

ITS Executive Steering Committee (ITESC)

Agenda and Materials
November 20, 2008



Agenda

- 2008 Industry Top IT Issues
 - EDUCAUSE
 - Gartner
- FY09 LUC Technology Scorecard
 - LUMC Scorecard
- FY09, Q3-Q4 Plan of Record Review



EDUCAUSE 2008 Top IT Issues Survey Results

2007 Survey Results	2008 Survey Results	2007 Survey Results	2008 Survey Results
Question 1: Need to Resolve for the Institution's Strategic Success		Question 3: What IT Leaders Spend Most Time On	
1. Funding IT	1. Security	1. Funding IT	1. Funding IT
2. Security	2. Administrative/ERP Information Systems	2. Administrative/ERP Information Systems	2. Governance, Organization, and Leadership
3. Administrative/ERP Information Systems	3. Funding IT	3. Strategic Planning	3. Administrative/ERP Information Systems
4. Identity/Access Management	4. Infrastructure	4. Governance, Organization, and Leadership	4. Strategic Planning
5. Disaster Recovery/Business Continuity	5. Identity/Access Management	5. Security	5. (tie) Change Management; Infrastructure
6. Faculty Development, Support, and Training	6. Disaster Recovery/Business Continuity	6. Staffing/HR Management/ Training	6. Staffing/HR Management/ Training
7. Infrastructure	7. Governance, Organization, and Leadership	7. Infrastructure	7. Security
8. Strategic Planning	8. Change Management	8. Disaster Recovery/Business Continuity	8. Collaboration/Partnerships/ Building Relationships
9. Course/Learning Management Systems	9. E-learning/Distributed Teaching and Learning	9. Identity/Access Management	9. Communications/Public Relations for IT
10. Governance, Organization, and Leadership	10. Staffing/HR Management/ Training	10. (tie) Electronic Classrooms/ Technology Buildings/ Commons Facilities; Support Services/Service Delivery Models	10. Compliance and Policy Development

EDUCAUSE 2008 Top IT Issues Survey Results

2007 Survey Results	2008 Survey Results	2007 Survey Results	2008 Survey Results
Question 1: Need to Resolve for the Institution's Strategic Success		LOYOLA ACTIVITIES:	
1. Funding IT	1. Security	Encryption/Data Awareness, Policies, PCI DSS	
2. Security	2. Administrative/ERP Information Systems	SIS/Advancement Upgrades, ASP	ization,
3. Administrative/ERP Information Systems	3. Funding IT	Contract Reviews, Tech Fee, Benchmarking	p ms
4. Identity/Access Management	4. Infrastructure	Data Center Remediations	
5. Disaster Recovery/Business Continuity	5. Identity/Access Management	Single Source of Truth with LUMC & HR	agement;
6. Faculty Development, Support, and Training	6. Disaster Recovery/Business Continuity	Core Failovers; Scenario Expansion/Updates	gement/ training
7. Infrastructure	7. Governance, Organization, and Leadership	Increase Metrics Use; Embed in Strategic Plan	
8. Strategic Planning	8. Change Management	Operationalized; Improvements Identified	nerships/ relationships
9. Course/Learning Management Systems	9. E-learning/Distributed Teaching and Learning	Strategy TBD	Public
10. Governance, Organization, and Leadership	10. Staffing/HR Management/ Training	2007 LUC Climate Survey Top Issue	olicy
		Commons Facilities; Support Services/Service Delivery Models	

EDUCAUSE 2008 Top IT Issues Survey Results

2007 Survey Results	2008 Survey Results	2007 Survey Results	2008 Survey Results
Question 2: Potential to Become More Significant		Question 4: Expenditure of Most Human and/or Financial Resources	
1. Security	1. Identity/Access Management	1. Administrative/ERP Information Systems	1. Administrative/ERP Information Systems
2. Identity/Access Management	2. Security	2. Infrastructure	2. Infrastructure
3. Funding IT	3. Funding IT	3. Electronic Classrooms/Technology Buildings/Commons Facilities	3. Security
4. Disaster Recovery/Business Continuity	4. Disaster Recovery/Business Continuity	4. Security	4. Electronic Classrooms/Technology Buildings/Commons Facilities
5. Administrative/ERP Information Systems	5. Administrative/ERP Information Systems	5. Course/Learning Management Systems	5. Course/Learning Management Systems
6. Faculty Development, Support, and Training	6. Infrastructure	6. Support Services/Service Delivery Models	6. Web Systems and Services
7. Course/Learning Management Systems	7. Compliance and Policy Development	7. Staffing/HR Management/Training	7. Support Services/Service Delivery Models
8. Infrastructure	8. Assessment/Benchmarking	8. Web Systems and Services	8. E-learning/Distributed Teaching and Learning
9. Portals	9. Governance, Organization, and Leadership	9. Student Computing	9. Staffing/HR Management/Training
10. Web Systems and Services	10. Change Management	10. E-learning/Distributed Teaching and Learning	10. Data Administration

CIO Technology Priorities

Enterprises are accelerating their expectations for IT to make the difference in supporting growth

To what extent will each of the following be a top priority for you in 2008?

	2008	2007	2006
Improving business processes	1	1	1
Attracting and retaining new customers	2	3	3
Creating new products or services (innovation)	3	10	9
Expanding into new markets or geographies	4	9	**
Reducing enterprise costs	5	2	2
Improving enterprise workforce effectiveness	6	4	**
Expanding current customer relationships	7	*	*
Increasing the use of information/analytics	8	7	6
Targeting customers and markets more effectively	9	*	*
Acquiring new companies and capabilities (M&As, etc.)	10	*	*

* New question for 2008 ** New question for 2007

Enterprises expect distinctive solutions from IT that address strategic, customer and market needs. These enterprise expectations form the basis of the 2008 CIO agenda.

