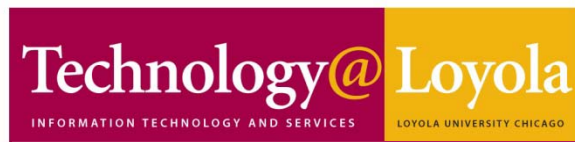


Loyola University Chicago: ITS Strategic Alignment with Academic and Executive Leadership



Blackboard CIO Forum
Susan Malisch
Vice President and CIO
October 17, 2011

About Loyola ...

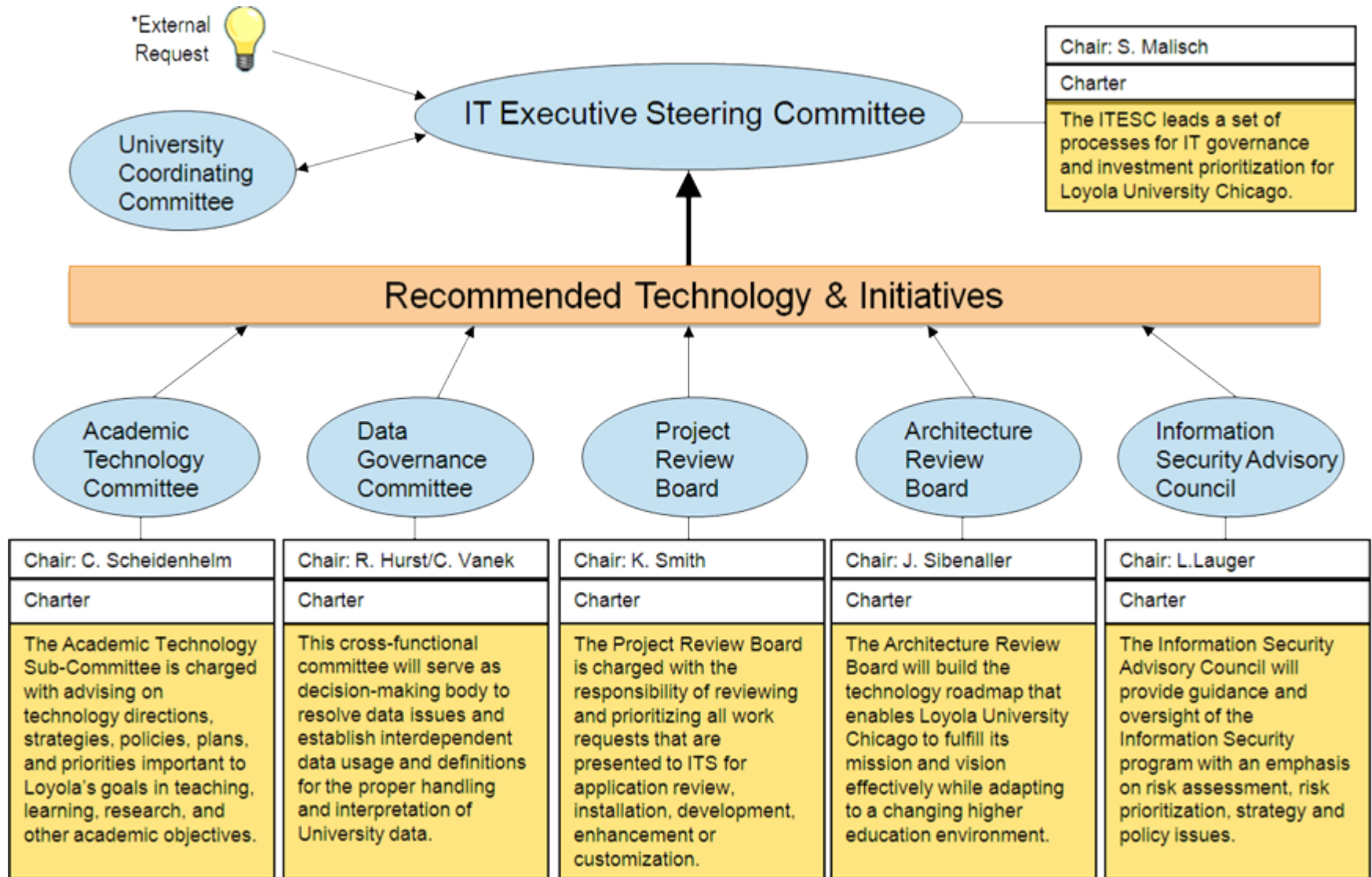
- One of 28 Jesuit Colleges and Universities in the US
- 4 Chicago campuses with centers in Rome and Beijing
- 71 undergraduate majors and 71 minors
- 85 master's and 31 doctoral degrees; 26 certificate programs
- Total enrollment 15,900
- 700 full-time faculty; 1,500 full-time staff
- 15:1 student/faculty ratio
- 3,400 courses with 60% utilizing LMS
- 300 technology-equipped classrooms
- 138,000 alumni; 82,000 in Chicago



