

ITS Executive Steering Committee (ITESC)

Agenda and Materials

Nov 10, 2011



Agenda

- ATC Update
 - Carol Scheidenhelm
- Off Campus Addresses
 - S. Malisch
- ARB Update
 - J. Sibenaller
- Technology Scorecards
 - S. Malisch
- Tech Fee
 - S. Malisch, A. Prokic-Kostic



ATC 2011-12 Agenda

- Alternative LMS
 - Had faculty presentations and overviewed the benefits of both Moodle and Sakai.
 - Will continue to monitor the pilots and get feedback from participating faculty.
- New portable devices
 - Will investigate the benefits and drawbacks of the various new mobile devices.
 - Discuss and begin compiling list of recommended APPS



ATC Agenda (cont)

- eBooks
 - Student perspectives
 - Publishers' challenges
 - ePop projects as potential for content development (Journalism)
- Copyright Task Force
 - Letters of inquiry went to deans this week
 - Goal is to have first meeting before the close of the fall semester
 - After initial work, Task Force will dissolve and a committee will be formed.



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Off Campus Addresses

- **Problem:** students not providing Local Off Campus Addresses (LOCA)
- **Current Process for collection:**
 - Add a Checklist item in LOCUS for students required to provide address
 - Send email notice stating policy and asking for compliance
 - October 2011 added an embedded URL in email notice taking student into LOCUS
- **Compliance as of November 9**
 - Initial communication to 4610 students; 1933 have responded
 - Total of 5939 Local off-campus address in LOCUS (didn't expire last years entries)
 - Some students reported their address is in PERM address type
 - 3313 missing LOCA of which 1025 have a PERM address in the 606.. zip code range
- **Enhanced process coming Fall 2012:**
 - All off campus students presented with “pop-up” screen asking for compliance
 - Current data in LOCUS presented to student to verify or update
 - “pop-up” continues until compliance
 - Frequent communications to students starting in the summer
 - Start of school UPASS distribution
 - Report of non-compliant students provided to staff
 - Kiosks available for students to add LOCA
 - UPASS given after compliance



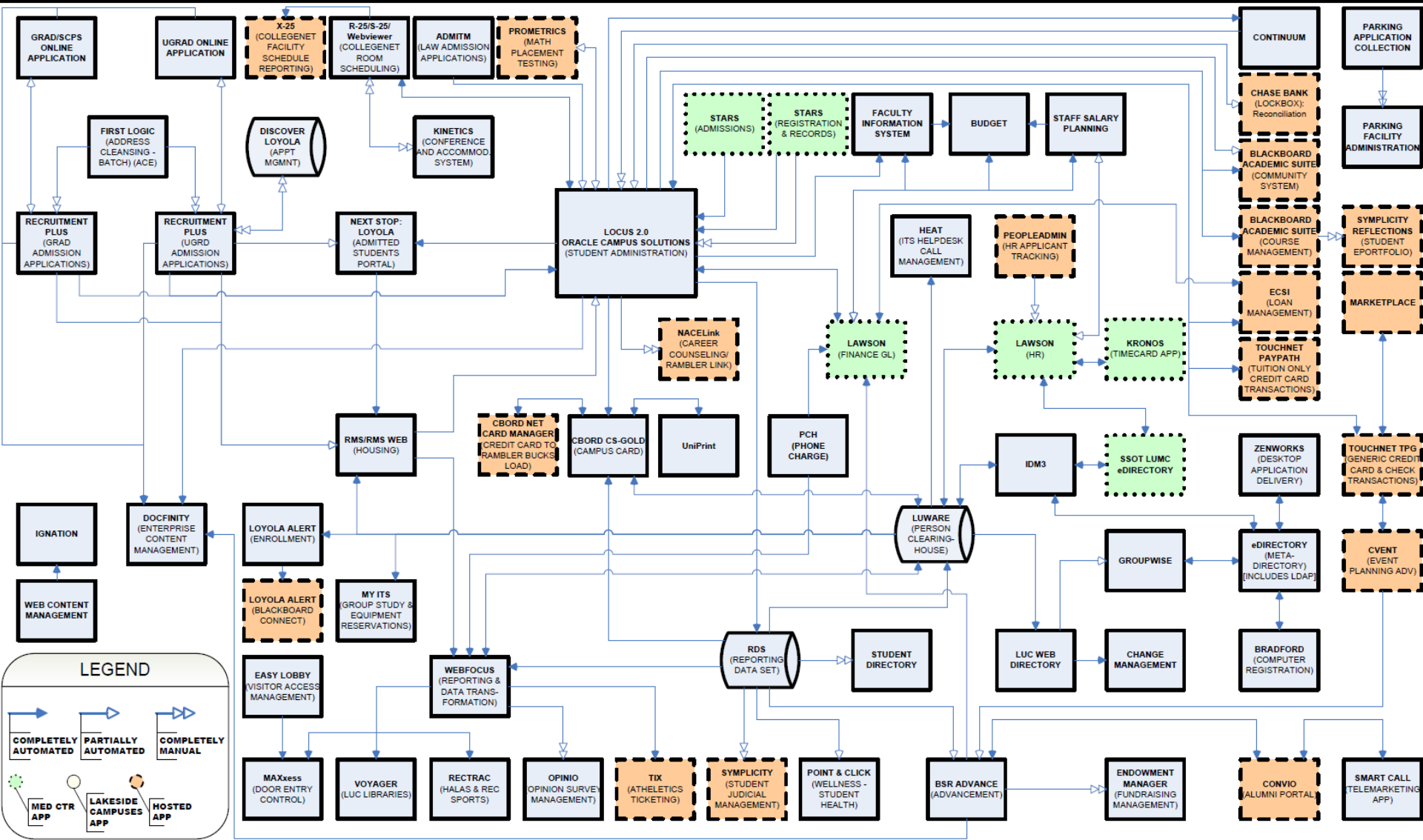
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Current State Diagram

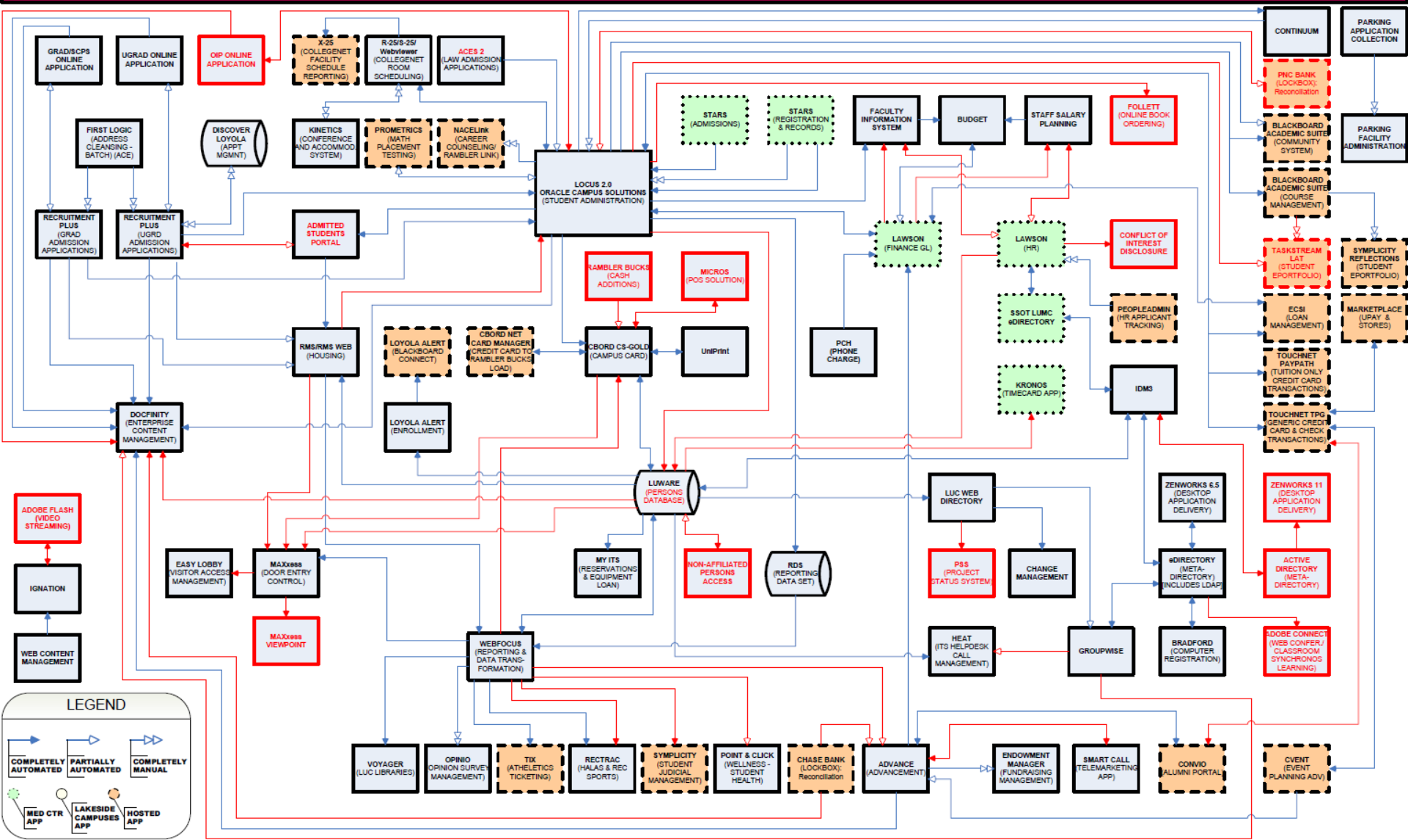
Loyola Enterprise Application Data Relationships – 08/01/2010