CIO Technology Priorities

Enterprises are accelerating their expectations for IT to make the difference in supporting growth

To what extent will each of the following be a top priority for you in 2008?

Improving business processes

Attracting and retaining new customers

Creating new products or services (innovation)

Expanding into new markets or geographies

Reducing enterprise costs

Improving enterprise workforce effectiveness

Expanding current customer relationships

Increasing the use of information/analytics

Targeting customers and markets more effectively

Acquiring new companies and capabilities (M&As, etc.)

* New question for 2008 ** New question for 2007

LOYOLA ACTIVITIES:

ECM Implementations (Financial Aid first)

Admitted Students Portal

IC Specialized Services; Collaboration Tools

Remote/Int'l/Distance Learning Programs?

Vendor Contract Review; Technology Fee

Prioritization; Process Improvements; Metrics

Increased Collaboration Opportunities

Data Warehouse; Business Intelligence

Opportunity for Academic Analytics?

LUC Competitive Advantage/Expansions

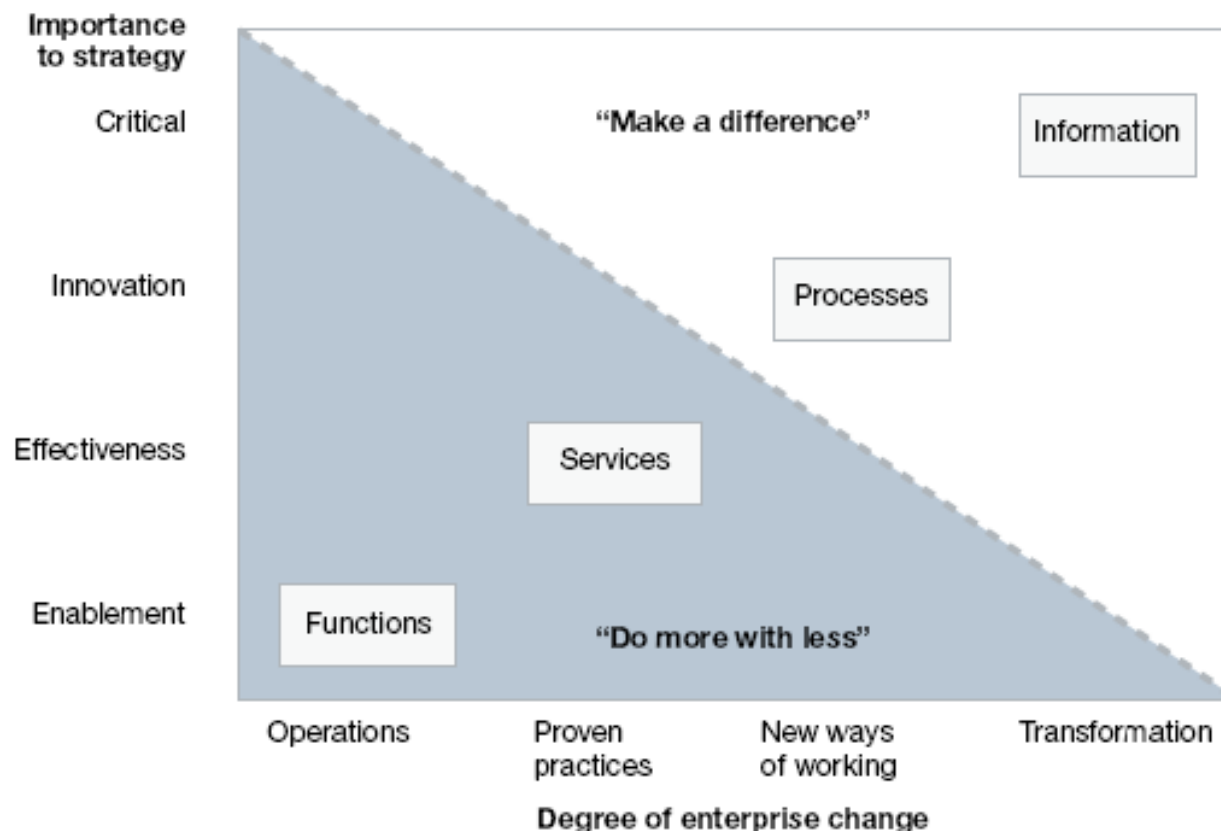
Enterprises expect distinctive solutions from IT that address strategic, customer and market needs. These enterprise expectations form the basis of the 2008 CIO agenda.

Planning to create the difference in 2008

Enterprise expectations for IT have been evolving since 2006, placing greater emphasis on customers, growth and other strategic issues. The IT

organization has been evolving to meet these expectations. Because CIOs see significant change coming in the next three years, they need to act now to build the skills, capabilities, processes and resources to deliver the distinctive solutions required to achieve strategic value.

