

# ITS Executive Steering Committee (ITESC)

Agenda and Materials  
November 19, 2009



# Agenda

---

- Mobile LOCUS Student Pilot – W. Slazyk
- LUMC LUWare Project Status – K. Smith
- Technology Briefing – S. Malisch/All



# Technology Briefing

---

- FY09 Annual Summary
- FY10 Technology Scorecards
- Industry Trends
  - Resources
  - LUC Relevance
- FY10 Initiatives



# ITS FY09 Annual Summary

## FY09 FACTS

- Key Centers**
- Launched data centers from over 150 facilities including server, software, and equipment consolidation
  - Over 74% degree of server storage
  - 274 physical servers from server room 113 consolidated
  - Consolidating 170 servers from 184 server rooms
  - Over 17 miles of copper and 28 miles of fiber communication cabling eliminated
  - Eliminated 100,000 lbs of server and networking equipment

- Other Facts**
- Over 228 servers moved to 30 server rooms
  - Over 1,700 servers migrated
  - Over 60,000 cables and 100,000 lbs of server and networking equipment consolidated
  - Over 1,700 servers moved to 30 server rooms
  - Over 180 miles of copper and 28 miles of fiber communication cabling eliminated
  - Over 17 miles of copper and 28 miles of fiber communication cabling eliminated

## TECHNOLOGY SCORECARDS

An annual technology assessment based on the State of California's Technology Scorecard. The assessment is a key driver of leading edge. A key improvement of 10% was achieved in 2008 and 15% in 2009. The assessment is a key driver of leading edge. A key improvement of 10% was achieved in 2008 and 15% in 2009.

ITS SCORECARD - SUMMARY	2008	2009	2010	2011
A. Core Infrastructure Modernization	1.1	1.2	1.3	1.4
B. Core Infrastructure Modernization	1.1	1.2	1.3	1.4
C. Core Infrastructure Modernization	1.1	1.2	1.3	1.4
D. Core Infrastructure Modernization	1.1	1.2	1.3	1.4
E. Core Infrastructure Modernization	1.1	1.2	1.3	1.4
F. Core Infrastructure Modernization	1.1	1.2	1.3	1.4
G. Core Infrastructure Modernization	1.1	1.2	1.3	1.4
H. Core Infrastructure Modernization	1.1	1.2	1.3	1.4
I. Core Infrastructure Modernization	1.1	1.2	1.3	1.4
J. Core Infrastructure Modernization	1.1	1.2	1.3	1.4

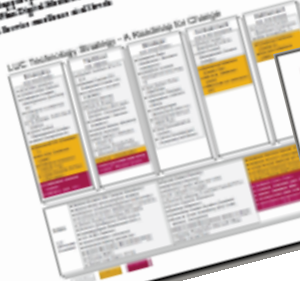
## FY10 & BEYOND

### MAJOR INITIATIVES FY10 Q1-Q2



- Initiatives under development include:**
- Expanding our Technical Support to include server and network services
  - Developing a new strategic plan for the next five years
  - Continuing to improve our service delivery and user experience
  - Providing a new strategic plan for the next five years
  - Expanding our Technical Support to include server and network services
  - Continuing to improve our service delivery and user experience
  - Providing a new strategic plan for the next five years

### LOCUS Technology Strategy - A Roadmap for Change



## Information Technology Services



### FY09 Summary

## Run ... ongoing operations

**Portfolio Summary**  
The ITSITC has been providing ITS services and support to the University since 1989. The portfolio has grown through the years and is now a key part of the University's operations. The ITSITC portfolio has grown through the years and is now a key part of the University's operations.



### Single Service Volumes

- 1,100,000 email messages processed, 80% from users
- 1,300,000 logs in the Information Commons environment
- 1,800,000 calls in the ITS contact center
- 1,800,000 calls in the ITS contact center



- 200,000 pages printed from the University
- 1,200,000 calls in the ITS contact center
- 1,800,000 calls in the ITS contact center

- 1,100,000 pages printed from the University
- 1,200,000 calls in the ITS contact center
- 1,800,000 calls in the ITS contact center

- 1,100,000 pages printed from the University
- 1,200,000 calls in the ITS contact center
- 1,800,000 calls in the ITS contact center

- 1,100,000 pages printed from the University
- 1,200,000 calls in the ITS contact center
- 1,800,000 calls in the ITS contact center

- 1,100,000 pages printed from the University
- 1,200,000 calls in the ITS contact center
- 1,800,000 calls in the ITS contact center

## Grow ... information systems and services to optimize performance

**Student Systems Upgrade**  
In July 2008, the newly upgraded student system, LOCUS 1.0, replaced the legacy system. The new system offers enhanced features and improved user experience. The new system offers enhanced features and improved user experience.



**Digital Media Lab & Online Reservation System**  
The new digital media lab and online reservation system provides a new way for students to reserve and use digital media resources. The new digital media lab and online reservation system provides a new way for students to reserve and use digital media resources.



**Board of Trustees Website**  
The new Board of Trustees website provides a new way for the Board to communicate with the University community. The new Board of Trustees website provides a new way for the Board to communicate with the University community.



**Other Highlights**  
Adopted a new year-end reporting system for the University. Completed the consolidation of the University's financial systems. Completed the consolidation of the University's financial systems.

**Information Security Highlights**  
The review and revision of the University's Information Security Policy. The review and revision of the University's Information Security Policy.

**Information Security Highlights**  
The review and revision of the University's Information Security Policy. The review and revision of the University's Information Security Policy.

**Information Security Highlights**  
The review and revision of the University's Information Security Policy. The review and revision of the University's Information Security Policy.

**Information Security Highlights**  
The review and revision of the University's Information Security Policy. The review and revision of the University's Information Security Policy.

**Information Security Highlights**  
The review and revision of the University's Information Security Policy. The review and revision of the University's Information Security Policy.

**Information Security Highlights**  
The review and revision of the University's Information Security Policy. The review and revision of the University's Information Security Policy.

## Transform ... new technology projects that fundamentally provide change

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.

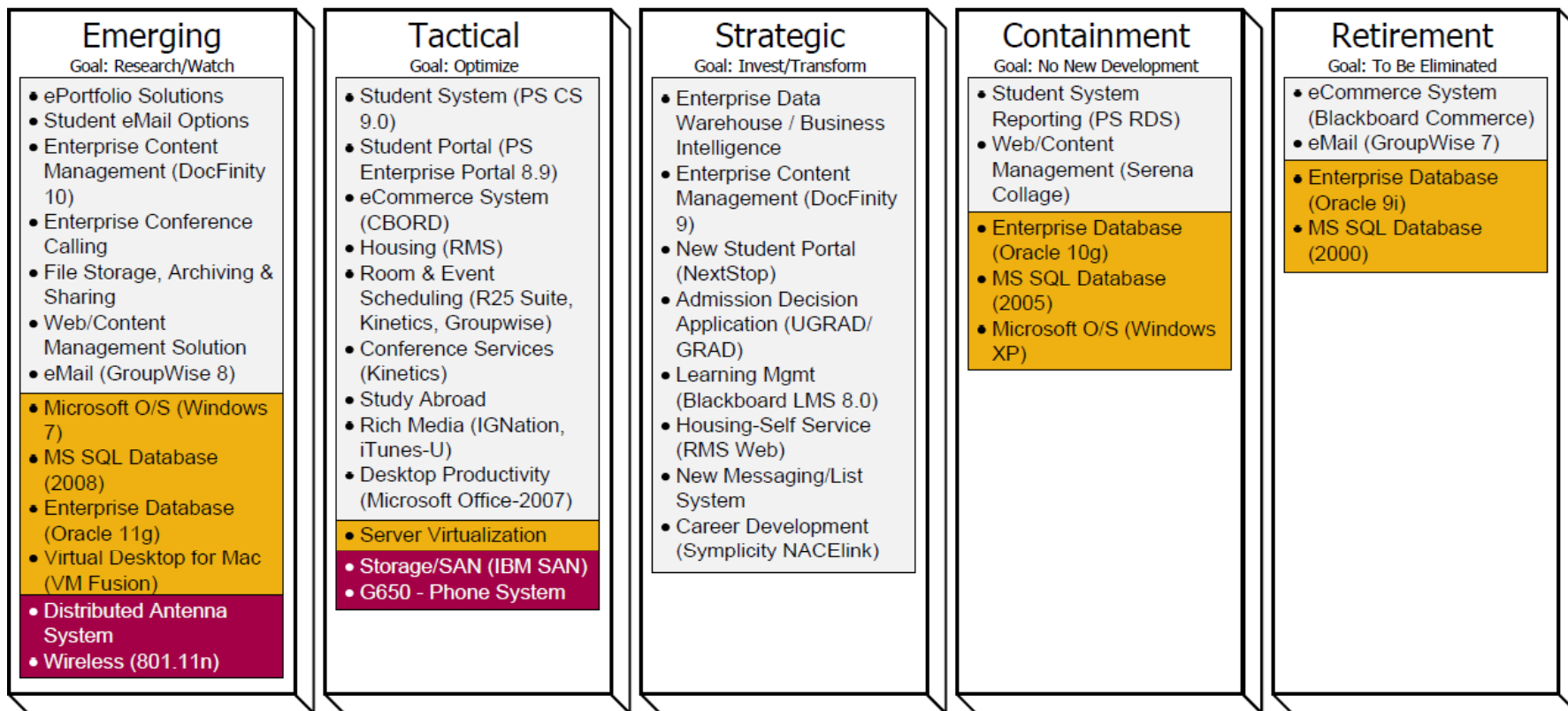
**Next Step Loyola - Student Experience on Portal**  
Designed and developed a new student experience on the Loyola portal. The new portal provides a more intuitive and user-friendly experience for students. The new portal provides a more intuitive and user-friendly experience for students.



