

ITS Executive Steering Committee (ITESC)

Agenda and Materials – December 15, 2015



Agenda

ITS Project Prioritization

- S. Malisch, J. Sibenaller

ITS Scorecard

- S. Malisch, J. Sibenaller

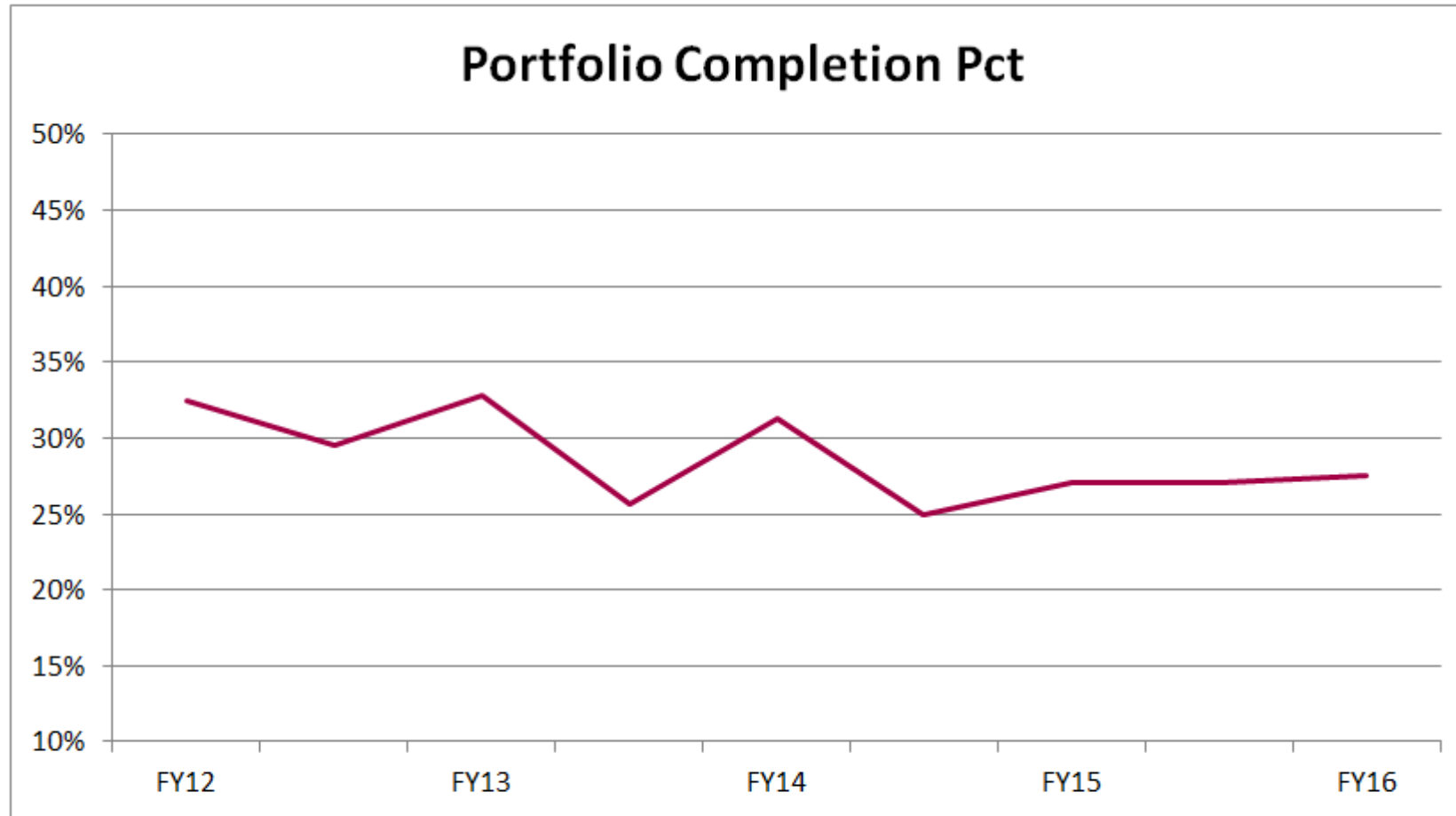
Personally Identifiable Information Program Update

- J. Sibenaller, J. Pardonek

Plan of Record Tracking

POR Activity	Total Count	T-Shirt Sizing Breakdown				
		X-Large	Large	Medium	Small	X-Small
Original FY16 Q1-Q2 POR	209	20	41	85	55	8
Revised FY16 Q1-Q2 POR	209	20	41	85	55	8
New Projects Started	49	3	8	19	13	6
Final FY16 Q1-Q2 POR	258	23	49	104	68	14
Completed Projects	(55)	8	10	17	15	5
Forecasted Completed Projects	(16)	1	3	6	5	1
Duplicate / Canceled	(11)	0	0	5	4	2
Rollover Projects	176	14	36	76	44	6
New Projects not Started	7	1	1	4	1	0
FY16 Q3-Q4 POR (Draft)	183	15	37	80	45	6
Net Change	(26)	(5)	(4)	(5)	(10)	(2)

Completed Project Forecast

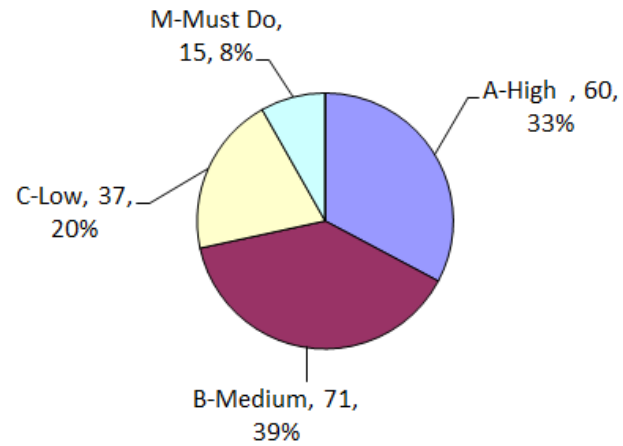


71 projects
forecast
completed
this period

	Avg.	Min	Max	This Period
Completed Pct.	29%	25%	33%	28% (forecasted)

FY16 Q3-Q4 Plan of Record (Draft)

FY16 Q3-Q4 Projects by Priority (Draft)

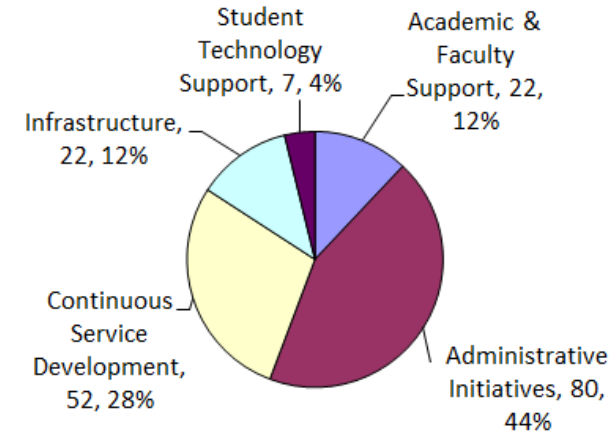


Data as of 12/07/2015

183 Projects

Priority	Count
A-High	60
B-Medium	71
C-Low	37
M-Must Do	15
	183

FY16 Q3-Q4 Projects by Strategic Alignment (Draft)



