

# ITS Executive Steering Committee (ITESC)

Agenda and Materials

Dec 11, 2012



# Agenda

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- Academic Technology Committee Update
  - C. Scheidenhelm, B. Montes
- Sakai Migration Plans
  - C. Scheidenhelm, B. Montes
- Disaster Recovery/Business Continuity
  - D. Vonder Heide
- Facilities Management/Space Management
  - K. Wibbenmeyer, L. Kuhr
- Technology Scorecards
  - S. Malisch
- Project Portfolio Prioritization
  - S. Malisch, J. Sibenaller



# Academic Technology Committee (ATC) Update

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- New Membership for 2012-2013 Academic Year
- Committee is using Sakai for Project Resources
- Deans are now on the Distribution List for Meeting Minutes
- Process for Assessing New Technologies Reviewed



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# Sakai Project Update

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- Notification of Transition to Faculty November 12
- Update to Faculty November 30
  - Request for Faculty Wishing to use Sakai in the Spring (45 has requested)
  - Notifying Faculty that a Selection of Courses for Migration will be Required
- Update to Faculty December 10
  - Select from a List of Courses to Copy to Sakai (via web app)
- Timeline
  - December
    - Training for Spring Faculty
    - Course Selections for Migration
    - Training Plan Developed and Made Available for Registration
    - Resources Website Rollout – [www.luc.edu/sakai](http://www.luc.edu/sakai), [sakai@luc.edu](mailto:sakai@luc.edu)
  - January
    - Course Migration Process & Training
  - February
    - Courses Available in Sakai & Training
  - March – May
    - Training
  - Summer Sessions Go Live
  - June – September
    - Summer Sessions Live & Training



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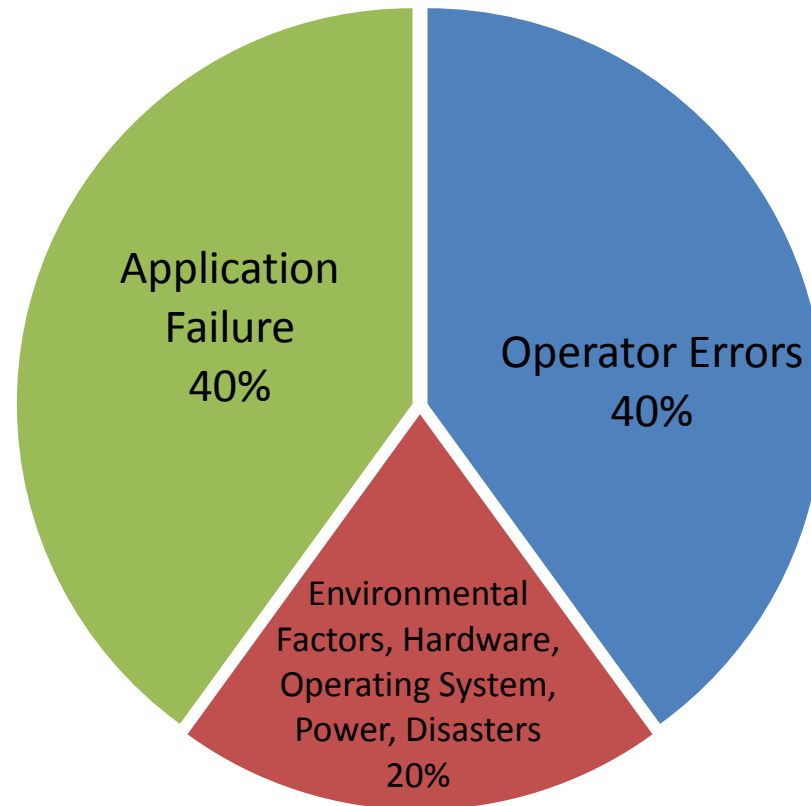
# Business Continuity and Disaster Recovery (BCDR)



# Causes of Unplanned Down Time

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Causes of Unplanned Downtime