Preparing people to lead extraordinary lives

# LUC Technology Strategy - A Roadmap for Change

Wednesday, November 18, 2009



Solution      Software      Hardware

# ITS FY10 LUC Technology Scorecard - Comparison

ITS Scorecard Summary	Health Index					
	FY07	FY08	FY09	FY10	FY09-10 Change	Total Change
Academic & Faculty Support Scorecard	3.0	3.3	3.7	3.9	6%	23%
Administrative Technology Scorecard	3.5	3.8	3.5	4.0	10%	11%
Student Technology Scorecard	3.4	3.5	4.0	4.4	9%	22%
Infrastructure Scorecard	3.0	3.1	3.4	3.6	7%	17%
Continuous Service Improvement Scorecard	2.2	2.6	3.0	3.5	14%	38%
Governance & Funding Scorecard	2.7	3.0	3.6	3.9	9%	31%
Average Annual Score	3.0	3.2	3.5	3.9	9%	24%
Year to Year Improvement	--	8%	9%	9%		

As of November 2009

# ITS FY10 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>		5	➔	Systems and printed documentation are fully functional. Moving to panoramic views on the web for all classrooms and enhanced remote management.	Technology in the classroom is generally available to augment the learning experience, is consistently operational, and technical support is readily available.
Learning Mgmt (Blackboard LMS)	Learning Management System <i>Academic Affairs</i>		4.5	➔	Current release is fully operational. Adoption of "Grade Center" function continues to grow. iClicker function and Community System functions have been added. Expectations from students on faculty use have increased.	System is widely used by faculty, is fully functional in terms of its components, and technical support and training are readily available.
	Departmental Labs <i>Academic Affairs</i>		5		Computer Science model is fully functional. New MOU with SOC to further develop labs unique to SOC. Fine Arts (Macs) now centrally supported.	Departmental Labs are funded under refresh programs, and centrally managed and supported. Exceptions as appropriate (i.e. Computer Science, SOC).
Web Content Management (Serena Collage) LUC Libraries (Voyager)	Department & School Support <i>Academic Affairs</i>		4	➔	Library and Law have MOU's, and Computer Science departmental support is operating effectively. New MOU with SOC being finalized. Continue to extend services to departmental meeting level.	Clients are fully aware of and utilize ITS services. (Work on awareness & self-service resources).
	Advising <i>Academic Affairs</i>		2.5	➔	Some advising data is not readily available to those who need it and/or stored in disparate systems; lack of automation; student satisfaction opportunity. Process review completed; many improvements have been identified and are in the process of being prioritized.	Process takes advantage of technology tools; monitoring and alerting are automated; student satisfaction ratings are good.
Specialized Equipment (Macintosh/Blackberry)	Accessibility of Specialized Technology <i>Academic Affairs</i>		4.5	➔	Student technology fee in place to fund programs. Demand for more specialized technology on campus continues to grow, including mobile applications. Digital Media Lab presence needed at Water Tower Campus - planning underway.	Facility and technical services are; widely available, staffed with hardware, software, and support resources to meet the student demands. Funding plan for IC technology refresh, update, and replacement has been developed.
	Research Support Services/Research Computing <i>Academic Affairs</i>		3	➔	New survey tool developed as an additional resource. Demand for Qualitative software growing. ATC to prioritize.	Support and consultation on statistical computing and resources is readily available.
			3.5	➔	Location for a dedicated Research Data Center identified; funding and construction planning underway.	A research computing environment is offered and supported centrally.
			3		No change from FY09. Opportunities to provide collaborative tools within and outside institution.	Systems to facilitate collaboration, capture expertise, and report on research is available. (Measure adoption.)
<b>Overall</b>			3.9	➔		

As of November 2009

# ITS FY10 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		Citrix access via VPN, more secure, PCI compliant.	Adding credit card acceptance is controlled by a well defined, easy to use process; PCI compliant.
Alumni Relations (Advance) Predictive Dialing (SmartCall)	Advancement <i>Advancement</i>		4.5	➔	Advancement SmartCall applications current with updates; hardware refreshed; databases are all updated to 10g. Internal audit results are pending.	ITS provides advisement on development and technologies with ADV team. Comprehensive system with required functionality. New acquisition and integration discussions occur proactively.
Student Recruiting (Recruitment Plus)	Enrollment Management <i>Academic Affairs</i>		3.5	➔	Next Stop Loyola added in FY08; new staff in place; grad/ugrad applications brought in-house will streamline integration. Statistical data is maintained in disparate applications and some reporting is manual.	Operations and data are managed in totally integrated systems with work flow process in place (limited support provided by ITS).
Student System Reporting (PS RDS) Business Intelligence (WebFocus)	Data Warehouse; Reporting <i>Enterprise</i>		3	➔	Institutional interviews conducted; strategy near completion; Data Governance Committee established; ITESC reviewed and approved.	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	➔	Roll-out in progress. Multiple functional areas are live. ROI value is meeting expectations.	Enterprise strategy in place and leveraged where appropriate.
	Budget Application <i>Finance</i>		4.5	➜	Budget application is functional with no material change. Opportunities exist to automate and improve integration in budget submission processes.	Fully integrated single system, web based with user friendly front end.
	Faculty Info. System <i>Academic Affairs</i>		5			Single source of truth for faculty information and fully integrated with related systems.
Room & Event Scheduling (R25 Suite, Kinetics, GroupWise)	Event and Room Scheduling <i>Finance</i>		3		Multiple systems and processes are difficult for requestors to navigate. Areas controlled by local groups who don't use any of our existing systems. Space is tight. R25 Web viewer needs to be LDAP enabled.	Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Access Security (Maxxess)	Building Access <i>Facilities</i>		2	New	Maxxess application is not housed in enterprise data center. Internal audit results pending.	Card system is integrated to access control to all buildings. Centralized monitoring/alerting, and processes to integrate and automate related systems. System is secure and compliant.
Parking (Maxxess)	Parking Access <i>Facilities</i>		4	➔	Completed parking system upgrade, some support concerns from RevCon, dedicated ITS liaison.	Parking system is integrated to access control to all garages. Centralized monitoring/alerting. System is secure and compliant.
Faculty Salary Planning Staff Salary Planning	Salary Planning <i>Finance</i>		5			System provides web-based interface, integrated tools, workflow capability.
<b>Overall</b>			4.0	➔		

As of November 2009



# ITS FY10 Student Technology Scorecard

Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
	Wireless <i>Enterprise</i>		5	➔	Continued expansion of wireless access on campus and new computer registration process. Over 800 access points. 801.11n access points being deployed (IC and Campion).	Majority of campus locations offer wireless access. Refresh funding in place. Easy authentication process.
eMail (GroupWise) Spam Filtering (MailFoundry)	Student Email <i>Student Development</i>		4		Outsourced options being reviewed and vetted with university stakeholders.	Reliable, quick mail delivery, easy to use, adequate retention and storage.
	Computer Labs <i>Student Development</i>		5		Widely available. Student requests to access facilities and resources for extended hours continue to grow.	Access to labs and resources is widely available and reliable.
Student System (PS Campus Solutions) Student Portal (PS Enterprise Portal) Student Loan Mgmt. (ECIS)	Student Information System <i>Enterprise</i>		4.25	➔	Progress has been made in utilizing more of the modules for student record keeping such as in the advising areas (3C's and Collections Modules).	Current version with minimal customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Full participation in User Groups by Loyola user community; Training and documentation are current.
eCommerce System (Blackboard Commerce)	Campus Card <i>Finance</i>		4	➔	Replacement system from CBORD is being implemented with completion scheduled in Dec 2009. Redundant new servers, complete IP based system, no SSN's required.	Fully duplicated system running current software with commercial DB such as Oracle. (SSN's, older hw, little expertise in app or OS, unsupported by vendor, no test system or redundancy).
	Student Support Services (RESNET) <i>Student Development</i>		5		Service is used regularly. Migrated service to Help Desk system (HEAT) and are providing more face-to-face consultations for network registration.	Technology services are readily available to resident hall students. Knowledgebase for support is professional and accessible.
	Emergency Notification System <i>Facilities</i>		4		System operating with improved reporting. Efforts underway to increase participation and to refine annual purging process and automating updates.	System in place with automated updates. Tiered capability to notify various groups as appropriate. Reliable and complete reporting.
Wellness Center (Point and Click)	Wellness <i>Student Development</i>		5	New	No outstanding issues known at this time.	Student services offered on-line, records are electronic and secure.
Housing (R.MS)	Housing Administration <i>Student Development</i>		3.5	➔	Plans for web based room application/selection for all students is underway. Newly admitted students provide contracts online. Reporting enhancements underway.	Web-based self-service room selection, predictive occupancy reporting.
<b>Overall</b>			4.4	➔		

As of November 2009

# ITS FY10 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 <i>Enterprise</i>		4.5	←	Heightened demand of internet may require bandwidth increases in FY 11.	Adequate bandwidth with failover capabilities. Self-healing capabilities.
Network Services (Novell, eDirectory, IDM3)	Identity Management  <i>Human Resources</i>		2.5	←	LDAP and IDM solution with single id/password for all systems in place for LUC. Completed initial phase for shared identity (login id) management enabling LUC/LUMC to "share" user ids and passwords, preventing the creation of duplicate ids. Current project underway is required to improve access to shared services and collaboration tools.	Matrix built; Provisioning tools and processes are established, enabled and measured.
	Voice/Telecom  <i>Enterprise</i>		4	→	G650's being deployed to south end of campus to support Mundelein, Coffey, Sullivan. WTC upgrade being reviewed and possibly tied to WTC data center upgrade.	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>		3.5	→	135 servers virtualized. Refining network storage allocation strategy; purchased SVC. Implemented an automated Window patch strategy, improving efficiencies and reliability.	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>		3.5	→	Establishing Dumbach data center as the primary data center for the Lakeside campuses and WTC as the "backup" data center, with exception of some WTC services that are best provisioned from that location.	BCDR plan in place and tested on an annual basis. Failover plans for core business systems.
	Security & Compliance  <i>Enterprise</i>		3.5	→	PII efforts complete. Enterprise encryption underway. PCI compliance obtained. Information Security Advisory Council established. Risk assessment pending.	Comprehensive security pgm; policies & procedures governing infrastructure security; automated methods to audit compliance. Demonstrates adherence and/or due diligence to regulations governing Universities.
Desktop, Standard Intel (Dell) Desktop Productivity (Microsoft Office)	Desktop  <i>Enterprise</i>		4	→	Testing Windows 7. Deploying Office 2007. Refined process for image requests and deployment. ZEN10 Upgrade stalled due to competing priorities.	Stable OS with all virus updates and OS critical patches and updates. Standard images.
	Data Center & Campus Technology Facilities <i>Enterprise</i>		3.5	→	Temporary cooling and power remediation completed at WTC data center pending long-term plan to move from 7th floor of 25EP to the basement of 25EP. Target FY 12.	Up-to-date, secure, environmentally-managed, redundancy, failover capabilities.
<b>Overall</b>			3.6	→		