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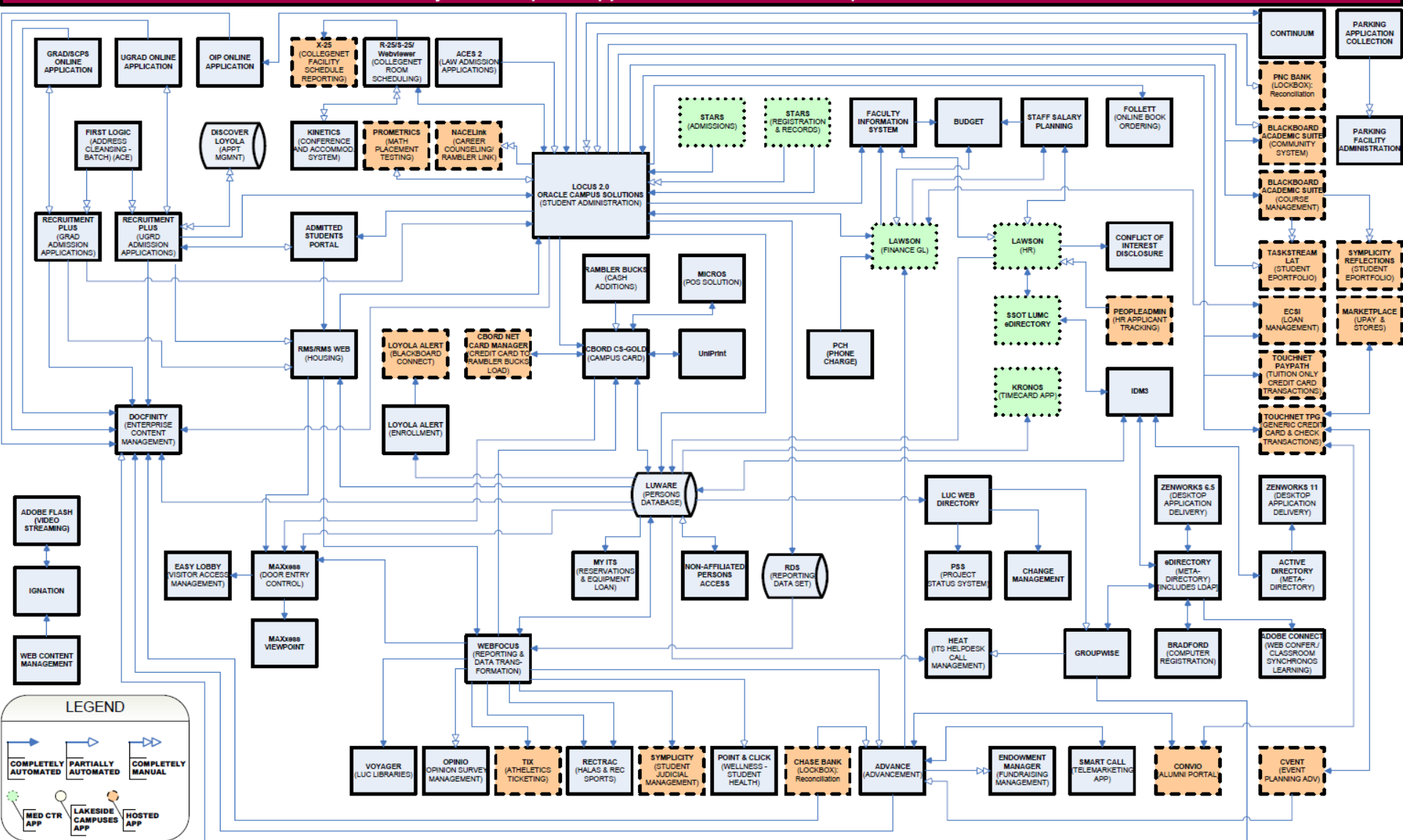
Current State Diagram - Changes

Loyola Enterprise Application Data Relationships – 9/28/2011



Current State Diagram - Revised

Loyola Enterprise Application Data Relationships – 9/28/2011



LUC Technology Strategy - A Roadmap for Change

October 31, 2011

Emerging

Goal: Research/Watch

- File Storage
- Student Recruiting
- Enterprise Portal
- LUHS Sale-LUC Systems Impact
- eBooks
- Phone Systems – WTC
- Data Backup Strategy (TSM)
- File Sharing & Remote File Access
- Enterprise eMail Strategy
- eTranscripts Solutions
- Network Access Control
- Proctoring of Online Exams

- Anti-Virus Tools/Virus Protection

- Desktop Virtualization
- Security Camera Infrastructure/Strategy

Tactical

Goal: Optimize

- Personal Website/Portal (Orion Replacement)
- Room & Event Scheduling (R25 Suite, Kinetics, Groupwise)
- Conference Services (Kinetics)
- Web/Content Mgmt Solution (Terminal 4)
- Desktop Productivity (MS Office-2010)

- MS SQL Database (2008)
- Enterprise Database (Oracle 11g)
- Microsoft O/S (Windows 7)

Strategic

Goal: Invest/Transform

- Enterprise Data Warehouse / Business Intelligence
- Enterprise Content Mgmt (DocFinity 10)
- Mobile Applications (Blackboard, Custom)
- RMS Mobile Check-In/Check-Out
- Donor Relations Web Migration (Advance Web)

- Network Services (Novell, eDirectory, MS, Active Directory, IDM3)
- Web Server Platform (Web Logic Suite)

Containment

Goal: No New Development

- Student System Reporting (PS RDS)
- Enterprise Content Mgmt (DocFinity 9)

- Virtual Private Network (F5 Firepass)

Retirement

Goal: To Be Eliminated

- eMail (GroupWise 7)
- Web/Content Mgmt (Serena Collage)
- Desktop Productivity (MS Office 2003/2007)

- MS SQL Database (2005)
- Enterprise Database (Oracle 10g)
- Microsoft O/S (Windows XP)

Core

Goal: Current State Foundation

- Student System (PS Campus Solutions)
- Student Portal (PS Enterprise Portal)
- Enterprise Content Mgmt (DocFinity)
- eCommerce System (CBORD)
- Student System Reporting (PS RDS)
- Business Intelligence (WebFocus)
- Learning Mgmt (Blackboard LMS)
- G/L & HR (Lawson)
- Donor Relations (Advance)
- Predictive Dialing (SmartCall)
- Student Recruiting (Recruitment Plus)
- Housing (RMS)
- Student Loan Mgmt. (ECSI)
- Payment Gateway (TouchNet Paypath/TPG)
- Faculty Salary Planning (Custom)

- Staff Salary Planning (Custom)
- Wellness Center (Point and Click)
- LUC Libraries (Voyager)
- Building Access (Maxxess)
- Parking (Maxxess)
- Classroom Control System (Crestron)
- Room & Event Scheduling (R25 Suite, Kinetics, Groupwise)
- Web/Content Mgmt (Terminal 4)
- Online Admission Applications (UGRAD/GRAD, OIP, Custom)
- Admitted Student (Custom)
- Mobile Applications (Blackboard, Custom)
- Student ePortfolio (Taskstream LAT)

