana, Illinois. While at the accounting firm he was an adjunct instructor of accounting for 3 years at the University of Minnesota in Minneapolis.

Aaron Walz – Director for Decision Support (DS)

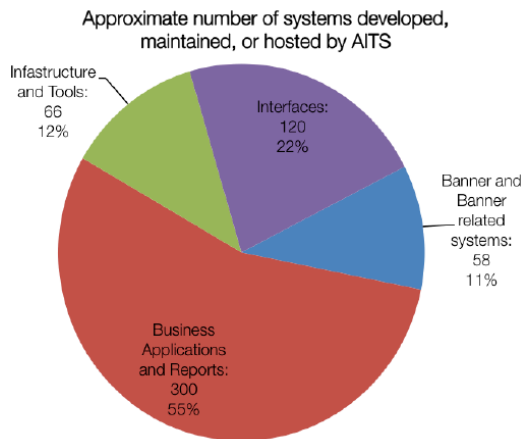
Aaron is responsible for the strategy, management, and operations of the University's Business Intelligence and Data Warehousing environments and activities. Aaron has been with the University of Illinois for eleven years, and has helped build the University's Business Intelligence program and team from the ground up. Prior to joining the University, Aaron held positions in client services, software quality assurance, and consulting at high-tech startup companies in healthcare and electronic commerce. Aaron presents nationally on Business Intelligence and Data Warehousing in higher education at a number of industry conferences. He is also an elected member of the Executive Board for the Higher Education Data Warehousing Forum, a network of Data Warehousing professionals from 400 colleges and universities across 22 different countries. Aaron holds a BS in General Engineering from the University of Illinois at Urbana-Champaign.

Kristin Cordova, MBA – Assistant Director for IT Planning

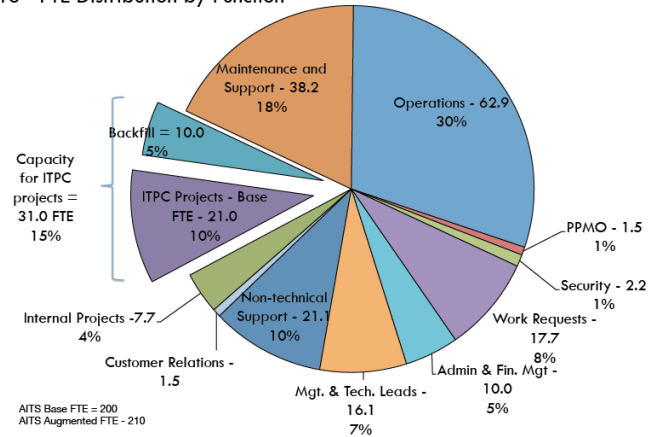
Kristin assists in planning, coordinating, and overseeing the AITS and Office of the CIO programs and projects through to completion, and facilitates activities related to high-level committee appointments, which includes preparing complex business reports, presentations, and other highly specialized communications and documents. Kristin is also responsible for activities related to planning, initiating, and administering high-profile meetings, projects, and special events. Kristin has a Bachelor's degree in Marketing and Communication Studies and a MBA, both from New Mexico State University. She is also currently completing certifications in both project management and strategic planning.

Unit Activities

There are several major components of work within AITS: operations, maintenance and support, projects, business intelligence, enterprise systems assurance, work requests, and administration and financial management. Within these areas, AITS has strengths in application development and testing, deployment, application support, production engineering, project management, enterprise architecture, data center operations, security, and consolidated help desk and PC support. AITS has developed expertise in these areas through operational management, that is, the managers and directors perform hands-on IT work in addition to administrative responsibilities.



AITS - FTE Distribution by Function



Unit Responsibilities

AITS provides IT services across the University. The majority of these services are enterprise in nature, and most serve constituents at all University locations. As an example, Banner, the University’s ERP system is utilized in the following ratios for self-service: UIUC – 63.35%, UIC – 31.02%, and UIS – 5.63%. Enterprise administrative systems process a high-volume of common transactions across the campuses including such items as:

- approximately 875,000 regular payroll transactions annually
- approximately 145,000 eProcurement transactions annually
- approximately 240,000 travel expense reimbursement transactions annually
- approximately 400,000 payment requests processed annually
- approximately 120,000 HR Front-end transactions on a monthly basis
- approximately 296,000 student application transactions annually (multiple transactions against each application)
- approximately 11,000,000 transactions processed on registration records annually
- approximately 417,000 financial aid records (FAFSA) received/updated annually
- approximately 368,000 financial aid disbursements annually (multiple disbursements per award)
- approximately 119,000 transcripts processed annually

AITS supports approximately 35,200 employees and 71,000 students across the University of Illinois with administrative IT needs. Faculty, students, and staff interact with administrative IT systems on a continual basis as they register for classes, access transcripts, pay tuition, view earning statements, or browse human resource benefits information. These interactions number in the millions each year, and the services rely on an administrative IT infrastructure of over 384 applications, 831 servers, 339 TB of raw storage, and 740 TB of backup media.

AITS employs approximately 210 individuals and has a presence on all three campuses.

The responsibilities of AITS include:

- Provide selection, implementation, and maintenance support for packaged and self developed applications at the University of Illinois
- Create and maintain internal and external interfaces for University enterprise applications
- Provide data management and data center services, including disaster recovery, for University enterprise applications
- Provide 7 day-a-week, 24 hour-a-day Service Desk/Operations support for University enterprise applications
- Provide an IT focus to cost containment and efficiency across the organization
- Facilitate University desktop and enterprise applications training with internal and external service providers
- Collaborate with other UA units and University computing organizations on policies and standards that optimize and secure University information technology resources
- Support the Ellucian Banner Enterprise Resource Planning (ERP) system. This system includes Student Administration, Student Financial Aid, Human Resources / Payroll and Finance modules, along with associated purchased applications, locally developed components, or custom vendor-developed components.
- Act as the primary resource for business intelligence and data warehousing expertise within the University.
- Provide high quality, reliable, and timely data that enables decision makers to be better informed and more easily find answers to questions.

Standards and Best Practices

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

Software Development

Software development lifecycle based on standards from the Capability Maturity Model (CMM)

Financial Management

Financial management standards based on Generally Accepted Accounting Principles (GAAP)

Security Compliance

Security compliance based on Control Objectives for Information and Related Technology (COBIT) and ISO/IEC 27001:2005 - Information technology -- Security techniques -- Information security management systems – Requirements (ISO 27001)

Project Management

Project and portfolio management based on standards from the Project Management Institute (PMI)

Service Management

Information Technology Service Management based on standards from the Information Technology Infrastructure Library (ITIL)

IT Governance

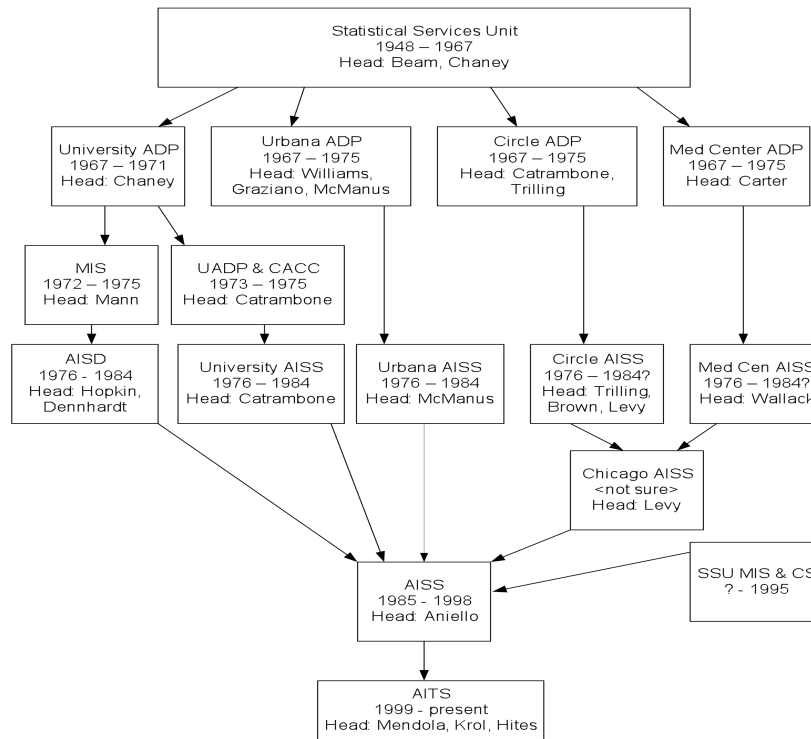
IT Governance practices as recommended by the EDUCAUSE Center for Applied Research (ECAR) and Gartner

Data Warehousing

Information management and delivery approaches and best practices from The Data Warehouse Institute (TDWI) and Higher Education Data Warehousing (HEDW) organizations

Historical Perspective

The diagram below depicts the evolution of Administrative IT organizations at the University of Illinois from 1948 to today. The consolidation of AITS in the 1980’s also included a reduction in staff.



Reviews

AITS has participated in a number of external and internal reviews over the past several years geared towards evaluating IT unit structure, services, and performance. A brief summary of these review efforts follows and copies of the final reports of these efforts are included in the appendices. (see Appendix III – VIII)

Year	Consultant / Review Group	Report
2010	Huron Consulting Group	Administrative Review & Restructuring Report - Review of Information Technology - University of Illinois
2010	Administrative Review and Restructuring Working Group	Administrative Review and Restructuring Working Group - Report to the President and Chancellors - University of Illinois
2009	University Administration	Administrative IT Review
2007	Pappas Consulting Group Inc.	Organizational Assessment of Administrative Information Technology

The Administrative Review and Restructuring (ARR) evaluation produced a series of recommendations specifically for IT as well as a number of other areas at the University. The IT recommendations focused on providing improved service to University constituents, cutting costs, and the reinvestment of cost savings in the campuses for other purposes. AITS achieved savings primarily by cutting costs related to software maintenance and reducing headcount via attrition and redistribution and realignment of functions in the organization. Details are available in an appendix to this report. These savings were returned to the campuses and eliminated from AITS’ ongoing budget. This is discussed further in the New Functions and Merged Departments section later in this report.

ITS Departments Overview

Administration and Financial Management

Administration and Financial Management (AFM) supports the technical work in ITS by managing ITS' ongoing business activities, including contracts and acquisitions, purchasing coordination, budget and financial management, physical assets, telecommunications, facilities management, administrative support, and strategic human capital initiatives. AFM also manages and coordinates customer-focused activities that sustain the proficiency and efficiency of information systems, maximize collaborative solutions, and cultivate mutually beneficial relationships with University-wide customers.