Distinctive enterprises require distinctive IT that delivers new capabilities for making the enterprise unique in its mission and strategy



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- 2008 Industry Top IT Issues
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- **FY09 LUC Technology Scorecard**
 - LUMC Scorecard
- FY09, Q3-Q4 Plan of Record Review



1. FY09 Academic & Faculty Support Scorecard

Draft

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Change		
Classroom Technology and Support <i>Academic Affairs</i>		4		Resource constraints; need to improve capture and remote room monitor/management. Some process improvement in conjunction with room scheduling/reservations could be recognized.	Technology in the classroom is generally available to augment the learning experience, is consistently operational, and technical support is readily available.
Learning Management System <i>Academic Affairs</i>		5		Addition of Community System will be under review as an enhancement.	System is widely used by faculty, is fully functional in terms of it's components, and technical support and training are readily available.
Departmental Labs <i>Academic Affairs</i>		5	New		Departmental Labs are funded under refresh programs, and centrally managed and supported. Exceptions as appropriate (i.e. Computer Science).
Department & School Support <i>Academic Affairs</i>		3		Increased requests for technology reviews prior to final purchase decision.	Clients are fully aware of and utilize ITS services. (Work on awareness & self-service resources).
Advising <i>Academic Affairs</i>		2	New	Some advising data is not readily available to those who need it and/or stored in disparate systems; lack of automation; student satisfaction opportunity.	Process takes advantage of technology tools; monitoring and alerting are automated; student satisfaction ratings are good.
Accessibility of Specialized Technology <i>Academic Affairs</i>		5		Addition of specialized technologies and hours of availability in the Information Commons.	Facility and technical services are; widely available, is staffed with hardware, software, and support resources to meet the student demands. Funding plan for IC technology refresh, update, and replacement has been developed.
Research Support Services/Research Computing <i>Academic Affairs</i>		4		Academic Technology Committee actively working this initiative.	Support and consultation on statistical computing and resources is readily available.
		2		Dedicated research computing environments proposed for LSC and WTC. TBD.	A research computing environment is offered and supported centrally.
		3		Still need to do more to provide collaborative tools within and outside institution. Community of Science has not been broadly adopted?	Systems to facilitate collaboration, capture expertise, and report on research is available. (Measure adoption.)
Overall		3.7			

2. FY09 Administrative Technology Scorecard

Draft

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Change		
Credit Card Processing <i>Finance</i>		5	➡	Tools and processes in place and well-adopted.	Adding credit card acceptance is controlled by a well defined, easy to use process; PCI compliant.
Advancement <i>Advancement</i>		4		Oracle database, BSR, and SmartCall upgrades completed.	ITS provides advisement on development and technologies with ADV team. Comprehensive system with required functionality. New acquisition and integration discussions occur proactively.
Enrollment Management <i>Academic Affairs</i>		3		Statistical data is maintained in disparate applications and some reporting is manual. ASP and new hires should move this in future.	Operations and data are managed in totally integrated systems with work flow process in place (limited support provided by ITS).
Reporting <i>Enterprise</i>		2	New	No single source of truth for data (data warehouse); different data definitions and reporting elements; difficulty reproducing results.	Single source of truth for data (data warehouse); agreement and consistent data definitions and reporting elements; certified institutional reporting.
Enterprise Content Management <i>Enterprise</i>		3	➡	Strategy defined. Product purchased and environment installed. Roll-out in progress.	Enterprise strategy in place and leveraged where appropriate.
Budget Application <i>Finance</i>		5			Fully integrated single system, web based with user friendly front end.
Faculty Information System <i>Academic Affairs</i>		5	➡		Single source of truth for faculty information and fully integrated with related systems.
Event and Room Scheduling <i>Finance</i>		3		Multiple systems and processes can be difficult for requestors to navigate. Areas controlled by local groups who don't use any of our existing systems.	Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Building and Parking Access <i>Facilities</i>		2	New	Need to review centralized monitoring/alerting, and processes to integrate and automate related systems. System security and compliance needs to be evaluated.	Card system is integrated to access control to all buildings. Centralized monitoring/alerting, and processes to integrate and automate related systems. System is secure and compliant.
Salary Planning <i>Finance</i>		5		More integration opportunities.	System provides web-based interface, integrated tools, workflow capability.
Overall		3.7	➡		

3. FY09 Student Technology Scorecard

Draft

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Change		
Wireless <i>Enterprise</i>		4	➔	Continued expansion of wireless access on campus and new computer registration process.	Majority of campus locations offer wireless access. Refresh funding in place. Easy authentication process.
Student Email <i>Student Affairs</i>		4		Outsourced options will be reviewed at end of life of current system.	Reliable, quick mail delivery, easy to use, adequate retention and storage.
Computer Labs <i>Student Affairs</i>		5			Access to labs and resources is widely available and reliable.
Student Information System <i>Enterprise</i>		4		Opportunity to expand usage of current system in areas such as Advising and full utilization of all purchased modules.	Current version with minimal customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Full participation in User Groups by Loyola user community; Training and documentation are current.
Campus Card <i>Finance</i>		3	➔	Test system in place. Improved security. SSN's still need to be removed in conjunction with upgrade of new transaction system.	Fully duplicated system running current software with commercial DB such as Oracle. (SSN's, older hw, little expertise in app or OS, unsupported by vendor, no test system or redundancy).
Student Support Services (RESNET) <i>Student Affairs</i>		5			Technology services are readily available to resident hall students. Knowledgebase for support is professional and accessible.
Emergency Notification System <i>Facilities</i>		4	➔	Multiple ways of contacting students, Connect-Ed, and WEBS (Wide-area Emergency Broadcast System). Researching desktop pop-ups.	System in place. Tiered capability to notify various groups as appropriate.
Housing Administration <i>Student Affairs</i>		3	➔	Room and meal-plan selection done manually; little reporting available.	Web-based self-service room selection, predictive occupancy reporting.
Overall		4.0			