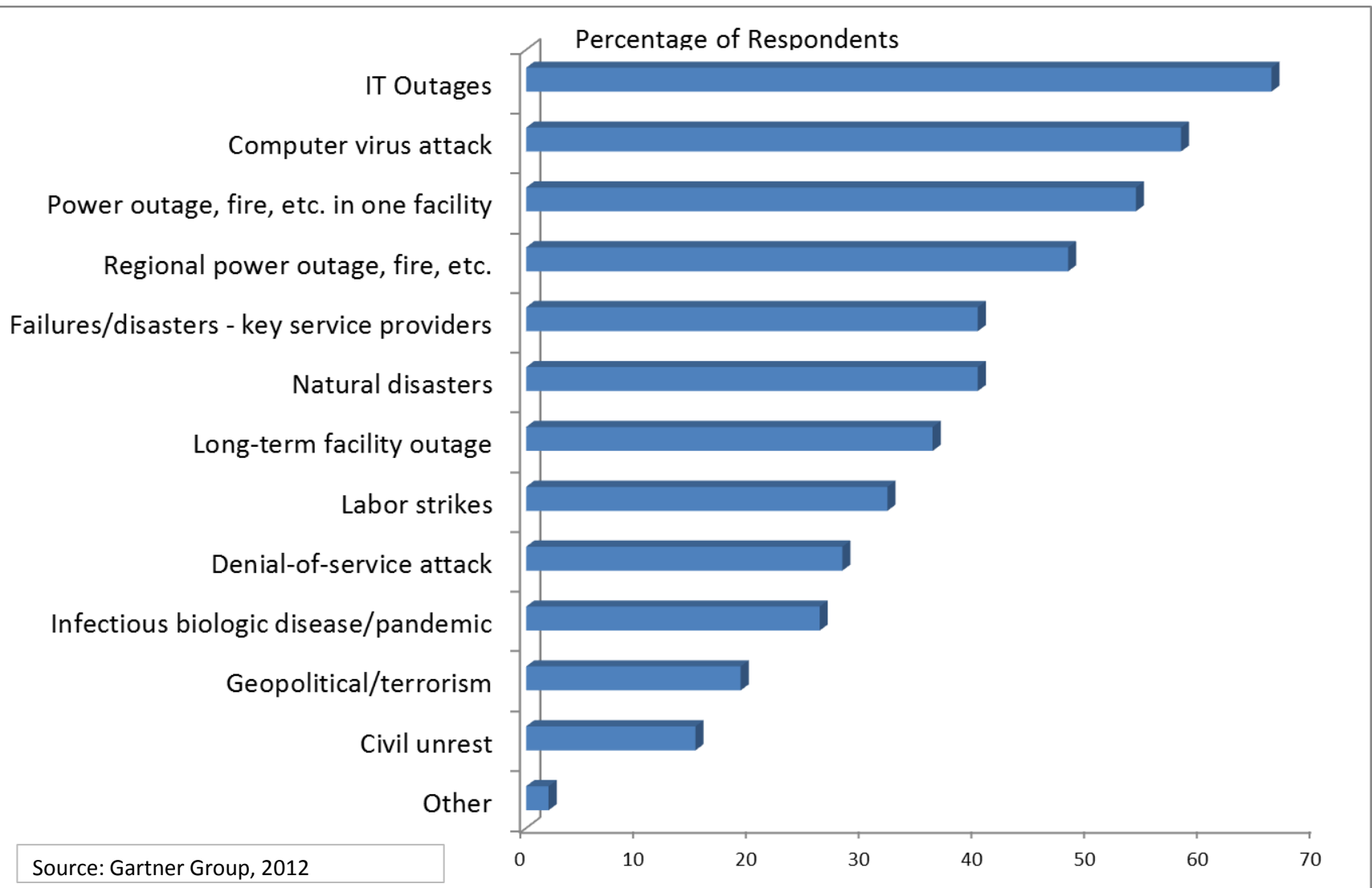


Source: Gartner Group, Inc



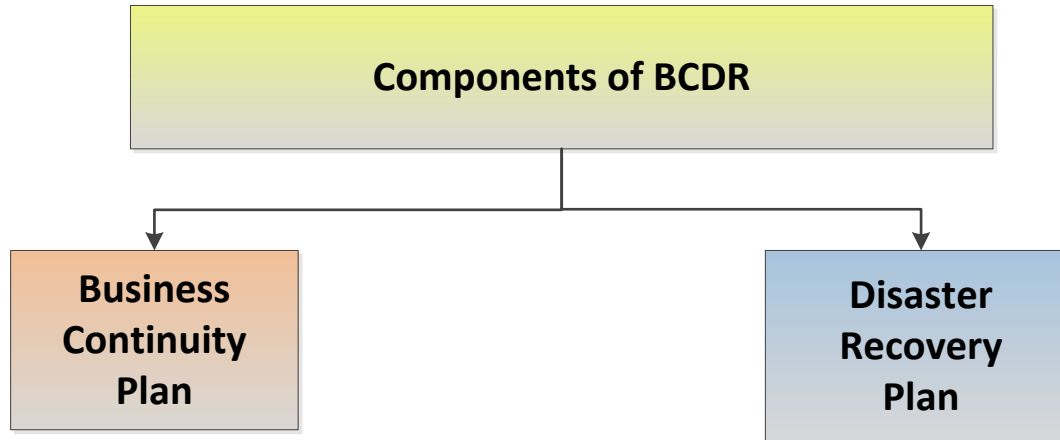


# Common Disasters Organizations Plan For



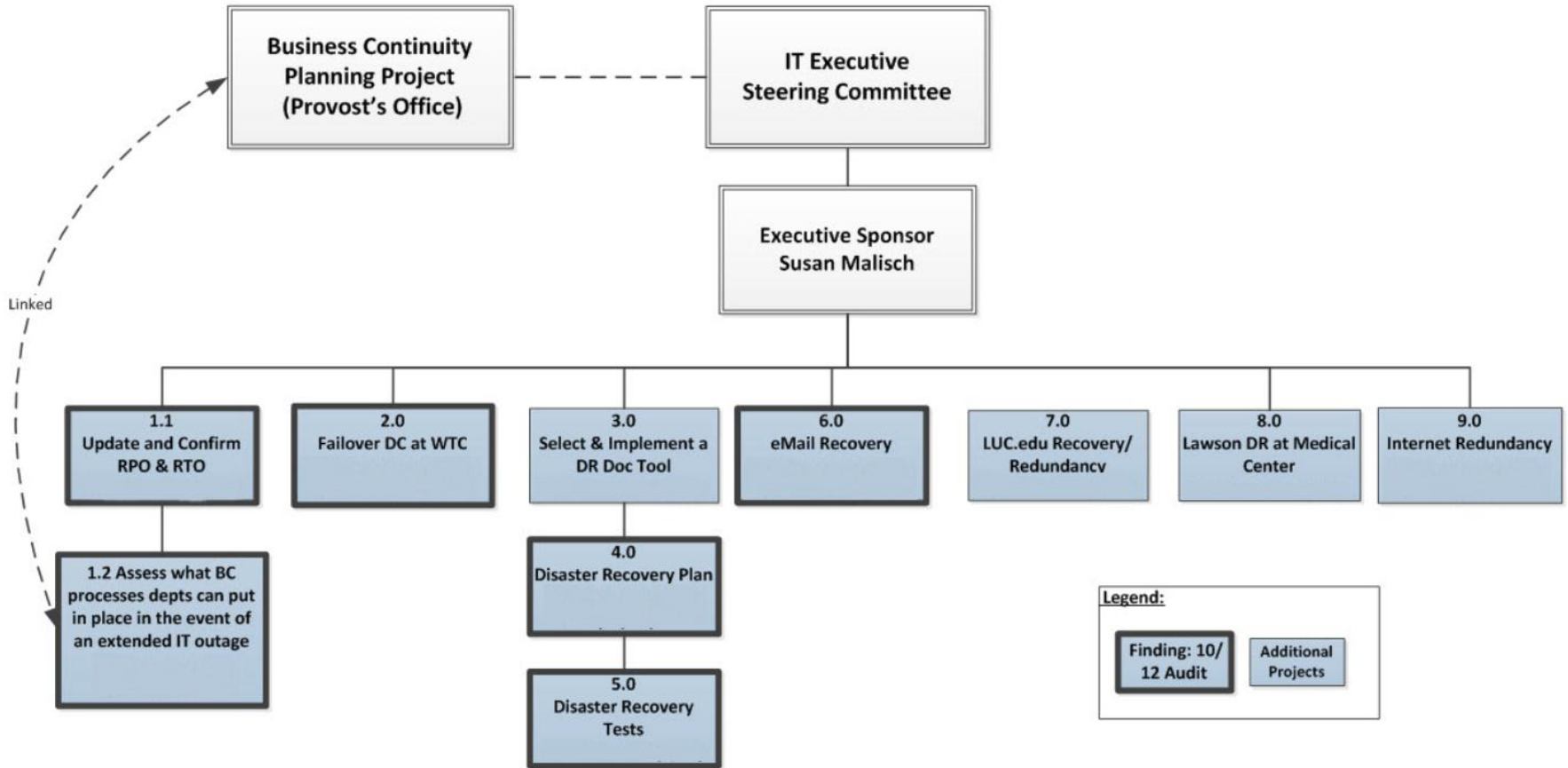
# BCDR Program

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- **Disaster Recovery Plan**. Steps taken to restore computer infrastructure and applications, including internal and external network connections. Use of alternate resources for hardware, software, data and networks.
- **Business Continuity Plan**: Steps taken to restore alternative business processes in the event that the automated processes or business infrastructures are unavailable. Employment of workaround and/or manual procedures and alternative resources. May include: relocation of personnel, availability of remote support services and network connections, contingent office/teaching space

# BCDR Program



# Time Line

ID	Task Name	Q4 12			Q1 13			Q2 13			Q3 13			Q4 13			Q1 14			Q2 14		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1	1.1 Confirm/Update RPO and RTO																					
2	1.2 Assess BC process in event of IT outage																					
3	2.0 Failover data center to WTC																					
4	3.0 Select and Implement DR Doc tool																					
5	4.0 Develop DR Plan																					
6	5.0 Test DR Plan																					
7	6.0 eMail Recovery DR Test																					
8	7.0 LUC.edu Recovery/Redundancy Test																					
9	8.0 Lawson DR at Medical Center (TBD)																					
10	9.0 Internet Redundancy																					



# BCDR: Next Steps

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- Jan. 24, 2013 ITESC Meeting
  - Review/Update Recovery Time Objectives
  - Review/Update Recovery Point Objectives
  - Status Update of BCDR
- Further define linkage and roles with Provost's Office on:
  - Defining interdependencies between DR and BC projects
  - Selection of BCDR Tool
  - Testing once plans are established



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# ITS FY13 LUC Technology Scorecard - Comparison

ITS Scorecard Summary	Health Index								
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY12-13 Change	Total Change
Academic & Faculty Support Scorecard	● 3.0	● 3.3	● 3.5	● 3.8	● 3.9	● 3.9	● 3.8	-1%	22%
Administrative Technology Scorecard	● 3.5	● 3.8	● 3.5	● 3.9	● 4.1	● 4.1	● 3.9	-4%	11%
Student Technology Scorecard	● 4.1	● 3.9	● 4.3	● 4.5	● 4.5	● 4.3	● 4.4	2%	6%
Infrastructure Scorecard	● 3.0	● 3.1	● 3.3	● 3.6	● 3.5	● 3.6	● 3.6	0%	17%
Continuous Service Improvement Scorecard	● 2.3	● 2.8	● 3.4	● 3.7	● 3.8	● 3.9	● 3.9	0%	41%
Governance & Funding Scorecard	● 2.7	● 3.0	● 3.6	● 3.9	● 3.9	● 4.0	● 3.9	-4%	31%
<b>Average Annual Score</b>	● 3.1	● 3.3	● 3.6	● 3.9	● 4.0	● 4.0	● 3.9	-1%	21%
<b>Year to Year Improvement</b>	--	6%	8%	8%	2%	0%	-1%		