As of November 2009

# ITS FY10 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)		4	➔	System implemented and being used by clients. Additional end-user awareness and report capabilities needed. Internal process opportunities.	Full function web-based tracking and reporting system with self-service capabilities.
	<i>Enterprise</i>		4		Hours of operation extended, but demand for expanded support hours from students and faculty and staff (video events) continues.	Extended hour support as appropriate for defined client groups and systems.
	Skill sets, professional development		4	➔	Development plans are in place to improve needed skills and competencies. Succession plans being updated for key roles. Skillset overlap (coverage) is limited.	Skills are current with newest technologies and are possessed by all the appropriate staff. Training plans developed and executed.
	<i>ITS</i>					
	Project Management		4		Process continues to mature. Improvements identified via internal ITS survey.	Well defined flexible processes that are easy to understand and follow to insure timely, successful delivery.
	<i>ITS</i>					
	Research & Development		2.5	➔	R&D efforts improved in Media Services. Dedicated R&D resources/roles do not exist across ITS. New enterprise architecture processes assisting to drive change.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
	<i>ITS</i>					
	Change Management		3.5	➔	Change process remains effective. Weekly & monthly metrics available. System enhancements pending.	A formal and managed process is in place to implement and communicate changes to the technology environment. (Reporting)
	<i>ITS</i>					
	Remote Access		3	➔	VPN access stable, new apps added to VPN. File/disk sharing (DocXchanger) operational; reviewing for enterprise use.	Full suite of tools/access available remotely with appropriate security enforced.
Virtual Private Network (F5 Firepass)	<i>Enterprise</i>					
	International Enterprise Support		3		Initial dialogue with JFRC is underway regarding renovation plans. Also investigating cost and complexity to increase campus bandwidth.	Access and support of university applications and resources from remote campuses such as Rome and Beijing is provided at an appropriate level in relation to the business need.
	<i>Academic Affairs</i>					
<b>Overall</b>			3.5	➔		

As of November 2009

# ITS FY10 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	➔	Technology review and acquisition process created.	An information technology review process defines and aligns core technology selections.
	Institutional Impact <i>Enterprise</i>		4		Project priorities being vetted at the sub-committees and ITESC level. Business cases and benefits developed for strategic projects.	Business cases are developed, prioritized, and really used to make IT investment decisions.
	Enterprise Architecture <i>Enterprise</i>		3	➔	Technology Roadmap established. ARB reconfigured and operational.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood.
	Budgeting <i>Enterprise</i>		4		ITS budgeting process is consistent and remains collaborative with the functional areas. Student Technology Fee implemented in FY 10.	Strategic and annual planning processes are integrated and utilized for developing capital and expense budgets.
	Technology Investments <i>Enterprise</i>		4		ITS investments consistently vetted at the ITESC and subcommittees.	IT investments are rationalized and considered from an enterprise or cross functional perspective.
	Technology Procurement <i>Enterprise</i>		4.5	➔	Partnership with purchasing continues to be effective. The technology fee has created an innovative way to fund IT initiatives. Grant research has been initiated.	Technology procurement is standardized and strategically aligned and leveraged (Procure and grant process exceptions). Refresh programs in place for core technologies.
	Vendor Partnerships <i>Enterprise</i>		4.5	➔	AJCU shared services efforts continue. Regular reviews of major contracts have proven effective.	Strategic relationships with IT vendors have been fully established and leveraged.
	Contract Management <i>Enterprise</i>		4		Contract management process is stable and consistent. All ITS technology contracts being scanned and organized electronically.	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 exist.	Labor resources are focused on adding new value while running current operations.
<b>Overall</b>			3.9	➔		

As of November 2009

# Industry Trends

---

- Resources
  - Educause
    - Core Data Service
    - Listservs
  - Gartner
    - Magic Quadrants
    - Hype Cycles
    - Specialized Analysts and Reports
  - AJCU; peer and aspirational comparisons
  - The Campus Computing Project
  - Other
    - CDW-G 21<sup>st</sup> Century Campus Report
    - ECAR Study of Undergraduate Students and IT
    - Campus Technology
    - Chronicle of Higher Education



# ECAR Key Findings Summary

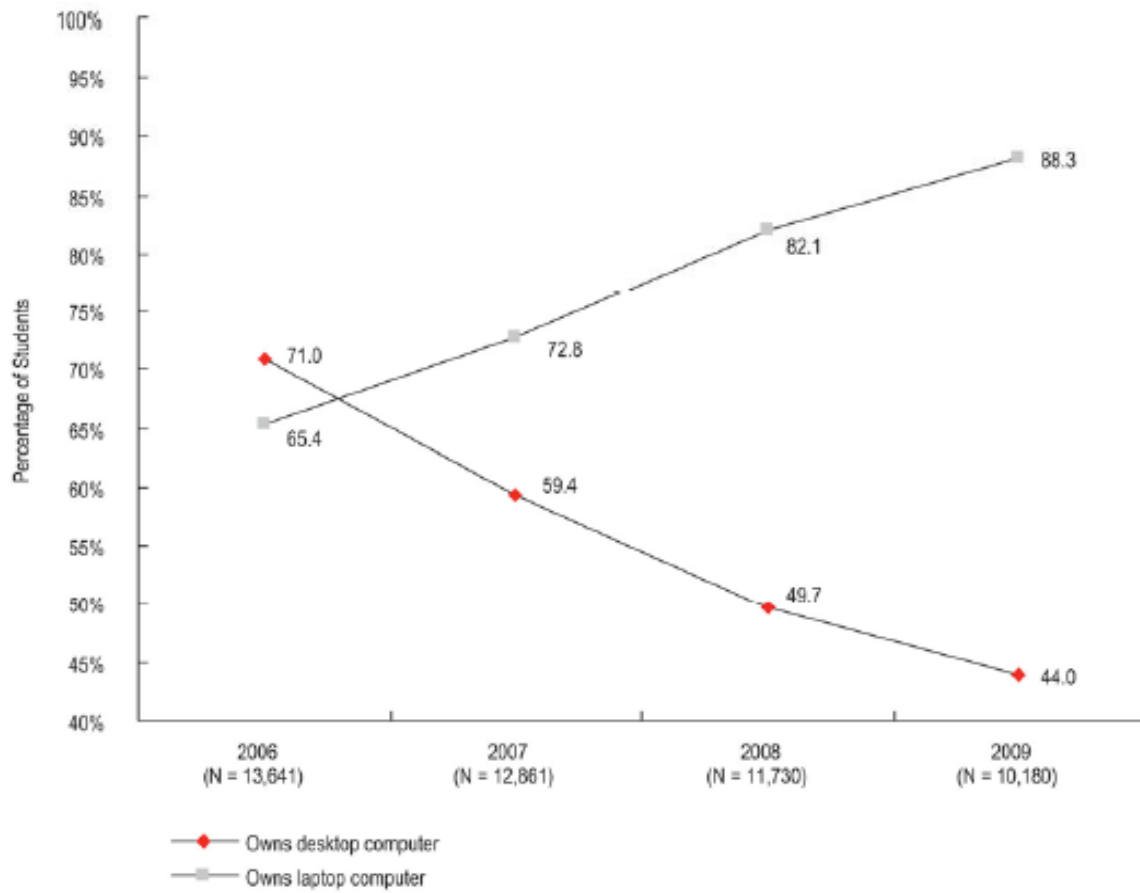
---

Like the clothes in their suitcases, the technologies students bring to campus change every year. Occasionally, the change can be dramatic. It's hard to believe, but when the college seniors we surveyed for this year's study began their education four years ago, netbooks, iPhones, and the Nintendo Wii had yet to hit the market. When they went home for the holidays during their freshman year, some returned with a brand new game called *Guitar Hero* for the PlayStation 2, and some may have been lucky enough to score a \$250 4-GB iPod nano or an ultrathin digital camera. Today's freshmen have mobile phones that hold more songs than that 4-GB nano, and they can use them to take digital photos and videos of the same quality as the \$400 camera today's seniors got for their high school graduation.



# ECAR Key Findings Summary

Figure 1. Change in Computer Ownership from 2006 to 2009 (39 Institutions\*)



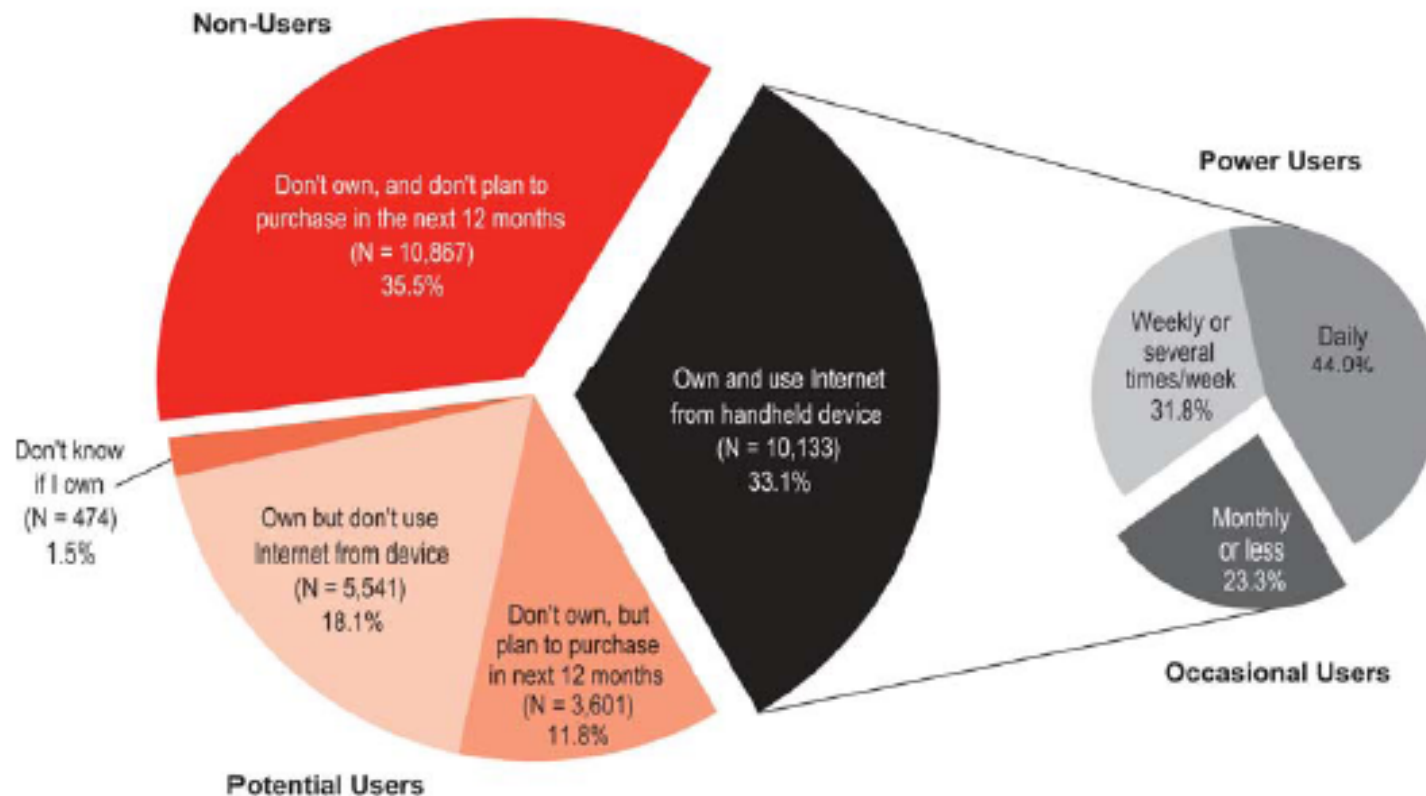
\*Data are based on student responses from the 39 institutions that participated in each of the 2006, 2007, 2008, and 2009 studies. Although institutions remained the same, the actual students responding were different each year.