Applications Development, Support, and Data

Applications Development, Support and Data (ADSD) is responsible for the development, integration, and quality assurance of more than 65 systems and the management of more than 235 databases. These systems support major administrative business process for the University primarily in the Student Services, Finance, and Human Resources areas. ADSD provides functional and technical expertise for ITS managed systems and databases by providing second level service desk support, issue investigation and resolution, analysis and expertise for ITPC projects, and assistance to University clients. ADSD works closely with the campus business offices such as Financial Aid, Admissions and Records, Human Resources, and campus computing services such as the Academic Computing and Communications Center (ACCC). ADSD also works closely with University Administrative offices such as the Office of Business and Financial Services and Capital Programs.

Computer Operations Engineering

Computer Operations Engineering (COE) provides high quality and reliable information technology systems and services that support the University of Illinois' administrative computing in a manner that is cost-effective, scalable, and accommodating to changing needs and technologies. These services are delivered in concert with campus based computing organizations and other University Administration units to optimize the University of Illinois' information technology resources. Major responsibilities include the strategic management of two enterprise data centers including over 800 servers, and over 339 TB of raw storage. COE also provides operational support services to several University Administration Offices as well as to a number of campus units upon request. Finally, COE provides collocation services for several UI departments' servers and support.

Decision Support

Decision Support (DS) is a Business Intelligence Competency Center for the University of Illinois. DS is responsible for scoping, designing, and delivering solutions to business problems using a combination of enterprise data warehouse and business intelligence frameworks. DS supports the University by managing the data warehouse, providing data access, supporting staff report development, and providing data education and training. With new technologies, such as dashboards and OLAP browsers, DS continues to transform raw data into valuable information for strategic decision-making. ITS provides infrastructure to enable information producers in other offices to create information solutions. Wherever possible, Decision Support works in partnership with other central offices to provide information consumers with a seamless set of products and services to meet information needs.

Enterprise Architecture

Enterprise Architecture (EA) assists in the development, articulation and adoption of the IT Enterprise Architecture framework and processes. The purpose of the architecture framework is to direct or guide architecture initiatives, ensure that organizational performance aligns with the strategic intent of the business, ensure IT resources are engaged to reflect priorities and to see that architecture-related risks are managed appropriately. Enterprise Architecture includes business and information processes as well as all aspects of the administrative systems and services infrastructure including storage,

servers, network, applications, databases, end-user experience and the interaction and interconnectivity of each component. Documentation of the architecture includes business objectives, foundational principles, schematics, interoperability and compliance.

Enterprise Systems Assurance

Enterprise Systems Assurance (ESA) is responsible for administrative information security practices. ESA helps ensure that controls and procedures are established to protect the University's information systems assets from intentional or inadvertent modification, disclosure, or destruction. ESA also provides engineering and consulting services for security solutions and investigation services for security incidents. These efforts include improving the overall security and privacy of information at the University, appropriately balancing risk with safeguards, and ensuring security and privacy measures are appropriately supported, funded and implemented within the University.

Portfolio Management Office

The Portfolio Management Office (PMO) provides guidelines and services for project management in AITS. The project management lifecycle and standards have been developed to assist project managers in the planning and execution of projects as well as to provide a documented, repeatable process to enhance and standardize project execution and performance. The PMO facilitates the IT governance process through which projects are submitted for consideration, reviewed, approved/rejected, scheduled and monitored throughout execution. The PMO reports on project status across the portfolio of all projects. The PMO also acts as a clearinghouse for performance measurement by reporting on organizational metrics, project portfolio metrics and progress toward strategic goals.

New Functions and Merged Departments – FY 06 to FY 13

On an ongoing basis, AITS strives to streamline operations and functions in order to utilize resources in the most efficient manner while providing the highest quality services to the customers. As part of this process, functions and teams are often combined where integration makes sense to improve performance and service. In some cases, functions that were outside of AITS were integrated with AITS teams to take advantage of the technical management structure in place and the proximity to complimentary resources, while still serving the same customers. In the past eight years, a number of such opportunities have been undertaken to combine functions and teams. Recently, in a few cases, new functions have been created to directly address emerging priorities and technologies where distinct and dedicated resources were warranted to better serve AITS' customers and position the organization for the future.

Customer Relationship Management (CRM) – FY 12 – New

As a result of the gradual commoditization of IT services and the emphasis on using IT services in the cloud, there has been a national shift in the responsibilities of some IT professionals. The trend has been to move from the jack-of-all-trades IT professional to someone who can mediate and coordinate on the behalf of the customer between IT vendors, enterprise IT providers and local IT providers. With so many IT options, it becomes difficult for individual departments with small or nonexistent IT staffs to efficiently and effectively examine IT needs. To address this trend within UA, AITS formed a customer relationship management team to improve the identification and coordination of IT needs for UA offices.

Office and Departmental Automation – FY 12 – New

AITS created a new team to support office and department automation. This team implements technologies and functions that support departmental business processes through workflow and other types of local automation. One of the group's

focuses is to develop the specialized skills and knowledge needed for these technologies in order to be able to quickly implement solutions for customers.

Technical Application Management / Enterprise Systems Coordination – FY 12 – Common Leadership

While the ESC and TAM groups already worked very closely together, until recently they were under separate leadership. That changed in FY12 when the ESC leader left to start the CRM function and the role of the TAM group leader was expanded to also lead the ESC group. While ESC and TAM remain separate groups, common leadership is expected to further enable team member's crossing over group lines and helping one another address skill or availability demands.

Service Desk / Security – FY 12 – Merged

AITs recognized the need to be proactive during a time of change and a focus on providing the highest level of customer support and to continue growing and developing in the current University climate. To that end, AITs combined the Service Desk and Enterprise Systems Assurance (ESA) Security Administration teams into one dynamic team within Computer Operations Engineering. Combining these resources into one Client Services Center will create greater depth and ability to respond to client needs, with a goal to dramatically increase the overall level of AITs customer support and allow us to reduce staffing by 2 FTE and a supervisory position.

AITs / Decision Support – FY 11 – Merged

Decision Support was originally a separate department under the Planning and Administration organization. As part of a broader re-organization in FY11, Decision Support was merged with AITs. A blended approach was taken to the merger, preserving a dedicated focus on business intelligence and data warehousing, but also fostering greater coordination and integration across different parts of AITs. This merger enhanced coordination of technical architecture and business intelligence technologies, as well as data management and integration. It also combined report development with development of other business intelligence products and interfaces. In addition, project management and security request provisioning were centralized within existing AITs functions.

University of Illinois Electronic Research Administration (UIeRA) – FY 11 – Merged

The Electronic Research Administration function was migrated to AITs in order to improve coordination and services to all campus researchers and research administration. Currently, an analysis is underway to determine a path forward with a new electronic research administration system to improve capabilities and researcher satisfaction.

Executive Offices IT (EOIT) – FY 11 – Merged

The EOIT team transitioned from P&B to AITs in FY10 and was merged with AITs Desktop Support in FY11 in order to achieve greater efficiency and economy of scale and scope. Support continues to be provided by many of the same staff, and combining redundant functions between the groups we are able to improve overall service levels to executive office customers by providing deeper backup personnel.

Human Resources Information Systems (HRIS) Application Development – FY 10 – Merged

HRIS moved their application development function to AITs in order to improve integration of project resources and utilize AITs' technical management structure while supporting Human Resources information systems. Since the move other individuals in AITs have been trained in the HRIS technologies and systems in order to provide increased backup and support for the HRIS systems.

Administration and Financial Management – FY 10 – Moved out then Merged Back

In 2008, an initiative was kicked off and a group (P&A AFM) formed to collaborate toward the development and application of more consistent administrative/business practices and processes across Planning and Administration. Recognizing that each of the administrative units has unique operations requirements, the group focused on where opportunities existed to apply consistent processes and practices that would be of benefit to the entire organization. Due to the departure of two executives in Planning and Administration in early FY10, the individuals from the Planning and Administration unit were returned to the organizations from which they came before the creation of P&A AFM.

Capital Programs Application Development – FY 08 – Merged

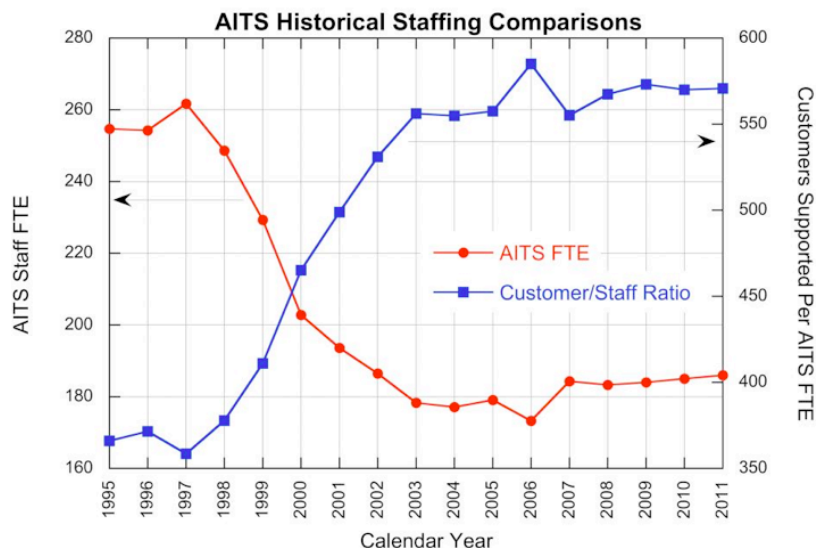
Capital Programs moved their application development function to AITS in order to improve integration of project resources and utilize AITS' technical management structure while supporting Capital Programs information systems. Since the move other individuals in AITS have been trained in the Capital Program technologies and systems in order to provide increased backup and support for the Capital Program systems.