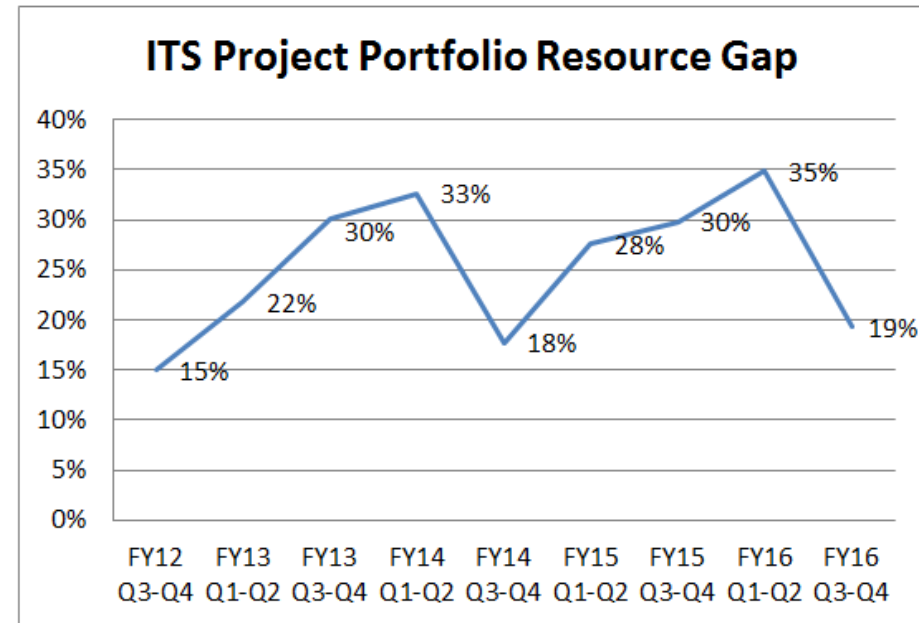
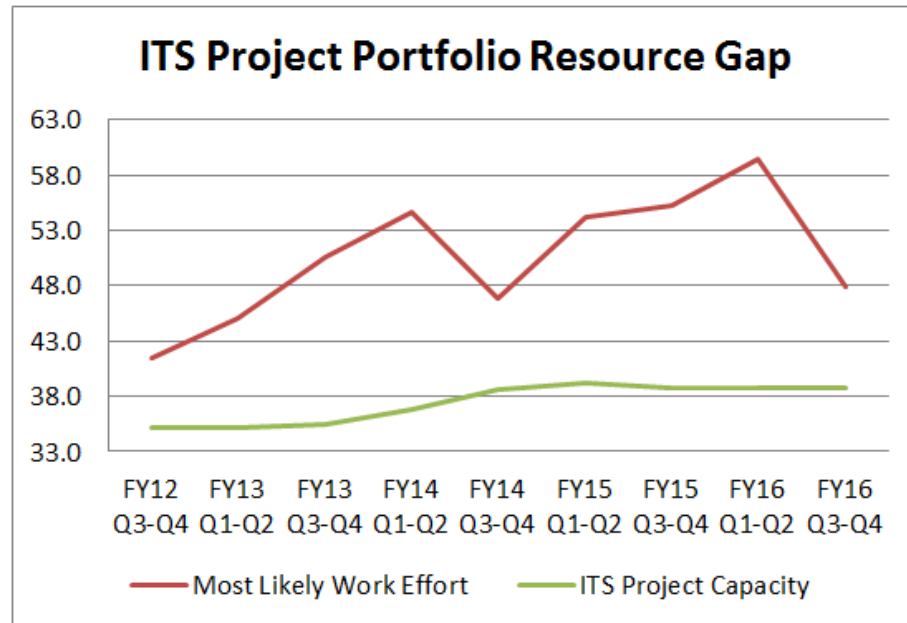
Data as of 12/07/2015

183 Projects

Strategic Alignment	Count
Academic & Faculty Support	22
Administrative Initiatives	80
Continuous Service Development	52
Infrastructure	22
Student Technology Support	7
	183

Portfolio Growth Details

	FY12 Q3-Q4	FY13 Q1-Q2	FY13 Q3-Q4	FY14 Q1-Q2	FY14 Q3-Q4	FY15 Q1-Q2	FY15 Q3-Q4	FY16 Q1-Q2	FY16 Q3-Q4	4 Year Growth
Portfolio Count	169	179	195	204	186	199	201	209	183	
Portfolio Growth	--	7%	11%	6%	-14%	9%	1%	4%	-13%	8%
Most Likely Work Effort	41.4	45.0	50.6	54.6	46.9	54.2	55.2	59.4	47.9	
Most Likely Work Effort Growth	--	8%	11%	7%	-16%	13%	2%	7%	-24%	14%
ITS Project Capacity	35.2	35.2	35.4	36.8	38.6	39.2	38.7	38.7	38.7	
ITS Project Capacity Growth	--	0%	1%	4%	5%	2%	-1%	0%	0%	9%
Estimated Resource Gap	15%	22%	30%	33%	18%	28%	30%	35%	19%	22%



FY16 Q3-Q4 ITS Pre-Approved/Established Projects

Priority	Row Nbr	Program Group	T-Shirt Sizing	Status	Est. Compl. (QTR)	Primary Customer
	16-23	LOCUS Enhancements (8)	XLarge	Active	TBD	Enterprise/Multiple
A	16	Engaged Learning Module Enhancement - Faculty Printing of Agreements	Small	Active	Q3 FY16	Center for Experiential Learning
A	17	Campus Solutions Electronic Payment Options	Medium	Active	Q3 FY16	Information Services
A	18	Financial Aid - Loan/Disbursement - 2015-16	Medium	Active	Q4 FY16	Information Services
A	19	LOA Students on My Advisees	Small	Pending	TBD	Institute of Pastoral Studies
A	20	Enhance My Advisees Page in LOCUS	Medium	Pending	TBD	Nursing: Graduate Programs
A	21	Review of Admission Interface Data and Architecture	Large	Pending	TBD	Registration & Records
A	22	Transfer Credit Articulation Rules - Automation	Medium	Pending	TBD	Registration & Records
A	23	LOCUS SS Page With Financial Activity Factoring Into Student's 1098-T	Medium	Pending	TBD	Office of The Bursar
	24-27	Enterprise Content Management (4)	XLarge	Active	Q1 FY17	Enterprise/Multiple
A	24	ECM - Faculty Administration Phase 2	Medium	Active	Q3 FY16	Faculty Administration
A	25	ECM - Electronic Document Retention	Large	On Hold	Q1 FY17	Information Services
A	26	Treasury-Cash Mgmt ECM Implementation - Phase 3	Medium	Pending	Q3 FY16	Finance-Office of VP-CFO
A	27	HR ECM - Wage Garnishments, Performance Eval and Salary Planning	Large	Pending	Q4 FY16	Human Resources:Office of VP
	28-31	Business Intelligence/Data Warehouse Program (4)	XLarge	Active	TBD	Information Technology Services
A	28	Executive Data Warehouse - Phase 2 (Reporting and Analytics)	Medium	Active	Q3 FY16	Information Services
A	29	Incorporate EVENT and GRADEBOOK Sakai data into the EDW	Medium	Active	TBD	Information Services
A	30	Core 2012 analysis - phase 2	Large	Active	TBD	College of A&S - LSC
A	31	Class Utilization version 2	Large	Active	TBD	Registration & Records
	32-35	LUHS/LUC/HSD Technology Program (4)	XLarge	Active	Q2 FY17	Information Technology Services
A	32	Migration of HSD/SSOM Desktops	XLarge	Active	Q4 FY16	Information Services
A	33	LUHS/LUC/HSD Technology Program	XLarge	Active	Q4 FY16	Information Services
A	34	Application Access and Authentication for HSD	XLarge	Active	Q2 FY17	Information Services
A	35	Identity Management Systems Strategy & Current State Documentation	Large	Pending	Q4 FY16	Information Services