Preparing people to lead extraordinary lives

# ECAR Key Findings Summary

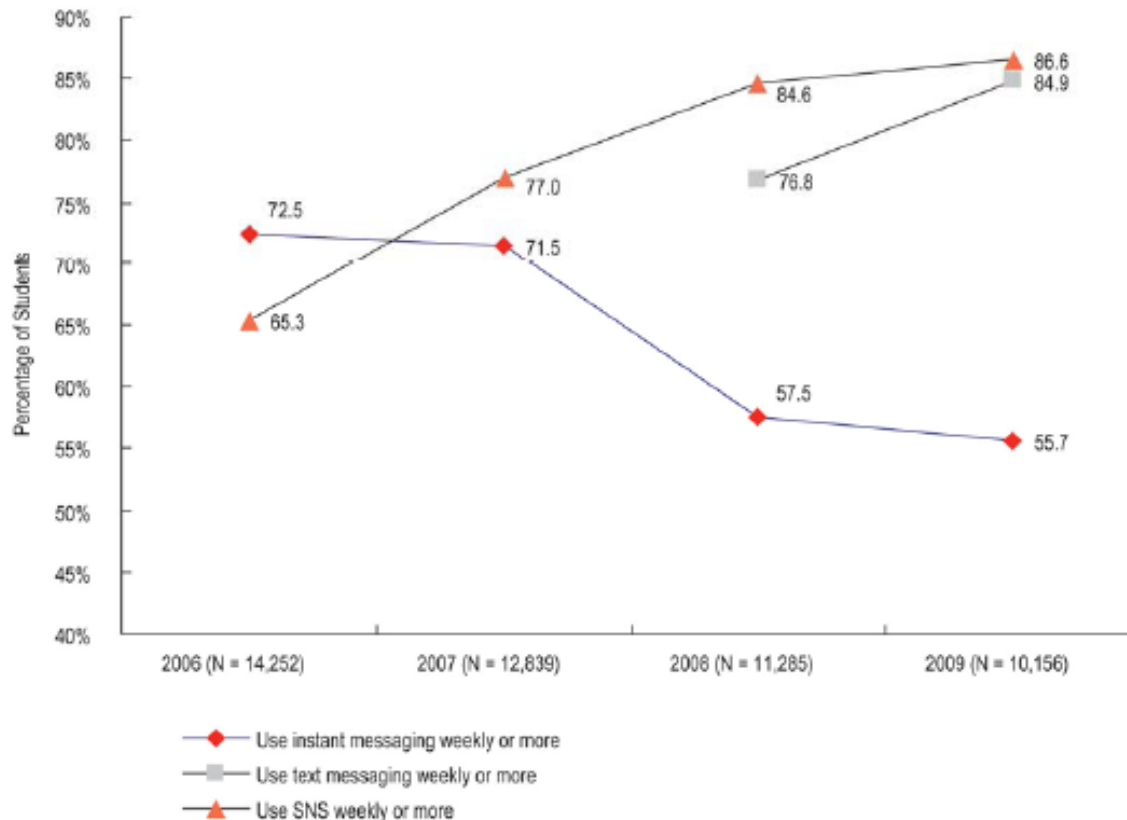
Figure 5. Ownership and Use of Internet-Capable Handheld Devices (N = 30,616)





# ECAR Key Findings Summary

Figure 2. Change in Communication Technology Use from 2006 to 2009 (39 Institutions\*)

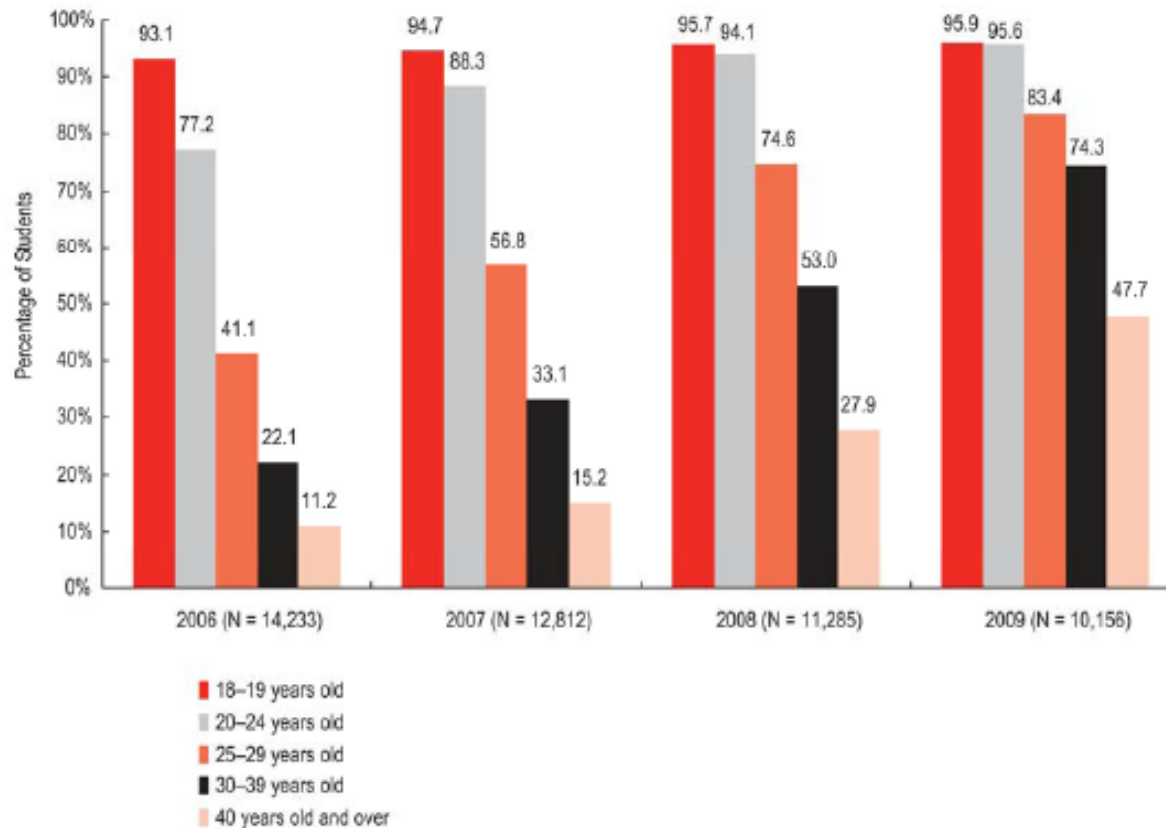


\*Data for four-year comparisons are based on student responses from the 39 institutions that participated in each of the 2006, 2007, 2008, and 2009 studies. Although institutions remained the same, the actual students responding each year were different. Use of text messaging was first surveyed in 2008.



# ECAR Key Findings Summary

**Figure 3. Percentage of Students Who Have Used Social Networking Websites (SNSs), by Age, from 2006 to 2009 (39 Institutions\*)**



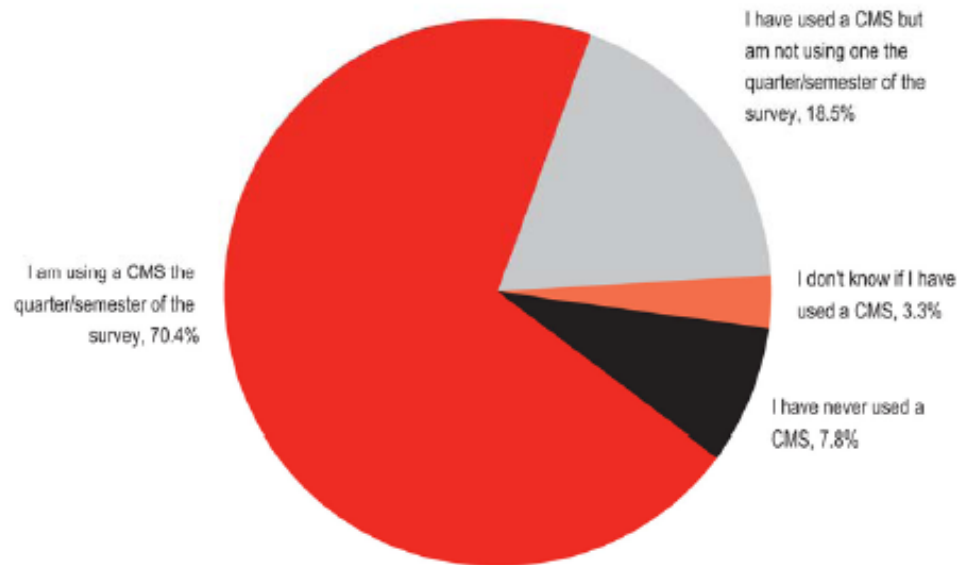
*\*Data for four-year comparisons are based on student responses from the 39 institutions that participated in each of the 2006, 2007, 2008, and 2009 studies. Although institutions remained the same, the actual students responding each year were different.*



*Preparing people to lead extraordinary lives*

# ECAR Key Findings Summary

Figure 4. Student Use of Course or Learning Management Systems (N = 30,616)



Institutions' investments in CMSs seem to be paying off in generally positive student perceptions of their use. In this year's study, most respondents who had used a CMS said their overall experience with them was either positive (52.0%) or very positive (11.2%). We also found that, like last year, respondents who used a CMS more frequently reported more positive experiences. Instructors who have implemented CMS technology can take heart from our finding that nearly two-thirds (64.7%) said that they disagree or strongly disagree with the statement "I skip classes when materials from course lectures are available online." In fact, ECAR found other research studies that support the idea that posting course materials online can improve student attendance.<sup>2</sup>



## Key Findings

- ▶ **Access defines the 21st-century campus**
  - Students, faculty and IT staff agree that the 21st-century campus is defined by access – wireless access, resource access and access to each other
  