Business Information Systems (BIS) Server and Desktop Support – FY 06 – Merged

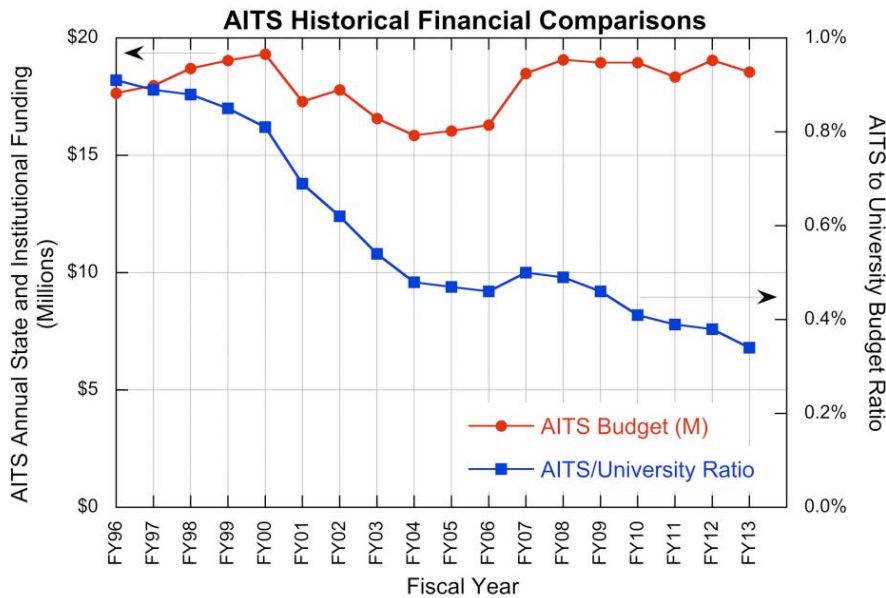
As part of a multi year study within UA, OBFS (including BIS), HR, ad Capital Programs merged desktop, network and server support in FY06. The Presidents Office, P&B and Legal Council did not choose to participate at that time. Subsequently in September FY11 the Presidents Office, P&B and Legal Counsel support (EOIT) merged with AITS.

Budget and Funding Overview

AITS continues to increase efficiency, as it has for the past 17 years. Since 1995, the number of employees and students supported per AITS staff member has consistently increased over time, while AITS staffing has declined and then remained relatively constant in the past decade. The chart below was created by subtracting out the historical mergers from the current AITS staffing counts to compare the data over time, and a detailed picture of the units merged over the past five years is available on page 12. This distinction is important because as other UA groups have merged with AITS over time, their Banner Organizational Code rolled into a single AITS Organizational Code. Consequently, if Banner reports are run for FTE over time, it may appear that AITS is growing rather than reflecting the consolidation of multiple groups.



The historical AITS budget can also be compared in a similar fashion. By subtracting out the budgets for the merged departments over time, the following graph shows that the AITS budget also has remained relatively constant over time. Relative to industry trends, the Gartner group (an international IT research and analysis company) shows that prior to 2009, IT budgets increased about 5% each year to meet growing demands and increasing costs for suppliers and IT maintenance contracts. Since 2009, the average increase is about 2-3%, according to Gartner. For comparison purposes, the AITS budget is shown below in both annual dollars and relative to the overall University budget.

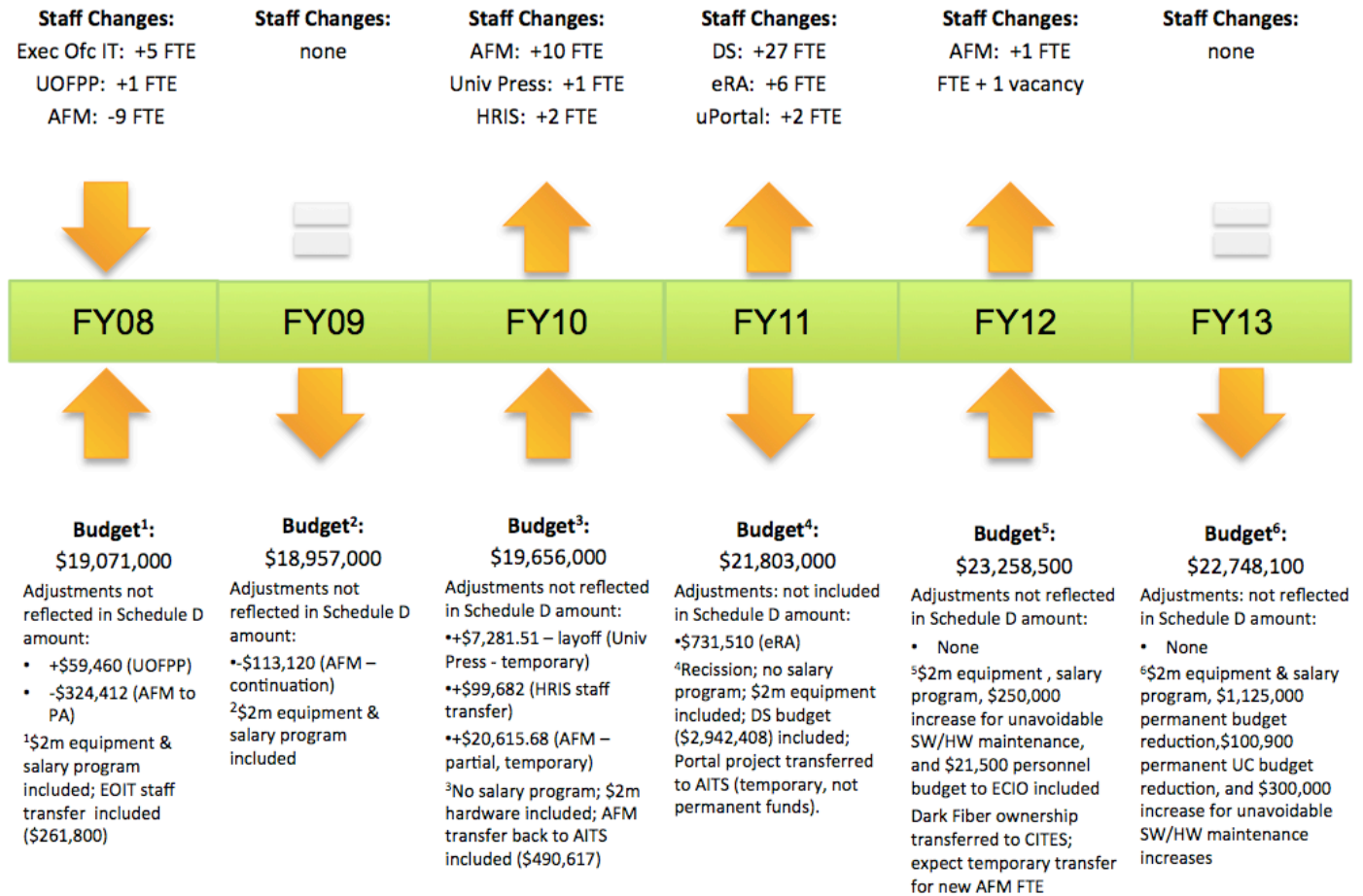


Between FY12 and FY13, the AITS budget allocation was reduced by just over 2%. The majority of the AITS budget - approximately 95% - is dedicated to items such as personnel (71%), software-hardware maintenance (16%) and major IT purchases (8%) for all AITS budget sources, including self-supporting funds. The remaining percentage is allocated to discretionary items such as travel, training, tuition, office supplies, and parking. While the budget is aggregated into a single budget, the division heads manage aspects of discretionary (e.g., travel and training) budgets, and the technical contacts in each division associated with major IT contracts for purchases and software and hardware maintenance play a very active role in the purchase or renewal of software and hardware in respective areas of responsibility.

On page 12 is a summary of AITS staffing and fiscal year budgets from FY08 through FY13 with the details of the groups that have merged with AITS over that period. While staffing did increase due to the mergers, the change was not due to the addition of new positions. Rather, the increases are the result of organizational changes that were recommended through discussions between departments in UA. Considering all factors that affect the budget (e.g., the budget associated with the various mergers, salary program, recurring software and hardware maintenance increase, rescission, permanent budget cuts), the AITS budget has remained relatively flat over this time period.

As a result of these financial indicators, it has become increasingly more important to ensure IT assets, both human and physical, are provisioned to maximize value. AITS regularly conducts reviews and negotiates with vendors, where possible, to reduce acquisition and maintenance costs, and the IT and financial staff work closely to seek out opportunities to leverage collaboration and invest strategically to allow for greater agility and to add value to IT activities at the University. AITS will continue to employ disciplined, fact-based decision-making and further a culture of continuous improvement.

AITS Staff and Budget Change Summary FY 08 – FY 13



FY 13 AITS Strategic Planning

Planning is a continual and integral function at AITS. AITS utilizes the strategies and plans of campus and University Administration customers as well as trends in new and emerging technologies to guide the development of unit strategies and priorities for defining work. IT governance groups select and prioritize project work for AITS as well as target business processes for improvement through information technology services. Utilizing this guidance from customers, AITS develops strategic and operational plans to meet the administrative IT needs of faculty, students, and staff at the University. These plans require resources in the form of funding and human capital to meet these needs. A large share of the AITS budget is dedicated to maintaining enterprise administrative IT operations at the University in such areas as infrastructure, data storage, application support, security, and maintenance and support. AITS primarily relies on funding from the Information Technology Priorities Committee process for undertaking discretionary new services as directed by that customer-based IT governance process. Where there are other strategic initiatives that require incremental funding, this funding is subject to separate requests of the Academic Affairs Planning Committee and the Chief Financial Officer.

The AITS Strategic Plan outlines the information technology strategies and initiatives of Administrative Information Technology Services at the University of Illinois. It is designed to be a three-year IT plan that evolves with collaborative input along side other strategic plans throughout the University. The planning process that produced this document utilized the University of Illinois IT Strategic Planning Process Framework developed in FY 12 as a primary input to planning. The complete AITS Strategic Plan is available in the appendices to this document. *(See Appendix IX – XI)*

The plan has been developed to outline the pursuit of goals and initiatives that support the strategic directions of saving time, fostering ease of use, improving the speed of delivery of IT services, delivering targeted and pervasive information for users, and collaborating throughout the University. Many of the goals rely on collaboration with units throughout the University.

The AITS strategic directions are statements indicating the specific strategic areas that AITS will focus on in supporting the University's mission and the responsibilities as an organization. These strategic directions align with AITS' mission and vision and focus efforts to fulfilling these. In pursuing these strategic directions, strategic goals and initiatives serve as actionable broad and specific plans that AITS will pursue in order to fulfill the stated strategic directions. A number of strategic initiatives can be accomplished with the current level of AITS resources. Others will require incremental funding in order to be accomplished and are contingent on locating a funding source in order to pursue them. A summary of these initiatives with funding requirements is available in the AITS Strategic Plan – Financial Plan in the appendices to this report.

AITS' strategic directions for FY 13 – FY 15 are:



Save Time

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

One of the foremost goals of employing information technology resources is to save time for users. When IT services allow people to perform tasks and processes more efficiently, it preserves time to dedicate to other valuable tasks. At the University, this means that students have more time to study and participate in student life activities. Faculty members have more time to teach and perform research. Staff members can better support faculty and students when IT helps improve efficiency.

Preserving time through IT services takes many forms. Systems are implemented to reduce administrative overhead, and everyone should be able to efficiently access the services available with minimal searching and with a single electronic identity. It should be easier to interact with information of all forms throughout the University, and creation of knowledge should be automated as possible.