FY16 Q3-Q4 ITS Pre-Approved/Established Projects

Priority	Row Nbr	Program Group	T-Shirt Sizing	Status	Est. Compl. (QTR)	Primary Customer
	36-45	Information Security Program (10)	XLarge	Active	TBD	Information Technology Services
A	36	Network Access Control Improvements	Medium	Active	Q3 FY16	Information Services
A	37	2015 Security Assessment	Medium	Active	Q3 FY16	Information Services
A	38	Password Management System	Medium	Active	Q3 FY16	Information Services
A	39	Information Security Awareness	Large	Active	Q3 FY16	Information Services
A	40	LOCUS Security Admin Role Audit & Review	Large	Active	Q4 FY16	Information Services
A	41	Vulnerability Management Program	Large	Pending	Q3 FY16	Information Services
A	42	Password Policies	Large	Pending	Q4 FY16	Information Services
A	43	Broaden Use of SIEM Technologies	Large	Pending	Q4 FY16	Information Services
A	44	Continuous Risk Analysis Should Consider Staffing Requirements	Medium	Pending	Q4 FY16	Information Services
A	45	High Security Lab Environment/Security Operations Center	Medium	Pending	TBD	Information Services
	46-58	BCDR/Failover (13)	XLarge	Active	TBD	Campus Safety/ Information Technology Services
A	46	Network Disaster Recovery / Redundancy - LSC - Phase 1	Medium	Active	Q3 FY16	Info Services: Office of VP
A	47	Disaster Recovery - Oracle Databases	XLarge	Active	Q3 FY16	Information Services
A	48	Develop a Disaster Recovery Plan for the Applications Enterprise File Serve	Medium	Active	Q3 FY16	Information Services
A	49	Network Disaster Recovery / Redundancy Phase 2	Medium	Active	Q4 FY16	Information Services
A	50	Disaster Recovery Planning	Large	Active	Q2 FY16	Information Services
A	51	Disaster Recovery Plan Development	Large	Active	Q2 FY16	Info Services: Office of VP
A	52	Disaster Recovery - CBORD	Medium	Pending	Q1 FY17	Information Services
A	53	Maxxess - BCDR Planning	Medium	Pending	TBD	Campus Safety
A	54	DR- LuWare	Large	On Hold	TBD	Information Services
A	55	Disaster Recovery Maxxess	Medium	Pending	TBD	Information Services
A	56	Disaster Recovery for T4	Small	Pending	TBD	Information Services
A	57	Disaster Recovery - Active Directory	Medium	Pending	TBD	Information Services
A	58	Disaster Recovery Testing - LuWare	Small	Pending	TBD	Information Services

FY16 Q3-Q4 ITS Pre-Approved/Established Projects

Priority	Row Nbr	Program Group	T-Shirt Sizing	Status	Est. Compl. (QTR)	Primary Customer
	59-62	Lawson/Kronos Enhancements (4)	XLarge	Active	Q1 FY17	Enterprise/Multiple
A	59	Trinity Migration from Lawson to Workday	Large	Active	Q3 FY16	Human Resources:Office of VP
A	60	Upgrade Lawson to Version 10	XLarge	Active	Q4 FY16	Finance-Office of VP-CFO
A	61	Lawson Self Service Outside the Firewall	Medium	Pending	Q4 FY16	Office of The President
A	62	Upgrade Kronos	Large	Pending	Q1 FY17	Finance-Office of VP-CFO

FY16 Q3-Q4 ITS Project Prioritization Worksheet

Pri	Row Nbr	Program Group	Recommended Ranking	Prior ITESC Ranking	Prior PRB Ranking	T-Shirt Sizing	Status	Est. Compl. (QTR)	Primary Customer
A	63	PeopleTools 8.54 Upgrade	1	--	1	Xlarge	Active	Q3 FY16	Information Services
		Maxxess (2)	2	2	2	Xlarge	Pending	TBD	Enterprise/Multiple
A	64	Maxxess - Secondary Access Level Web Application				Xlarge	Pending	TBD	Human Resources:Office of VP
A	65	Maxxess - Security Log Interface				Large	Pending	TBD	Campus Safety LSC
A	66	Online Performance Management System	3	5	3	Large	Active	Q1 FY17	Human Resources
A	67	12C Database Upgrade	4	--	5	Xlarge	Active	Q1 FY17	Information Services
A	68	Online Exam Proctoring Solutions - Pilot	5	--	11	Large	Active	Q3 FY16	Provost's Office
B	76	Faculty Information System Suite enhancements	6	13	8	Medium	Active	TBD	Provost's Office
B	77	Installation/Activation of Point and Click Prescription Module for Students	7	15	10	Small	Active	Q3 FY16	Wellness Center
A	69	Conference Services Software Evaluation	8	14	6	XLarge	Active	Q2 FY17	Conference Services
		Advancement (2)	9	4	4	Xlarge	Pending	Q2 FY17	Development and Donor Services
A	70	iModules Event Feed				Small	Pending	Q3 FY16	Development & Donor Services
A	71	Upgrade Advance AWA to Version 9.10				Large	Pending	Q2 FY17	Development & Donor Services
A	72	Biology dept. lab research positions - application and tracking	10	--	7	Medium	Active	Q1 FY17	Biology
B	78	Space and Asset Mgmt System Needs Analysis	11	16	9	Large	Active	Q2 FY16	Facilities
A	73	Phone System Replacement - Phase 2	12	--	Not provided for ranking	Xlarge	Active	Q4 FY17	Information Services
B	79	Implement a Scholarship Management Solution	13	--	Not provided for ranking	Small	Active	TBD	Development and Donor Services
A	74	Clicker Pilot	14	11	Not provided for ranking	Xlarge	Active	Q4 FY16	Information Services
A	75	LUC Pilot MOOC	15	--	11	Large	Pending	Q4 FY16	Provost's Office

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ITS Scorecard

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Personally Identifiable Information Program Update












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ITS FY16 LUC Technology Scorecard Comparison

ITS Scorecard Summary	Health Index						
	FY12	FY13	FY14	FY15	FY16	FY15-16 Change	Total Change (since FY07)
Academic & Faculty Support Scorecard	● 3.9	● 3.8	● 3.8	● 3.8	● 3.9	3%	24%
Administrative Technology Scorecard	● 4.1	● 3.9	● 3.9	● 3.9	● 3.8	-2%	8%
Student Technology Scorecard	● 4.3	● 4.4	● 4.7	● 4.8	● 4.7	-2%	19%
Infrastructure Scorecard	● 3.6	● 3.6	● 3.7	● 3.8	● 3.7	-1%	19%
Continuous Service Improvement Scorecard	● 3.9	● 3.9	● 3.8	● 3.9	● 3.9	1%	41%
Governance & Funding Scorecard	● 4.0	● 3.9	● 3.9	● 3.9	● 3.9	-1%	31%
Average Annual Score	● 4.0	● 3.9	● 4.0	● 4.0	● 4.0	-1%	25%
Year to Year Improvement	1%	-1%	2%	0%	-1%		