As of November 2012





# ITS FY13 Academic & Faculty Support Scorecard

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Chg		
Classroom Technology and Support - on campus - online  <i>Academic Affairs</i> C		4.5		Over 95% of all classrooms have standard technology in place. Printed and online documentation are fully implemented for all classrooms. New initiatives have begun to expand classroom capture capabilities and a self-service training program is being developed for faculty to build classroom technology competencies.	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. <b>Standardized equipment in place.</b>
		4	<b>New</b>	Technology infrastructure (LMS and synchronous tools) are in place, are highly available and reliable. A technology training program developed for faculty and students who teach and take online courses. New initiatives in progress include; self-study competencies program for online technologies and online proctoring services. Help Desk services are being evaluated for possible expansion to 24 hour availability.	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.
Learning Management System <i>Academic Affairs</i> C		5		LMS is broadly used by faculty and students, is fully functional, is highly available and reliable. An LMS migration has begun to move from Blackboard to open source Sakai that will allow for greater collaboration and functionality.	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.
Departmental Labs <i>Academic Affairs</i>		3.5		New facilities have been implemented in the HSD with ITS support for the rollout. Regular meetings occur with those who manage departmental labs. New initiatives have begun to evaluate the feasibility of metered and virtual software, which can be deployed to departmental spaces. Network registration at HSD represents a change to their operation. Digital media equipment and support available to faculty and staff.	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> C		4		Online documentation of ITS services is in-place. A "Tech Day" conference program offered. Support for a university-wide course evaluation system has begun including activation of evaluations via the student system. Conversion to Terminal 4 CMS will be completed January 2013. Created student eBill checklist for Bursars office to insure accurate student bills.	Clients are fully aware of and utilize ITS services. Services such as, mobile device support, course evaluations, exam proctoring are in-place.
Advising/Retention Support <i>Academic Affairs</i>		3.5		Continual enhancements made to the academic advising reports especially the distinctions between CORE and CORE2012. Automatic assignments of advisors needs further improvement. Working with IR on new BI for retention analysis.	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		Software and services are deployed, clients are aware of resources available to them. Access to support staff and training is readily available. New web-based resources have been put in place.	Support and consultation on statistical computing and resources is readily available.
		2.5		A new server recently installed will be a shared computing resource for departments for their research initiatives. Much of the existing equipment in the RDC is "old". Some clusters have been shut down. Difficult to assess current utilization. Governance is weak. Proposal pending to expand facility - not cost justified at current time.	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		Continued ITS support of the PTAPS application; Activity Insights (AI) from Digital Measures has been included in the LOCUS portal with single sign-on capabilities. Data interface between AI and LOCUS in progress.	Administrative systems to facilitate collaboration, capture expertise, and report on research is available. (Measure adoption.)
<b>Overall</b>		<b>3.8</b>		C - denotes core technology in place	

As of November 2012

# ITS FY13 Administrative Technology Scorecard

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Chg		
Credit Card Processing <i>Finance</i> C		5		All requests for credit card usage are being channeled through finance and ITS for evaluation. We work with potential vendors to enable them to use LUC approved payment processor.	Adding credit card acceptance is controlled by a well defined, easy to use process; PCI compliant.
Advancement <i>Advancement</i> C		5		Advance application has had two application upgrades and the database upgraded to Oracle 11g in preparation for the Advance Web upgrade that is in progress. Convio is being replaced with iModules . Transition from using Powerbuilder to WebFocus BI is in progress.	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	←	Implementation of cloud based Slate application in progress. Data interfaces being redesigned using data file transfers vs. direct access via DB views. UGRAD and GRAD admissions applications moved to Slate. Admitted student portal capabilities being split between Slate and LOCUS portal.	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> C		3.5		ITS testing of all DW modules will be completed by end of year 2012. BI is being built to facilitate functional end user testing scheduled in 2013. FIA module available end of Nov. 2012.	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> C		4		Over 900 faculty/staff in 25 depts are using DocFinity. Key user efficiency improvements sustained at over 70%. Loyola awarded the 2012 Carl E Nelson Best Practices Award from AIIM. Over 20 depts have interest in ECM and await deployment. Version 10 conversion efforts delayed due to complex dependencies.	Current version with targeted customization; Primary modules are fully utilized with critical documents being stored electronically; Vendor responsive and forward thinking.
Budget Planning <i>Finance</i>		4		Operating budget application enhancements are underway including addition of HSD . 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>		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. Activity Insights application implemented 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> C		3	→	25LIVE webviewer implemented with LDAP authentication for fac/staff and selected student population. Conference services application scheduled for upgrade. Provided query page within SIS to expose grid for academic classroom scheduling to enable efficient utilization of classrooms.	Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Building and Parking Access & Security <i>Campus Safety</i> C		4		Upgraded application which enabled support for camera software Viewpoint and added additional security features. Combined parking and door access capabilities into one Maxxess application and MS SQL 2005 database with separate templates. Working with security office on additional controls for creating door access. Plans for database upgrade to enterprise MS SQL 2008.	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>		3.5	New	Over 550 digital surveillance cameras are deployed throughout the university. Non-working cameras are being replaced. Milestone application and training extended to departments (60 total). End of Life DVR equipment replaced with network attached encoders. 37 new cameras installed; 20 removed due to demolition this past year. Refresh program required.	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>		3	←	The current process is very manual and deficient. The existing system is being upgraded to EDC/AIMS and will be available in late Spring 2013.	A comprehensive parking management system that manages vehicle, owner, and permit holder information, provides for online payments, handheld ticket devices and systems integration.
Salary Planning Systems <i>Finance</i> C		5		Enhancements are planned for the 2013 salary planning cycle; to be complete in January 2013.	System provides web-based interface, integrated tools, workflow capability.
<b>Overall</b>		<b>3.9</b>	←	C - denotes core technology in place	

As of November 2012

# ITS FY13 Student Technology Scorecard

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Chg		
Student Support Services: - Computer Labs - Digital Media Services - RESNET		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. RESNET and DML services are provided at Lakeside locations.
		5		Documentation, training, and support for all technologies in the labs are available. New technologies have been added to the expanded inventory for checkout on multiple campuses; the checkout system improved to be more "user friendly". Marketing of services to students has been put in-place via print and online and multiple "contests" to foster student creativity.	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		ResNet service is widely available and used regularly. Students are fully aware of the services.	Technology services are current and readily available to students. Knowledgebase is professional, accessible.
Student Information System (SIS) <i>Enterprise</i> C		4.5		Enhancements: Added Experiential Learning to Internship learning; completing self service Immunization capability; added self service FERPA blocking; Waitlisting expanded; adding "WHAT IF" for major changes; Local Off-Campus address collection capability with Emergency Contact in progress.	Current version with targeted customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Training and documentation are current.
Mobile Applications <i>Enterprise</i> C		4		Updated <i>Loyola Central</i> adding "Listen Now" and "Shop". Researching alternatives to deliver additional SIS capabilities.	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> C		3.5		Planning upgrade to CBORD application with the addition of a test environment. Investigating ownership of maintenance and support of databases for CBORD and attached Micros equipment. Addressing needed PCI corrections and university support of Micros.	Fully duplicated system running current software with commercial DB (Oracle, SQL). Robust, stable, fully automated interfaces. Training and documentation are current.
Emergency Notif. System <i>Campus Safety</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 <i>Student Dvlpmt.</i> C		4		Added self service functionality to SIS to enable students to enter immunization information for staff to review and certify. Creating appropriate SIS service indicator blocks and creating webfocus reports.	Student services offered on-line, records are electronic and secure. Appropriate level of integration with other University systems.
ePortfolio - Direct Response - Assessment <i>Academic Affairs</i> C		4.5		Added web service integrations between SIS and Taskstream which automatically creates student profiles and appropriate enrollments within Taskstream directly from SIS enrollments.	Direct Response Folio's are in place and being utilized. Students creating their own professional/personal ePortfolio's.
		4.5		Added web service to enroll students into assessment majors within Taskstream. Addressing performance concerns with vendor web services.	Assessment Folio's are in place and being utilized by Academic Departments/Schools.
Housing Administration <i>Student Dvlpmt.</i> C		4		Created Exemption/Release application along with a residency requirement report which automates the process and integrates with RMS and SIS. Developed BI dashboard for housing data. Converting housing contract capability to LOCUS. Investigating new web based release of RMS.	Web-based self-service room selection, predictive occupancy reporting.
<b>Overall</b>		4.4		C - denotes core technology in place	