Improve Ease of Use

Improve the usability of AITS services.

Customers are increasingly interested in the availability of a portfolio of basic and expanded information technology services. All of the IT services that are deployed at the University should be designed and maintained with an emphasis on the user's perspective of being easy to use. When services are not easy to use, or too complex, there is a disconnect between users and providers of information technology, which usually results dissatisfied customers.

As AITS builds or purchases new services to meet user needs, IT ensures that these services have a number of key usability characteristics such as:

- Familiar, consistent, and understandable terminology
- Easy to read and navigate
- Easy to learn and become easy to use
- Compliant with all accessibility standards
- Information is easy to find
- Suitable performance and load times
- Clear path for support

As a general rule, if services cannot meet these criteria, it may not be in AITS' best interest to pursue them. In some instances, ensuring these criteria are met will make services more difficult or time consuming for IT units to maintain; however, the overriding concern is that it is better to constructively utilize the time of IT professionals if there is a net improvement in services for the end user and the University.

Improve Speed to Service

Improve the time to delivery of AITS services.

In addition to ensuring services are easy to use, the time to deploy services needs to decrease. This multifaceted issue includes planning, purchasing, human resources, development, testing and risk assessment. Each of these components influences how long it takes to get service in the hands of those who need them. In addition to the internal processes, the state and federal governments also have compliance regulations that drive the speed to deployment. AITS must work creatively within given constraints with an eye toward accelerating deployment.

Deliver Targeted and Pervasive Information

Provide a variety of tools and infrastructure tailored to meet the large spectrum of customers and information needs.

AITs has different kinds of customers for the information provided, with a variety of different information needs. AITs needs to expand the toolset and infrastructure so that unit – and the other information providers who rely on us – can serve each of these needs using the right data and the most appropriate technology.

AITs needs to work aggressively to make information more pervasive across the community. AITs will do this by continuing to build out the Data Warehouse environment as the University’s central repository for integrating and publishing data from enterprise systems, providing a comprehensive source for administrative data, as well as helping customers supplement enterprise data with local data. AITs will proactively identify information gaps and address them or advocate and partner with other information producers to get them addressed. AITs will also focus on improving adoption of information solutions.

Collaborate

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

Collaboration is a foundational element of the everyday lives of the student, faculty, and staff of the University. All three of those groups collaborate amongst peers and others across the University and worldwide. The methods and tools for collaboration continue to grow as digital capabilities expand constantly. Information technology provided by the University must enable collaboration, while increasing the ease and efficiency of the collaboration, and not cause more work in order for people to collaborate.

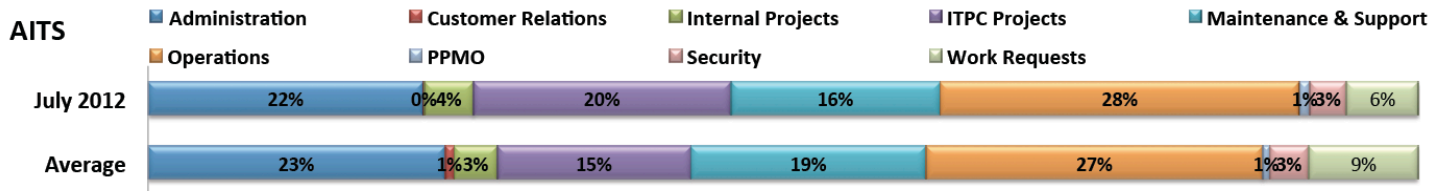
Another important area of collaboration is the partnership between IT professionals, IT governance committees and processes, and the constituents that these groups serve. Close collaboration between these groups is essential to facilitating shared decision-making, prioritization of initiatives, improving the performance of IT, and the implementation of new and improved services. AITs must also collaborate actively with colleagues and vendors from outside of the University in order to more efficiently support vended services and provide leadership among peers in leading product development direction.

Measuring Performance and Resources

AITs continually measures its performance and resource usage in order to evaluate levels of success and areas for improvement. This measurement occurs in a number of ways.

Resources

AITs utilizes the CA Clarity Portfolio and Project Management tool to measure human resource usage for the entire department. Clarity captures the effort expended of all individuals and teams towards all categories of work including operations, maintenance and support, projects, work requests, administration, portfolio management, and security. This information provides management intelligence related to the availability and shortage of specific resource types, needs to shift resources based on current or projected demand, and performance feedback based on projected project effort levels. As a majority of AITs staff serve in multiple functions it is important to understand how an increase or decrease in demand in one area affects the resources available in another. The chart below is an example of this resource tracking and shows the actual resource usage by high-level category. Detailed AITs time reporting information is available in an appendix to this report. (see Appendix XIV)



Requests for AITS resources come from across the University to AITS in several forms. Core infrastructure and operational work is performed on an ongoing basis to maintain the availability and reliability of enterprise administrative systems. The majority of other work is customer requested and flows to AITS through either the AITS Service Desk or through the ITPC governance process for project work. Non-project requests includes production support issues in several forms, maintenance and support requests, and discretionary work requests. These work types are routed to the appropriate team for resolution and are prioritized based on the severity of the issue and customer input. Project work follows the ITPC process for review, selection, and prioritization. The ITPC process is described in more detail later in this report.

For resource tracking purposes, AITS generally captures resource usage by function and sub-function. These functions align with the nature of the work or service, and sometimes the customer or product, depending on how the service is offered. Most work is not identifiable to a specific campus served as enterprise services are maintained at the university level. This demonstrates that the vast majority of AITS work benefits all campuses simultaneously. The table below illustrates how work is recorded across different work types and whether the work is attributable to enterprise services or specific campus support.

Work Category	Total Work				
	Allocation	All Campuses	UIC	UIS	UIUC
Administration	23%	23.0%	0.0%	0.0%	0.0%
Customer Relations	1%	1.0%	0.0%	0.0%	0.0%
Internal Projects	3%	3.0%	0.0%	0.0%	0.0%
ITPC Projects	15%	13.4%	0.8%	0.5%	0.5%
Maintenance & Support	19%	18.6%	0.2%	0.0%	0.2%
Operations	26%	26.0%	0.0%	0.0%	0.0%
PPMO	1%	1.0%	0.0%	0.0%	0.0%
Security	3%	3.0%	0.0%	0.0%	0.0%
Work Requests	9%	9.0%	0.0%	0.0%	0.0%
Totals	100%	98.0%	0.9%	0.5%	0.6%

In the table above, 98% of AITS work is attributable to enterprise services that benefit all campuses simultaneously. Reporting work effort by campus is complicated due to the nature of the work as enterprise-level support; however, one could utilize data such as student, faculty, and staff population ratios between the campuses to identify the beneficiaries of these enterprise services. The census data below are included for reference and the right-most column illustrates how faculty, students, and staff are distributed across the University. In turn, the distribution of students, faculty and staff across the university is a measure of the distribution of AITS service benefit across the university.

Census Information						
Campus/Unit	Faculty/Staff (from IR)	% of total Staff	Students (from IR)	% of total Students	Total Faculty/ Staff & Students	% Total Faculty/ Staff & Students
UA	1,208	4%	-	0%	1,208	1%
UIC	9,567	33%	28,091	36%	37,658	35%
UIS	895	3%	5,137	7%	6,032	6%
UIUC	12,645	44%	44,407	57%	57,052	54%
UIHSS	3,801	13%	-	0%	3,801	4%
Extension	571	2%	-	0%	571	1%
Total	28,687	100%	77,635	100%	106,322	100%

Data Sources:

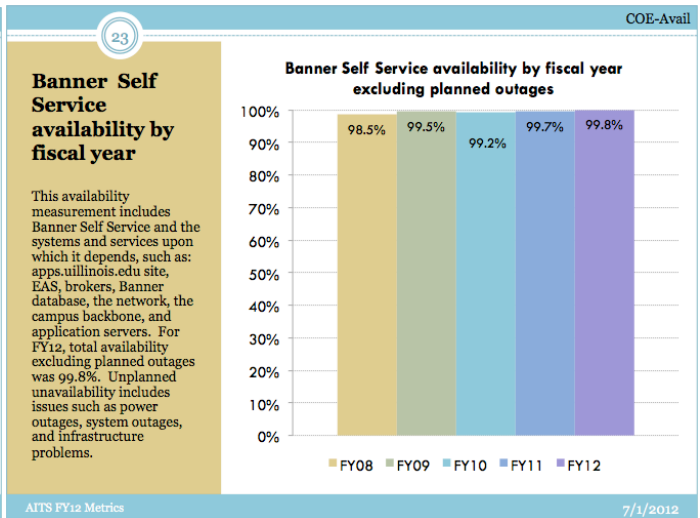
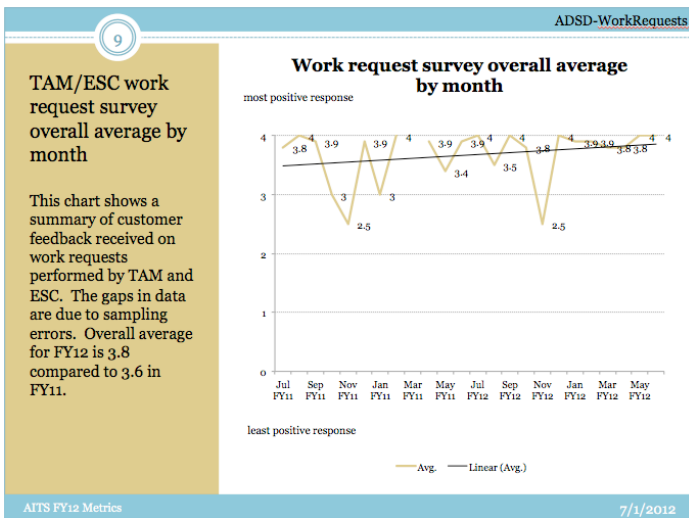
Faculty/Staff: <http://www.pb.uillinois.edu/Documents/staffing/Staffing-Trends-Feb04-12-college-all-funds-no-notes.pdf>