As of December 2015

ITS FY16 Academic & Faculty Support Scorecard

Technology / Operation	Health Index	Current State	Healthy Definition
Classroom Technology and Support - on campus - online	 4.5	Classroom technology is standardized and a consistent user experience is in place along with a consistent and known support process. A process for refresh has matured and priorities are jointly set with Academic Affairs. Lecture Capture adoption rate has increased significantly. New initiatives are focused on mobile technologies in the classroom. Solid state drives were deployed to classroom computers which significantly reduced login times. Lynx Keyboard Panic Alarm buttons were also added to classrooms to give classrooms access quickly and discretely request assistance from Campus Safety. Over 4,300 courses in 300+ classrooms for Spring 2015; 165 classes using lecture capture in Fall 2015.	Technology in the classrooms both on ground and online generally available to augment the learning experience, is consistently operational, and technical support is readily available. Standardized equipment in place.
	 4.0	Adobe Connect has become widely adapted for synchronous class sessions for online courses. Reliability and stability of Adobe Connect for classrooms is at its highest point since program inception. A program for training instructors teaching online is mature and widely used. BCDR processes have been established and reviewed for Sakai and Adobe Connect, processes have been tested real-time for Adobe Connect. New initiatives include; support for online courses in off-hours, developing new student engagement metrics, and training specific to online course content for instructors and administration. Over 225 fully online courses for Fall 2015.	The technology delivery systems are highly reliable and operable with measurable standards being utilized. The course delivery technology is considered a mission critical enterprise system and supported. Faculty, staff, and students are supported in the development and use of new technologies and skills for online classrooms.
Academic Affairs C Learning Management System	 4.5	LMS is fully functional, up-to-date, reliable, and stable. Automation efforts around the LMS and the SIS are fully mature. A governance process for change to the LMS has been established. Instructors are taking advantage of additional LMS tools such as lecture capture, voice tools, and SCORM compliant learning such as Articulate Learning Objects. New initiatives are focused on LMS learning analytics. A framework for gathering learning analytics has been established.	System is widely used by faculty, is fully functional in terms of its components, and technical support, training, and integration are readily available. Advances in the technology are being evaluated.
Academic Affairs Departmental Labs	 4.0	Regular coordination with departments takes place to review new technologies, new needs, and support issues. Equipment and support in specialty labs is readily available and reliable. Some "departmental labs" such as the SOC Media Lab is taking advantage of the Webcheckout system. New labs for Environmental Sciences and Engineering with specialized technologies such as 3D printing are being evaluated.	Specialty departmental Labs are managed and supported by academic units (i.e. Computer Science, SOC, Law School) and readily available to students enrolled in a specific program. ITS provides direction on institutional tech standards.
Academic Affairs C Dept. & School Support	 4.0	Departments are aware of all services, which go beyond "basic". Examples include SOC's and SSWD's use of Webcheckout, QSOB use of iPad support from the Digital Media Lab. A review of the systems and services was completed in Fall 2015 with Libraries, Engineering, SOC and SSWD.	Clients are fully aware of and utilize ITS services. Services such as, mobile device support, digital media production, role based services (i.e. ID roles) are in place. A review process for collecting useful information on improvements is in place.
Academic Affairs C Advising/Retention Support	 3.5	Work continues with IR and Provost office on analysis of students' completion rates on CORE 2012 requirements in an effort to understand enrollment patterns and predict the number of needed Tier 1 class sections going forward. A project to allow each school to execute automatic advisor assignments independent of other schools is in progress. Expanded use of Early Alert began in Fall 2015 with particular usage by Arrupe College. Student Success dashboard is in place and new metrics being considered. Working with Advising on providing data necessary to do self-service analysis as it pertains to student success and retention. A dataset (cube) was created with relevant demographic and academic (including mid-term grades where available) data. As a proof of concept, the Sakai Grade book data was extracted and combined with the LOCUS data. This process will serve as part of an early alert indicator towards the student success initiatives. Working with the Math department to help analyze the effectiveness of the newly implemented ALEKS math placement test.	Process takes advantage of technology tools; monitoring and alerting are automated; student satisfaction ratings are on target. Key indicators are the most significant predictors of student success.
Academic Affairs Research Support Services /Research Computing: - Statistical & Survey Tools - Research Data Center - Tracking and Reporting for Research Projects	 4.0	Tools are readily available, documentation and support are in-place and clients are aware of services. Additional functionality is requested and likely to be implemented in upcoming year (i.e. Qualtrics tools).	Support and consultation on statistical computing and resources is readily available.
	 3.0	Usage of the Research Data Center has remained stable over the past year. Current users report to be very satisfied. Several existing services have had resources increased to meet capacity requirements. No capacity for high performance computing at this time. Ample capacity for growth exists.	An enterprise research computing environment is available with a central support and governance model in place. Awareness and use amongst faculty is optimized.
	 4.0	Continued support of the PTAP database and hardware. On-going support of the process that interfaces faculty course assignments from LOCUS to Digital Measures.	Administrative systems to facilitate collaboration, capture expertise, and report on research is available. (Measure adoption.)
Overall	 3.9	 C - denotes core technology in place	

as of December 2015

ITS FY16 Administrative Technology Scorecard

Technology / Operation	Health Index	Current State	Healthy Definition
Credit Card Processing <i>Finance</i> C	4.5	All requests for credit card usage continue to be channeled through Finance and ITS for evaluation. We work with potential vendors to enable them to use LUC approved payment processor and hosted payment gateway. Some dissatisfaction reported by cash management with current LUC payment processor and hosted payment gateway around charges, fees and technical support.	Adding credit card acceptance is controlled by a well-defined, easy to use process; PCI compliant.
Finance and HR Systems <i>Finance/HR</i> C	3.5	Several patches have been implemented during the year for improvements. Minor production issues have occurred impacting operational processes, system slowness. Lawson Version 10 upgrade project in progress and estimated completion date of April 2016. Security module upgrade 90% complete with all users being transferred by December 2015. Kronos application upgrade moved to 2016 in order get recommendations from other customers on version 8 performance and impact.	Current version with targeted customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Training and documentation are current.
Advancement <i>Advancement</i> C	3.25	Cvent feeds developed. AWA upgraded to 9.8.1.1. Major upgrade planned for 2016. An additional interface was developed related to the loading of detailed event data from iModules to Advancement. The Advance Data Warehouse (ADW) was designed, built and delivered. This is to be used as the source data system for the Advance reporting and analytics needs. Staff turnover in ITS and Advancement has slowed progress on planned initiatives; consulting assessment is underway will likely inform future plans and prioritization of projects which are on hold.	Comprehensive system with required functionality. New acquisition and integration discussions occur proactively (shared support model between AIS and ITS).
Enrollment Management <i>Academic Affairs</i> C	3.5	Completed enhancements to Slate interface to include Arrupe College. Additional enhancements made to the Slate/LOCUS interface to allow for duplicate admission applications for students applying to both Arrupe and Loyola. Enhancement to allow Enrollment Management to make term changes within an application is completed.	Operations and data are managed in totally integrated systems with work flow process in place (shared support model between EM and ITS).
Budget Planning <i>Finance</i>	4.0	Annual enhancements were completed. Changes include creating two new revenue categories in the Totals Area; adding a Filter by Category option; and adding functionality for Admins to upload budget entries from Excel.	Fully integrated single system, web based with user friendly front end.
Faculty Information Systems <i>Academic Affairs</i>	3.25	An FIS Needs Analysis project has begun to identify gaps in the FIS application's modules, and to improve the accuracy and efficiency of the system. The initial focus has been on the FIS Core module, and reporting for the Part Time Stipend Assignment module.	Established sources of truth for faculty information with minimal redundancy, and fully integrated with related systems. Application functionality should match Faculty Administration's business processes.
Event and Room Scheduling <i>Finance</i> C	4.0	Campus Reservations continues adding spaces into 25Live and new de-centralized scheduler capabilities. Training materials are created for staff responsible for the decentralized scheduling. Academic scheduling continues to integrate with SIS. Upgrade planned for new calendar year – currently 2 releases behind. Some interest in looking at other vendors. Conference Services assessment and possible replacement of Kinetics is in progress due to support and service concerns.	Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Building Access and Security <i>Campus Safety</i> C	4.0	Significant improvements recognized: Implemented an interface that adds and removes students' access to certain rooms based on LOCUS class enrollments for DFPA and Biology. Others will be added as areas are identified and approved by the provost office for inclusion. PINs for all cardholders are now automatically populated in Maxxess with a value based on birthdate and LID, and provided a self-service PIN management application. Some of the equipment is older and will have to be changed out with replacement plan/funding developed.	Card system is integrated to access control to all buildings and parking gates. Centralized monitoring/alerting, and processes to integrate and automate related systems. System is secure/compliant.
Security Surveillance Systems <i>Campus Safety</i> C	4.0	Progress continues on ensuring that all cameras are functional. Working with security on implementing new cameras which will bring the buildings into policy. A system upgrade is scheduled for winter break 2015 which includes an upgrade for both the application as well as server and storage environment.	A digital surveillance system aids in providing a secure environment for the university. Cameras are placed in appropriate locations, working, captured data is viewable and retained for predetermined amount of time.
Parking Administration <i>Parking</i>	4.0	EDC/AIMS system was extended to Faculty/Staff in 2015. Implemented a new PARCS (Parking Accounting and Revenue Control System) in Fall 2015. Incorporated Permit Management system (EDC/AIMS) as the driver for monthly parker access (replacing Maxxess for parking in main garages).	A comprehensive parking management system that manages vehicle, owner, and permit holder information; provides for online payments; handheld ticketing devices; systems integration; and gate management and daily parking revenue.
Salary Planning Systems HSD Faculty Admin <i>Human Resources</i> <i>Faculty Admin</i> <i>Finance</i> C	3.75	The FSP application for HSD was completed and is in use. The current SSP and FSP (Faculty and Staff Salary Planning) systems provide functionality for merit increases, and interfaces for budget planning. These applications are not as robust as desired, particularly in the functionality provided for Administrators/SuperUsers. There are some changes in business processes from when the applications were initially developed. Analysis is in progress for enhancements/improvements.	System provides web-based interface, integrated tools, workflow capability, and should accommodate the current business processes.
Overall	3.8		