As of November 2012

# ITS FY13 Infrastructure Scorecard

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Chg		
Network: (Inter-campus, Internet, Internal campus, Wireless) <i>Enterprise</i> C		4	←	New network core installed at HSD. 30 network switches refreshed at Lakeside campuses. IOS upgraded on 400+ switches. LUC wireless deployed in new MNSON building. 90 access points (AP's) refreshed - bulk in Mertz hall. Total access points exceeds 1600. A redesign of Internet failover capacity is being designed and implemented - completion early 2013. Network architecture at HSD requires redesign.	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	→	Directory services are in transition from Novell E-directory to Microsoft's Active Directory - scheduled completion May 2013. Once completed, all Loyola applications will be authenticating against AD and the IDM infrastructure will be reduced in complexity (lessening the total number of servers tied into IDM). IDM issues exist at HSD.	Role/identity matrix built; Provisioning tools and processes are established, enabled and measured. Fully automated. Exception handling capability. Accommodates new HSD.
Email <i>Enterprise</i> C		4.5		Project underway to migrate email to Microsoft Exchange. Target completion May 2013. Faculty/Staff email to be housed on premise. Student email to be moved to Office 365 cloud service.	Reliable, quick mail delivery, easy to use, adequate retention and storage and features.
Voice/Telecom <i>Enterprise</i> C		3.25	←	Voice over IP phones deployed at Bellarmine; tested at LUREC. Finalizing upgrade for LSC telephone switch. Working to extend maintenance on end-of-life equipment at WTC. Application for collecting outbound calls is end-of-life and has locked up several times this past year. There are no replacement plans at current time. Cellular reception is spotty within buildings along the lake and at HSD. Investigating solutions.	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		File and Print services migrating to Microsoft to be completed in December 2012. Once completed, Loyola's legacy Novell file and print servers will be retired. An analysis of SAN and backup infrastructure is underway in response to our growing demand for storage. Our virtual server environment grew by 75% this past year.	Centrally-managed, secure, robust backup/restore capabilities. Consistently documented, well-trained staff and well-established dev./maint. Procedures. Systems are monitored automatically and have threshold alerting.
BCDR <i>Enterprise</i>		3	→	Following the results of internal audit report, ITS is focusing on disaster recovery planning and testing which will include developing institutional RPO's and RTO's, development of failover data center, failover of Lawson to LUC and improving email fault-tolerance w/ Exchange. Other initiatives include web presence resiliency and internet redundancy.	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>		3.25	←	Information security program being reviewed and updated. Security awareness and training needs improvement. Several policies out of date but under review. PCI compliance complexity has increased due to regulation changes. PII review program is behind schedule.	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> C		3.25	→	Minor usability improvements were made to the VPN. A TAC is being formed to review the VPN solution for replacement. Loyola is now offering a cloud-based file storage service to faculty, staff and students called LUC Box. "Anytime anywhere access" technology direction defined.	Full suite of tools/access available with appropriate security enforced. Easy to use. Integrates seamlessly with applications.
Desktop <i>Enterprise</i> C		4	→	Faculty / staff migration to Windows 7 with Office 2010 is 80% complete with ~2200 machines converted; completion by year-end. Moved to a process of developing only one annual desktop image rather than two as in previous years.	Stable OS with all virus updates and OS critical patches and updates. Standard images.
Data Center & Closets <i>Enterprise</i>		3.5		A new data center facility located at the WTC scheduled to open in January 2013 and will have improved environmental and capacity to house DR environment. An audit of cabling and infrastructure closets is underway at HSD. A similar audit is required at Lakeside campuses.	Up-to-date, secure, environmentally-managed, redundancy, failover capabilities.

<b>Overall</b>		3.6	---
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C - denotes core technology in place

As of November 2012

# ITS FY13 Continuous Service Improvement Scorecard

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Chg		
Technology Service and Support (Help Desk): - Call Tracking System - Client Support		4		Full use of the helpdesk tracking system is in-place. Regular reporting of activities and metrics is occurring. Benchmarking data is being evaluated to improve service and knowledge management. An outside evaluation of Help Desk services should be considered and a customer sat. survey should be developed. Need to improve handoff coordination between LUC and LUHS helpdesks.	Functional web-based tracking and reporting system with self-service capabilities. Calls are resolved within industry norms.
<i>Enterprise</i>		4.5		Extended hours of support are in-place for all programs. A review of support for online programs needs to be planned.	Extended hour support as appropriate for defined client groups and systems. Customer satisfaction is high.
Skill sets, professional development		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.
<i>ITS</i>					
Project Management		4		Delivery of services is consistent and valued. Minor enhancements are continual to sustain program success. Web site and request process need improvement. Improved metrics will help guide future process enhancements.	Well defined flexible processes that are easy to understand and follow to insure timely, successful delivery.
<i>ITS</i>					
Research & Development		3.5		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 could better leverage ARB Guiding Principles.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
<i>ITS</i>					
Change Management		3.75		Change process remains effective. Weekly & monthly metrics available. Participation and communication has improved due to remote access capabilities. System enhancements being actively worked on and under review.	An effective, formal and managed process is in place to implement and communicate changes to the technology environment.
<i>ITS</i>					
International and Multi-Campus Enterprise Support		3.25		Help Desk services are in-place for multi-campus locations, regular site support visits are made, and meetings with campus clients are regularly scheduled to better define needs. New HSD campus support going through a lot of change and still has some complexities that are difficult to meet highest customer satisfaction ratings. An upgrade in Internet capacity being designed and implemented for JFRC. Connectivity to LUREC was established allowing us to provide the same services as our Lakeside campuses. Cuneo has an independent connection to the Internet.	Access and support of university applications and resources from multi-campus locations is provided at an appropriate level in relation to the business need.
<i>Academic Affairs</i>					
<b>Overall</b>		3.9		<i>C - denotes core technology in place</i>	