- ▶ **Importance of campus technology skyrockets for students**
  - Students increasingly associate educational value with campus technology; 81% use technology every day to prepare for class, up from 63% in 2008
  - Despite the critical importance of technology to students, 45% say it is fully integrated into their curriculum, down from 54% in 2008
  
- ▶ **Faculty and students do not see eye-to-eye on technology use**
  - Faculty rate their use and understanding of technology as high, but students disagree with that assessment
  - Students rate faculty lack of tech knowledge as the biggest obstacle to classroom technology integration and see it as a growing problem
  
- ▶ **Looking ahead, students and faculty lack confidence in institutions' workforce preparation**
  - Just 32% of students and 22% of faculty strongly agree that their college/university is preparing students to successfully use technology when they enter the workforce

# EDUCAUSE 2009 Top IT Issues Survey Results

## Top-Ten IT Issues, 2009

1. Funding IT
2. Administrative/ERP Information Systems
3. Security
4. Infrastructure/Cyberinfrastructure
5. Teaching and Learning with Technology
6. Identity/Access Management
7. Governance, Organization, and Leadership
8. Disaster Recovery/Business Continuity
9. Agility, Adaptability, and Responsiveness
10. Learning Management Systems

### Relevant Initiatives at Loyola:

1. Technology Fee; Strategy for strategic projects?
2. Expanding use of SIS modules; Increased integration
3. PII; Audits; PCI Compliance
4. Virtualization; Outsourcing; Leasing
5. iTunes Pilot; ATC; Strategy for engaging faculty/students?
6. Identity Management with LUMC; Federated Identities
7. Prioritization; Process Improvements; Metrics
8. Separation of applications across data centers
9. DW/BI; Retention Dashboard
10. LMS Review with AJCU; Integration opportunities

# 2009 Top 10 Business Priorities

2009  
CIO Survey

Industry= Higher Education

## Top 10 Business Priorities 2009

Please select the top five business priorities for your enterprise/business unit in 2009?

Improving business processes

Increasing the use of information/analytics in decision

Cutting enterprise costs

Improving enterprise workforce effectiveness

Attracting and retaining new customers

Targeting customers and markets more effectively (m

Creating new products or services (innovation)

Managing enterprise change initiatives

Creating new sources of competitive advantage (new

Expanding current customer relationships (expanding

### Relevant Initiatives at Loyola:

1. Advising BPI; ECM

2. Data Governance Committee; DW/BI

3. Virtualization; Leasing

4. ECM

5. Internal Online Apps; Next Stop Loyola

6. Recruitment and Retention Dashboards

7. WTC DML; Mobile Apps

8. Overlap with #1, #4, #6

9. Next Stop Loyola

10.

Note: in the survey, respondents chose their top five issues (not in any order). These priorities are ordered based on the percentage of respondents who included each issue in their top five.

© 2009 Gartner, Inc. and/or its affiliates. All rights reserved.

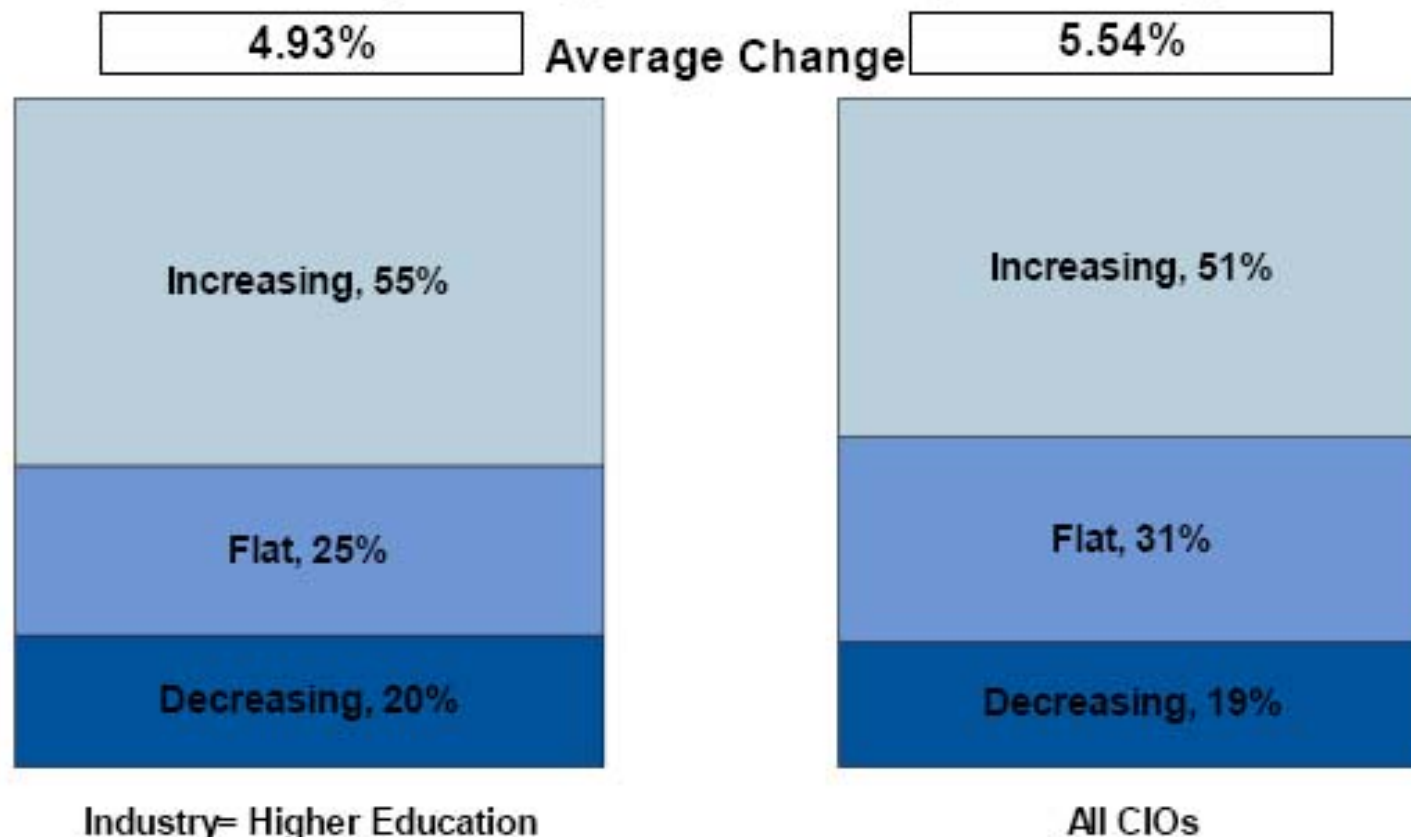
Gartner, Dataquest and iTops are registered trademarks of Gartner, Inc. or its affiliates.  
Gartner for IT Leaders is a service mark of Gartner, Inc. or its affiliates.

# IT Budget Growth (un-weighted average)

2009  
CIO Survey

Industry= Higher Education vs. All CIOs

## IT Budget Changes 2009 Un-Weighted Average



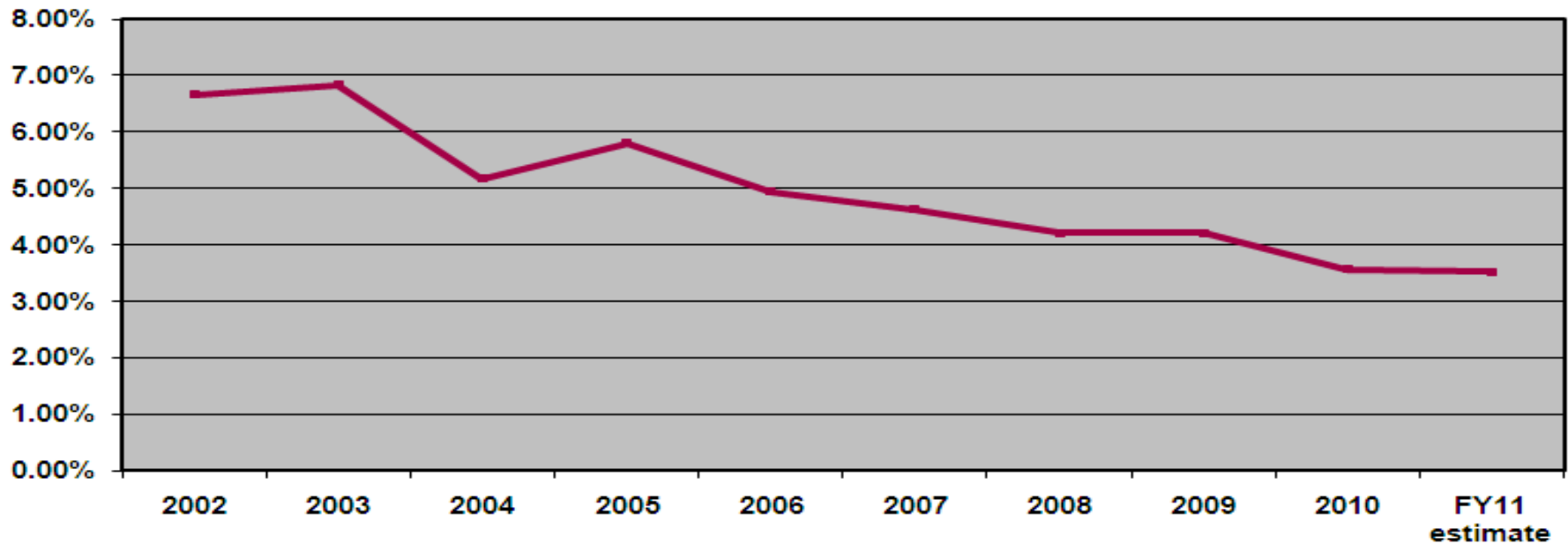
Note: the un-weighted average is the average budget increases for all companies within the category. It does not take the size of the IT budget into account

# ITS Budget Benchmarking

\*budget reflected in millions\*

	2002	2003	2004	2005	2006	2007	2008	2009	2010	FY11 estimate
LUC BUDGET	\$154.8	\$144.5	\$142.2	\$163.8	\$208.0	\$249.7	\$297.6	\$335.0	\$358.0	\$374.4
ITS BUDGET	\$10.3	\$9.9	\$7.3	\$9.5	\$10.3	\$11.5	\$12.5	\$14.1	\$12.8	\$13.2
ITS as % of LUC	6.65%	6.83%	5.16%	5.80%	4.94%	4.62%	4.21%	4.21%	3.56%	3.53%