C - denotes core technology in place

ITS FY16 Student Technology Scorecard

Technology / Operation	Health Index	Current State	Healthy Definition
Student Support Services: – Computer Labs – Digital Media Services – RESNET	4.5	Labs are fully populated with hardware, software and a broad range of technologies. Hours of operation have been acceptable to students and students are familiar with support and availability of technologies and support.	Access to labs and resources is widely available and reliable. RESNET and DML services are provided at Lakeside locations. Consider virtualized desktops/applications to broaden availability of specialized software.
	5.0	Digital media labs are funded under the refresh programs and centrally managed and supported. Technology equipment and services are readily available to students. Access to a wide variety of hardware and software is available. Training courses are available. Student usage of resources at a high.	Digital media labs are funded under the refresh programs and centrally managed and supported. Technology equipment and services are readily available to students. Access to a wide variety of hardware and software is available. Training courses are available.
<i>Student Development</i>	5.0	Technology services are current and readily available to students. Knowledgebase is professional, accessible. Usage of RESNET services is down due to the demand. Students are no longer experiencing virus, compatibility, and connectivity challenges as in the past so demand for RESNET services continues to decline.	Technology services are current and readily available to students. Knowledgebase is professional, accessible.
Student Information System (SIS)	5.0	Updated SIS architecture to improve database performance and facilitate disaster recovery. Enhancements include: e-Transcript service with NSC as partner; Campus Labs/IDEA class evaluations; new student planner functionality; Enhanced self-service data collection for local address and emergency contacts; OIP initiatives to enhance Study Abroad Online Application and SEVIS reporting for International students; Replaced Math Placement Testing vendor to ALEKS. Planned updates to software middleware and application software in next year.	Current version with targeted customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Training and documentation are current.
<i>Enterprise</i> C			
Mobile Applications	4.5	Upgraded Loyola mobile application to HighPoint version 5.1.2. Usage of the application peaks during the start of the semester, and grade availability timeframes. Additional mobile features for students and faculty will be evaluated by Student Finance, Fin. Aid, and Reg. and Rec. for activation.	Mobile applications are available and fully functional for end users on all major mobile platforms. Users are aware of application availability and content is current.
<i>Enterprise</i> C			
Campus Card	4.5	Upgrades to software and hardware improved reliability – including print software for computer labs printing. Use of Rambler Bucks at off-campus locations has increased to 14 businesses. Began DR planning and failover testing.	Fully duplicated system running current software with commercial DB (Oracle, SQL). Robust, stable, fully automated interfaces. Training and documentation are current.
<i>Finance</i> C			
Emergency Notify System	4.5	Annual audit completed as of 10th day of Fall term. Overall participation =49% (Faculty 31%, Staff = 68%, Total Student Pop. = 50%, UGRD =65%) A new group to allow messages to be sent just to Nursing students has been created. Work is progressing to accommodate the addition of an Executive group to facilitate text messaging for non-emergency communications.	System in place with automated updates. Tiered capability to notify appropriate groups. Reliable and complete reporting.
<i>Campus Safety</i>			
Wellness	4.5	Application software upgraded to keep current release levels. Self-service functionality to LOCUS to enable students to enter their immunization information for staff to review and certify is operational. Planning SureScript prescription service for providers to enhance medication management and service.	Student services offered on-line, records are electronic and secure. Appropriate level of integration with other University systems.
<i>Student Development</i> C			
ePortfolio – Direct Response Assessment	5.0	Access to ePortfolio was expanded to allow all students, faculty, or staff to access TaskStream and create an ePortfolio.	Direct Response Folio's are in place and being utilized. Students creating their own professional/personal ePortfolio's.
<i>Academic Affairs</i> C	4.5	Several departments use academic major functionality, and all students having those specific majors are interfaced into groups in Taskstream. The process of defining newly requested majors is not yet fully automated.	Assessment Folio's are in place and being utilized by Academic Departments/Schools.
Housing Administration	4.5	Operational reporting and executive dashboard has been enhanced and certified by the RMS staff. The dashboard numbers are accurately reflecting the actual RMS system data including the revenue projections and budget calculations. Several new reports were developed. One indicates the bed inventory changes as they occurred as well as the budget values for the upcoming term. Another shows the "Closed-Maintenance" rooms and beds. The data was validated against the student bills that went out on July 15th.	Web-based self-service room selection, predictive occupancy reporting.
<i>Student Development</i> C			
Overall	4.7		

C - denotes core technology in place

ITS FY16 Infrastructure Technology Scorecard

Technology / Operation	Health Index	Current State	Healthy Definition
Network: (Inter-campus, Internet, Internal campus, Wireless) <i>Enterprise</i> C	4.0	Network infrastructure cores at all three main campuses were upgraded to support 10GB connectivity. Marquette North, Sullivan, Life Sciences and Flanner wireless access points upgraded to latest version. LUC network infrastructure installed at HSD in support of transitioning onto the LUC network. A dedicated 500MB Internet connection installed at HSD bringing Loyola's total Internet bandwidth to 3.5GB (excludes JFRC).	Adequate bandwidth with failover capabilities. Self-healing capabilities. Majority of campus locations offer wireless access. Refresh funding in place. Easy authentication process.
Identity Management <i>Human Resources</i> C	3.5	Loyola Password Self-Service application was deployed in May 2015, which has improved user self-service capabilities around password changes, forgotten passwords and locked accounts. Nearly 22,000 individual ids have registered for password self-service.	Role/identity matrix built; Provisioning tools and processes are established, enabled and measured. Fully automated. Exception handling capability. Accommodates HSD.
Email <i>Enterprise</i> C	4.25 ←	Following a technology review, a new anti-spam/anti-virus service was chosen to replace the legacy MailFoundry appliances. MailFoundry is not as effective as when first installed in dealing with the increased variety and volume of phishing attacks, therefore, a new system (ProofPoint), is targeted to replace it over winter break.	Reliable, quick mail delivery, easy to use, adequate retention and storage and features. Effective management of spam and phishing attempts.
Voice/Telecom <i>Enterprise</i> C	3.25	Maintenance contract for Loyola's telephone system was extended to June 2017. Currently performing an assessment for telephony support for HSD and preparing updated budget for Lakeside upgrade. Cellular service continues to be poor in some areas however, we will leverage a technology for making and receiving calls over wireless data network, which testing has proved positive. Related, LUHS will be installing a Distributed Antenna System which will include HSD in Fall 2016.	Latest standards-based offerings from provider. Expansion and upgrade options. Cellular service is reliable and available from all locations on campus.
Enterprise Environments: - Servers, Applications - Databases, Interfaces <i>Enterprise</i> C	4.0	Environment is stable and sufficiently configured; systems are monitored and alerts sent when thresholds are approached. A technology review of cloud/hosting storage options is scheduled to kick off in December 2015.	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> C	3.75	Completed DR plans and modular failover testing for: Lawson, Kronos, VPN, Oracle, Tableau, and Data Warehouse. Completed DR plans and updates for Oracle and File Server. In the process of review currency of plans for: Exchange, SQL, LOCUS and DNS. Working on improving the governance when modular testing and addition of enterprise systems to the DR portfolio. Actively working on planning and design of FY16 DR plans for high priority enterprise systems as the capital budget is reviewed. Continue to work closely with the Business Continuity team to align systems recovery with overall University recovery.	BCDR plan documented, in place and tested on an annual basis. Failover plans for core business systems meet business requirements.
Information Security & Compliance <i>Enterprise</i>	3.75	Information security program reviewed and updated annually. Improvements to the vulnerability risk ranking program have been identified and are being developed. Security awareness and training activities have been improved with the institution of the Loyola Aware video series but the adoption has been modest; additional campaign to be developed. The 2015 PCI Attestation was approved and submitted. PII program experiencing difficulty due to turnover of data stewards and reduced support from department managers. PII program at HSD is beginning to move forward with the ability to scan LUC clients that are on the LUMC networks. Annual security assessments executed, risks being mitigated. Web application firewall implementation is progressing. The 3rd party risk assessment was completed resulting in the identification of 4 projects which will be initiated throughout FY16. Data Loss prevention will also be assessed in FY16.	Comprehensive security program; policies & procedures governing infrastructure security; automated methods to audit compliance. Demonstrates adherence and/or due diligence to regulations governing Universities.
Remote Access <i>Enterprise</i> C	3.5 →	VPN changed to a solution that simplifies access eliminating the need for a certificate and increasing security by using a 2 factor authentication system. There is some dissatisfaction with the ease of installation/use and will seek further improvements in next release.	Full suite of tools/access available with appropriate security enforced. Easy to use. Integrates seamlessly with multiple device types and applications.
Desktop <i>Enterprise</i> C	4.0	SCCM (System Center Configuration Manager) is used to help automate the software management and updates for desktops. SCCM was deployed to all classrooms and labs. Faculty/Staff deployment is scheduled early 2016 HSD employees will continue to be moved to SCCM updates as departments are moved to the LUC network. Microsoft Lync has been rebranded/upgraded to Skype for Business which will be deployed to managed computers early 2016.	Stable OS with all virus updates and OS critical patches and updates. Standard images.
Data Center & Closets <i>Enterprise</i>	3.0 ←	A network closet inventory to assess readiness for VoIP is near completion. Health lowered due to need for funding for an uninterruptible power supply (UPS) refresh program for the University network closets. Critical UPS replacements underway.	Up-to-date, secure, environmentally-managed, redundancy, failover capabilities.
Overall	3.7 ←	C - denotes core technology in place	