4. FY09 Infrastructure Scorecard

Draft

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Change		
Network: - Inter-campus - Internet - Internal campus <i>Enterprise</i>		5			Adequate bandwidth with failover capabilities. Self-healing capabilities.
Identity Management <i>Human Resources</i>		3		Single Source of Truth project underway with LUMC.	Matrix built; Provisioning tools and processes are established, enabled and measured.
Voice/Telecom <i>Enterprise</i>		3		LSC core switch upgrade completed. Short-term plan to address WTC data center issues; long-term plan in development.	Latest standards-based offerings from provider. Expansion and upgrade options.
Enterprise Environments: - Server Environment - Server Monitoring & Mgmt - Application Monitoring & Mgmt - Databases - Interfaces <i>Enterprise</i>		3		Improved monitoring and alerting for databases. Opportunity to increase automation of outages and performance alerting for some environment components. Some systems operate with manual oversight.	Centrally-managed, secure, robust backup/restore capabilities. Consistently documented, well-trained staff and well-established dev./maint. Procedures. Systems are monitored automatically and have threshold alerting.
BCDR <i>Enterprise</i>		3		Plan needs updating and with expanded scenarios. Annual testing not in place. Newer staff needs training and awareness. New owners have been assigned to review program.	BCDR plan in place and tested on an annual basis. Failover plans for core business systems.
Security & Compliance <i>Enterprise</i>		3		PCI & PII compliance efforts near completion. Security program established.	Comprehensive security pgm; policies & procedures governing infrastructure security; automated methods to audit compliance. Demonstrates adherence and/or due diligence to regulations governing Universities.
Desktop <i>Enterprise</i>		4		Upcoming Zen 10 implementation should expand management and inventory capabilities.	Stable OS with all virus updates and OS critical patches and updates. Standard images.
Data Center & Campus Technology Facilities <i>Enterprise</i>		3		LSC data center completed. WTC data center issues are outstanding.	Up-to-date, secure, environmentally-managed, redundancy, failover capabilities.
Overall		3.4			

5. FY09 Continuous Service Improvement Scorecard

Draft

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Change		
Technology Service and Support		3		Implemented self-service, but need to move further ahead in terms of metrics and reporting.	Full function web-based tracking and reporting system with self-service capabilities.
<i>Enterprise</i>		4		Hours of operation extended, but still have demand for expanded support hours from students and faculty.	Extended hour support as appropriate for defined client groups and systems.
Skill sets, professional development		3		Need to review departmental training plans for FY09.	Skills are current with newest technologies and are possessed by all the appropriate staff. Training plans developed and executed.
<i>ITS</i>					
Project Management		4		Process is stable, metrics & minor improvements identified.	Well defined flexible processes that are easy to understand and follow to insure timely, successful delivery.
<i>ITS</i>					
Research & Development		2		ITS has few, if any, resources committed to investigate new products, processes, or services. Occurs on an as-needed basis.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
<i>ITS</i>					
Change Management		3		Process is stable; improvements identified to integrate with HEAT (Call Center).	A formal and managed process is in place to implement and communicate changes to the technology environment (Reporting)
<i>ITS</i>					
Remote Access		2		VPN access stable, file/disk sharing tool being piloted.	Full suite of tools/access available remotely with appropriate security enforced.
<i>Enterprise</i>					
International Enterprise Support		3		Little change. Ongoing conversations for re-assessing requirements in Rome.	Access and support of university applications and resources from remote campuses such as Rome and Beijing is provided at an appropriate level in retaliation to the business need.
<i>Academic Affairs</i>					
Overall		3.0			

6. FY09 Governance & Funding Scorecard

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Change		
Technology Strategy <i>Enterprise</i>		3	➔	Technology strategy in progress in conjunction with institution strategic planning process.	An information technology review process defines and aligns core technology selections.
Institutional Impact <i>Enterprise</i>		4	➔	Project priority being vetted at the sub-committees and ITE SC level. Business cases and benefits developed for strategic projects.	Business cases are developed, prioritized, and really used to make IT investment decisions.
Enterprise Architecture <i>Enterprise</i>		2		Enterprise Architecture progress stalled due to resource constraints.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood.
Budgeting <i>Enterprise</i>		4	➔	Communication and collaborative efforts increasing.	Strategic and annual planning processes are integrated and utilized for developing capital and expense budgets.
Technology Investments <i>Enterprise</i>		4	➔	ITS Investments consistently vetted at the ITE SC/PRB	IT investments are rationalized and considered from an enterprise or cross functional perspective.
Technology Procurement <i>Enterprise</i>		4		Process in place with Purchasing to flag non-ITS technology purchases. Increased consultations on extraordinary purchases. Refresh programs in place for enterprise technology.	Technology procurement is standardized and strategically aligned and leveraged (Procard and grant process exceptions). Refresh programs in place for core technologies.
Vendor Partnerships <i>Enterprise</i>		4	➔	External review of major IT contracts showed competitive pricing. AJCU shared services project underway; regular reviews of major contracts.	Strategic relationships with IT vendors have been fully established and leveraged.
Contract Management <i>Enterprise</i>		4		Contract management process is stable and consistent. Consolidation of tracking is desired within ITS.	Processes and accountabilities for managing IT contracts are clear and effective.
Resource Utilization <i>Enterprise</i>		3		Prioritization has identified where resources go; opportunities for further improvements to capacity planning and skill set requirements.	Labor resources are focused on adding new value while running current operations.
Overall		3.6	➔		

FY09 LUC Technology Scorecard - Comparison

ITS Scorecard Summary <i>Draft</i>	Health Index			
	FY07	FY08	FY09	FY Change
1. FY09 Academic & Faculty Support Scorecard	3.0	3.3	3.7	18%
2. FY09 Administrative Technology Scorecard	3.5	3.8	3.7	5%
3. FY09 Student Technology Scorecard	3.4	3.5	4.0	14%
4. FY09 Infrastructure Scorecard	3.0	3.1	3.4	11%
5. FY09 Continuous Service Improvement Scorecard	2.2	2.6	3.0	28%
6. FY09 Governance & Funding Scorecard	2.7	3.0	3.6	25%
Average Annual Score	3.0	3.2	3.5	17%
Year to Year Improvement	--	8%	9%	