- Desktop Productivity (Microsoft Office)
- eMail (GroupWise)

- Network Services (Novell, eDirectory, MS, Active Directory, IDM3)
- Network Access Control (Bradford)
- Virtual Private Network (F5 Firepass)
- Enterprise Database (Oracle, MS SQL)
- Spam Filtering (MailFoundry)

- Network (Cisco Core)
- Desktop/Laptop, Standard Intel (Dell, Lenovo)
- Server, Standard (IBM)
- Storage/SAN (IBM SAN)
- Specialized Equipment (Macintosh/Blackberry)

Solution

Software

Hardware

TAC Summary Listing

Item	Level	Layer	TAC Owner	ARB Sponsor	Status	Start Date	ARB Presentation Date
Student Recruiting	Road-Map	Solution	Paul Roberts	Jim Sibenaller	Active	10/2010	01/2012
eBooks	Inventory	Solution	Bob Seal	Bruce Montes	Active	04/2011	Q2 2012
File Storage	Road-Map	Solution	Jeff Apa	Dan Vonder Heide	Active	2009	TBD
Security Camera Infrastructure/Strategy	Inventory	Hardware	Dan Vonder Heide	Dan Vonder Heide	Active	04/2011	TBD
Phone Systems (WTC)	Road-Map	Solution	Dave Wieczorek	Dan Vonder Heide	Active	05/2011	TBD
Data Backup Strategy (TSM)	Inventory	Solution	Jeff Apa	Dan Vonder Heide	Active	05/2011	TBD
Network Access Control	Road-Map	Software	Dave Wieczorek	Dan Vonder Heide	Active	07/2011	TBD
Proctoring of Online Exams	Inventory	Solution	Carol Scheidenhelm	Bruce Montes	Active	10/2011	TBD
File Sharing & Remote File Access	Road-Map	Solution	Jeff Apa	Dan Vonder Heide	Hold	2009	TBD
Enterprise eMail Strategy	Road-Map	Solution	Jeff Apa	Dan Vonder Heide	Hold	2009	TBD
Anti-Virus Tools/Virus Protection	Road-Map	Software	Kathy Ryan	Dan Vonder Heide	Hold	2010	TBD
Desktop Virtualization	Road-Map	Hardware	Kathy Ryan	Dan Vonder Heide	Hold	03/2010	TBD
eTranscripts	Road-Map	Solution	Eric Pittenger	Kevin Smith	Hold	03/2010	TBD
Personal Account Manager (PAM)	Inventory	Solution	Alison Stillwell	Bruce Montes	Defer	TBD	TBD
eFax Solutions	Road-Map	Solution	Jim Sibenaller	Jim Sibenaller	Defer	TBD	TBD
Virtual Private Network	Road-Map	Software	Dan Vonder Heide	Dan Vonder Heide	Defer	TBD	TBD
Enterprise Portal	Road-Map	Solution	Kevin Smith	Susan Malisch	Pending	01/2011	TBD

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ITS FY12 Academic & Faculty Support Scorecard

Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
Classroom Control System (Crestron)	Classroom Technology and Support <i>Academic Affairs</i>		4.5		All new classrooms are populated with standard technology. Online classrooms provide for asynchronous/synchronous activities, training/documentation is widely available. Improvements in lecture capture continue. Incremental opportunity for classroom design related to technology; initiatives underway.	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.
Learning Mgmt (Blackboard LMS)	Learning Management System <i>Academic Affairs</i>		5		LMS is fully current, supported, and documentation and training are widely available. Active pilots of alternative LMS systems are in progress.	System is widely used by faculty, is fully functional in terms of it's components, and technical support, training, and integration are readily available. Advances in the technology are being evaluated.
	Departmental Labs <i>Academic Affairs</i>		4		New initiatives and campuses need to be fully documented and evaluated for support and refresh.	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.
Web/Content Mgmt (Terminal 4) LUC Libraries (Voyager)	Dept. & School Support <i>Academic Affairs</i>		4		New web content management being deployed. Training is available and social media is being integrated into the framework. Work on awareness & self-service resources.	Clients are fully aware of and utilize ITS services.
	Advising/Retention Support <i>Academic Affairs</i>		3		Enhancements made to advising reports ie. simplify content and emulate official transcript; placed major/minor req. outlines on public web site; created missing graduation req.'s rpt, added self service for students to change their major.	Process takes advantage of technology tools; monitoring and alerting are automated; student satisfaction ratings are on target.
	Research Support Services Research Computing: - Statistical & Survey Tools - Research Data Center - Tracking and Reporting for Research Projects <i>Academic Affairs</i>		4		Licensing, training, and availability for statistical packages has been expanded during the past twelve months.	Support and consultation on statistical computing and resources is readily available.
			3		Server clusters housed in Chemistry were relocated to RDC. Standardized text created to be used for future grant proposals requiring server infrastructure. No permanent funding or support model. Governance in place but weak. Current space at capacity.	An enterprise research computing environment is available with a central support and governance model in place. Awareness and use amongst faculty is optimized.
			3.5		PTAPS application has been maintained and enhanced by grad students and all changes have been managed by ITS in development environment. Digital Measures application is being implemented to capture expertise and workload.	Administrative systems to facilitate collaboration, capture expertise, and report on research is available. (Measure adoption.)
Overall			3.9			

ITS FY12 Administrative Technology Scorecard

Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
Payment Gateway (TouchNet Paypath TPG)	Credit Card Processing <i>Finance</i>		5		All requests for credit card usage are being channeled through finance and ITS for evaluation.	Adding credit card acceptance is controlled by a well defined, easy to use process; PCI compliant.
Donor Relations (Advance) Predictive Dialing (SmartCall)	Advancement <i>Advancement</i>		5		Current client-server Advance and SmartCall recently upgraded Oct 2011. Joint planning in progress for upgrading to Advance Web. This will allow support for Trinity and LUC with appropriate security. New BI tools being used to develop reporting.	Comprehensive system with required functionality. New acquisition and integration discussions occur proactively (shared support model between AIS and ITS).
Student Recruiting (Recruitment Plus) Online Apps (Ugrad/Grad, OIP, Custom) Admitted Student (Custom)	Enrollment Management <i>Academic Affairs</i>		4		Admissions Lab was dropped from consideration due to complications with the existing 422 software. Technolutions added as an alternative solutions to EMAS Pro. New RFP issued.	Operations and data are managed in totally integrated systems with work flow process in place (shared support model between EM and ITS).
Student System Reporting (PS RDS) Business Intelligence (WebFocus)	Data Warehouse; Reporting <i>Enterprise</i>		3.5		DW requirements gathering completed; design and dev work beginning on the DW DB for Faculty Teaching Load and Campus Community. BI prototypes built for FTL, FA and ResLife	Single source of truth for data (data warehouse); agreement and consistent data definitions and reporting elements; certified institutional and operational reporting.
Enterprise Content Management (DocFinity)	Enterprise Content Mgmt <i>Enterprise</i>		4		Over 570 faculty/staff in 20 depts are using DocFinity. Efficiency results have been published in two case studies. Loyola has been named to lead the DocFinity Customer Alliance Board. Over 25 depts have interest in ECM and await deployment. Version 10 conversion efforts delayed due to issues with server clustering.	Current version with targeted customization; Primary modules are fully utilized with critical documents being stored electronically; Vendor responsive and forward thinking; Full participation in User Groups by Loyola user community; Training and documentation are current.
Budget Planning Systems	Budget Planning Systems <i>Finance</i>		4		Operating budget application enhancements are underway. Capital budget process remains largely on manual forms and spreadsheets.	Fully integrated single system, web based with user friendly front end.
Faculty Information Systems	Faculty Information Systems <i>Academic Affairs</i>		4		The FIS application continues to track faculty appointments, tenure status, other faculty data and produce annual contracts. SoN and SSOM faculty aren't included. Separate applications are being considered to track CV's and areas of expertise.	Established sources of truth for faculty information with minimal redundancy, and fully integrated with related systems.
Room & Event Scheduling (R25 Suite, Kinetics, GroupWise)	Event and Room Scheduling <i>Finance</i>		2.5		25LIVE application is being implemented to replace the current R25 WebViewer. This allows greater flexibility in assigning room administrators and improved webviewer.	Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Building Access (Maxxess)	Building Access & Security <i>Facilities</i>		4		Internal audit items completed. Added web request form for door access changes and key requests. Will add database and reporting in next phase. Worked with vendor to clean up last upgrade.	Card system is integrated to access control to all buildings. Centralized monitoring/alerting, and processes to integrate and automate related systems. System is secure/compliant.
Parking (Maxxess)	Parking Access <i>Facilities</i>		4		Plans for latest Maxxess parking upgrade and database upgrade to MS SQL 2008 enterprise in progress.	Parkingsystem is integrated to access control to all garages. Centralized monitoring/alerting. System is secure/compliant.
Faculty Salary Planning (Custom) Staff Salary Planning (Custom)	Salary Planning Systems <i>Finance</i>		5		Enhancements are planned for the 2012 salary planning scheduled to be complete in January.	System provides web-based interface, integrated tools, workflow capability.
Overall			4.1			