As of November 2012



# ITS FY13 Governance & Funding Scorecard

Technology / Operation	Health Index			Current State	Healthy Definition
	Health	Score	FY Chg		
Technology Strategy <i>Enterprise</i>		4		New direction for "Anytime Anywhere Access" has been developed, and will influence future development and technology acquisitions. Related communication plan is still to be developed.	An information technology review process defines and aligns core technology selections.
Institutional Impact <i>Enterprise</i>		4.25		Institutional value of projects are considered, however, the past year's activities has been driven by a number of "mandatory" efforts including the large number of construction projects and requirements around HSD.	Business cases are developed, prioritized, and really used to make IT investment decisions.
Enterprise Architecture <i>Enterprise</i>		3		ARB continues to meet monthly governing the Technology Assessment Committee's (TAC) recommendations of technology changes at Loyola. Effective use of the enterprise architecture diagramming software (iServer) is not occurring and being re-worked.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood. Effective use of tools to communicate enterprise architecture.
Budgeting <i>Enterprise</i>		4		No non-mandatory increases to operating budget in last several years. New investments funded primarily through re-purposed dollars. Technology Fee currently operating at a loss and efforts are in place to re-examine the Fee structure and expenses applied to it. Current refresh programs were re-evaluated and new refresh programs need to be implemented (i.e. HSD, Rome, Security Cameras, ECM).	Strategic and annual planning processes are integrated and utilized for developing capital and expense budgets.
Technology Investments <i>Enterprise</i>		4		Partnerships with various functional areas continue to be critical to ensure that the technology roadmap is a factor and enterprise requirements are considered. Some decisions are still made with limited visibility.	IT investments are rationalized and considered from an enterprise or cross functional perspective.
Technology Procurement <i>Enterprise</i>		4		A number of new policies/regulations in the procurement procedures. Coordination needed with Purchasing Department to establish IT preferred vendors to minimize lag time in the technology procurement process.	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		We have no resource committed to active vendor management although Infrastructure Services and ECM has been more active in this process this year. Requirements may increase as we engage in more complex or core hosted services. AJCU CITM expanding reach and contact to providers.	Strategic relationships with IT vendors have been fully established and leveraged.
Contract Management <i>Enterprise</i>		4		Contract negotiations are improving and we are becoming a bit more centralized in our approach to IT contract review.	Processes and accountabilities for managing IT contracts are clear and effective.
Resource Utilization <i>Enterprise</i>		3		Project prioritization continues to drive resource placement. Larger enterprise level deployments have increased relating to LOCUS self service and enhancements (iPlan, OIP, IAD), DW/BI environment and tools, ECM scanning and workflow, ePortfolio's, Online Courses, Mobile Apps, Residence Life Services, Blackboard Upgrade, Cloud Storage via Box, Windows Upgrade, WTC data center design and implementation, Federated Identity for TIAA-CREF and OrgSync, nearly 40 mandated construction projects and ongoing integration of HSD, expanding services significantly and increasing our resource utilization. A high level resource plan was completed during 2012. Demand for projects outweighs the delivery capacity by over 20%. 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.

<b>Overall</b>		3.9	
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C - denotes core technology in place

As of November 2012



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# ITS FY13 Academic & Faculty Support Scorecard Comparison

Technology / Operation	Health Index							
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY Chg
Classroom Technology and Support - on campus - online  <i>Academic Affairs</i> C								
	n/a	n/a	n/a	n/a	n/a	n/a		New
Learning Management System <i>Academic Affairs</i> C								
Departmental Labs <i>Academic Affairs</i>	n/a	n/a						
Dept. & School Support <i>Academic Affairs</i> C								
Advising/Retention Support <i>Academic Affairs</i>	n/a	n/a						
Research Support Services /Research Computing: - Statistical & Survey Tools - Research Data Center - Tracking and Reporting for Research Projects  <i>Academic Affairs</i>								
<b>Overall</b>								
	3.0	3.3	3.5	3.8	3.9	3.9	3.8	
	% Chg	10%	5%	8%	2%	0%	-1%	22%

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# ITS FY13 Administrative Technology Scorecard Comparison

Technology / Operation	Health Index							
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY Chg
Credit Card Processing <i>Finance</i> C								
Advancement <i>Advancement</i> C								
Enrollment Management <i>Academic Affairs</i> C								
Data Warehouse; Reporting <i>Enterprise</i> C	n/a	n/a						
Enterprise Content Mgmt <i>Enterprise</i> C								
Budget Planning <i>Finance</i>								
Faculty Information Systems <i>Academic Affairs</i>								
Event and Room Scheduling <i>Finance</i> C								
Building and Parking Access & Security <i>Campus Safety</i> C	n/a	n/a	n/a					
Security Surveillance Systems <i>Campus Safety</i>	n/a	n/a	n/a	n/a	n/a	n/a		New
Parking Administration <i>Parking</i>	n/a	n/a						
Salary Planning Systems <i>Finance</i> C								
<b>Overall</b>								
	3.5	3.8	3.5	3.9	4.1	4.1	3.9	
	% Chg	7%	-6%	8%	7%	0%	-4%	11%

*As of November 2012*





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# ITS FY13 Student Technology Scorecard Comparison

Technology / Operation	Health Index							
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY Chg
Student Support Services: - Computer Labs - Digital Media Services - RESNET	●	●	●	●	➔	●	●	
	●	●	●	●	➔	●	➔	➔
<i>Student Development</i>	n/a	n/a	n/a	n/a	➔	●	●	
Student Information System (SIS)	●	●	●	➔	➔	➔	➔	
<i>Enterprise</i> C								
Mobile Applications	n/a	n/a	n/a	n/a	➔	➔	➔	
<i>Enterprise</i> C								
Campus Card	➔	➔	➔	➔	●	●	➔	➔
<i>Finance</i> C								➔
Emergency Notif. System	n/a	➔	●	➔	➔	●	●	
<i>Campus Safety</i>								
Wellness	n/a	n/a	n/a	●	➔	➔	➔	
<i>Student Dvlpmt.</i> C								
ePortfolio - Direct Response - Assessment	n/a	n/a	n/a	n/a	n/a	➔	➔	➔
<i>Academic Affairs</i> C								➔
Housing Administration	●	●	➔	➔	➔	➔	➔	➔
<i>Student Dvlpmt.</i> C								➔
<b>Overall</b>	●	●	●	●	●	●	●	➔
	4.1	3.9	4.3	4.5	4.5	4.3	4.4	
	% Chg	-7%	9%	6%	-1%	-4%	2%	6%

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# ITS FY13 Infrastructure Scorecard Comparison

Technology / Operation	Health Index							
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY Chg
Network: (Inter-campus, Internet, Internal campus, Wireless) <i>Enterprise</i> C								
Identity Management <i>Human Resources</i> C								
Email <i>Enterprise</i> C								
Voice/Telecom <i>Enterprise</i> C								
Enterprise Environments: - Servers, Applications - Databases, Interfaces <i>Enterprise</i> C								
BCDR <i>Enterprise</i>								
Information Security & Compliance <i>Enterprise</i>								
Remote Access <i>Enterprise</i> C	n/a							
Desktop <i>Enterprise</i> C								
Data Center & Closets <i>Enterprise</i>								
<b>Overall</b>								
	3.0	3.1	3.3	3.6	3.5	3.6	3.6	
	% Chg	3%	6%	8%	-2%	3%	0%	17%

As of November 2012



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# ITS FY13 Continuous Service Improvement Scorecard Comparison

Technology / Operation	Health Index							
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY Chg
Technology Service and Support (Help Desk): - Call Tracking System - Client Support								
<i>Enterprise</i>								
Skill sets, professional development								
<i>ITS</i>								
Project Management								
<i>ITS</i>								
Research & Development								
<i>ITS</i>								
Change Management								
<i>ITS</i>								
International and Multi-Campus Enterprise Support	n/a							
<i>Academic Affairs</i>								
<b>Overall</b>								
	2.3	2.8	3.4	3.7	3.8	3.9	3.9	
	% Chg	17%	19%	8%	4%	1%	0%	41%

*As of November 2012*



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# ITS FY13 Governance & Funding Scorecard Comparison

Technology / Operation	Health Index							FY Chg
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	
Technology Strategy <i>Enterprise</i>								
Institutional Impact <i>Enterprise</i>								
Enterprise Architecture <i>Enterprise</i>								
Budgeting <i>Enterprise</i>								
Technology Investments <i>Enterprise</i>								
Technology Procurement <i>Enterprise</i>								
Vendor Partnerships <i>Enterprise</i>								
Contract Management <i>Enterprise</i>								
Resource Utilization <i>Enterprise</i>								
<b>Overall</b>								
	2.7	3.0	3.6	3.9	3.9	4.0	3.9	
	% Chg	11%	16%	9%	1%	1%	-4%	31%

# Agenda

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- Academic Technology Committee Update
  - C. Scheidenhelm, B. Montes
- Sakai Migration Plans
  - C. Scheidenhelm, B. Montes
- Disaster Recovery/Business Continuity
  - D. Vonder Heide,
- Facilities Management/Space Management
  - K. Wibbenmeyer, L. Kuhr
- Technology Scorecards
  - S. Malisch
- Project Portfolio Prioritization
  - S. Malisch, J. Sibenaller