1. FY09 Academic & Faculty Support Scorecard

Draft

Technology / Operation	Health Index				Current State	Healthy Definition
	FY07	FY08	FY09	FY Change		
Classroom Technology and Support <i>Academic Affairs</i>					Resource constraints; need to improve capture and remote room monitor /management. Some process improvement in conjunction with room scheduling /reservations could be recognized.	Technology in the classroom is generally available to augment the learning experience, is consistently operational, and technical support is readily available.
Learning Management System <i>Academic Affairs</i>					Addition of Community System will be under review as an enhancement.	System is widely used by faculty, is fully functional in terms of it's components, and technical support and training are readily available.
Departmental Labs <i>Academic Affairs</i>	n/a	n/a				Departmental Labs are funded under refresh programs, and centrally managed and supported. Exceptions as appropriate (i.e. Computer Science).
Department & School Support <i>Academic Affairs</i>					Increased requests for technology reviews prior to final purchase decision.	Clients are fully aware of and utilize ITS services. (Work on awareness & self-service resources).
Advising <i>Academic Affairs</i>	n/a	n/a			Some advising data is not readily available to those who need it and/or stored in disparate systems; lack of automation; student satisfaction opportunity.	Process takes advantage of technology tools; monitoring and alerting are automated; student satisfaction ratings are good.
Accessibility of Specialized Technology <i>Academic Affairs</i>					Addition of specialized technologies and hours of availability in the Information Commons.	Facility and technical services are; widely available, is staffed with hardware, software, and support resources to meet the student demands. Funding plan for IC technology refresh, update, and replacement has been developed.
Research Support Services/Research Computing <i>Academic Affairs</i>					Academic Technology Committee actively working this initiative.	Support and consultation on statistical computing and resources is readily available.
					Dedicated research computing environments proposed for LSC and WTC, TBD.	A research computing environment is offered and supported centrally.
					Still need to do more to provide collaborative tools within and outside institution. Community of Science has not been broadly adopted?	Systems to facilitate collaboration, capture expertise, and report on research is available. (Measure adoption.)
Overall						
	3.0	3.3	3.7	18%		

2. FY09 Administrative Technology Scorecard

Draft

Technology / Operation	Health Index				Current State	Healthy Definition
	FY07	FY08	FY09	FY Change		
Credit Card Processing <i>Finance</i>				➔	Tools and processes in place and well-adopted.	Adding credit card acceptance is controlled by a well defined, easy to use process; PCI compliant.
Advancement <i>Advancement</i>					Oracle database, BSR, and SmartCall upgrades completed.	ITS provides advisement on development and technologies with ADV team. Comprehensive system with required functionality. New acquisition and integration discussions occur proactively.
Enrollment Management <i>Academic Affairs</i>					Statistical data is maintained in disparate applications and some reporting is manual. ASP and new hires should move this in future.	Operations and data are managed in totally integrated systems with work flow process in place (limited support provided by ITS).
Reporting <i>Enterprise</i>	n/a	n/a			No single source of truth for data (data warehouse); different data definitions and reporting elements; difficulty reproducing results.	Single source of truth for data (data warehouse); agreement and consistent data definitions and reporting elements; certified institutional reporting.
Enterprise Content Management <i>Enterprise</i>				➔	Strategy defined. Product purchased and environment installed. Roll-out in progress.	Enterprise strategy in place and leveraged where appropriate.
Budget Application <i>Finance</i>						Fully integrated single system, web based with user friendly front end.
Faculty Information System <i>Academic Affairs</i>				➔		Single source of truth for faculty information and fully integrated with related systems.
Event and Room Scheduling <i>Finance</i>					Multiple systems and processes can be difficult for requestors to navigate. Areas controlled by local groups who don't use any of our existing systems.	Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Building and Parking Access <i>Facilities</i>	n/a	n/a			Need to review centralized monitoring/alerting, and processes to integrate and automate related systems. System security and compliance needs to be evaluated.	Card system is integrated to access control to all buildings. Centralized monitoring/alerting, and processes to integrate and automate related systems. System is secure and compliant.
Salary Planning <i>Finance</i>					More integration opportunities.	System provides web-based interface, integrated tools, workflow capability.
Overall						
	3.5	3.8	3.7	5%		

3. FY09 Student Technology Scorecard

Draft

Technology / Operation	Health Index				Current State	Healthy Definition
	FY07	FY08	FY09	FY Change		
Wireless <i>Enterprise</i>					Continued expansion of wireless access on campus and new computer registration process.	Majority of campus locations offer wireless access. Refresh funding in place. Easy authentication process.
Student Email <i>Student Affairs</i>					Outsourced options will be reviewed at end of life of current system.	Reliable, quick mail delivery, easy to use, adequate retention and storage.
Computer Labs <i>Student Affairs</i>						Access to labs and resources is widely available and reliable.
Student Information System <i>Enterprise</i>					Opportunity to expand usage of current system in areas such as Advising and full utilization of all purchased modules.	Current version with minimal customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Full participation in User Groups by Loyola user community; Training and documentation are current.
Campus Card <i>Finance</i>					Test system in place. Improved security. SSN's still need to be removed in conjunction with upgrade of new transaction system.	Fully duplicated system running current software with commercial DB such as Oracle. (SSN's, older hw, little expertise in app or OS, unsupported by vendor, no test system or redundancy).
Student Support Services (RESNET) <i>Student Affairs</i>						Technology services are readily available to resident hall students. Knowledgebase for support is professional and accessible.
Emergency Notification System <i>Facilities</i>	n/a				Multiple ways of contacting students, Connect-Ed, and WEBS (Wide-area Emergency Broadcast System). Researching desktop pop-ups.	System in place. Tiered capability to notify various groups as appropriate.
Housing Administration <i>Student Affairs</i>					Room and meal-plan selection done manually; little reporting available.	Web-based self-service room selection, predictive occupancy reporting.
Overall						
	3.4	3.5	4.0	14%		