ITS FY12 Student Technology Scorecard

Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
	Student Support Services: - Computer Labs - Digital Media Services - RESNET <i>Student Development</i>		4.5	←	Lab availability and support resources are widely available and documented. Advances in network registration support and physical security of personal technologies continues.	Access to labs and resources is widely available and reliable.
			4	←	Documentation, training, and support for all technologies in the labs are available for checkout. Deployment of new systems and applications (i.e. Windows 7) has begun. Advances in mobile technologies (smartphones, tablets) are being integrated. Student awareness and demand needs to be monitored.	Digital media labs are funded under the refresh programs and centrally managed and supported. Technology equipment and services are readily available to students paying a technology fee. Access to a wide variety of hardware and software is available. Training courses are available.
			5	→	A fully functional system and support process in place on Lakeside campuses. Education in use of personal devices grows.	Technology services are current and readily available to students paying a technology fee. Knowledgebase is professional, accessible.
Student System (PS Campus Solutions) Student Portal (PS Enterprise Portal) Student Loan Mgmt. (ECISI)	Student Information System <i>Enterprise</i>		4.5		Enhancements continue for ease of use ie self service for ChangeMyMajor, Internship management, Transfer credit evaluation. Added auto assign of advisors and Photo roster. Utilizing new admissions web services for study abroad applicants.	Current version with targeted 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.
Mobile Applications (Blackboard, Custom)	Mobile Applications <i>Enterprise</i>		4		Centralized delivery of mobile applications has been deployed in both public and authenticated environments. Expansion of applications both inside and outside the classrooms has begun.	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.
eCommerce System (CBORD)	Campus Card <i>Finance</i>		4.5		Providing technical support as requested and monitoring automated processes between Campus card, Maxxess and RMS (housing app). Upgraded application and added off-campus Rambler Bucks capability.	Fully duplicated system running current software with commercial DB such as Oracle. Robust, stable, fully automated interfaces. Training and documentation are current.
	Emergency Notif. System <i>Facilities</i>		5	→	System fully automated with set of web focus reports.	System in place with automated updates. Tiered capability to notify appropriate groups. Reliable and complete reporting.
Wellness Center (Point and Click)	Wellness <i>Student Development</i>		4		New self service reports enable students to get copies of immunization records. Preparing for upgrade of PointNClick app. Reviewing interface enhancements from LOCUS to PnC.	Student services offered on-line, records are electronic and secure. Appropriate level of integration with other University systems.
ePortfolio (TaskStream LAT)	ePortfolio <i>Academic Affairs</i>		4	New	TaskStream, was deployed for use in the Fall term for First Year Seminar, Service Learning, Core Writing Seminar and Philosophy. Templates for professional folio's are available.	Direct Response Folio's are in place and being utilized. Students creating their own professional/personal ePortfolio's.
			3.5	New	Assessment folio's are being introduced for several areas including Core Writing Seminar, History, School of Communication-Journalism, Philosophy and the Doctor of Nursing Practice.	Assessment Folio's are in place and being utilized by Academic Departments/Schools.
Housing (RMS)	Housing Administration <i>Student Development</i>		4.5	→	Implemented mobile residence hall check-in; check-out in progress. Developed several new BI reports for occupancy analysis. Completed web based room selection for continuing students.	Web-based self-service room selection, predictive occupancy reporting.
Overall			4.3	←		

ITS FY12 Infrastructure Scorecard

Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
Network (Cisco Core) Network Access Control (Bradford)	Network: (Inter-campus, Internet, Internal campus, Wireless) <i>Enterprise</i>		4.6	➡	Peer-like internet failover capability implemented. LUREC is an extension of the Chicago campuses, JFRC internet upgraded. Bradford scheduled to undergo upgrade winter of 2011. Wireless included in all renovation and new building projects, with the first round of refreshes occurred over the summer 2011 break.	Adequate bandwidth with failover capabilities. Self-healing capabilities. Majority of campus locations offer wireless access. Refresh funding in place. Easy authentication process.
Network Services (Novell, eDirectory, Active Directory, IDM3)	Identity Management <i>Human Resources</i>		3.25	➡	IDM3 servers have been upgraded, improving performance. The Active Directory integration has proven to be a key component in the ability to gracefully transition to a Microsoft infrastructure.	Role/identity matrix built; Provisioning tools and processes are established, enabled and measured. Fully automated. Exception handling capability. Accommodates new HSD.
eMail (GroupWise) Spam Filtering (MailFoundry)	Email (student, faculty/staff) <i>Enterprise</i>		4.5	➡	All student email servers have been upgraded to improve performance and maintain a high level of availability.	Reliable, quick mail delivery, easy to use, adequate retention and storage and features.
	Voice/Telecom <i>Enterprise</i>		4	➡	Working with our telephone provider to finalize a proposal to upgrade our telephone switch at WTC. This will centralize our core switch at LSC with WTC running as a remote site.	Latest standards-based offerings from provider. Expansion and upgrade options.
Server, Standard (IBM) Storage/SAN (IBM SAN) Enterprise Database (Oracle, MS SQL)	Enterprise Environments: - Servers, Applications - Databases, Interfaces <i>Enterprise</i>		4	➡	Opsview monitoring and metrics continues to play a key role in maintaining uptime. Services and servers are in place to transition from Novell to Microsoft. Current security camera infrastructure improved and stabilized. Complete assessment is pending.	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>		2.5		University departments that rely heavily on IT systems and applications have begun completing a Business Impact Analysis (BIA) describing dependencies between business process and technology. This information will help determine the level of redundancy required for critical systems and applications.	BCDR plan documented, in place and tested on an annual basis. Failover plans for core business systems meet business requirements.
	Security & Compliance <i>Enterprise</i>		3.75		Information security program established, Malware detection and removal improvements active. Annual PCI & PII compliance processes established and effective.	Comprehensive security pgm; policies & procedures governing infrastructure security; automated methods to audit compliance. Demonstrates adherence and/or due diligence to regulations governing Universities.
Virtual Private Network (F5 Firepass)	Remote Access <i>Enterprise</i>		3		UAG is being implemented to replace DocXchanger, which is not supported in new Microsoft environment. Our VPN offering is being retooled to create a more friendly user experience.	Full suite of tools/access available with appropriate security enforced. Easy to use.
Desktop, Standard Intel (Lenovo) Desktop Productivity (Microsoft Office)	Desktop <i>Enterprise</i>		3.25		Nearly 1,000 lab and classroom machines were migrated from Windows XP to Windows 7 and from Office 2007 to Office 2010. Currently pilot migrations of all faculty/staff machines to same.	Stable OS with all virus updates and OS critical patches and updates. Standard images.
	Data Center & Closets <i>Enterprise</i>		3.5		Planning is underway for construction of new facility in basement of 25E.	Up-to-date, secure, environmentally-managed, redundancy, failover capabilities.
	Overall		3.6	➡		