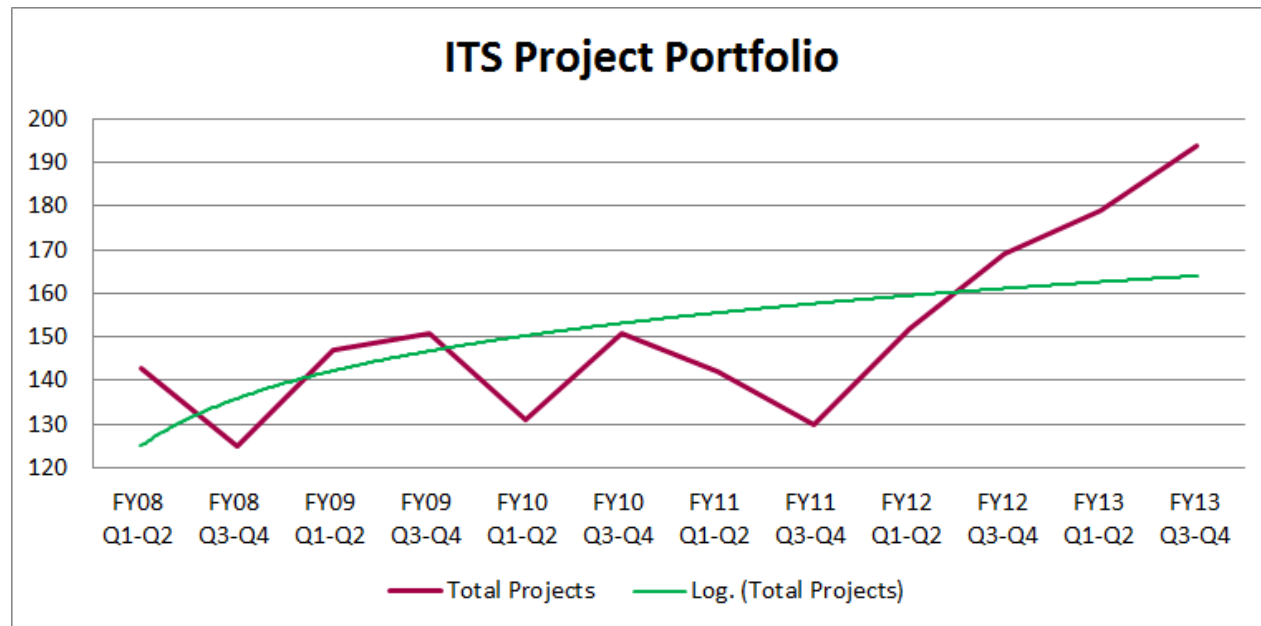
# FY13 Q1-Q2 POR Tracking

POR Activity	Total Count	T-Shirt Sizing Breakdown				
		X-Large	Large	Medium	Small	X-Small
Original FY13 Q1-Q2 POR	179	11	37	75	43	13
Revised FY13 Q1-Q2 POR	179	12	34	75	45	13
New Projects Started	95	8	11	20	43	13
Final FY13 Q1-Q2 POR	274	20	45	95	88	26
Completed Projects	(70)	4	10	26	17	13
Forecasted Completed Projects	(20)	1	3	5	10	1
Duplicate/ Canceled	(10)	1	0	5	4	0
Rollover Projects	174	14	32	59	57	12
New Projects not Started	21	0	11	9	1	0
FY13 Q3-Q4 POR (Draft)	195	14	43	68	58	12
Net Change	16	2	9	(7)	13	(1)

# Project Sizing Trend

## Portfolio Counts

T-Shirt Sizing	Work Effort	FY09	FY09	FY10	FY10	FY11	FY11	FY12	FY12	FY13	FY13
		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
X-Small	< 5 Days	2	12	15	8	6	4	6	10	13	12
Small	5-30 Days	49	56	14	44	35	28	34	44	43	58
Medium	31-60 Days	45	44	67	59	61	64	71	74	75	68
Large	61-120 Days	37	29	32	33	33	19	32	31	37	43
X-Large	>120 Days	6	5	1	6	7	18	9	10	11	14
		147	151	131	151	143	135	152	169	179	195



# Capacity Estimates

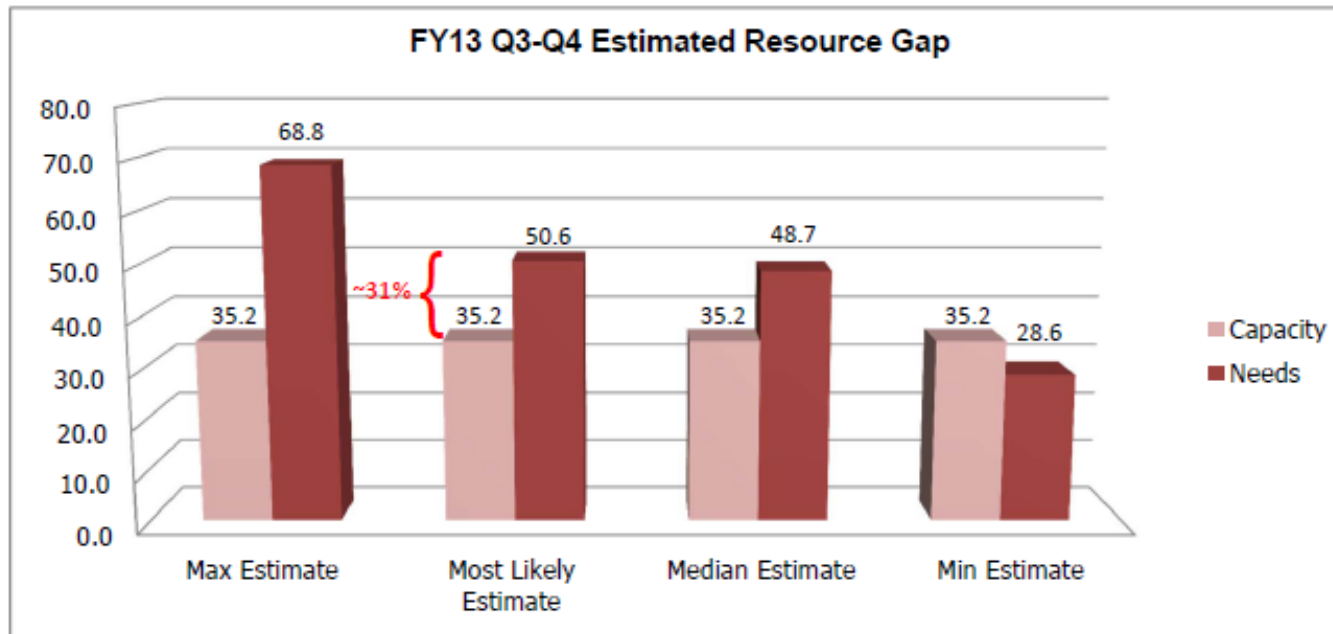
T-Shirt Sizing	Work Effort	Initial Project Count*	Project Effort** (FTE)
TBD	TBD	0	0.0
X-Small	< 5 Days	12	0.2
Small	5-30 Days	58	5.2
Medium	31-60 Days	68	13.1
Large	61-120 Days	43	16.5
X-Large	>120 Days	14	15.6
<b>Total</b>		<b>195</b>	<b>50.6</b>