4. FY09 Infrastructure Scorecard

Draft

Technology / Operation	Health Index				Current State	Healthy Definition
	FY07	FY08	FY09	FY Change		
Network: Inter-Campus, Internal Campus & Internet <i>Enterprise</i>						Adequate bandwidth with failover capabilities. Self-healing capabilities.
Identity Management <i>Human Resources</i>					Single Source of Truth project underway with LUMC.	Matrix built; Provisioning tools and processes are established, enabled and measured.
Voice/Telecom <i>Enterprise</i>					LSC core switch upgrade completed. Short-term plan to address WTC data center issues; long-term plan in development.	Latest standards-based offerings from provider. Expansion and upgrade options.
Enterprise Environments: - Server Environment - Server Mgmt - Application Mgmt - Databases - Interfaces <i>Enterprise</i>	 				Improved monitoring and alerting for databases. Opportunity to increase automation of outages and performance alerting for some environment components. Some systems operate with manual oversight.	Centrally-managed, secure, robust backup/restore capabilities. Consistently documented, well-trained staff and well-established dev./maint. Procedures. Systems are monitored automatically and have threshold alerting.
BCDR <i>Enterprise</i>					Plan needs updating and with expanded scenarios. Annual testing not in place. Newer staff needs training and awareness. New owners have been assigned to review program.	BCDR plan in place and tested on an annual basis. Failover plans for core business systems.
Security & Compliance <i>Enterprise</i>					PCI & PII compliance efforts near completion. Security program established.	Comprehensive security pgm; policies & procedures governing infrastructure security; automated methods to audit compliance. Demonstrates adherence and/or due diligence to regulations governing Universities.
Desktop <i>Enterprise</i>					Upcoming Zen 10 implementation should expand management and inventory capabilities.	Stable OS with all virus updates and OS critical patches and updates. Standard images.
Data Center & Campus Technology Facilities <i>Enterprise</i>					LSC data center completed. WTC data center issues are outstanding.	Up-to-date, secure, environmentally-managed, redundancy, failover capabilities.
Overall						
	3.0	3.1	3.4	11%		

5. FY09 Continuous Service Improvement Scorecard

Draft

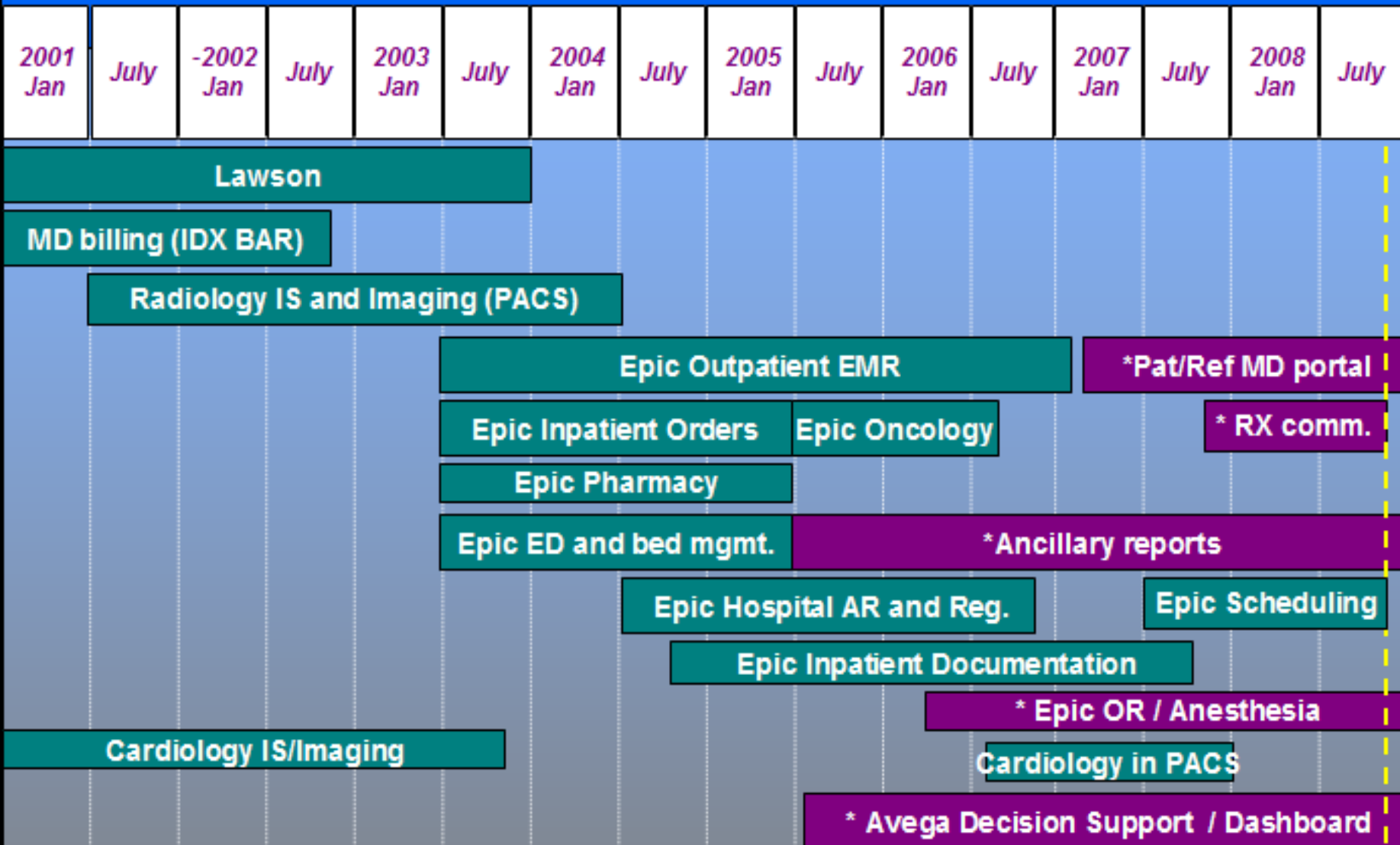
Technology / Operation	Health Index				Current State	Healthy Definition
	FY07	FY08	FY09	FY Change		
Technology Service and Support					Implemented self-service, but need to move further ahead in terms of metrics and reporting.	Full function web-based tracking and reporting system with self-service capabilities.
<i>Enterprise</i>					Hours of operation extended, but still have demand for expanded support hours from students and faculty.	Extended hour support as appropriate for defined client groups and systems.
Skill sets, professional development					Need to review departmental training plans for FY09.	Skills are current with newest technologies and are possessed by all the appropriate staff. Training plans developed and executed.
<i>ITS</i>						
Project Management					Process is stable, metrics & minor improvements identified.	Well defined flexible processes that are easy to understand and follow to insure timely, successful delivery.
<i>ITS</i>						
Research & Development					ITS has few, if any, resources committed to investigate new products, processes, or services. Occurs on an as-needed basis.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
<i>ITS</i>						
Change Management					Process is stable; improvements identified to integrate with HEAT (Call Center).	A formal and managed process is in place to implement and communicate changes to the technology environment. (Reporting)
<i>ITS</i>						
Remote Access	n/a				VPN access stable, file/disk sharing tool being piloted.	Full suite of tools/access available remotely with appropriate security enforced.
<i>Enterprise</i>						
International Enterprise Support	n/a				Little change. Ongoing conversations for re-assessing requirements in Rome.	Access and support of university applications and resources from remote campuses such as Rome and Beijing is provided at an appropriate level in retaliation to the business need.
<i>Academic Affairs</i>						