ITS FY16 Continuous Service Improvement Scorecard

Technology / Operation	Health Index	Current State	Healthy Definition
Technology Service and Support (Help Desk): – Call Tracking System – Client Support		3.75	System has been reviewed for functionality and service and is fully operational. A need for an upgrade is required however in order to take ITS services to the next level and to better manage client expectations.
<i>Enterprise</i>		3.75	A TAC has been completed and an upgrade is pending, waiting on funding. Demand for a 24-Hour Help Desk has grown, especially from the professional schools. A re-evaluation of 24 services is needed. Additionally, voice switchboard services need to be enhanced to improve client service, response time, and off-hour support. Monitoring staffing needs based on interest in extending hours of support and heavy reliance on student labor.
Skill sets, professional development <i>ITS</i>		4.0	A dedicated training budget is allocated with training needs documented and planned. Use of memberships, such as Gartner, are leveraged for newer technologies. Targeted focus on leadership, management and soft skills development as appropriate.
Project Management <i>ITS</i>		3.75	Delivery of PMO services is fluid, consistent, effective, reliable and valued. Project plan templates and instructional video created. PMO is actively collecting valuable customer feedback to enable future process/product enhancements. The PMO metrics were expanded in 2015 and now includes deeper project information focus on status, activities, plans, and overall performance. The PMO manages ~50% of the ITS project portfolio.
Research & Development <i>ITS</i>		3.75	Technology research activities are initiated via the ARB and the technology roadmap. Multiple areas being investigated for improvement in alignment with "Anytime Anywhere Access" technology vision. TAC's are established to plan and recommend technology change. TAC's are consistently in alignment with the ARB Guiding Principles and utilizing the existing toolkits.
Change Management <i>ITS</i>		4.0	An effective, formal and managed process is in place to implement and communicate changes to the technology environment. A review should be conducted in 2016 to assess effectiveness and improvements.
International and Multi-Campus Enterprise Support <i>Academic Affairs</i>		3.5	Regular communication and site visits have been established for wide campus support (i.e. LUREC, Cuneo, HSD). JFRC increased its internet bandwidth to 200MB from 100MB and 35 computers were refreshed for classrooms and administrators. LUREC has a new phone system that is connected with the Lakeshore campus enabling 5 digit dialing and LYNC capabilities with standalone survivor ability. Cuneo now has a direct data communication connection with the Lakeside campuses enabling the same ability to access data resources such as network drive mappings.
Enterprise Data Warehouse; (EDW) Reporting <i>Enterprise</i> C		4.0	Work continues to retire the RDS. Work has begun on changing the tool used to move data to the data warehouse. The WebFOCUS environment was updated to the latest version. The EDW continues to be enhanced with additional data. Student Finance has requested GL data to be added to the EDW. Student Success, SCPS and Law would like Sakai data added to the EDW. This complements our self-service and self-analytics offerings.
Enterprise Content Management <i>Enterprise</i> C		4.5	Over 1300 faculty/staff in 55 departments (10 new) are using DocFinity. 22 deployments were completed. Key user efficiency improvements improved to over 75%. Records management is scheduled for deployment in 2016. Feedback on services from clients continues to be high. 40+ new projects/enhancements are in the ECM pipeline and await prioritization.
Overall		3.9	C - denotes core technology in place

as of December 2015

ITS FY16 Governance and Spending Scorecard

Technology / Operation	Health Index	Current State	Healthy Definition
Technology Strategy <i>Enterprise</i>	3.75	The one page Anytime Anywhere Access strategy has been created, reviewed by the ITESC and accepted. Specifics behind the strategy include detailed components, current/future state model, project alignment and draft metrics. A dashboard and updated strategy views are planned for 2016.	An information technology review process defines and aligns core technology selections. The strategy is clearly defined, measured and aligned with the University needs.
Institutional Impact <i>Enterprise</i>	4.25	Institutional value of projects are defined and reviewed during the prioritization process. Large programs and "mandatory" efforts continue to dominate where ITS resources are deployed. Focus on project impacts for CY2016.	Business cases are developed, prioritized, and really used to make IT investment decisions.
Enterprise Architecture <i>Enterprise</i>	3.25	ARB continues to meet monthly governing the Technology Assessment Committee's (TAC) recommendations of technology changes at Loyola. TAC's are consistently in alignment with the ARB Guiding Principles and utilizing the existing toolkits. Use of the enterprise architecture diagramming software (iServer) has not advanced since FY15.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood. Effective use of tools to communicate enterprise architecture.
Budget <i>Enterprise</i>	4.0	The budget development process has been altered to accommodate fixed institutional resources; this has introduced some unknowns in the process. University-wide software maintenance agreements are centralized in ITS committing the department to annual contractual increases per the terms of contract. ITS continues to evaluate the current budget to identify cost savings to absorb a portion of mandatory increases in a best effort approach to request new spending that is critical to the technological advancement of the University. Annual capital reserve of \$1.5M is central to planning improvements.	Strategic and annual planning processes are integrated and utilized for developing operating, carry forward and capital budgets.
Technology Investments <i>Enterprise</i>	4.0	Partnerships with various functional areas continue to be critical to ensure that technology advancements are clearly documented and communicated and that enterprise requirements are considered. Some decisions are still made with limited visibility. Desire to move toward more multi-year planning for several investments.	IT investments are rationalized and considered from an enterprise or cross functional perspective.
Technology Procurement <i>Enterprise</i>	4.0	Majority of decisions are driven from an enterprise perspective. Internal ITS processes aligned with purchasing requirements. Revised purchasing requirements add considerable burden to routine ITS purchases.	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>	4.25	No formal vendor management program exists but vendors being managed consistently within ITS. Improvements needed in the areas of cloud based services and in identifying dependencies across vendors.	Strategic relationships with IT vendors have been fully established and leveraged.
Contract Management <i>Enterprise</i>	4.25	Contract negotiations continue to improve. The IT contract review process is consistent, business partners are engaged and collaboration with General Counsel is ongoing. Knowledge regarding appropriate contract language and negotiation tactics has expanded. Copies of ITS contracts are stored in a centralized location for easy reference and in process of being loaded to DocFinity. Several senior staff have attended technology contract workshop that has proved beneficial in our negotiations.	Processes and accountabilities for managing IT contracts are clear and effective.
Resource Utilization <i>Enterprise</i>	3.0	Project prioritization continues to drive resource placement. Large ongoing programs and "mandatory" efforts continue to dominate where ITS resources are deployed. The demand for projects outweighs the delivery capacity and has grown to 35%, however, backlog appears to be at acceptable levels at this time. Opportunities to take next steps with advanced resource planning still exist.	Labor resources are focused on adding new value while running current operations. Resources are managed and assigned by the priority that is established by the governance processes. Backlog of projects is at acceptable levels. Use of consulting/contract resources can accommodate busier times or skill gaps.
Overall	3.9		C - denotes core technology in place

as of December 2015

Agenda

ITS Project Prioritization

- S. Malisch, J. Sibenaller

ITS Scorecard

- S. Malisch, J. Sibenaller

Personally Identifiable Information Program Update

- J. Sibenaller, J. Pardonek

PII Program Update

Overview of Program

- Established to protect personal identities of students, faculty & staff and to protect university information assets
- Departments scan once or twice a year based on data access/risk
- Email & PDF scanning enabled to improve compliance
- Scan tool (Identity Finder) runs remotely via console