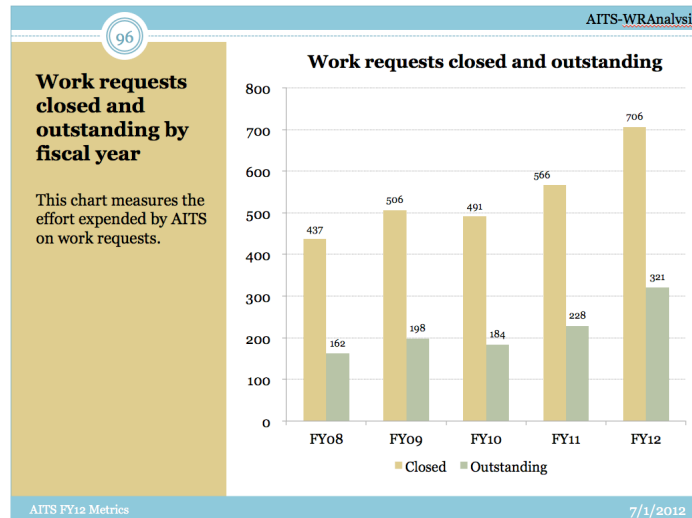
Students: <http://www.pb.uillinois.edu/Documents/databook/Fall2011DBFinal.pdf>

Metrics

AITs also tracks an extensive collection of metrics (105) on an ongoing basis (see Appendix XIII). These metrics are generally team-based and reflect measurements that are most important to each respective team and how they serve customers. These are tracked quarterly and published annually. The AITs metrics report for FY 12 is included in the supplemental information to this report and a small sample of those metrics are included below as examples. They include:

- Customer satisfaction measurement for work requests – demonstrates the measurement and continued increase in customer service levels for work requests
- Banner Self-Service availability – demonstrates the high level of reliability required and achieved for Banner availability to users
- Work requests closed and outstanding – demonstrates steadily increased demand in work requests, productivity in meeting demand, and also an increase in unmet demand due to resource constraints





Strategic Goal & Initiative Tracking

The other major category of performance tracking relates to successfully realizing AITS strategic goals. On an ongoing quarterly basis, AITS measures progress against these goals and adjusts plans and resource allocation accordingly. As AITS has recently completed a current strategic planning process for FY 13 – FY 15, the following plan tracking overview relates to the previous strategic plan in effect through FY 12. The current AITS strategic plan for FY 13 – FY 15 is discussed above and is included in complete form in the supplemental materials to this report. (see Appendix XV)

AITS Strategic Plan Tracking - Summary Status - All Objectives and Initiatives as of 5/1/12	
SUPPORT THE ADMINISTRATIVE REVIEW & RESTRUCTURING	
Initiative: Grants Management Software	Green
Initiative: Workflow Project	Green
Initiative: Reduce Power Consumption for Desktop Computing	Green
Initiative: Reduce Application Portfolio	Yellow
Initiative: Disclosure Portal	Green
Initiative: Outsource Where Beneficial	Green
UNIVERSITY INFORMATION TECHNOLOGY INITIATIVE SUPPORT	
Initiative: Support Executive CIO Initiatives	Green
Initiative: Shared Services	Green
INFORMATION MANAGEMENT	
Initiative: Departmental Planning and Information Provisioning	Green
Initiative: Decision Support Function	Green
Initiative: Document Management	Green
Initiative: Unified Portal Strategy	Yellow
Initiative: Information Management	Green
Initiative: Proactively Expose Banner Data	Green
Initiative: Data Quality	Red
LOWER COSTS / STEWARDSHIP OF RESOURCES	
Initiative: Equipment and Server Space	Green
Initiative: University of Illinois Community Source Solution Dev.	Green
Initiative: PC Thin Client and Application Server	Green
Initiative: People	Green
Initiative: Green IT	Green
Initiative: Aligning Administrative IT with Partners	Yellow
Initiative: Use What We Own	Green

Initiative: Support the Unified Communications Project	Yellow
Initiative: Vendor Interaction	Green
PROCESS IMPROVEMENT / INDUSTRY BEST PRACTICES	
Initiative: Policy Documentation and Ownership	Red
Initiative: Business Process Analysis	Green
Initiative: Coordinated Administrative IT Governance	Green
RELATIONSHIPS WITH OUR CUSTOMERS	
Initiative: Communication and Expectation Management	Yellow
Initiative: Get Students Involved	Green
Initiative: Administrative Services Training	Green
Initiative: Streamlined AITS Website	Red
Initiative: Business Relationship/Development Management	Yellow
SECURITY AND COMPLIANCE	
Initiative: Comprehensive Compliance Monitoring	Yellow
Initiative: Security Access Compliance	Green
Initiative: PCI Compliance	Yellow
Initiative: Identity Management and Login Credentials	Yellow
Status Indicators:	
Green	- Active Progress Towards Fulfilling Goals
Yellow	- Plans in Place; Moderate Progress Being Made
Red	- No Activity in Progress; Plans Not in Place

Demand and Volume

The demand for services of AITS increases on a fairly consistent basis. This means that on an annual basis the organization receives more requests for projects, service desk tickets, security requests, work requests, storage, and other services. While this demand continually increases, the base of FTE available to meet this demand remains mostly constant. This translates into increased demand on AITS human resources, increased productivity requirements, and in some cases, increased unmet demand or increased wait time for the requested services. The table below demonstrates several representative areas across AITS over a three-year period and how demand has grown and fallen in those areas.

Measure	FY 10	FY 11	% Change from Prior Year		FY 12	% Change from Prior Year	
Active databases supported	517	717	39%	↑	856	19%	↑
Volume of data in TB	18.2	22.6	24%	↑	33.6	49%	↑
Banner security requests processed	14,722	14,218	-3%	↓	18,551	30%	↑
Banner Self Service availability not including planned outages	99.2	99.7	1%	↑	99.8	0%	↑
Banner Self Service Usage (sessions in millions)	7.9	8.5	8%	↑	8.8	4%	↑
Backup storage in TB	544	601	10%	↑	704	17%	↑
Service desk cases closed	38,412	46,428	21%	↑	45,396	-2%	↓
Changes to Banner (patches, upgrades, etc.)	NA	505	NA	NA	682	35%	↑
Changes to other systems (patches, upgrades, etc.)	NA	4,287	NA	NA	5,135	20%	↑
Rollout related outages	31	32	3%	↑	20	-38%	↓
Sync message consumption by applications (millions)	16.7	14.2	-15%	↓	20.0	41%	↑
Total batch processing requests	3,865	3,928	2%	↑	4,394	12%	↑
Appworx chains executed	4,846	4,731	-2%	↓	4,610	-3%	↓
Security Service Desk tickets closed	1,521	1,925	27%	↑	2,373	23%	↑
Security Application requests for iBuy, Banner, UleRA	12,484	12,813	3%	↑	40,033	212%	↑
Total security requests	24,048	27,274	13%	↑	58,806	116%	↑
Completed ITPC projects	26	37	42%	↑	29	-22%	↓
Work requests closed	491	566	15%	↑	706	25%	↑
Work requests outstanding	184	228	24%	↑	321	41%	↑

IT Governance for AITS Work

It's vital that IT investment choices be guided by stakeholders, support enterprise strategies, and ensure the most important items receive the highest priority. IT governance (ITG) promotes the intelligent use of resources, providing a shared, rational, and transparent framework for the selection and prioritization of IT investments. AITS utilizes multi-campus customer-driven ITG to select and prioritize the work it executes. The Information Technology Priorities Committee (ITPC), the UA IT Council, and the University Technology Management Team (UTMT) provide governance for AITS initiatives, services, and operations. AITS collaborates with campus ITG and other governance groups on an ongoing basis to discover and align opportunities to leverage collective IT capabilities.

University Technology Management Team

The University Technology Management Team (UTMT) articulates the Information Technology strategic direction for the University of Illinois. It promotes continuous improvement in shared infrastructure and provides a means for identifying opportunities for collaboration across campuses. The UTMT serves as a conduit for identifying areas where enterprise-wide policies and standards should be developed and fosters the development of these standards. The UTMT also reviews, promotes, and sponsors, when applicable, Information Technology projects that have enterprise-wide impact.

Information Technology Priorities Committee

In 2004, the University adopted a process for prioritizing administrative systems initiatives. The scope of this process is designed to encompass all human resource, payroll, finance or student administrative systems as well as related technical initiatives. The major tenets are a common approach for submitting and evaluating project proposals, and an open, representative process.

The Information Technology Priorities Committee process provides a common approach to solicit, review, prioritize and execute administrative information technology projects involving University Administration information technology resources. The ITPC is the primary body that is responsible for evaluating administrative information technology initiatives from project inception through the end of a project's lifecycle. For large initiatives, the ITPC will forward its recommendations on to the Academic Affairs Planning Council (AAPC), which will make the final approval decision.

The committee has formed four functional subcommittees (Student Administration, Finance, Human Resources, Business Intelligence/Performance Management) that function to make recommendations for projects that fall within units' respective domains. For projects that do not fit into one of the three functional groups, a cross-functional group derived from the four subcommittees and other constituencies will review these projects periodically. The cross-functional group also makes recommendations to ITPC regarding overall project prioritization across the four functional areas.

ITPC Process to Date

- 450 projects reviewed
- 320 projects complete
- 60 projects rejected/withdrawn
- \$18.4M in funding from VP for Academic Affairs
- \$50M in total project costs (labor & cash)
- 650,000 UA IT hours expended

FY 13 ITPC Project Forecast

- 58 projects in pipeline
- \$1.4M recurring funds in FY 12
- \$1.3M approved for large project work in FY 13
- 20.8 base FTE and 10 consultant/backfill FTE in AITS for ITPC projects
- Significant efforts and % of AITS project staffing in FY 12 include:
 - Current pipeline of approved projects exclusive of items below (44%)
 - Banner Upgrade (18%)
 - Identity and Access Management (17%)
 - HR Front-end maintenance & support (13%)

(See Appendix XVI)

University Administration IT Council

The University Administration Information Technology Council (UA IT Council) fosters collaboration and cooperation throughout UA and leverages UA IT services to better serve both UA and the University campuses. The UA IT Council assists in identifying shared priorities for IT within UA and seeks opportunities for cost savings or avoidance. The UA IT Council provides governance to recommend UA IT policy, creates common UA IT procedures, and provides input to University committees, such as the University Technology Management Team (UTMT).

IT Governance Leadership

University of Illinois

University Technology Management Team

Chair: Walter Knorr, Vice President, Chief Financial Officer and Comptroller

University Administration

Information Technology Priorities Committee (ITPC)

Chair: Michael Hites, SAVP and Chief Information Officer, University of Illinois

ITPC Cross-functional Group

Chair: Michael Hites, SAVP and Chief Information Officer, University of Illinois

ITPC Business Intelligence / Performance Management Subcommittee

Chair: Aaron Walz, Director of Decision Support, AITS

ITPC Finance Subcommittee

Chair: Gloria Keeley, UA, Assistant Vice President for Administrative Services

ITPC Human Resources Subcommittee

Chair: Tony Kerber, UA, Senior Director of HR Information Systems Strategy

ITPC Student Subcommittee

Chair: Mike Kamowski, UIC, Director of the Office of Student Systems Services

University Administration IT Council

Chair: Michael Hites, SAVP and Chief Information Officer, University of Illinois

Campus IT Involvement

IT Customer Outreach

AITS strives to provide the highest quality services to the customers. As part of this focus, individuals, functions, and teams are often leveraged where campus involvement makes sense to improve performance and service. Included in outreach efforts includes the deployment of IT advocates to units and a 7 day-a-week, 24 hour-a-day help desk to support University enterprise applications. In addition, AITS individuals participate and collaborate on committees, workgroups, and task forces to continue to grow and develop AITS in the current University climate.