ITS % of total LUC Budget



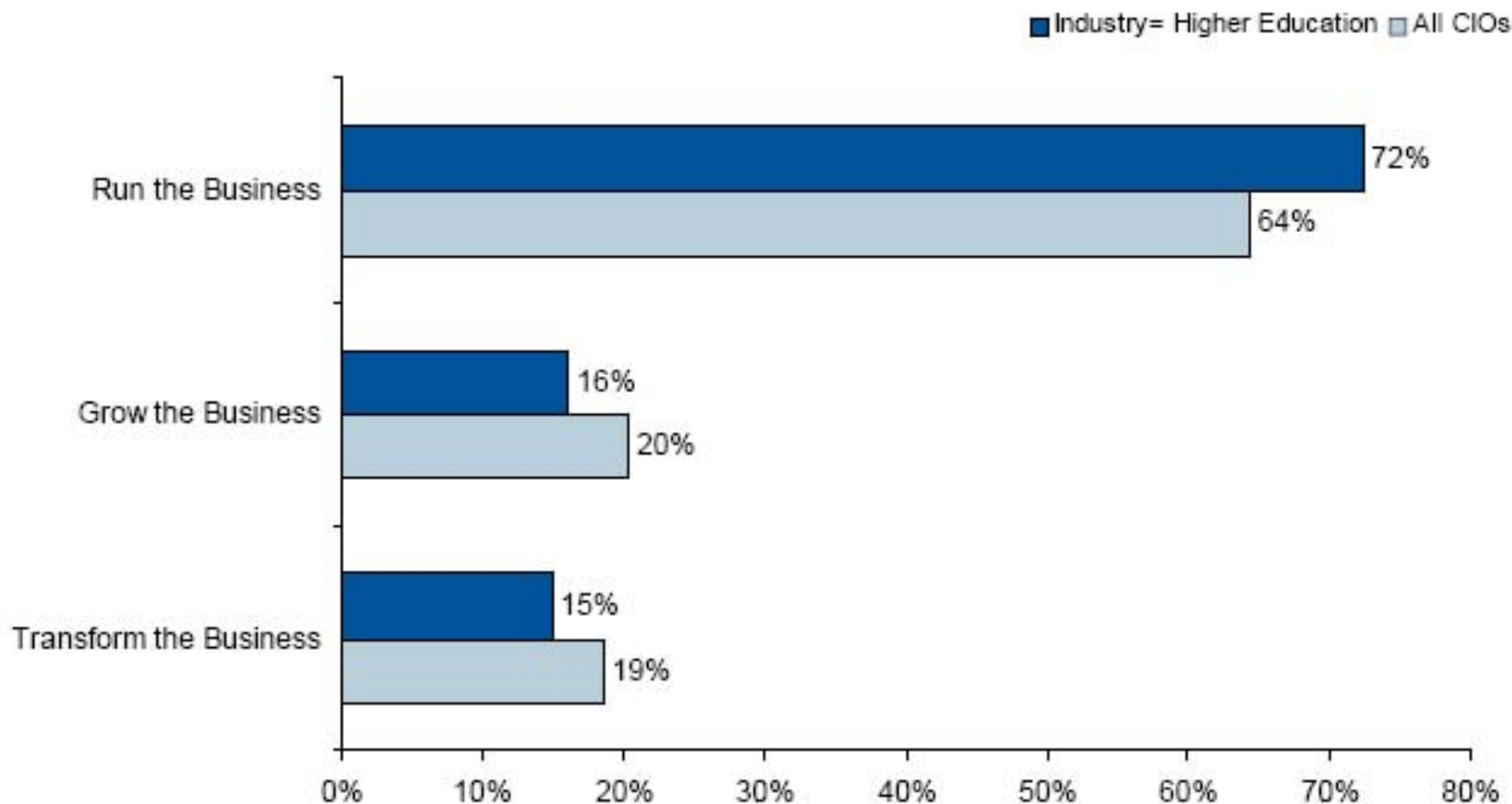


# IT budget by major activity

2009  
CIO Survey

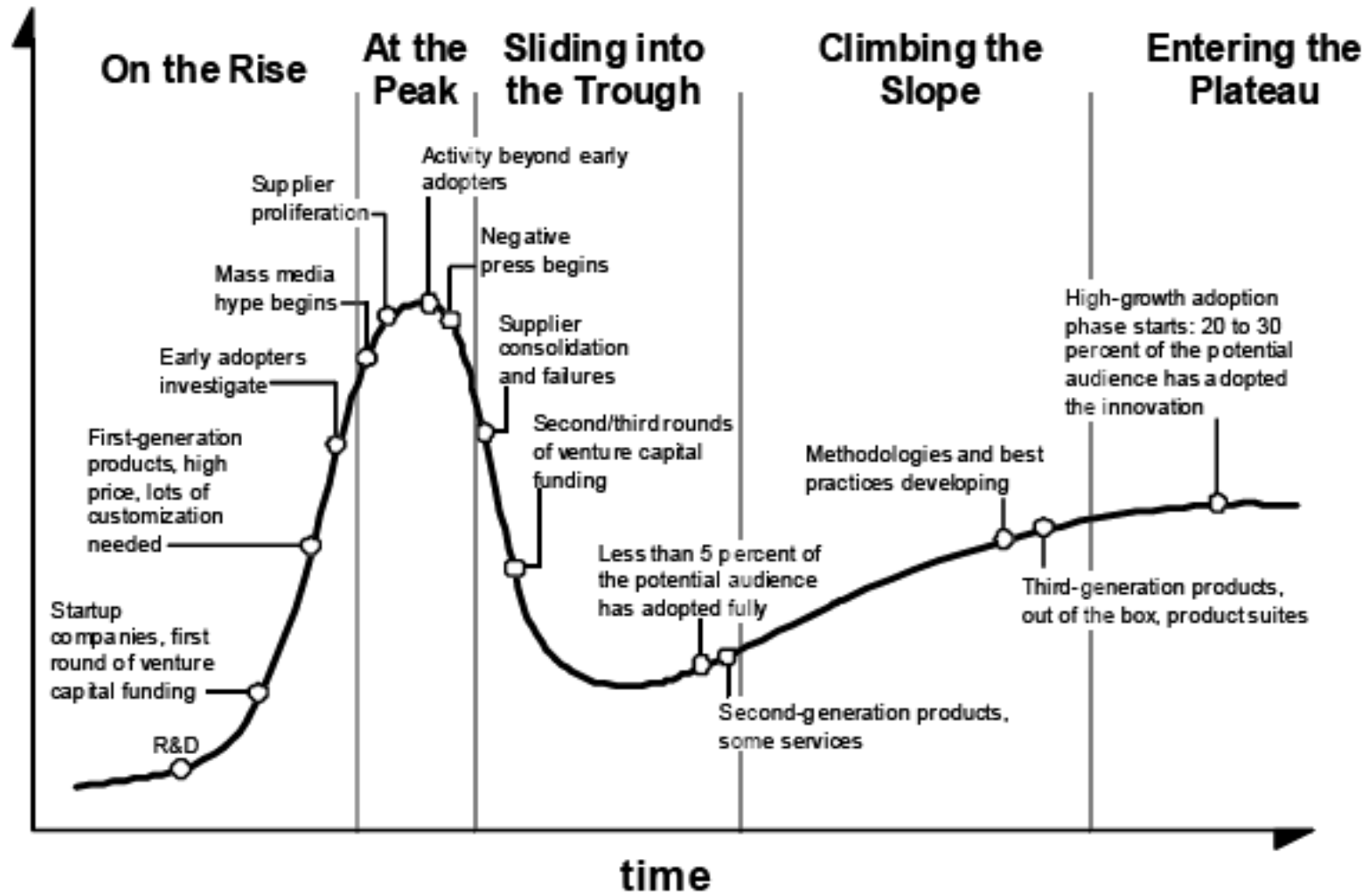
Industry= Higher Education vs. All CIOs

IT Budget by Major Activity



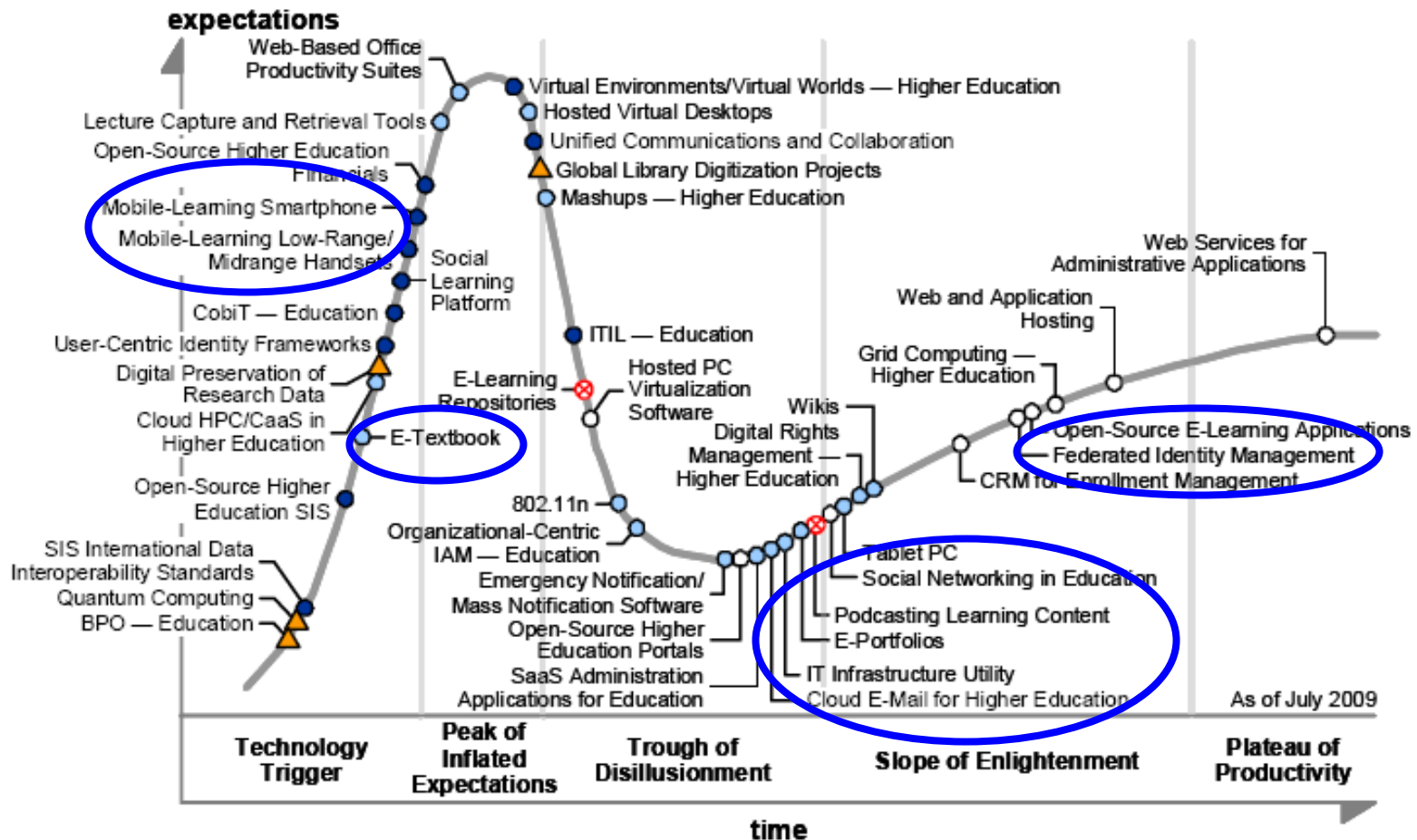
# Technology Maturity: Gartner Hype Cycles

expectations



Source: Gartner (July 2009)