Data Steward Activities

- Inventories PC's
- Chooses timeframe for remote scan
- Coordinates with staff for overnight scan
- Reviews results of computers only where potential PII is identified
- Returns compliance form

PII Program Update

Data Steward Concerns

- Non responsive/slow to respond
- Individuals being scanned refusing to cooperate (scanning and remediation)
- Lack of support from their departments
 - As documented by the Data Stewards
 - Observed by UIISO
- Missing dates (set by them)
- Less than thorough work / poor quality work
- Leave jobs without telling us

PII Program Update

Options for Improvement

- Program Reboot
 - Senior Leadership to reemphasize the importance of the program and everyone's role
 - Departmental meeting/presentation
 - Local department head commitment
 - Mass communication to faculty/staff?
- Data Steward Awards
 - Stipend, raffle, other?
 - Funding is a concern
- Change the structure of the program
 - Acquire and inventory/asset management system
 - Have a "Scan Day" instead of timeframe selected
- Create a Data Steward "Think Tank"
 - Identify self-correction & process improvement
- Hire a dedicated PII staff person

2016 ITESC Schedule - Tentative

January 28, 2016 - Thursday, 1:30-3:30 PM

March 29, 2016 - Tuesday, 1:30-3:30 PM

May 18, 2016 - Wednesday, 1:30-3:30 PM

June 23, 2016 - Thursday, 1:30-3:30 PM

September 22, 2016 - Thursday, 1:30-3:30 PM

November 17, 2016 - Thursday, 1:30-3:30 PM

December 15, 2016 - Tuesday, 1:30-3:30 PM

Additional Portfolio Data Tracking

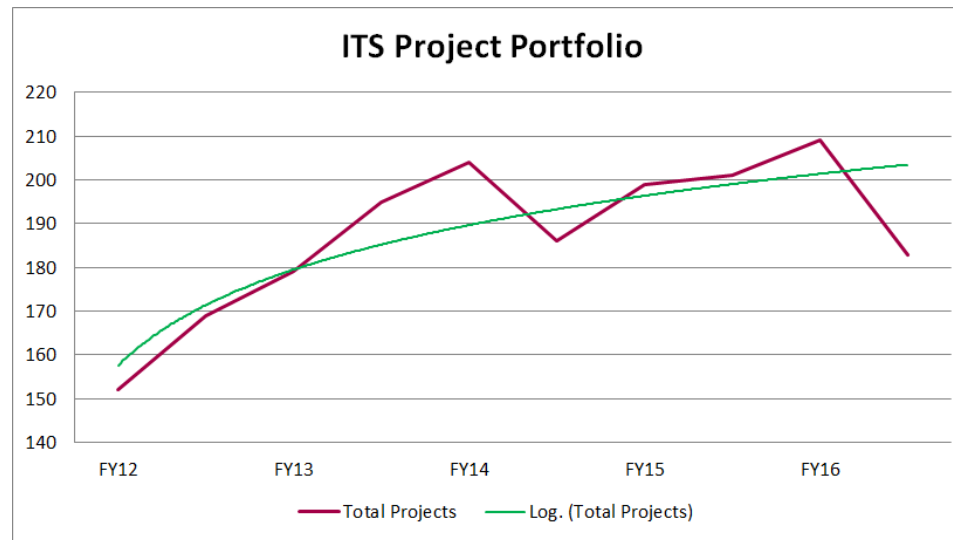
December 15, 2015



Project Sizing Trend

Portfolio Counts

T-Shirt Sizing	Work Effort	FY09	FY09	FY10	FY10	FY11	FY11	FY12	FY12	FY13	FY13	FY14	FY14	FY15	FY15	FY16	FY16
		Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4
TBD	TBD	8	5	2	1	1	2	0	0	0	0	0	0	0	0	0	0
X-Small	< 5 Days	2	12	15	8	6	4	6	10	13	12	12	10	11	7	8	6
Small	5-30 Days	49	56	14	44	35	28	34	44	43	58	56	55	52	56	55	45
Medium	31-60 Days	45	44	67	59	61	64	71	74	75	68	72	74	80	84	85	80
Large	61-120 Days	37	29	32	33	33	19	32	31	37	43	49	34	39	36	41	37
X-Large	>120 Days	6	5	1	6	7	18	9	10	11	14	15	13	17	18	20	15
		147	151	131	151	143	135	152	169	179	195	204	186	199	201	209	183



	Avg.	Min	Max	This Period
Portfolio	188	152	209	183

Capacity Estimates

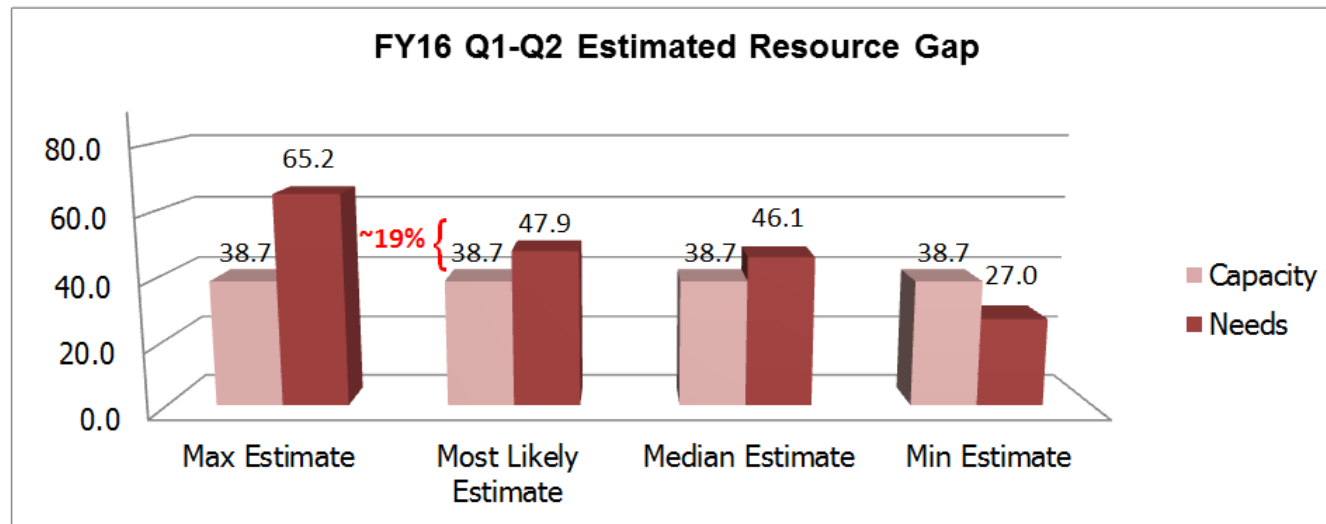
T-Shirt Sizing	Work Effort	Initial Project Count*	Project Effort** (FTE)
TBD	TBD	0	0.0
X-Small	< 5 Days	6	0.1
Small	5-30 Days	45	4.0
Medium	31-60 Days	77	14.8
Large	61-120 Days	32	12.3
X-Large	>120 Days	15	16.7
Total		175	47.9