The list below depicts a sampling of the involvement of AITS individuals at the University of Illinois today.

- Academic Professional Advisory Committee
- Academic Technology Committee
- Advance Illinois UI Council Committee
- Advance Illinois Workgroup
- Annual Configuration Meeting
- Assistant and Associate Deans (A & A Deans)
- Benefits Technical Coordination Meeting
- Box Project Teams
- BPI Shared Service Teams
- Business Process Advisory Group
- Campus HR/Pay Meeting
- CIC Security Working Group
- CIC University Archives Electronic Records Working Group
- CISO-Chicago
- College of Veterinary Medicine Process Improvement Steering Committee
- Contract Director Users Group
- Contract System Steering Team
- Cross Functional Group
- CSSIA Competition Industry Advisory Board (CIAB)
- Ellucian - Project Horizon User Experience Group
- Ellucian BDMS Commons Steering Committee
- Ellucian Community Source Technical Review Committee
- Ellucian Financial Aid Community Source Committee
- Ellucian HR Community Source Committee
- Ellucian HR Customer Advisory Board
- Ellucian Large School Consortium
- Ellucian Live Program Committee
- Ellucian Priorities Meeting
- Ellucian Recruiting and Admissions Development Focus Group
- Ellucian Student Functional Review Committee
- Ellucian Web for Proxy
- Ellucian XE Early Adopters Group
- End Point Management Project Teams
- Finance Business Process Review Team
- FormBuilder Steering Team
- Generic IT PMLC Development Taskforce
- Higher Education Data Warehousing Form
- HRFE Steering Team
- IAM Steering Committee/Teams
- InCommon Silver Doc Group
- Info Ed/Gold Support (Vendor)
- Information Systems Audit and Control Association (ISACA)
- Infragard
- IT Advocates Group
- IT Priorities Committee (ITPC) | Subcommittees including BI/PM, Finance, HR, Student, and Cross-Functional
- National Consortium for Continuous Improvement in Higher Education (NCCI) Membership and Outreach Committee
- National Visiting Committee (NVC) for the NSF National Resource Center for Systems Assurance and Information Security (CSSIA)
- PPM Training Team
- Proxy Access Team
- RIMS Policy Advisory Committee
- Research Administration Project Steering Committee
- Research and Education Networking – Information Sharing and Analysis Center
- SharePoint Shared Service Governance Committee
- SharePoint Shared Service Teams
- Software Process Engineering Group
- State of Illinois Electronic Records Working Group
- State PCI Meeting
- Storage Services Advisory Group
- Student Production Support Meeting
- Student Systems Coordination Call Meeting
- TEM Policy/Procedures Clarification Meeting
- UA IT Council
- UI Enterprise Architecture Committee
- UI ERA RFP Steering Team
- UI IT Leadership Team
- UI Portal Committee
- UIC Grad Document Upload Committee
- UIC IT Governance Committee for Administration
- UIC / UIUC IT Professionals Forum Planning Committee
- UIC OBFS Advisory Committee - Reporting Subcommittee
- UIC OSSS/OAR Admissions Tasks Meeting
- UIC Provost Meeting
- UIC Student Services Advisory Committee
- UIC Student Systems Business Owners Meeting
- UIS Business Managers Group
- UIS HR Group
- UIS Student Data Integrity Committee
- UIS Student Disciplinary Committee
- UIUC IT Alliance
- University Enterprise Architecture Committee
- University Leave Committee
- University of Illinois Help Desk Steering Committee
- University Technology Management Team (UTMT)
- UTMT Security Working Group
- WCMS Vendor Support Committee
- Web Admissions Quarterly Group Meeting
- Zero Percent Appointment Committee

Campus IT Governance

AITs also strives to work with the campus IT governance structure to develop strategic and operational plans to meet the administrative IT needs of faculty, students, and staff at the University. The campus IT Governance consist of a group of interconnected committees that evaluate and recommend IT directions in support of research, teaching and learning, and outreach at each campus. The focus of the IT Governance structure is to provide a faculty-driven effort to align IT resources and capabilities with campus needs. The committees include participation from students, staff, and administrators that include individuals from AITs.

IT Governance Planning Summit

The first IT Governance Planning Summit was held in March of 2012 in order to bring together academic, technical and business leaders from across the University of Illinois. Invited participants took part in sessions throughout the day that helped identify strategic IT areas of focus and gave an opportunity for participants to provide feedback to create more effective IT governance processes. Participants took part in a three part agenda that included:

Opening Sessions

In the morning opening session, participants had the opportunity to hear a panel presentation focused on the current and evolving IT governance processes at the University. Included was an overview of the current governance activities and collaboration efforts being guided by stakeholders and designed to ensure mission-critical items receive the highest priority. In the afternoon opening session, a panel held a discussion on the efforts in progress towards creating a collaborative IT strategic plan, how to enhance collaboration, and how to identify IT areas of focus that should be included in the plan.

Breakout Discussion — Gathering feedback to create a more inclusive IT governance process

Participants separated into small discussion groups to discuss the current and evolving IT governance processes and provided suggestions on how to raise awareness, be more representative of user needs, share solutions across the enterprise, and overall create a more collaborative environment in relation to IT priorities. This discussion focused on how to make the current and evolving governance processes more effective.

Breakout Discussion — Identifying strategic IT areas of focus

Participants separated into small discussion groups to discuss the relevance of current and possible IT strategic goals and provided suggestions and prioritization for additional objectives and initiatives. Groups provided input into the strategic planning process as well as gave suggestions on what and where needs exist and how the priority of future areas of interest should be addressed. This discussion focused on ensuring that IT is aligning to the mission strategies of the University.

(See Appendix XVII – XXI)

Office of the Chief Information Officer (CIO)

The Senior Associate Vice President (SAVP) for AITS and Chief Information Officer (CIO) is charged with improving enterprise IT services and infrastructure delivered on the University's campuses and to reduce the cost of delivering these services. These efforts include investigating new service models, refining existing services, establishing performance measures, and advancing cooperation and coordination at the University of Illinois. These efforts are aimed at providing infrastructure and services to support the mission of the University. The SAVP and CIO reports to the Vice President and Chief Financial Officer and Comptroller, Walter Knorr, and Vice President for Academic Affairs, Christophe Pierre and is a member of the President's Cabinet.

CIO Function

The CIO role is responsible for providing leadership, vision, strategy, overall management and accountability for enterprise-wide information technology services within a multi-campus university environment, in support of the academic and research missions of the University; ensure the quality, transparency, customer orientation, and timeliness of University information technology services.

Campus and Unit Coordination

The CIO coordinates and contributes to the strategic vision for enterprise-wide information technology systems and services across the University of Illinois, convenes the University of Illinois IT Leadership Team, and assists the CFO and VPAA in convening the University Technology and Management Team (UTMT) on a regular basis. The role seeks guidance from the campus leadership, University of Illinois IT Leadership Team, and others regarding the academic and research priorities for IT services. The CIO works regularly with University of Illinois IT Leadership Team and UTMT to develop plans to ensure that University IT infrastructure provides an environment that is responsive to customer needs that mitigates risks in data security and storage, and protects security-sensitive information.

University Technology Management Team

The University Technology Management Team (UTMT) articulates the Information Technology strategic direction for the University of Illinois. It promotes continuous improvement in shared infrastructure and provides a means for identifying opportunities for collaboration across campuses. The UTMT serves as a conduit for identifying areas where enterprise-wide policies and standards should be developed and fosters the development of these standards. The UTMT also reviews, promotes, and sponsors, when applicable, Information Technology projects that have enterprise-wide impact.

University IT Leadership Team

The University of Illinois IT Leadership Team coordinates to develop and share resources to provide data analytics to guide academic, financial and administrative decision-making in a multi-campus university environment. The leadership team works to provide advice and guidance in developing and implementing plans pertaining to information technology services that are consistent with established University policies and procedures, industry best practices and future trends. The IT Leadership Team develops and implements strategies to recruit, professionally develop, reward and retain IT professionals. Specific examples of areas of discussion for the University IT Leadership Team includes the improvement of enterprise-wide business processes, reduction of energy consumption from use of technological devices, management of desktop services, support of the research enterprise, and comparison of on-line learning delivery platforms.

Active or In Progress Initiatives

Identity and Access Management (IAM) Project

The goal of this project is to implement an IAM solution to address the University of Illinois need to manage Identity and Access with the principle of “one person, one ID”. This project will be implemented in three phases that span over 2 to 4 years. Based on the project planning, these phases may overlap. More information can be found on the IAM Project Website at <http://web.uillinois.edu/iam>.

SharePoint Shared Service

The goal of this project is to create SharePoint as a shared service across the University of Illinois. The project will create the test and production environments, define a governance structure, migrate existing sites to the new architecture, and promote the service. More information can be found on the SharePoint Shared Service Website at <http://web.uillinois.edu/sharepoint>.

Endpoint Management Project

This endeavor is a pilot program to deploy a large limited deployment of two Endpoint Management tools, TEM and SCCM, to assess the requirements needed to become an enterprise service. The project team is currently working on identifying potential deployment members, gathering requirements for the architecture design of the development and test environments, creating a website for information and project updates, and establishing training needs from each participating area. More information can be found on the Endpoint Management Project Website at <http://web.uillinois.edu/endpoint>.

Administrative Review and Restructuring – Documentation and Implementation

The Administrative Review and Restructuring (ARR) evaluation produced a series of recommendations specifically for IT as well as a number of other areas at the University. The IT recommendations focused on providing improved service to University constituents, cutting costs, and the reinvestment of cost savings in the campuses for other purposes. The Office of the CIO coordinated the measurement of success toward the ARR goals across the central IT groups at the University. Central IT groups achieved savings primarily by cutting costs, replacing current services with more cost efficient services, and reducing headcount via attrition and redistribution and realignment of functions within organizations. A detailed tracking report of ARR initiatives at central IT units is available in an appendix to this report. These savings from these initiatives were either returned to campus units for redeployment or eliminated from ongoing IT budgets.