ITS FY12 Continuous Service Improvement Scorecard

Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
	Technology Service and Support (Help Desk): - Call Tracking System - Client Support <i>Enterprise</i>		3.75	←	Full use of the tracking system continues. Advances in the areas of metrics and use of historical data to improve service and knowledge management needs additional improvements.	Functional web-based tracking and reporting system with self-service capabilities. Calls are resolved within industry norms.
			5	→	Support has been extended for online courses & JTERM, including longer hours and in additional locations (i.e. Info Commons).	Extended hour support as appropriate for defined client groups and systems. Customer satisfaction is high.
Specialized Equipment (Macintosh/Blackberry)	Accessibility and Support of Specialized/Consumer Technology <i>Academic Affairs</i>		4	←	Refresh for media labs has been planned for and implementation has begun. Accessibility, support, and documentation for new mobile technologies are beginning to be provided.	Facility and technical services are; widely available, staffed with hardware, software, and support resources to meet the university demands. Funding plan for IC technology refresh, update, and replacement has been developed.
	Skill sets, professional development <i>ITS</i>		4		Annual plans for professional development are documented and executed. Building new competencies in ECM, DWBI, web services, virtualization, mobile, and Microsoft back office infrastructure. Participation in AJCU mentoring pgm, leadership development and presentation opportunities.	Skills are current with newest technologies and are possessed by all the appropriate staff. Training plans developed and executed.
	Project Management <i>ITS</i>		4		Process is stable, templates and web site updated, minor enhancements are continual to sustain program success.	Well defined flexible processes that are easy to understand and follow to insure timely, successful delivery.
	Research & Development <i>ITS</i>		3.25	→	Technology research activities are initiated via enterprise architecture and the technology roadmap. 10+ areas being investigated for improvement. TAC's are established to plan and recommend technology change.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
	Change Management <i>ITS</i>		3.5		Change process remains effective. Weekly & monthly metrics available. System enhancements pending. Expansion of availability to change management is available via online tools.	A formal and managed process is in place to implement and communicate changes to the technology environment.
	International and Remote Campus Enterprise Support <i>Academic Affairs</i>		3.5	→	Workstations, internet & wireless connectivity enabled at LUREC. CUNEO improvements include rearchitecting connectivity entry points, internet and wireless connectivity and banquet hall technology infrastructure. Completion of IC at JFRC. Increased availability of self-service web tools should improve experience at these locations as well. New opportunities to collaborate with HSD on enterprise initiatives.	Access and support of university applications and resources from remote campus locations is provided at an appropriate level in relation to the business need.
Overall			3.9	→		

ITS FY12 Governance & Funding Scorecard

Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
	Technology Strategy <i>Enterprise</i>		4		ECM and DW/BI are enterprise programs in-process. Technology strategy and development is managed through TAC's. Opportunity to further develop cloud, mobile and portal strategies.	An information technology review process defines and aligns core technology selections.
	Institutional Impact <i>Enterprise</i>		4.25		Institutional impact is identified in prioritization process. Business cases are more fully developed for strategic projects; smaller efforts tend not to be held to the same level of rigor.	Business cases are developed, prioritized, and really used to make IT investment decisions.
	Enterprise Architecture <i>Enterprise</i>		3.5		ARB continues to meet monthly governing the Technology Assessment Committee's (TAC) recommendations of Technology changes at Loyola. Implementation of the enterprise architecture diagraming software (iServer) remains delayed.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood.
	Budgeting <i>Enterprise</i>		4.25		No non-mandatory increases to operating budget in last several years. New investments have been funded primarily from technology fee and re-purposed dollars.	Strategic and annual planning processes are integrated and utilized for developing capital and expense budgets.
	Technology Investments <i>Enterprise</i>		4		Majority of decisions are driven from an enterprise perspective; ECM and DW/BI are good examples. Incremental opportunity with faculty information systems and HSD.	IT investments are rationalized and considered from an enterprise or cross functional perspective.
	Technology Procurement <i>Enterprise</i>		4.5		Procurement processes continue to run effectively. No significant changes this year.	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>		4.5		More strategic relationship has developed with Blackboard, DocFinity and Taskstream; new relationship with SWC on Microsoft programs.	Strategic relationships with IT vendors have been fully established and leveraged.
	Contract Management <i>Enterprise</i>		4		ITS contracts have been scanned and are available electronically. Increase in ITS review requests of functional system contracts.	Processes and accountabilities for managing IT contracts are clear and effective.
	Resource Utilization <i>Enterprise</i>		3		Project prioritization continues to drive resource placement. Opportunities to take next steps with resource planning still exist. New positions created in strategic areas of Mobile, DW/BI, ECM, and Remote Location Support.	Labor resources are focused on adding new value while running current operations.
Overall			4.0			

ITS FY12 LUC Technology Scorecard - Comparison

ITS Scorecard Summary	Health Index							
	FY07	FY08	FY09	FY10	FY11	FY12	FY11-12 Change	Total Change
Academic & Faculty Support Scorecard	3.0	3.3	3.5	3.8	3.9	3.9	0%	23%
Administrative Technology Scorecard	3.5	3.8	3.5	3.9	4.1	4.1	0%	15%
Student Technology Scorecard	4.1	3.9	4.3	4.5	4.5	4.3	-4%	8%
Infrastructure Scorecard	3.0	3.1	3.3	3.6	3.5	3.6	3%	15%
Continuous Service Improvement Scorecard	2.3	2.8	3.4	3.7	3.8	3.9	1%	41%
Governance & Funding Scorecard	2.7	3.0	3.6	3.9	3.9	4.0	1%	32%
Average Annual Score	3.1	3.3	3.6	3.9	4.0	4.0	0%	22%
Year to Year Improvement	--	6%	8%	8%	2%	0%		

As of November 2011

ITS FY12 Academic & Faculty Support Scorecard

Technology / Operation	Health Index							Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY11	FY12	FY Change		
Classroom Technology and Support <i>Academic Affairs</i>								All new classrooms are populated with standard technology. Online classrooms provide for asynchronous/synchronous activities, training/documentation is widely available. Improvements in lecture capture continue. Incremental opportunity for classroom design related to technology; initiatives underway.	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.
Learning Management System <i>Academic Affairs</i>								LMS is fully current, supported, and documentation and training are widely available. Active pilots of alternative LMS systems are in progress.	System is widely used by faculty, is fully functional in terms of it's components, and technical support, training, and integration are readily available. Advances in the technology are being evaluated.
Departmental Lab <i>Academic Affairs</i>	n/a	n/a						New initiatives and campuses need to be fully documented and evaluated for support and refresh.	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.
Dept. & School Support <i>Academic Affairs</i>								New web content management being deployed. Training is available and social media is being integrated into the framework. Work on awareness & self-service resources.	Clients are fully aware of and utilize ITS services.
Advising/Retention Support <i>Academic Affairs</i>	n/a	n/a						Enhancements made to advising reports ie. simplify content and emulate official transcript; placed major/minor req. outlines on public web site; created missing graduation req.'s rpt, added self service for students to change their major.	Process takes advantage of technology tools; monitoring and alerting are automated; student satisfaction ratings are on target.
Research Support Services /Research Computing: - Statistical & Survey Tools - Research Data Center - Tracking and Reporting for Research Projects <i>Academic Affairs</i>								Licensing, training, and availability for statistical packages has been expanded during the past twelve months.	Support and consultation on statistical computing and resources is readily available.
								Server clusters housed in Chemistry were relocated to RDC. Standardized text created to be used for future grant proposals requiring server infrastructure. No permanent funding or support model. Governance in place but weak. Current space at capacity.	An enterprise research computing environment is available with a central support and governance model in place. Awareness and use amongst faculty is optimized.
								PTAPS application has been maintained and enhanced by grad students and all changes have been managed by ITS in development environment. Digital Measures application is being implemented to capture expertise and workload.	Administrative systems to facilitate collaboration, capture expertise, and report on research is available. (Measure adoption.)
Overall							---		
	3.0	3.3	3.5	3.8	3.9	3.9			
	% Chg	10%	5%	8%	2%	0%	25%		