* snapshot as of 12/7/15

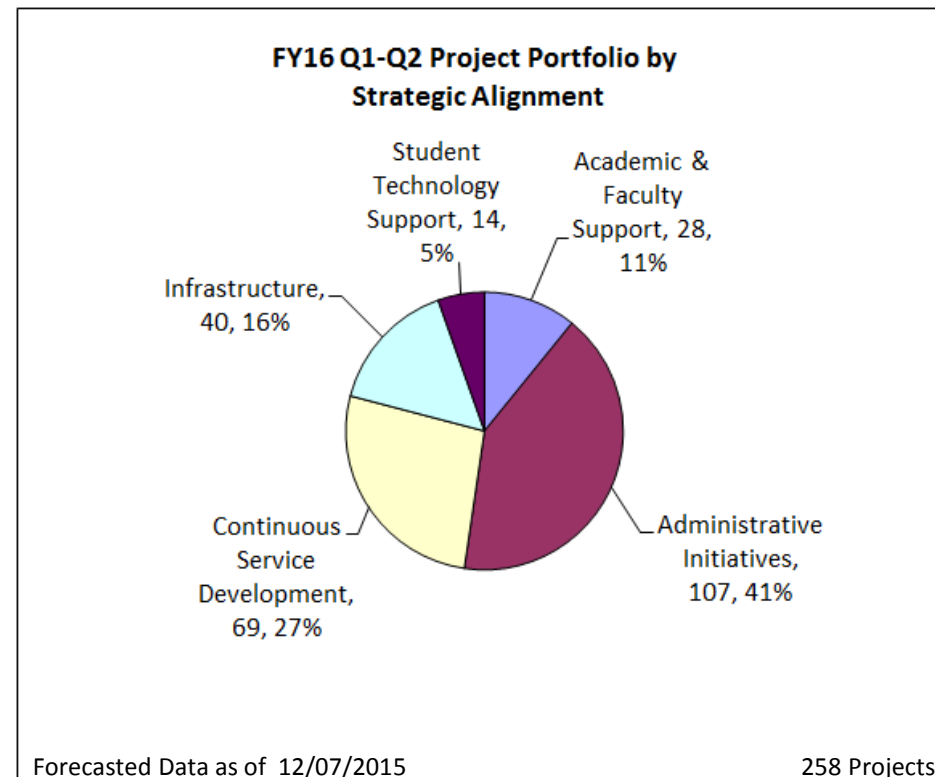
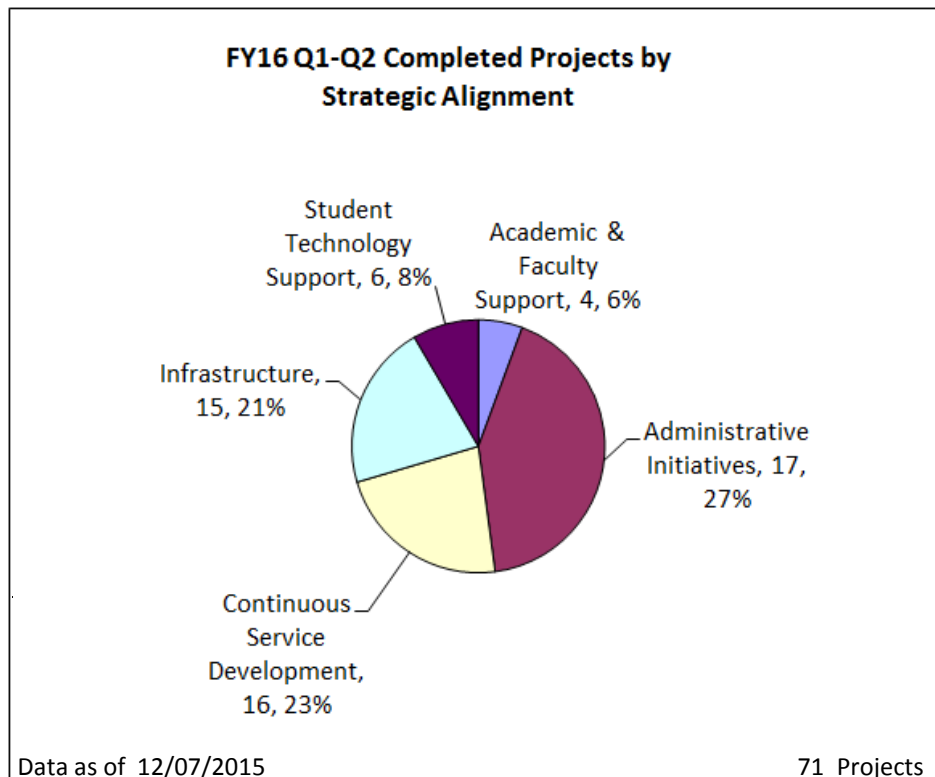
** most likely scenario

ITS Capacity/Resource Calculations (FTE)	
Full Time	102.0
Part Time	2.3
Annual Total	104.3

	Est. Effort Allocation	Est. Time Allocation	Most Likely Estimate Gap
Admin.	26.1	25%	19%
Support	39.5	38%	
Project	38.7	37%	
Total	104.3	100%	

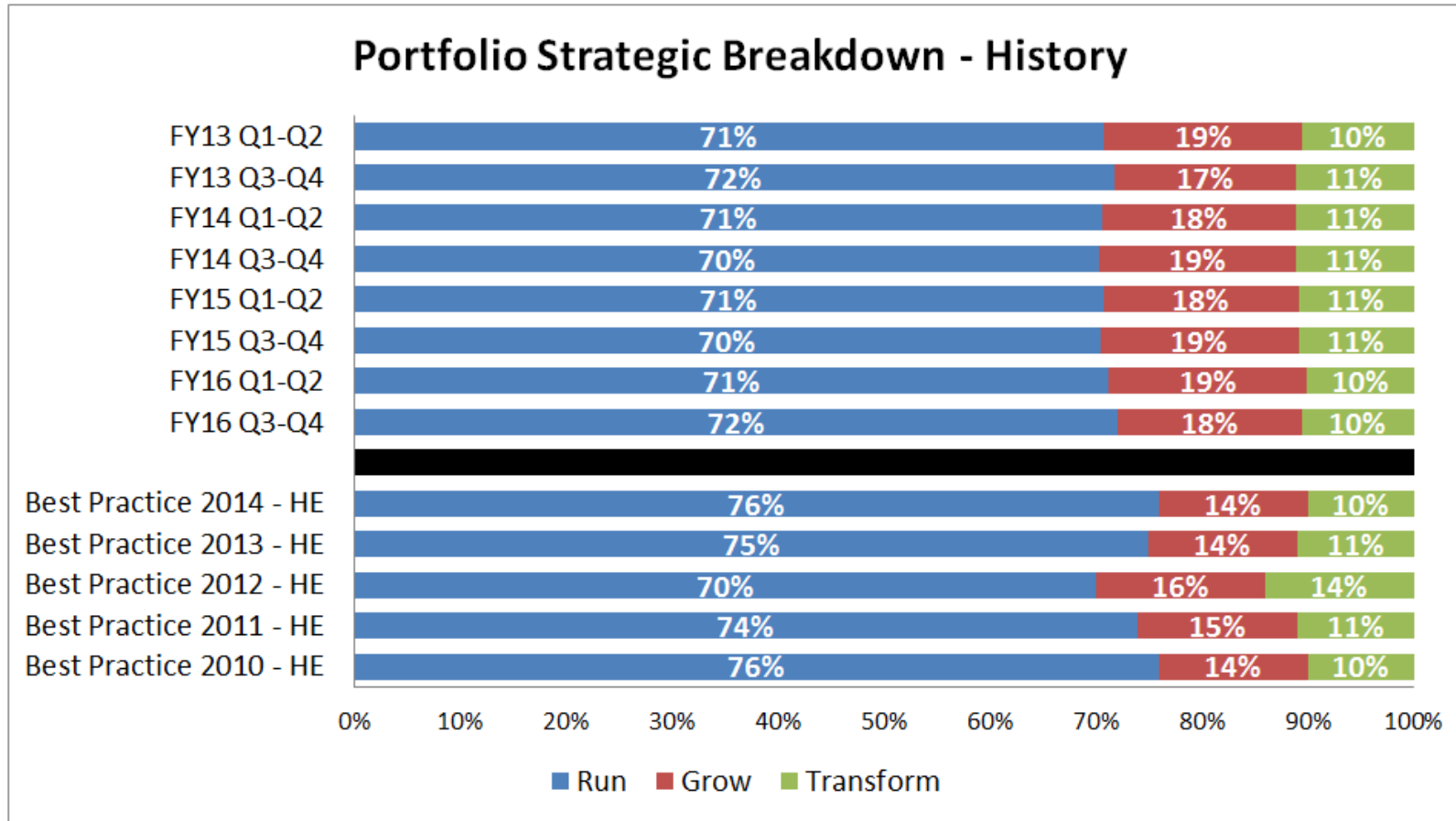


FY16 Q1-Q2 Completed Projects Forecast



Strategic Category	Completed Count	Completed Percent	Portfolio Percent	Net Difference
Academic & Faculty Support	4	6%	11%	-5%
Administrative Initiatives	30	42%	41%	1%
Continuous Service Development	16	23%	27%	-4%
Infrastructure	15	21%	16%	6%
Student Technology Support	6	8%	5%	3%
	71			

ITS Project Portfolio Impact



Run – Ongoing operations

Grow – Information systems and services to optimize performance

Transform – New technologies and processes that fundamentally promote change