# 2009 Gartner Hype Cycle for Education



**Years to mainstream adoption:**

○ less than 2 years

● 2 to 5 years

● 5 to 10 years

▲ more than 10 years

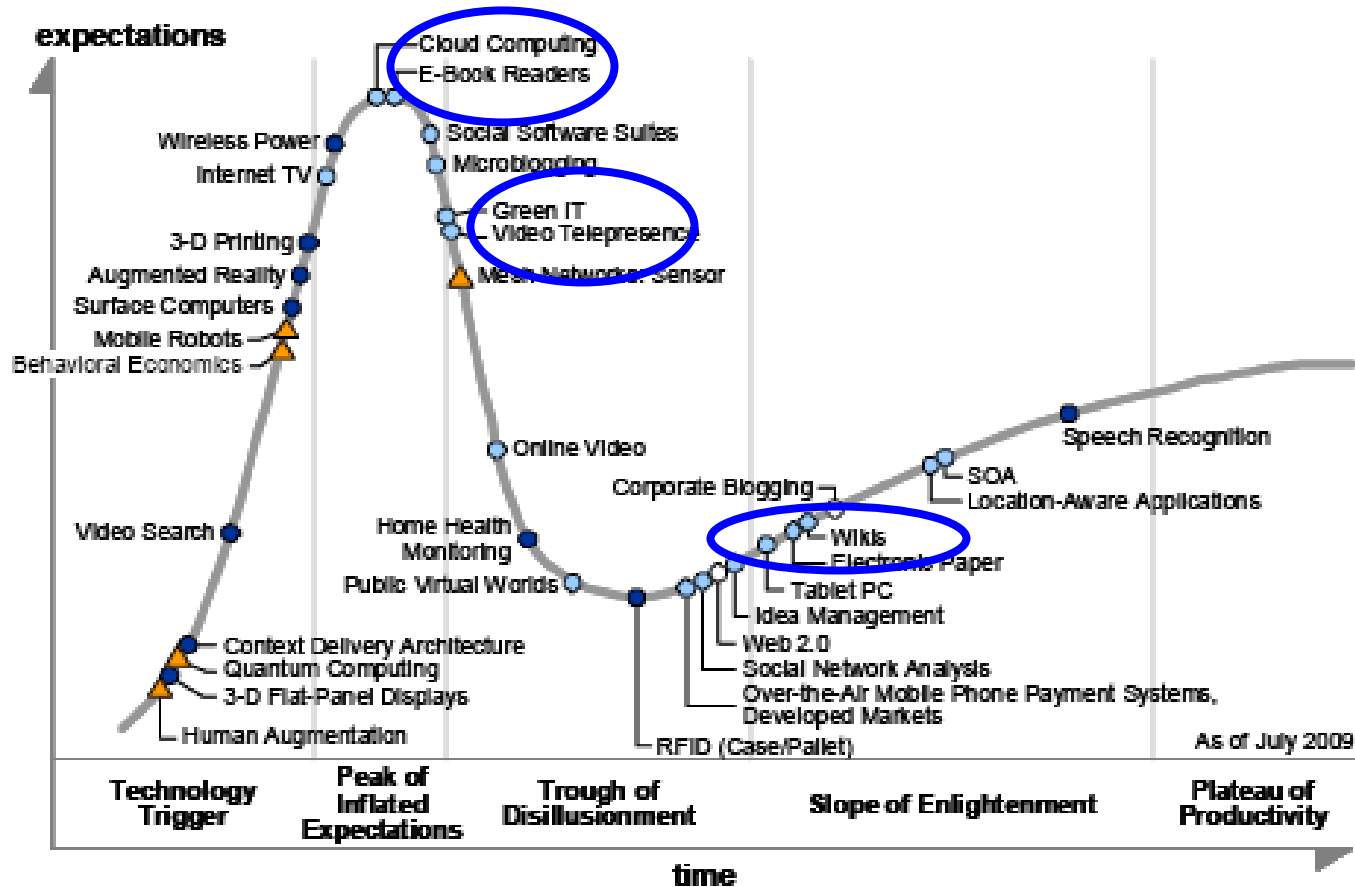
⊗ obsolete

⊗ before plateau

Source: Gartner (July 2009)

# 2009 Gartner Hype Cycle for Emerging Technologies

Figure 1. Hype Cycle for Emerging Technologies, 2009



Years to mainstream adoption:

- less than 2 years
- 2 to 5 years
- 5 to 10 years
- ▲ more than 10 years
- ⊗ obsolete before plateau

Source: Gartner (July 2008)

# FY10 Initiatives

Initiatives under development include:

- Employ new Technology Roadmap to plan for change
- Select DW/BI solution and initial implementation
- Contribute to next steps for recruitment and retention
- Funding and construction of Research Data Center for
- Support pilots for iTunesU and ePortfolios
- Plan Digital Media Lab location at the Water Tower
- Service excellence at all levels

...And...

- Federated Identity Management
- Housing student web (RMS)
- Campus Card Replacement (CBORD)
- Advising “Waves” - Business process change support
- Electronic document management projects (ECM)
- Conduct satisfaction survey

## STRATEGIC PLAN ALIGNMENT

- Strategy 1 and 2
- Strategy 1, Tactic 1.1, 1.4
- Strategy 3, Tactic 3.5
- Strategy 1 and 4, Tactic 4.5
- Strategy 5, Tactic 5.3

- Strategy 6, Tactic 6.1

- Strategy 1, Tactic 1.4
- Strategy 1



# FY10 ITESC Schedule

---

- July 23, 2009 - Thursday, 1:30-3:30 PM
  - Prioritization Results/Finalize POR
  - Audit Briefing
  - Technology Roadmap
  - FY11 Technology-Related Budget Planning
- September 3, 2009 - Thursday, 1:30-3:30 PM
  - Subcommittee Reports
  - FY11 Budget Submissions Review
  - FY11 Budget Input from Subcommittees
- October 15, 2009 - Thursday, 1:30-3:30 PM
  - Major Projects Status Reviews
  - LUMC Update
- November 19, 2009 - Thursday, 1:30-3:30 PM
  - Major Projects Status Reviews
  - Review Scorecard/Process
- December 15, 2009 - Tuesday, 1:30-3:30 PM
  - Subcommittee Reports
  - Project Portfolio Prioritization
- January 21, 2010 - Thursday, 1:30-3:30 PM
  - Prioritization Results/Finalize POR
- March 4, 2010 - Thursday, 1:30-3:30 PM
  - Subcommittee Reports
- April 15, 2010 - Wednesday, 1:30-3:30 PM
  - Major Projects Status Reviews
  - LUMC Update
- May 27, 2010 - Thursday, 1:30-3:30 PM
  - Project Portfolio Prioritization

# Scorecards Addendum

---



# ITS FY10 Academic & Faculty Support Scorecard

Technology / Operation	Health Index					Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY Change		
Classroom Technology and Support <i>Academic Affairs</i>						Systems and printed documentation are fully functional. Moving to panoramic views on the web for all classrooms and enhanced remote management.	Technology in the classroom is generally available to augment the learning experience, is consistently operational, and technical support is readily available.
Learning Management System <i>Academic Affairs</i>						Current release is fully operational. Adoption of "Grade Center" function continues to grow. iClicker function and Community System functions have been added. Expectations from students on faculty use have increased.	System is widely used by faculty, is fully functional in terms of its components, and technical support and training are readily available.
Departmental Labs <i>Academic Affairs</i>	n/a	n/a				Computer Science model is fully functional. New MOU with SOC to further develop labs unique to SOC. Fine Arts (Macs) now centrally supported.	Departmental Labs are funded under refresh programs, and centrally managed and supported. Exceptions as appropriate (i.e. Computer Science, SOC).
Department & School Support <i>Academic Affairs</i>						Library and Law have MOU's, and Computer Science departmental support is operating effectively. New MOU with SOC being finalized. Continue to extend services to departmental meeting level.	Clients are fully aware of and utilize ITS services. (Work on awareness & self-service resources).
Advising <i>Academic Affairs</i>	n/a	n/a				Some advising data is not readily available to those who need it and/or stored in disparate systems; lack of automation; student satisfaction opportunity. Process review completed; many improvements have been identified and are in the process of being prioritized.	Process takes advantage of technology tools; monitoring and alerting are automated; student satisfaction ratings are good.
Accessibility of Specialized Technology <i>Academic Affairs</i>						Student technology fee in place to fund programs. Demand for more specialized technology on campus continues to grow, including mobile applications. Digital Media Lab presence needed at Water Tower Campus - planning underway.	Facility and technical services are widely available, staffed with hardware, software, and support resources to meet the student demands. Funding plan for IC technology refresh, update, and replacement has been developed.
Research Support Services Research Computing <i>Academic Affairs</i>						New survey tool developed as an additional resource. Demand for Qualitative software growing. ATC to prioritize.	Support and consultation on statistical computing and resources is readily available.
						Location for a dedicated Research Data Center identified; funding and construction planning underway.	A research computing environment is offered and supported centrally.
						No change from FY09. Opportunities to provide collaborative tools within and outside institution.	Systems to facilitate collaboration, capture expertise, and report on research is available. (Measure adoption.)