As of November 2011

ITS FY12 Administrative Technology Scorecard

Technology / Operation	Health Index							Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY11	FY12	FY Change		
Credit Card Processing <i>Finance</i>								All requests for credit card usage are being channeled through finance and ITS for evaluation.	Adding credit card acceptance is controlled by a well defined, easy to use process; PCI compliant.
Advancement <i>Advancement</i>								Current client-server Advance and SmartCall recently upgraded Oct 2011. Joint planning in progress for upgrading to Advance Web. This will allow support for Trinity and LUC with appropriate security. New BI tools being used to develop reporting.	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>								Admissions Lab was dropped from consideration due to complications with the existing 422 software. Technolutions added as an alternative solutions to EMAS Pro. New RFP issued.	Operations and data are managed in totally integrated systems with work flow process in place (shared support model between EM and ITS).
Data Warehouse; Reporting <i>Enterprise</i>	n/a	n/a						DW requirements gathering completed; design and dev work beginning on the DW DB for Faculty Teaching Load and Campus Community. BI prototypes built for FTL, FA and ResLife	Single source of truth for data (data warehouse); agreement and consistent data definitions and reporting elements; certified institutional and operational reporting.
Enterprise Content Mgmt <i>Enterprise</i>								Over 570 faculty/staff in 20 depts are using DocFinity. Efficiency results have been published in two case studies. Loyola has been named to lead the DocFinity Customer Alliance Board. Over 25 depts have interest in ECM and await deployment. Version 10 conversion efforts delayed due to issues with server clustering.	Current version with targeted customization; Primary modules are fully utilized with critical documents being stored electronically; Vendor responsive and forward thinking; Full participation in User Groups by Loyola user community; Training and documentation are current.
Budget Planning Systems <i>Finance</i>								Operating budget application enhancements are underway. Capital budget process remains largely on manual forms and spreadsheets.	Fully integrated single system, web based with user friendly front end.
Faculty Information Systems <i>Academic Affairs</i>								The FIS application continues to track faculty appointments, tenure status, other faculty data and produce annual contracts. SoN and SSOM faculty aren't included. Separate applications are being considered to track CVs and areas of expertise.	Established sources of truth for faculty information with minimal redundancy, and fully integrated with related systems.
Event and Room Scheduling <i>Finance</i>								25LIVE application is being implemented to replace the current R25 WebViewer. This allows greater flexibility in assigning room administrators and improved webviewer.	Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Building Access & Security <i>Facilities</i>	n/a	n/a	n/a					Internal audit items completed. Added web request form for door access changes and key requests. Will add database and reporting in next phase. Worked with vendor to clean up last upgrade.	Card system is integrated to access control to all buildings. Centralized monitoring/alerting, and processes to integrate and automate related systems. System is secure/compliant.
Parking Access <i>Facilities</i>	n/a	n/a						Plans for latest Maxxess parking upgrade and database upgrade to MS SQL 2008 enterprise in progress.	Parking system is integrated to access control to all garages. Centralized monitoring/alerting. System is secure/compliant.
Salary Planning Systems <i>Finance</i>								Enhancements are planned for the 2012 salary planning scheduled to be complete in January.	System provides web-based interface, integrated tools, workflow capability.
Overall							---		
	3.5	3.8	3.5	3.9	4.1	4.1			
<i>As of November 2011</i>	% Chg	7%	-6%	8%	7%	0%	16%		

ITS FY12 Student Technology Scorecard

Technology / Operation	Health Index							Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY11	FY12	FY Change		
Student Support Services: - Computer Labs - Digital Media Services - RESNET								Lab availability and support resources are widely available and documented. Advances in network registration support and physical security of personal technologies continues.	Access to labs and resources is widely available and reliable.
								Documentation, training, and support for all technologies in the labs are available for checkout. Deployment of new systems and applications (i.e. Windows 7) has begun. Advances in mobile technologies (smartphones, tablets) are being integrated. Student awareness and demand needs to be monitored.	Digital media labs are funded under the refresh programs and centrally managed and supported. Technology equipment and services are readily available to students paying a technology fee. Access to a wide variety of hardware and software is available. Training courses are available.
	<i>Student Development</i>	n/a	n/a	n/a	n/a				A fully functional system and support process in place on Lakeside campuses. Education in use of personal devices grows.
Student Information System <i>Enterprise</i>								Enhancements continue for ease of use ie self service for ChangeMyMajor, Internship management, Transfer credit evaluation. Added auto assign of advisors and Photo roster. Utilizing new admissions web services for study abroad applicants.	Current version with targeted 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.
Mobile Applications <i>Enterprise</i>	n/a	n/a	n/a	n/a				Centralized delivery of mobile applications has been deployed in both public and authenticated environments. Expansion of applications both inside and outside the classrooms has begun.	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.
Campus Card <i>Finance</i>								Providing technical support as requested and monitoring automated processes between Campus card, Maxxess and RMS (housing app). Upgraded application and added off-campus Rambler Bucks capability.	Fully duplicated system running current software with commercial DB such as Oracle. Robust, stable, fully automated interfaces. Training and documentation are current.
Emergency Notif. Sys. <i>Facilities</i>	n/a							System fully automated with set of web focus reports.	System in place with automated updates. Tiered capability to notify appropriate groups. Reliable and complete reporting.
Wellness <i>Student Development</i>	n/a	n/a	n/a					New self service reports enable students to get copies of immunization records. Preparing for upgrade of PointNClick app. Reviewing interface enhancements from LOCUS to PnC.	Student services offered on-line, records are electronic and secure. Appropriate level of integration with other University systems.
ePortfolio <i>Academic Affairs</i>	n/a	n/a	n/a	n/a	n/a		New	TaskStream, was deployed for use in the Fall term for First Year Seminar, Service Learning, Core Writing Seminar and Philosophy. Templates for professional folio's are available.	Direct Response Folio's are in place and being utilized. Students creating their own professional/personal ePortfolio's.
	n/a	n/a	n/a	n/a	n/a		New	Assessment folio's are being introduced for several areas including Core Writing Seminar, History, School of Communication-Journalism, Philosophy and the Doctor of Nursing Practice.	Assessment Folio's are in place and being utilized by Academic Departments/Schools.
Housing Administration <i>Student Development</i>								Implemented mobile residence hall check-in; check-out in progress. Developed several new BI reports for occupancy analysis. Completed web based room selection for continuing students.	Web-based self-service room selection, predictive occupancy reporting.
Overall									
	4.1	3.9	4.3	4.5	4.5	4.3			
<i>As of November 2011</i>	% Chg	-7%	9%	6%	-1%	-4%	8%		

ITS FY12 Infrastructure Scorecard

Technology / Operation	Health Index							Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY11	FY12	FY Change		
Network: (Inter-campus, Internet, Internal campus, Wireless) <i>Enterprise</i>								Peer-like internet failover capability implemented. LUREC is an extension of the Chicago campuses, JFRC internet upgraded. Bradford scheduled to undergo upgrade winter of 2011. Wireless included in all renovation and new building projects, with the first round of refreshes occurring over the summer 2011 break.	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>								IDM3 servers have been upgraded, improving performance. The Active Directory integration has proven to be a key component in the ability to gracefully transition to a Microsoft infrastructure.	Role/identity matrix built; Provisioning tools and processes are established, enabled and measured. Fully automated. Exception handling capability. Accommodates new HSD.
Email (student, faculty/staff)								All student email servers have been upgraded to improve performance and maintain a high level of availability.	Reliable, quick mail delivery, easy to use, adequate retention and storage and features.
Voice/Telecom <i>Enterprise</i>								Working with our telephone provider to finalize a proposal to upgrade our telephone switch at WTC. This will centralize our core switch at LSC with WTC running as a remote site.	Latest standards-based offerings from provider. Expansion and upgrade options.
Enterprise Environments: - Servers, Applications - Databases, Interfaces <i>Enterprise</i>	 							Opsview monitoring and metrics continues to play a key role in maintaining uptime. Services and servers are in place to transition from Novell to Microsoft. Current security camera infrastructure improved and stabilized. Complete assessment is pending.	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>								University departments that rely heavily on IT systems and applications have begun completing a Business Impact Analysis (BIA) describing dependencies between business process and technology. This information	BCDR plan documented, in place and tested on an annual basis. Failover plans for core business systems meet business requirements.
Security & Compliance <i>Enterprise</i>								Information security program established, Malware detection and removal improvements active. Annual PCI & PII compliance processes established and effective.	Comprehensive security pgm; 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>	n/a							UAG is being implemented to replace DocXchanger, which is not supported in new Microsoft environment. Our VPN offering is being retooled to create a more friendly user experience.	Full suite of tools/access available with appropriate security enforced. Easy to use.
Desktop <i>Enterprise</i>								Nearly 1,000 lab and classroom machines were migrated from Windows XP to Windows 7 and from Office 2007 to Office 2010. Currently pilot migrations of all faculty/staff machines to same.	Stable OS with all virus updates and OS critical patches and updates. Standard images.
Data Center & Closets <i>Enterprise</i>								Planning is underway for construction of new facility in basement of 25E.	Up-to-date, secure, environmentally-managed, redundancy, failover capabilities.
Overall									
	3.0	3.1	3.3	3.6	3.5	3.6			
	% Chg	3%	6%	8%	-2%	3%	18%		