\* snapshot as of 12/7/12

\*\* most likely scenario

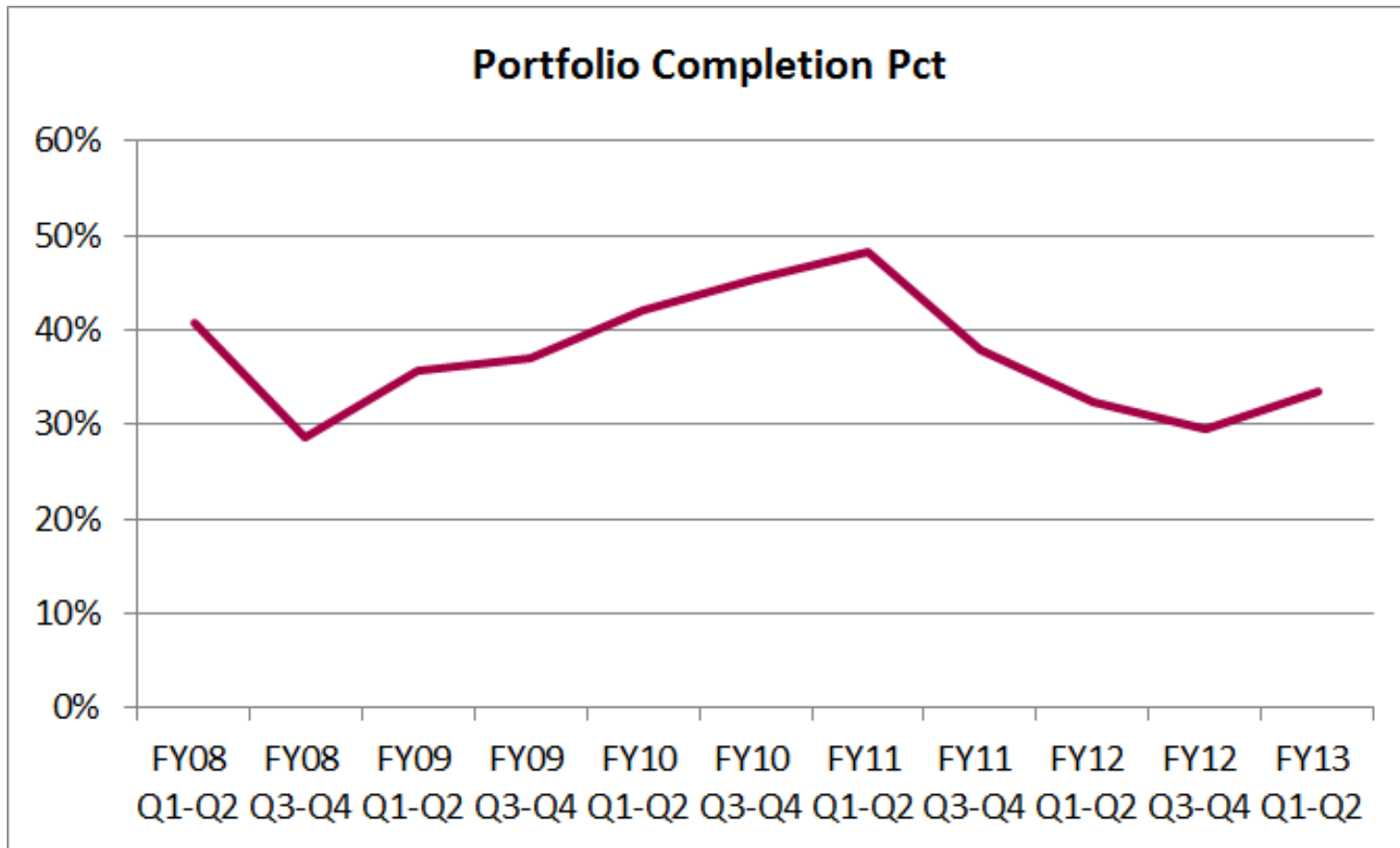
ITS Capacity/Resource Calculations (FTE)	
Full Time	93.0
Part Time	2.6
<b>Annual Total</b>	<b>95.6</b>

	Est. Effort Allocation	Est. Time Allocation	Most Likely Estimate Gap
Admin.	24.4	26%	31%
Support	36.0	38%	
Project	35.2	37%	
<b>Total</b>	<b>95.6</b>	<b>100%</b>	





# FY13 Q1-Q2 Completed Project Forecast



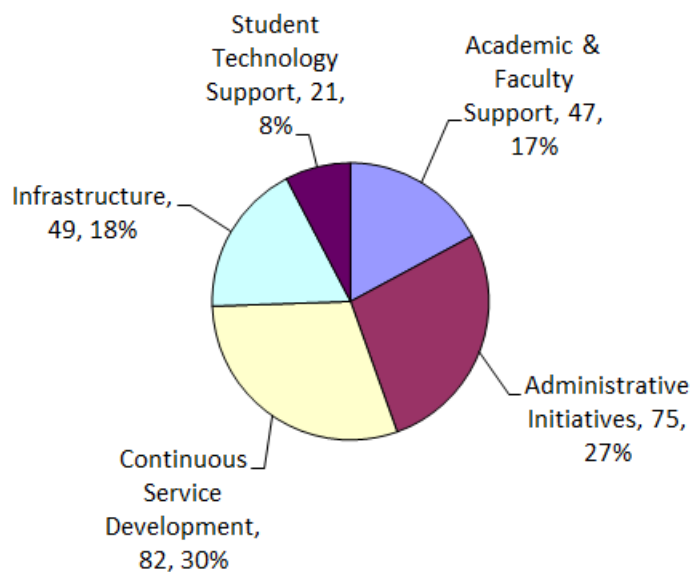
90 projects  
forecast  
completed

	<b>Avg.</b>	<b>Min</b>	<b>Max</b>	<b>This Period</b>
<b>Completed Pct.</b>	39%	29%	48%	34% (forecasted)



# FY13 Q1-Q2 Completed Projects(Forecast)

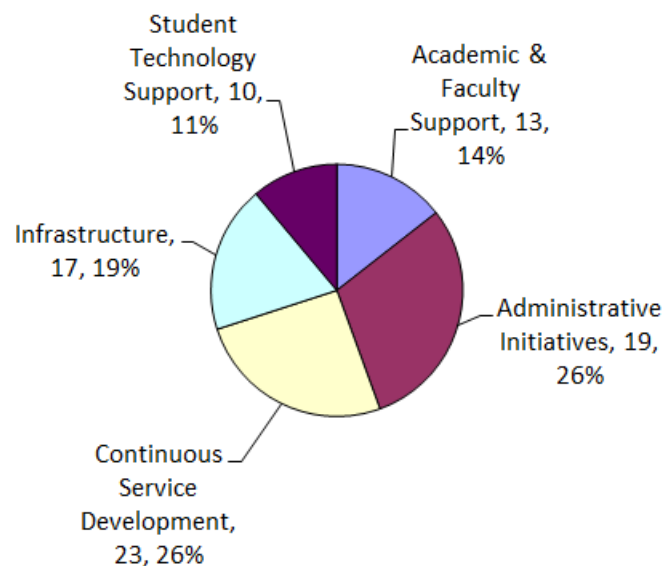
FY13 Q1-Q2 Projects by Strategic Alignment



Data as of 12/7/2012

274 Projects

FY13 Q1-Q2 Completed Projects by Strategic Alignment



Forecasted Data as of 12/7/2012

90 Projects

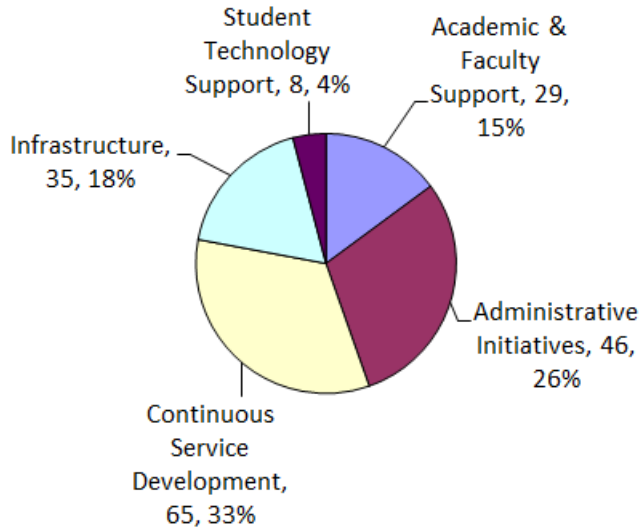
Strategic Category	Completed Count	Completed Percent	Portfolio Percent	Net Difference
Academic & Faculty Support	13	14%	17%	-3%
Administrative Initiatives	27	30%	27%	3%
Continuous Service Development	23	26%	30%	-4%
Infrastructure	17	19%	18%	1%
Student Technology Support	10	11%	8%	3%
	<b>90</b>			