<b>Overall</b>					
	3.0	3.3	3.7	3.9	
	Pct Chg.	9%	10%	6%	25%

As of November 2009



# ITS FY10 Administrative Technology Scorecard

Technology / Operation	Health Index					Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY Change		
Credit Card Processing <i>Finance</i>						Citrix access via VPN, more secure, PCI compliant.	Adding credit card acceptance is controlled by a well defined, easy to use process; PCI compliant.
Advancement <i>Advancement</i>						Advancement SmartCall applications current with updates; hardware refreshed; databases are all updated to 10g. Internal audit results are pending.	ITS provides advisement on development and technologies with ADV team. Comprehensive system with required functionality. New acquisition and integration discussions occur proactively.
Enrollment Management <i>Academic Affairs</i>						Next Stop Loyola added in FY08; new staff in place; grad/ugrad applications brought in-house will streamline integration. Statistical data is maintained in disparate applications and some reporting is manual.	Operations and data are managed in totally integrated systems with work flow process in place (limited support provided by ITS).
Data Warehouse; Reporting <i>Enterprise</i>	n/a	n/a				Institutional interviews conducted; strategy near completion; Data Governance Committee established; ITESC reviewed and approved.	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>						Roll-out in progress. Multiple functional areas are live. ROI/value is meeting expectations.	Enterprise strategy in place and leveraged where appropriate.
Budget Application <i>Finance</i>						Budget application is functional with no material change. Opportunities exist to automate and improve integration in budget submission processes.	Fully integrated single system, web based with user friendly front end.
Faculty Info. System <i>Academic Affairs</i>							Single source of truth for faculty information and fully integrated with related systems.
Event and Room Scheduling <i>Finance</i>						Multiple systems and processes are difficult for requestors to navigate. Areas controlled by local groups who don't use any of our existing systems. Space is tight. R25 Web viewer needs to be LDAP enabled.	Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Building Access <i>Facilities</i>	n/a	n/a	n/a		<b>New</b>	Maxess application is not housed in enterprise data center. Internal audit results pending.	Card system is integrated to access control to all buildings. Centralized monitoring/alerting, and processes to integrate and automate related systems. System is secure and compliant.
Parking Access <i>Facilities</i>	n/a	n/a				Completed parking system upgrade, some support concerns from RevCon, dedicated ITS liaison.	Parking system is integrated to access control to all garages. Centralized monitoring/alerting. System is secure and compliant.
Salary Planning <i>Finance</i>							System provides web-based interface, integrated tools, workflow capability.
<b>Overall</b>							
	3.5	3.8	3.5	4.0			
Pct Chg.		7%	-6%	10%	<b>12%</b>		

As of November 2009

# ITS FY10 Student Technology Scorecard

Technology / Operation	Health Index					Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY Change		
Wireless <i>Enterprise</i>						Continued expansion of wireless access on campus and new computer registration process. Over 800 access points. 801.11n access points being deployed (IC and Campion).	Majority of campus locations offer wireless access. Refresh funding in place. Easy authentication process.
Student Email <i>Student Development</i>						Outsourced options being reviewed and vetted with university stakeholders.	Reliable, quick mail delivery, easy to use, adequate retention and storage.
Computer Labs <i>Student Development</i>						Widely available. Student requests to access facilities and resources for extended hours continue to grow.	Access to labs and resources is widely available and reliable.
Student Information System <i>Enterprise</i>						Progress has been made in utilizing more of the modules for student record keeping such as in the advising areas (3C's and Collections Modules).	Current version with minimal customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Full participation in User Groups by Loyola user community; Training and documentation are current.
Campus Card <i>Finance</i>						Replacement system from CBORD is being implemented with completion scheduled in Dec 2009. Redundant new servers, complete IP based system, no SSNs required.	Fully duplicated system running current software with commercial DB such as Oracle. (SSN's, older hw, little expertise in app or OS, unsupported by vendor, no test system or redundancy).
Student Support Services (RESNET) <i>Student Development</i>						Service is used regularly. Migrated service to Help Desk system (HEAT) and are providing more face-to-face consultations for network registration.	Technology services are readily available to resident hall students. Knowledgebase for support is professional and accessible.
Emergency Notification System <i>Facilities</i>	n/a					System operating with improved reporting. Efforts underway to increase participation and to refine annual purging process and automating updates.	System in place with automated updates. Tiered capability to notify various groups as appropriate. Reliable and complete reporting.
Wellness <i>Student Development</i>	n/a	n/a	n/a		New	No outstanding issues known at this time.	Student services offered on-line, records are electronic and secure.
Housing Administration <i>Student Development</i>						Plans for web based room application/selection for all students is underway. Newly admitted students provide contracts online. Reporting enhancements underway.	Web-based self-service room selection, predictive occupancy reporting.

<b>Overall</b>					
	3.4	3.5	4.0	4.4	
	Pct Chg.	2%	13%	9%	<b>24%</b>

As of November 2009

# ITS FY10 Infrastructure Scorecard

Technology / Operation	Health Index					Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY Change		
Network: Inter-Internal Campus & Internet <i>Enterprise</i>					←	Heightened demand of internet may require bandwidth increases in FY11.	Adequate bandwidth with failover capabilities. Self-healing capabilities.
Identity Management <i>Human Resources</i>					←	LDAP and IDM solution with single id/password for all systems in place for LUC. Completed initial phase for shared identity (login id) management enabling LUC/LUMC to "share" user ids and passwords, preventing the creation of duplicate ids. Current project underway is required to improve access to shared services and collaboration tools.	Matrix built; Provisioning tools and processes are established, enabled and measured.
Voice/Telecom <i>Enterprise</i>					→	G650's being deployed to south end of campus to support Mundelein, Coffey, Sullivan. WTC upgrade being reviewed and possibly tied to WTC data center upgrade.	Latest standards-based offerings from provider. Expansion and upgrade options.
Enterprise Environments: - Servers, Applications - Databases, Interfaces <i>Enterprise</i>					→	135 servers virtualized. Refining network storage allocation strategy; purchased SVC. Implemented an automated Window patch strategy, improving efficiencies and reliability.	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					→	Establishing Dum Bach data center as the primary data center for the Lakeside campuses and WTC as the "backup" data center, with exception of some WTC services that are best provisioned from that location.	BCDR plan in place and tested on an annual basis. Failover plans for core business systems.
Security & Compliance <i>Enterprise</i>					→	PII efforts complete. Enterprise encryption underway. PCI compliance obtained. Information Security Advisory Council established. Risk assessment pending.	Comprehensive security pgm; policies & procedures governing infrastructure security; automated methods to audit compliance. Demonstrates adherence and/or due diligence to regulations governing Universities.
Desktop <i>Enterprise</i>						Testing Windows 7. Deploying Office 2007. Refined process for image requests and deployment. ZEN10 Upgrade stalled due to competing priorities.	Stable OS with all virus updates and OS critical patches and updates. Standard images.
Data Center & Campus Technology Facilities <i>Enterprise</i>					→	Temporary cooling and power remediation completed at WTC data center pending long-term plan to move from 7th floor of 25EP to the basement of 25EP. Target FY12.	Up-to-date, secure, environmentally-managed, redundancy, failover capabilities.
<b>Overall</b>					→		
	3.0	3.1	3.4	3.6			
Pct Chg.		4%	7%	7%	<b>18%</b>		

As of November 2009

# ITS FY10 Continuous Service Improvement Scorecard

Technology / Operation	Health Index					Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY Change		
Technology Service and Support (Help Desk)						System implemented and being used by clients. Additional end-user awareness and report capabilities needed. Internal process opportunities.	Full function web-based tracking and reporting system with self-service capabilities.
<i>Enterprise</i>						Hours of operation extended, but demand for expanded support hours from students and faculty and staff (video events) continues.	Extended hour support as appropriate for defined client groups and systems.
Skill sets, professional development						Development plans are in place to improve needed skills and competencies. Succession plans being updated for key roles. Skillset overlap (coverage) is limited.	Skills are current with newest technologies and are possessed by all the appropriate staff. Training plans developed and executed.
<i>ITS</i>							
Project Management						Process continues to mature. Improvements identified via internal ITS survey.	Well defined flexible processes that are easy to understand and follow to insure timely, successful delivery.
<i>ITS</i>							
Research & Development						R&D efforts improved in Media Services. Dedicated R&D resources/roles do not exist across ITS. New enterprise architecture processes assisting to drive change.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
<i>ITS</i>							
Change Management						Change process remains effective. Weekly & monthly metrics available. System enhancements pending.	A formal and managed process is in place to implement and communicate changes to the technology environment. (Reporting)
<i>ITS</i>							
Remote Access	n/a					VPN access stable, new apps added to VPN. File/disk sharing (DocXchanger) operational; reviewing for enterprise use.	Full suite of tools/access available remotely with appropriate security enforced.
<i>Enterprise</i>	n/a						
International Enterprise Support	n/a					Initial dialogue with JFRC is underway regarding renovation plans. Also investigating cost and complexity to increase campus bandwidth.	Access and support of university applications and resources from remote campuses such as Rome and Beijing is provided at an appropriate level in relation to the business need.
<i>Academic Affairs</i>	n/a						

<b>Overall</b>					
	2.2	2.6	3.0	3.5	
Pct Chg.	17%	13%	14%	<b>44%</b>	

As of November 2009

# ITS FY10 Governance & Funding Scorecard

Technology / Operation	Health Index					Current State	Healthy Definition
	FY07	FY08	FY09	FY10	FY Change		
Technology Strategy <i>Enterprise</i>						Technology review and acquisition process created.	An information technology review process defines and aligns core technology selections.
Institutional Impact <i>Enterprise</i>						Project priorities being vetted at the sub-committees and ITESC level. Business cases and benefits developed for strategic projects.	Business cases are developed, prioritized, and really used to make IT investment decisions.
Enterprise Architecture <i>Enterprise</i>						Technology Roadmap established. ARB reconfigured and operational.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood.
Budgeting <i>Enterprise</i>						ITS budgeting process is consistent and remains collaborative with the functional areas. Student Technology Fee implemented in FY 10.	Strategic and annual planning processes are integrated and utilized for developing capital and expense budgets.
Technology Investments <i>Enterprise</i>						ITS investments consistently vetted at the ITESC and subcommittees.	IT investments are rationalized and considered from an enterprise or cross functional perspective.
Technology Procurement <i>Enterprise</i>						Partnership with purchasing continues to be effective. The technology fee has created an innovative way to fund IT initiatives. Grant research has been initiated.	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>						AJCU shared services efforts continue. Regular reviews of major contracts have proven effective.	Strategic relationships with IT vendors have been fully established and leveraged.
Contract Management <i>Enterprise</i>						Contract management process is stable and consistent. All ITS technology contracts being scanned and organized electronically.	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 exist.	Labor resources are focused on adding new value while running current operations.

<b>Overall</b>					
	2.7	3.0	3.6	3.9	
	Pct Chg.	11%	16%	9%	<b>35%</b>

As of November 2009