Overall				
	2.2	2.6	3.0	28%

6. FY09 Governance & Funding Scorecard

Draft

Technology / Operation	Health Index				Current State	Healthy Definition
	FY07	FY08	FY09	FY Change		
Technology Strategy <i>Enterprise</i>					Technology strategy in progress in conjunction with institution strategic planning process.	An information technology review process defines and aligns core technology selections.
Institutional Impact <i>Enterprise</i>					Project priority being vetted at the sub-committees and ITE SC level. Business cases and benefits developed for strategic projects.	Business cases are developed, prioritized, and really used to make IT investment decisions.
Enterprise Architecture <i>Enterprise</i>					Enterprise Architecture progress stalled due to resource constraints.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood.
Budgeting <i>Enterprise</i>					Communication and collaborative efforts increasing.	Strategic and annual planning processes are integrated and utilized for developing capital and expense budgets.
Technology Investments <i>Enterprise</i>					ITS Investments consistently vetted at the ITE SC/PRB	IT investments are rationalized and considered from an enterprise or cross functional perspective.
Technology Procurement <i>Enterprise</i>					Process in place with Purchasing to flag non-ITS technology purchases. Increased consultations on extraordinary purchases. Refresh programs in place for enterprise technology.	Technology procurement is standardized and strategically aligned and leveraged (Procard and grant process exceptions). Refresh programs in place for core technologies.
Vendor Partnerships <i>Enterprise</i>					External review of major IT contracts showed competitive pricing. AJCU shared services project underway; regular reviews of major contracts.	Strategic relationships with IT vendors have been fully established and leveraged.
Contract Management <i>Enterprise</i>					Contract management process is stable and consistent. Consolidation of tracking is desired within ITS.	Processes and accountabilities for managing IT contracts are clear and effective.
Resource Utilization <i>Enterprise</i>					Prioritization has identified where resources go; opportunities for further improvements to capacity planning and skill set requirements.	Labor resources are focused on adding new value while running current operations.
Overall						
	2.7	3.0	3.6	25%		



Agenda

- 2008 Industry Top IT Issues
 - EDUCAUSE
 - Gartner
- FY09 LUC Technology Scorecard
 - LUMC Scorecard
- **FY09, Q3-Q4 Plan of Record Review**



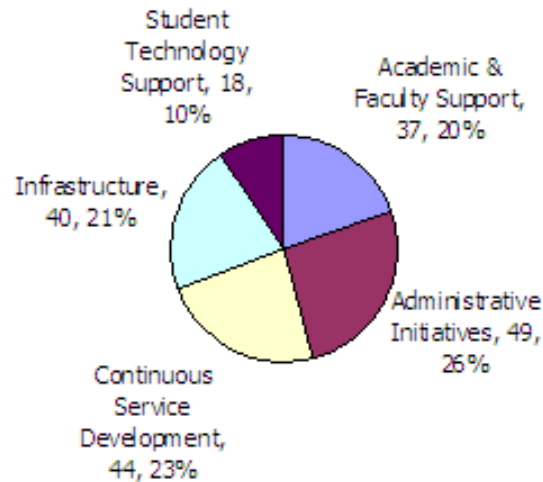
FY09 Q1-Q2 POR Tracking

POR Activity	Count
Original FY09 Q1-Q2 POR	147
New Projects Started	41
Revised FY09 Q1-Q2 POR	<u>188</u>
Completed Projects	(67)
On Hold	(4)
Duplicate/ Canceled	(6)
Rollover Projects	<u>111</u>
New Projects not Started	40
FY09 Q3-Q4 POR (Draft)	<u>151</u>