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# FY13 Q3-Q4 Plan of Record

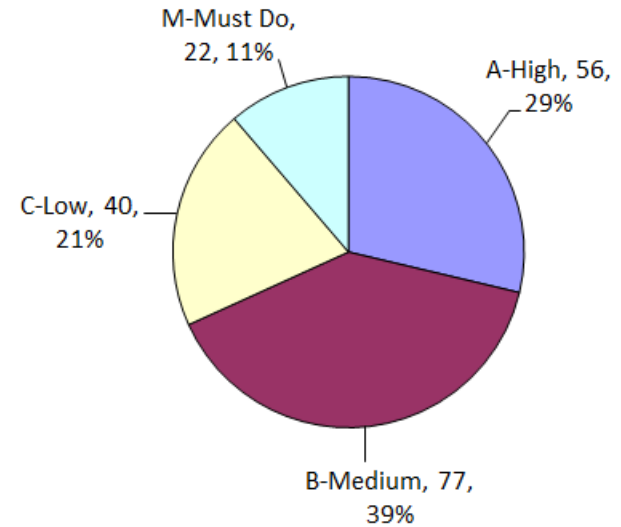
FY13 Q3-Q4 Projects by Strategic Alignment (Draft)



Data as of 12/7/2012

195 Projects

FY13 Q3-Q4 Projects by Priority (Draft)



Data as of 12/7/2012

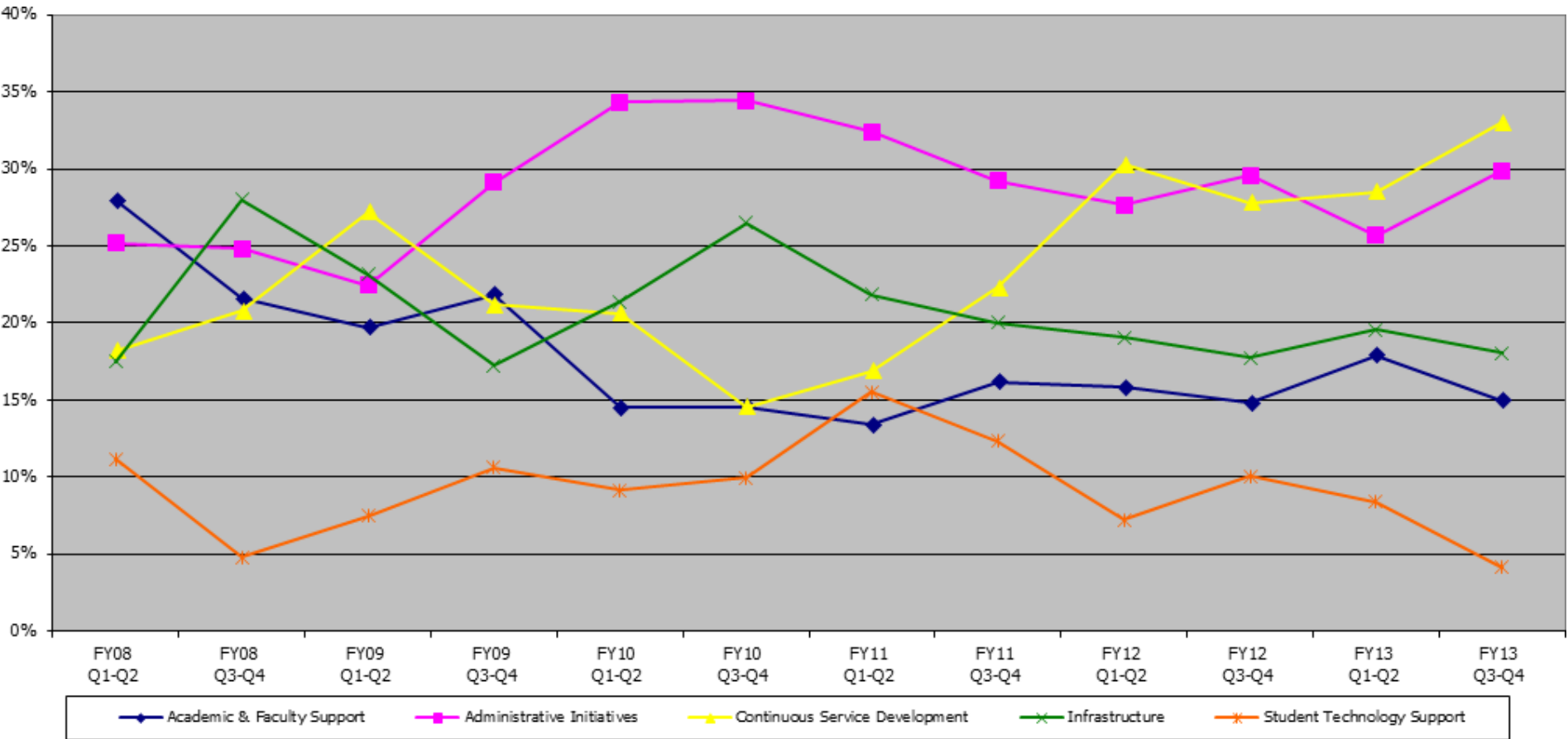
195 Projects

Strategic Alignment	Count
Academic & Faculty Support	29
Administrative Initiatives	58
Continuous Service Development	65
Infrastructure	35
Student Technology Support	8
	<hr/>
	<b>195</b>

Priority	Count
A-High	56
B-Medium	77
C-Low	40
M-Must Do	22
	<hr/>
	<b>195</b>



# ITS Project Portfolio Changes



Strategic Alignment	FY08	FY08	FY09	FY09	FY10	FY10	FY11	FY11	FY12	FY12	FY13	FY13	Prior Period	
	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Q1-Q2	Q3-Q4	Change	Average
Academic & Faculty Support	28%	22%	20%	22%	15%	15%	13%	16%	16%	15%	18%	15%	-3%	20%
Administrative Initiatives	25%	25%	22%	29%	34%	34%	32%	29%	28%	30%	26%	30%	4%	28%
Continuous Service Development	18%	21%	27%	21%	21%	15%	17%	22%	30%	28%	28%	33%	5%	20%
Infrastructure	17%	28%	23%	17%	21%	26%	22%	20%	19%	18%	20%	18%	-2%	22%
Student Technology Support	11%	5%	7%	11%	9%	10%	15%	12%	7%	10%	8%	4%	-4%	9%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	100%

# 2012-2013 ITESC Schedule

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## **Dec. 11, 2012 - Tuesday, 1:30-3:30 PM**

- ATC Update
- Sakai Migration
- Disaster Recovery/Business Continuity
- Facilities Management/Space Planning
- Technology Scorecards
- Project Portfolio Prioritization

## **Jan. 24, 2013 - Thursday, 1:30-3:30 PM**

- Subcommittee Reports
- Major Projects Status Reviews
- Project Portfolio Prioritization Results

## **Mar. 7, 2013 - Thursday, 1:30-3:30 PM**

- Subcommittee Reports
- Major Projects Status Reviews

## **Apr. 25 2013 - Thursday, 1:30-3:30 PM**

- Subcommittee Reports
- Major Projects Status Reviews

## **Jun. 13, 2013 - Thursday, 1:30-3:30 PM**

- Subcommittee Reports
- Major Projects Status Reviews
- Project Portfolio Prioritization

## **Jul. 25, 2013 - Thursday, 1:30-3:30 PM**

- Subcommittee Reports
- Major Projects Status Reviews
- Project Portfolio Prioritization Results

## **Sep. 12, 2013 - Thursday, 1:30-3:30 PM**

- Subcommittee Reports
- Major Projects Status Reviews

## **Oct. 24, 2013 - Thursday, 1:30-3:30 PM**

- Subcommittee Reports
- Major Projects Status Reviews

## **Dec. 12, 2013 - Thursday, 1:30-3:30 PM**

- Technology Scorecards
- Project Portfolio Prioritization