ITS FY12 Continuous Service Improvement Scorecard

Technology / Operation	Health Index							Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY11	FY12	FY Change		
Technology Service and Support (Help Desk): - Call Tracking System - Client Support <i>Enterprise</i>								Full use of the tracking system continues. Advances in the areas of metrics and use of historical data to improve service and knowledge management needs additional improvements.	Functional web-based tracking and reporting system with self-service capabilities. Calls are resolved within industry norms.
								Support has been extended for online courses & JTERM, including longer hours and in additional locations (i.e. Info Commons).	Extended hour support as appropriate for defined client groups and systems. Customer satisfaction is high.
Accessibility and Support of Specialized Consumer Technology <i>Academic Affairs</i>								Refresh for media labs has been planned for and implementation has begun. Accessibility, support, and documentation for new mobile technologies are beginning to be provided.	Facility and technical services are; widely available, staffed with hardware, software, and support resources to meet the university demands. Funding plan for IC technology refresh, update, and replacement has been developed.
Skill sets, professional development <i>ITS</i>								Annual plans for professional development are documented and executed. Building new competencies in ECM, DWBI, web services, virtualization, mobile, and Microsoft back office infrastructure. Participation in AJCU mentoring pgm, leadership development and presentation opportunities.	Skills are current with newest technologies and are possessed by all the appropriate staff. Training plans developed and executed.
Project Management <i>ITS</i>								Process is stable, templates and web site updated, minor enhancements are continual to sustain program success.	Well defined flexible processes that are easy to understand and follow to insure timely, successful delivery.
Research & Development <i>ITS</i>								Technology research activities are initiated via enterprise architecture and the technology roadmap. 10+ areas being investigated for improvement. TAC's are established to plan and recommend technology change.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
Change Management <i>ITS</i>								Change process remains effective. Weekly & monthly metrics available. System enhancements pending. Expansion of availability to change management is available via online tools.	A formal and managed process is in place to implement and communicate changes to the technology environment.
International and Remote Campus Enterprise Support <i>Academic Affairs</i>	n/a							Workstations, internet & wireless connectivity enabled at LUREC. CUNEO improvements include rearchitecting connectivity entry points, internet and wireless connectivity and banquet hall technology infrastructure. Completion of IC at JFRC. Increased availability of self-service web tools should improve experience at these locations as well. New opportunities to collaborate with HSD on enterprise initiatives.	Access and support of university applications and resources from remote campus locations is provided at an appropriate level in relation to the business need.
Overall									
	2.3	2.8	3.4	3.7	3.8	3.9			
	% Chg	17%	19%	8%	4%	1%	44%		

ITS FY12 Governance & Funding Scorecard

Technology / Operation	Health Index							Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY11	FY11	FY Change		
Technology Strategy <i>Enterprise</i>								ECM and DW/BI are enterprise programs in-process. Technology strategy and development is managed through TAC's. Opportunity to further develop cloud, mobile and portal strategies.	An information technology review process defines and aligns core technology selections.
Institutional Impact <i>Enterprise</i>								Institutional impact is identified in prioritization process. Business cases are more fully developed for strategic projects; smaller efforts tend not to be held to the same level of rigor.	Business cases are developed, prioritized, and really used to make IT investment decisions.
Enterprise Architecture <i>Enterprise</i>								ARB continues to meet monthly governing the Technology Assessment Committee's (TAC) recommendations of Technology changes at Loyola. Implementation of the enterprise architecture diagramming software (iServer) remains delayed.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood.
Budgeting <i>Enterprise</i>								No non-mandatory increases to operating budget in last several years. New investments have been funded primarily from technology fee and re-purposed dollars.	Strategic and annual planning processes are integrated and utilized for developing capital and expense budgets.
Technology Investments <i>Enterprise</i>								Majority of decisions are driven from an enterprise perspective; ECM and DWBI are good examples. Incremental opportunity with faculty information systems and HSD.	IT investments are rationalized and considered from an enterprise or cross functional perspective.
Technology Procurement <i>Enterprise</i>								Procurement processes continue to run effectively. No significant changes this year.	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>								More strategic relationship has developed with Blackboard, DocFinity and Taskstream; new relationship with SWC on Microsoft programs.	Strategic relationships with IT vendors have been fully established and leveraged.
Contract Management <i>Enterprise</i>								ITS contracts have been scanned and are available electronically. Increase in ITS review requests of functional system contracts.	Processes and accountabilities for managing IT contracts are clear and effective.
Resource Utilization <i>Enterprise</i>								Project prioritization continues to drive resource placement. Opportunities to take next steps with resource planning still exist. New positions created in strategic areas of Mobile, DW/BI, ECM, and Remote Location Support.	Labor resources are focused on adding new value while running current operations.
Overall									
	2.7	3.0	3.6	3.9	3.9	4.0			
<i>As of November 2011</i>	% Chg	11%	16%	9%	1%	1%	35%		

Agenda

- ATC Update
 - Carol Scheidenhelm
- Off Campus Addresses
 - S. Malisch
- ARB Update
 - J. Sibenaller
- Technology Scorecards
 - S. Malisch
- **Tech Fee**
 - S. Malisch, A. Prokic-Kostic



Criteria Used to Determine Tech. Fee Expense

Service/Support/Learning for Students	
Description	Percentage
None	0%
Partial	25%
Shared	50%
Substantial/ Primary	75%
Complete/Full	100%



Technology Fee Category Definitions

- Service: Recognizable by students as a service offering
i.e. Internet/Password Management/E-mail/ResNet
- Support: Required to provide a service or meet institutional requirements
i.e. Network Connectivity/Device Encryption/Servers/
Storage
- Learning: Directly related to classroom activity or academic record
i.e. Student Information System/Learning Mngmt.
(grades/classes/schedules/e-portfolio)