FY09 Q1-Q2 Completed Projects

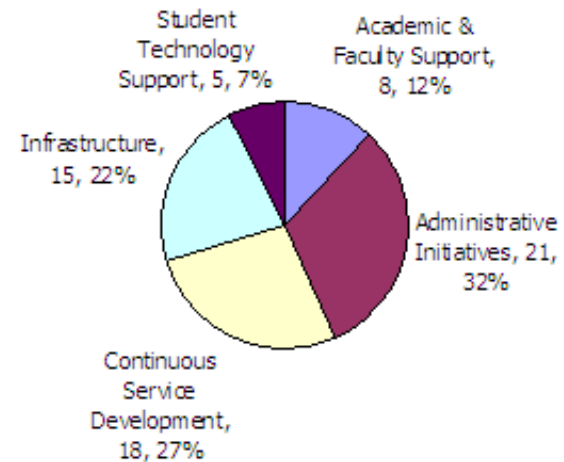
FY09 Q1-Q2 Projects by Strategic Alignment



Data as of 11/20/2008

188 Projects

FY09 Q1-Q2 Completed Projects by Strategic Alignment



Projected Data as of 11/20/2008

67 Projects

Strategic Category	Completed Count	Completed Percent	Portfolio Percent	Net Difference
Academic & Faculty Support	8	12%	20%	-8%
Administrative Initiatives	21	31%	26%	5%
Continuous Service Development	18	27%	23%	3%
Infrastructure	15	22%	21%	1%
Student Technology Support	5	7%	10%	-2%
	67			

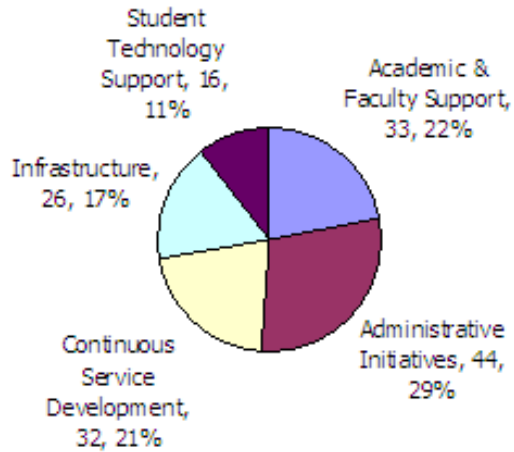


Preparing people to lead extraordinary lives

Draft

FY09 Q3-Q4 Plan of Record

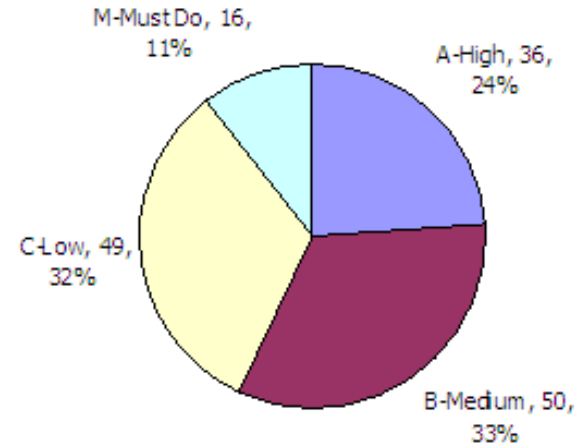
FY09 Q3-Q4 Projects by Strategic Alignment (Draft)



Data as of 11/20/2008

151 Projects

FY09 Q3-Q4 Projects by Priority (Draft)



Data as of 11/20/2008

151 Projects

Strategic Alignment	Count
Academic & Faculty Support	33
Administrative Initiatives	44
Continuous Service Development	32
Infrastructure	26
Student Technology Support	16
	<hr/>
	151

Priority	Count
A-High	36
B-Medium	50
C-Low	49
M-Must Do	16
	<hr/>
	151



Project Sizing Data / Capacity

- All projects in the FY09 Q3-Q4 POR ran through the “T-Shirting” process
- ITS capacity remains stretched/at maximum
 - more project work than staff available to execute

T-Shirt Sizing	Work Effort	Project Count
TBD	TBD	5
X-Small	< 5 Days	12
Small	5-30 Days	56
Medium	31-60 Days	44
Large	61-120 Days	29
X-Large	>120 Days	5
		<hr/> 151



Project Prioritization

- Process is unchanged
 - Spreadsheet will be distributed
- 19 A priority items to review and rank
- Consider other B pr C projects where appropriate
- Responses due back December 15th
- Contact Susan (8-7750) or Jim (8-7665) with questions



FY09 ITESC Schedule

- July 24, 2008 - Thursday, 1:30-3:30 PM
 - Prioritization Results/Finalize POR
 - Student System Upgrade Report
 - BOT Website Report
 - Enterprise Arch Update
- September 11, 2008 - Thursday, 1:30-3:30 PM
 - Subcommittee Reports
 - FY10 Budget Submissions Review
 - FY10 Budget Input from Subcommittees
- October 16, 2008 - Thursday, 1:30-3:30 PM
 - Major Projects Status Reviews
- November 20, 2008 - Thursday, 1:30-3:30 PM
 - Major Projects Status Reviews
 - Review Scorecard/Process
 - Project Portfolio Prioritization
 - LUMC Update
- January 8, 2009 - Thursday, 1:30-3:30 PM
 - Prioritization Results/Finalize POR
- February 12 - Thursday, 1:30-3:30 PM
 - Major Projects Status Reviews
- March 26 - Thursday, 1:30-3:30 PM
 - LUMC Update
- April 30 - Thursday, 1:30-3:30 PM
 - Major Projects Status Reviews
- June 11 - Thursday, 1:30-3:30 PM
 - Subcommittee Reports
 - Project Portfolio Prioritization