Completed or Operational Initiatives

Box Enterprise Service

Box is an online file sharing and cloud content management service that works on PCs, Macs, mobile and tablet devices and provides access to files from any location. This service is available to all current University of Illinois faculty, staff, and students. Faculty and staff are provided 15GB and students will receive 5GB. Box promotes a secure way to collaborate with fellow UI users or external people. Please visit the University of Illinois Box Enterprise instance at <http://uofi.box.com>.

Illinois Profiles

The Division of Biomedical Sciences (DBS) has implemented the Illinois Faculty Profiles website to assist faculty/researchers in locating and collaborating with others that have common research interests. In addition to increasing collaboration, implementing Illinois Profiles will reduce duplication of research projects and increase funding for joint endeavors not only between fellow researchers within University of Illinois but with other Universities. It is hoped the tool would have broader applicability either across all campuses and/or across more research disciplines in the future. Please visit <http://clinicaltranslation.illinois.edu> for more information regarding resources for Clinical and Translation research at UIUC or <https://biomedicalprofiles.illinois.edu> to view the Illinois Profiles site.

Web-Based Training Service for the University of Illinois

A request for proposal was initiated to obtain contracts for University-wide web-based training services for the University of Illinois. A contract was awarded to lynda.com and is now able to be utilized by individuals from any of the three University of Illinois campuses. More information and access links can be found on the lynda.com Online Training Website at <http://www.cio.uillinois.edu/lynda>.

Business Process Improvement Shared Service

Representatives from the three campuses and University Administration are working together to offer a shared service for business process improvement at the University. Several initiatives across the University are working toward increasing the efficiency of University operations. More information and documentation templates can be found on the Business Process Improvement Shared Service Website at <http://www.cio.uillinois.edu/bpi>.

Records and Information Management Services Program

The purpose of the Records and Information Management Services (RIMS) Program is to provide a cohesive approach to the effective management of records and information resources throughout the University of Illinois, across all departments and campuses. This approach requires close coordination with other units as well as individuals with departmental and technical expertise. An effective program will help protect vital University records, reduce legal liability, support the preservation of historic records, promote scholarship and teaching excellence, and improve operational efficiencies. More information can be found on the RIMS Program Website at <http://www.cio.uillinois.edu/rims>.

IT Consulting Contracts

A request for proposal (RFP 1JAM1106) was initiated to obtain contracts for University-wide use in purchasing as-needed IT consulting services. Contracts were awarded to thirteen consulting firms and can be utilized by units from any of the three University of Illinois campuses. These contracts are meant specifically for use in obtaining services (from one or more of six groups of services) to assist in the implementation of IT projects. More information can be found on the IT Consulting Contracts Website at <http://www.cio.uillinois.edu/itconsultingcontracts>.

UI IT Leadership Program (ITLP)

From October 2011 to May 2012, 30 individuals from across the University of Illinois participated and graduated from an IT leadership program. This program was designed to:

- Enhance the professional and personal development of individuals who will play increasingly important management and leadership roles within information technology
- Broaden each participant's understanding of the strategic and technological issues facing the University of Illinois
- Strengthen relationships within and across departments in order to foster collaboration and leverage resources when working on common interests

Business Process Improvement (BPI) Shared Service Overview

Introduction

Established in early 2011, the Business Process Improvement (BPI) Shared Service provides support for initiatives focused on increasing the effectiveness and efficiency of University operations. Support is provided through a pool of resources available for facilitation of targeted BPI engagements, a methodology and toolset for executing BPI engagements, and training on the concepts and techniques of process improvement initiatives. To date, the BPI Shared Service has trained over 180 employees in BPI concepts and leadership, developed the University's BPI methodology and toolset, and initiated 21 process improvement or analysis engagements. The BPI Shared Service is currently working to enhance training programs, improve the methodology tools and templates, and increase the awareness of the services offerings. (see Appendix XXIV - XXV)

Organization

Business Process Improvement Shared Service Charter

Developed in December 2011 to identify the various members, roles, and the responsibilities associated with each role. The charter was reviewed and approved by the BPI Virtual Team and BPI Liaisons in March 2012 and the Business Process Advisory Group in June 2012. The following is a brief summary of the groups involved in the BPI Shared Service:

- BPI Core Team – Dedicated as part of a full-time position to facilitate BPI engagements and assist in the development of the BPI Shared Service.
- BPI Virtual Team – University employees who have volunteered to participate in BPI engagements, attended BPI training, and received appropriate permissions from the unit.
- BPI Liaisons – Unit leaders from throughout the University who act as advocates for both the units and the BPI Shared Service.
- Business Process Advisory Group – Academic and administrative leaders from throughout the University who provide governance for the BPI Shared Service.

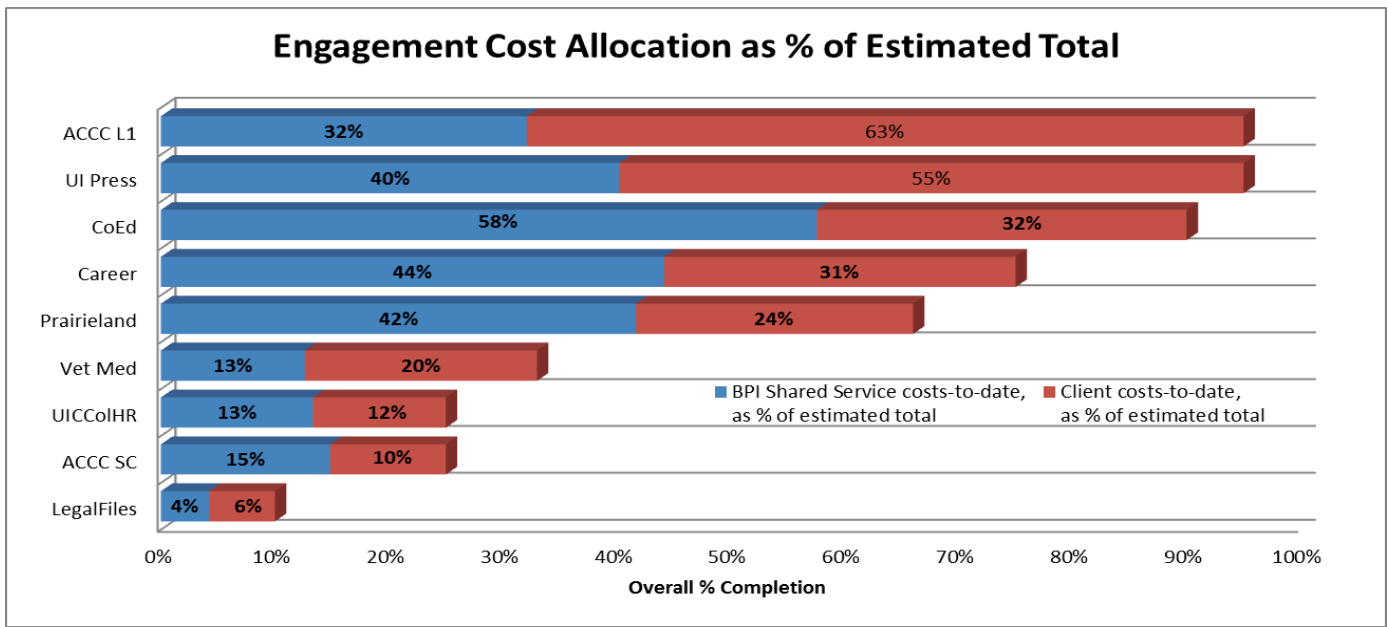
Engagement of Virtual Team/Liaisons

BPI Core Team meets with the Virtual Team on a monthly basis and with the Liaison Group on a quarterly basis. Small group and individual meetings are also held on a quarterly basis with all members to better understand the desired involvement and address any questions or concerns.

BPI Engagements

Current Process Improvement Engagements

- Academic Computing and Communications Center Level 1 Support Process Improvement (ACCC L1) – Improve the accessibility and quality of service provided by the ACCC Level 1 help desks.
- University Press IT Process Analysis (UI Press) – Improve the quality and consistency of service provided to Journals Online customers.
- College of Education Space Allocation Process Improvement (CoEd) – Reduce the amount of manual intervention, improve visibility of allocated and unallocated space, and improve support for common analytical needs.
- The Career Center Scheduling Process Improvement (Career) – Streamline the student scheduling process, making it easier for staff and students to schedule counseling sessions.
- Prairieland Energy Commodity Procurement Process (Prairieland) – Improve quality and consistency of the process by documenting interactions, defining roles and responsibilities, and designing a streamlined future state.
- College of Veterinary Medicine Process Improvement Initiative (Vet Med) – Assist College of Veterinary Medicine with the creation of a Process Improvement Initiative, providing training, facilitation resources, and consultation.
- UIC Colleges of Business Administration, Engineering, and Urban Planning and Public Affairs HR Appointment Process Improvement (UICCoHR) – Develop a streamlined college/department HR appointment process for Graduate Assistants class employees, Academic Professionals and Faculty.
- Academic Computing and Communications Center Service Request Routing Process Improvement (ACCC SC) – Improve customer service and response time associated with requests submitted to the ACCC Help Desk.
- University Legal Files Use Case Analysis (LegalFiles) – Increasing productivity of staff by identifying and adopting streamlined “best practices” with the Legal Files system consistently across the organization.



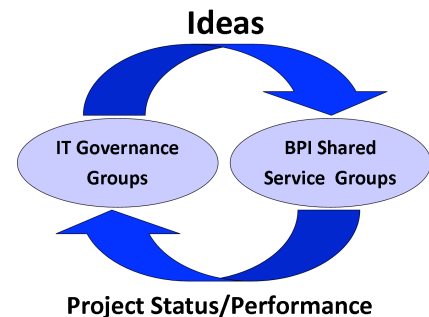
The diagram above demonstrates the amount of time dedicated to each engagement from a shared service and client perspective. To date, the time spent on projects is close to equal.

Upcoming Engagements (Proposals & Known Involvement)

- UIHHSS Customer Access Analysis
- UIC Faculty Affairs HR and UIC HR Integration
- Capital Programs Contract Generation
- Identity and Access Management Implementation
- Electronic Research Administration Implementation

Engagement Idea Collection Process

A process is place to collect ideas for potential BPI opportunities at the University, campus or unit-level from BPI team members. Anyone at the University can propose an idea for a business process improvement initiative. The ideas collected are fed into the Business Process Advisory Group selection and prioritization process. The long-term goal is to integrate this process with the IT Governance (ITG) subcommittees in both a proactive and reactive nature.