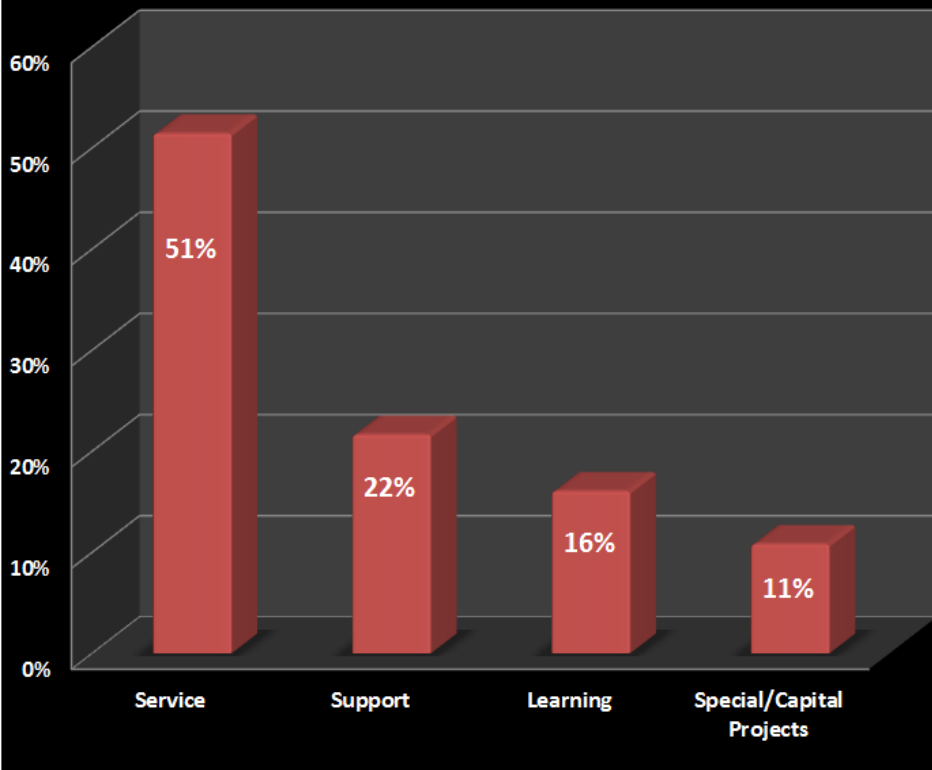


FY12 Projected Tech. Fee Category Breakdown

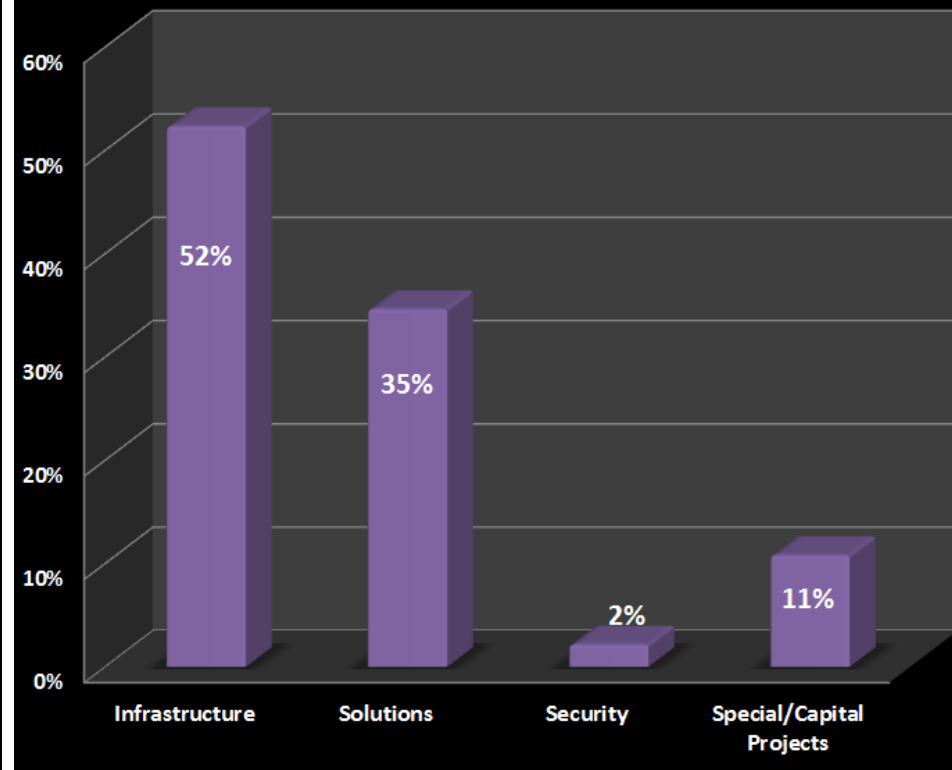
Student Category	Amount	% of Total
Service	\$1,425,000	51%
Support	\$600,000	22%
Learning	\$445,000	16%
Special/Capital Projects	\$300,000	11%
	\$2,770,000	100%

Technology Subcategory	Amount	% of Total
Infrastructure	\$1,450,000	52%
Solutions	\$960,000	35%
Security	\$60,000	2%
Special/Capital Projects	\$300,000	11%
	\$2,770,000	100%

Projected FY12 by Student Category



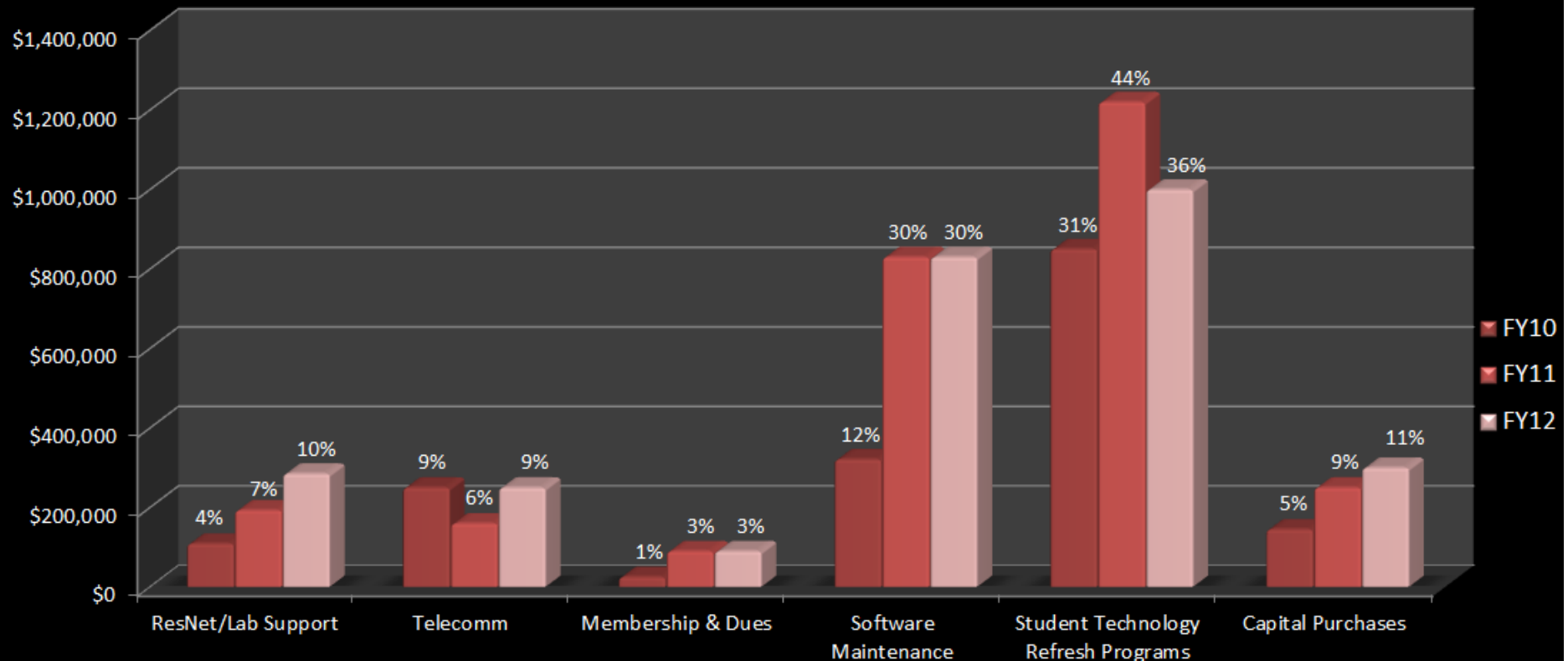
Projected FY12 by Technology Subcategory



FY10/11 Actual, FY12 Projected Budget Comparison

	Revenue	\$2,700,000	100%	\$2,770,000	100%	\$2,770,000	100%
	Spend	FY10 Actual	% of Total	FY11 Actual	% of Total	FY12 Projected	% of Total
ResNet/Lab Support		\$109,000	4%	\$193,000	7%	\$285,000	10%
Telecomm		\$250,000	9%	\$160,000	6%	\$250,000	9%
Membership & Dues		\$25,000	1%	\$90,000	3%	\$90,000	3%
Software Maintenance		\$321,000	12%	\$830,000	30%	\$830,000	30%
Student Technology Refresh Programs		\$850,000	31%	\$1,220,000	44%	\$1,000,000	36%
Capital Purchases		\$145,000	5%	\$250,000	9%	\$300,000	11%
Tech. Fee Carry Over		\$1,000,000	37%	\$27,000	1%	\$15,000	1%

FY10/11 Actual and FY12 Projected Technology Fee Breakdown



FY12-FY13 ITESC Schedule

- Sept. 22, 2011 - Thursday, 1:30-3:30 PM
 - Major Projects Status Reviews
 - FY13 Budget Submissions
 - Upcoming Priorities
- Nov. 10, 2011 - Thursday, 1:30-3:30 PM
 - Subcommittee Reports (ATC & ARB)
 - Technology Scorecards
 - Tech Fee Review
- Dec. 15, 2011 - Thursday, 1:00-3:00 PM
 - Major Projects Status Reviews
 - Project Portfolio Prioritization
- Jan. 26, 2012 - Thursday, 1:30-3:30 PM
 - Project Portfolio Prioritization Results
 - Technology Briefing
- Mar. 8, 2012 - Thursday, 1:30-3:30 PM
 - Subcommittee Reports
 - Major Projects Status Reviews

- Apr. 26, 2012 - Thursday, 1:30-3:30 PM
 - Subcommittee Reports
 - Major Projects Status Reviews
- Jun. 7, 2012 - Thursday, 1:30-3:30 PM
 - Project Portfolio Prioritization
- Jul. 26, 2012 - Thursday, 1:30-3:30 PM
 - Project Portfolio Prioritization Results
- Sept. 13, 2012 - Thursday, 1:30-3:30 PM
 - Subcommittee Reports
 - Major Projects Status Reviews
- Oct. 25, 2012 - Thursday, 1:30-3:30 PM
 - Subcommittee Reports
 - Major Projects Status Reviews
- Dec. 11, 2012 - Tuesday, 1:30-3:30 PM
 - Technology Scorecards
 - Project Portfolio Prioritization