Methodology & Tools

University of Illinois BPI Methodology

Version 3.0 of the University’s BPI Methodology was released in April 2012. The team has been iteratively improving the methodology through experiences and knowledge gained during training and initial engagements. New releases are planned on a quarterly basis.

Blueworks Support Group

Created support group to assist licensed units with IBM Blueworks Live process mapping software. Licensed units include ACCC, AITS, CITES, OBFS and Office of Vice Chancellor of Research at UIC. Assistance includes product maintenance, training, and technical support.

Training

BPI Concepts

As an initial step towards providing a Process Improvement Training Program, the BPI Shared Service Core team developed a 1-day course on Business Process Improvement concepts. The course provides an overview of both Lean and Six Sigma philosophies and is offered to university employees on a quarterly basis.

Lean Six Sigma Green Belt Training Program

Offered to members of the BPI Shared Service and to units starting a process improvement initiative, this training provides both online learning and hands-on guidance to both BPI facilitators and analysts. This program is currently being piloted in Urbana and Chicago.

Blueworks Hands-on

A hands-on training course demonstrating Blueworks Live software. Training is offered on a quarterly basis at each campus or by request for units with Blueworks licenses.

Next steps

Additional modules covering more specific and advanced concepts will be developed and delivered on an ad hoc basis over FY2013. The following is a tentative list of modules to be offered in the future:

- **Leading & Sponsoring BPI Efforts** – Introduction to BPI Concepts, requirements of project sponsors and leaders, and a discussion of project selection techniques.
- **Process Mapping 101** – Overview of the various process mapping techniques and tools used by the BPI Shared Service.
- **5S Case Study** – Hands-on demonstration of the power of the Lean 5S methodology.
- **A3 Case Study** – Hands-on demonstration of the Lean A3 problem-solving template.
- **Facilitation Skills** – Overview of the various tools and techniques for facilitating a group.

Capacity Planning

Staffing of BPI engagements typically includes a facilitator and an analyst from the BPI Shared Service. Due to experience level and level of commitment, facilitators are generally assigned from the BPI Core Team. BPI Virtual Team members supplement engagement teams as analysts. Given current resources, the calculated capacity is at 16 engagements for FY 2013. This assumes duration of 4 months for each engagement and 25% time commitment for facilitators.

Records and Information Management Services Program Overview

(see Appendix XXVI)

Introduction

The purpose of the Records and Information Management Services (RIMS) Program is to provide a cohesive approach to the effective management of records and information resources throughout the University of Illinois, across all departments and campuses. This approach requires close coordination with other units as well as individuals with departmental and technical expertise. An effective program will help protect vital University records, reduce legal liability, support the preservation of historic records, promote scholarship and teaching excellence, and improve operational efficiencies.

The RIMS Program consists of several core staff members, a Policy Advisory Committee, and an ad hoc virtual team of functional and technical experts from across the University that are available for input on issues related to areas of expertise.

The Need for RIMS

- The RIMS program meets compliance requirements of the State Records Act. (5 ILCS 160/9) “*The head of each agency shall establish, and maintain an active, continuing program for the economical and efficient management of the records of the agency. ...*”
- The RIMS program was proposed by two separate Records and Information Task Forces aimed at supporting a coordinate approach to achieving the following benefits: Protect vital University records; Limit the University’s legal liability; Support preservation of historic records; Facilitate scholarship and teaching excellence; Improve operational efficiencies; Increase the efficiency of responses to requests for information

The Value of RIMS

- The RIMS program satisfies the compliance requirements of the State Records Act.
- The RIMS program reduces inconsistencies in the management of University records and duplicative data stores.
- The RIMS program provides direct support to units across all three campuses by facilitating records disposal, educating employees about the obligations to manage University records, and by identifying and documenting unit-specific records retention requirements.
- The RIMS program is saving units from unnecessary document and data storage costs and time spent searching for responsive documents for requests for information.

Select RIMS Initiatives

State Approval for University-wide General Records Retention Schedules

General retention schedules are being drafted and prepared for State approval for the categories of Student Records, Human Resources Records, and Facilities and Construction Records. This effort will continue throughout other functional areas of University records, eliminating the unit-specific retention schedules currently on file with the State, which are outdated and create confusion due to inconsistencies in retention requirements.

Revision to the State of Illinois Joint Committee on Administrative Rules (JCAR)

Revisions have been proposed and are being prepared for JCAR review related to the management of digital surrogates and born-digital electronic Records. These changes have been championed by the University of Illinois and if approved, they will for the first time allow for the elimination of paper records in lieu of electronic copies. The changes will further specify basic requirements for retention of University electronic records.

Draft Changes to Illinois State Records Act

A comparison of the Illinois State Records Act with the Illinois Freedom of Information Act has been conducted identifying where they overlap and diverge from one another. Recommendations for modifications to the Illinois State Records Act would reduce confusion regarding both acts and provide for more efficient records disposal and retention processes.

Policies, Communications and Best Practices

Official Communications that reflect interpretations of laws and University policies are drafted for approval by the RIMS Policy Advisory Committee regarding: Retention of Email Messages of Enduring Value, Approved Systems for Email Messages as Records, and Definitions of Non-records.

ITPC Proposal Support

An HR and OBFS joint analysis proposal to review the possibility supporting the use of Xtender for managing University Records related to HR and Financial functions by University-wide Business Managers and HR Managers across all three campuses.

SURS Time Buyback Investigation

An analysis is being conducted to identify the essential data elements in the legacy COS system used by SURS to allow for employees to buy back time. Once identified, the data can be extracted and retained in a more efficient static state allowing the system to be retired.

Training Materials

Two web-based training courses and one instructor-led training course have been developed and are under review in preparation of launching the *RIMS Train-the-Trainer* plan during 2013.

Illinois JCAR Proposed Changes Summary

The proposed changes to the Illinois Joint Committee on Administrative Rules (JCAR) most relevant to RIMS are the following:

Section 4400.70 Standards for the Digital Reproduction of Records

In this section, digital surrogates will now be allowed in replacement of paper original records provided that the digital surrogates are certified to be authentic copies of the original records. This change will facilitate the authorized elimination of untold scores of paper records, which will instantly reduce the paper footprint of the University thereby saving storage costs and unnecessary retrieval and searching costs.

Section 4400.80 Management of Electronic Records

In this section, specifications for how electronic records must be managed are identified for the first time in the history of the State of Illinois. This change will facilitate the University's implementation of clear and trustworthy practices for managing electronic records.

CIO Strategic Planning

Planning is a continual and integral function for the Office of the CIO. The office utilizes the strategies and plans of campus and University Administration customers as well as trends in new and emerging technologies to guide the development of unit strategies and priorities for defining work. The office collaborates with IT governance groups to identify, select, and prioritize initiatives to meet the needs of faculty, students, and staff at the University. While the AITS strategic plan is focused on specific initiatives, the CIO strategic plan is focused on specific collaborations. Since all campuses have IT plans and services, the coordination of discussion and creation of opportunity for collaboration is important to enterprise IT services. Collaboration already exists at all levels of IT throughout the university, and the Office of the CIO attempts to promote and advance collaboration wherever possible and practical.

The Office of the CIO Strategic Plan outlines the information technology strategies and is designed to be a three-year IT plan that evolves with collaborative input along side other strategic plans throughout the University. The planning process that produced this document utilized the University of Illinois IT Strategic Planning Process Framework developed in FY 12 as a primary input to planning. The complete Office of the CIO Strategic Plan is available in the appendices to this document. (see Appendix XXII – XXIII)

An IT strategic plan has guiding principles and themes. These themes are pervasive throughout an IT strategic plan, and the individual objectives and initiatives could be viewed through one or many of these themes. Throughout the planning process to develop this plan, a number of recurring themes emerged based on conversations with individuals and stakeholder groups. The guiding principles are statements indicating the specific strategic areas that the Office of the CIO will focus on in supporting the University's mission and responsibilities as an organization. These strategic directions align with the mission

and vision and focus the efforts to fulfilling these. In pursuing these strategic directions, strategic goals and initiatives serve as actionable broad and specific plans that the office will pursue in order to fulfill the stated guiding principles. Most of the goals rely on collaboration with units throughout the University.

A number of strategic initiatives can be accomplished with the current level of resources. Others will require incremental funding in order to be accomplished and are contingent on locating a funding source in order to pursue them. A summary of these initiatives with funding requirements is available in the Shared IT Initiatives Cost Summary in the appendices to this report.

The Office of the CIO's strategic guiding principles for FY 13 – FY 15 are:

- **Save Time** – Pursue opportunities to improve and offer new services that increase productivity for faculty, students, and staff.
- **Improve Speed to Service** – Improve the time to delivery of IT services.
- **Improve Collaboration and Transparency for IT Services** –IT users are informed and aware of the processes and people who provide the services they need. It must be easy to find both central and local IT help and services.
- **Improve Ease of Use** – Improve the usability of IT services.
- **Improve Data and Analytical Capabilities** – Provide a variety of tools and infrastructure tailored to meet the large spectrum of customers and information needs.
- **Collaboration** – Close collaboration between IT users and IT professionals is essential to facilitate shared decision-making, prioritization of initiatives, and the implementation of new and improved services.
- **IT Governance** – Support and collaborate with IT governance processes across the institution to ensure resources are focused on supporting the mission activities of the University.

Appendices

- I. AITS Organizational Charts
- II. Job Description: Senior Associate Vice President for AITS & Chief Information Officer (CIO)
- III. Administrative Review and Restructuring Working Group Final Report
- IV. Administrative Review and Restructuring Information Technology Final Subcommittee Report
- V. UTMT Administrative Review and Restructuring Summary Report
- VI. Huron Consulting Review of Information Technology Report
- VII. University Administration – Administrative IT Review
- VIII. Pappas Consulting Group - Organizational Assessment of Administrative Information Technology
- IX. AITS Strategic Plan
- X. AITS Strategic Financial Plan
- XI. AITS Capital Plan
- XII. AITS Annual Report
- XIII. AITS Annual Metrics Report
- XIV. AITS Monthly Time Report
- XV. AITS Quarterly Strategic Plan Performance Tracking
- XVI. ITPC Annual Report
- XVII. 2009 ITPC Summit Registrant Materials
- XVIII. 2010 ITPC Summit Registrant Materials
- XIX. 2011 ITPC Summit Registrant Materials
- XX. 2011 ITG Workshops Registrant Materials
- XXI. 2012 IT Governance Summit Registrant Materials
- XXII. Chief Information Officer (CIO) Strategic Plan
- XXIII. Shared Initiative Financial Plan
- XXIV. Business Process Improvement (BPI) Status Report
- XXV. Business Process Improvement (BPI) Training Materials
- XXVI. Records and Information Management Services (RIMS) Annual Report