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Governance Structure



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Governance:

Project Prioritization Process

Prioritized Ranking by Function								Current		Prior	
Project	AA	Adv	Fac	Fin	HR	SA	ITS	Score	Rank	Rank	Movement
LOCUS Enhancements (6)	1	1	1	1	1	1	1	210	1	1	+0
RMS Student Web Functionality	4	3	3	5	2	2	3	195	2	6	+4
Campus Card System Replacement	27	2	2	2	4	8	2	170	3	4	+1
Enterprise Content Management (13)	5	16	5	4	6	11	8	162	4	5	+1
Business Intelligence/Data Warehouse (7)	6	15	7	6	7	9	7	160	5	7	+2
Retention Dashboard	8	9	8	7	8	10	9	158	6	---	New
Admitted Students Portal Enhancements	3	8	4	15	3	23	4	157	7	---	New
Tuition Benefit Automation	7	5	10	12	5	12	10	156	8	8	+0
Tuition Payment Plans	18	4	6	3	12	17	5	152	9	15	+6
Advising "Wave A" Project & Process Changes	2	23	13	10	17	16	11	125	10	---	New
Support for Eportfolio Pilot & Assessment	14	14	11	26	9	3	23	117	11	11	+0
Integration of LUMC persons into LUWare	24	18	15	13	11	19	6	111	12	---	New
Faculty Salary Planning	16	11	12	9	19	21	19	110	13	---	New
Enhancements to the Budget Application System	17	10	9	8	18	26	20	109	14	---	New
SSOM Financial Aid Awards into PeopleSoft	20	17	14	11	10	15	21	109	14	---	New
Implement iTunes-U for LMS	11	6	23	17	23	5	25	107	16	18	+2
Electronic Based Study Abroad	12	7	22	19	24	14	16	103	17	19	+2
Loyola Alert - Phase II	23	19	16	21	14	13	14	97	18	---	New
Move GPEM R+ Application In-House	9	25	20	14	15	22	15	97	18	---	New
Immunization Registration Reporting	19	22	18	20	20	4	22	92	20	16	-4
Student Email and Communication Options	10	13	25	23	22	6	26	92	20	26	+6
Parking Permit Purchases Integration to PeopleSoft	25	21	17	16	13	18	17	90	22	14	-8
Electronic Outbound Transcripts Feasibility	13	20	21	24	25	20	12	82	23	---	New
Upay Site for "Seat" Deposits	22	24	19	22	16	24	13	77	24	---	New
Comcast Cable TV Contracts	21	26	24	25	26	7	18	70	25	---	New
Cell Phone Coverage Improvements	26	12	26	18	21	25	24	65	26	24	-2
Research Data Center	15							16	27	---	New



Simplify Thru Illustrations...

LUC ITS Rings of Excellence

Major Initiatives, FY10 Q3-Q4

Academic and Faculty Support

- ▶ LOCUS Enhancements (6)
- ▶ Support for ePortfolio Pilot and Assessment
- ▶ Retention Dashboard
- ▶ Upay Site for "Seat" Deposits
- ▶ Advising "Wave A" Projects
- ▶ Electronic Outbound Transcripts Feasibility

Administrative Initiatives

- ▶ Immunization Registration Reporting
- ▶ Electronic Based Study Abroad
- ▶ SSOM Financial Aid Awards into Peoplesoft
- ▶ Faculty Salary Planning
- ▶ Enhancements to the Budget Application System

Student Technology Support

- ▶ Admitted Students Portal Enhancements
- ▶ RMS Student Web Functionality
- ▶ Tuition Benefit Automation
- ▶ Tuition Payment Plan
- ▶ Student Email & Communication Options
- ▶ Comcast Cable TV Contracts

Infrastructure

- ▶ Campus Card System Replacement
- ▶ Campus Construction Initiatives (15)
- ▶ Security Initiatives (ISAC & Audit)
- ▶ Research Data Center
- ▶ Cell Phone Coverage Improvements
- ▶ Loyola Alert - Phase II
- ▶ Move GPEM R+ Application In-House

Continuous Service Development

- ▶ Parking Permit Purchases Integration to PeopleSoft
- ▶ ECM/Imaging Implementation (13)
- ▶ Business Intelligence/Data Warehouse (7)
- ▶ Implement iTunes-U for LMS
- ▶ Integration of LUMC persons into LUWare



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Relationship Management: Weekly/Quarterly Project Updates



ITS Major Initiatives FY10 Q1-Q2 Status Summary

Aug 2009

Infrastructure					
Project	Sponsor	Project Mgr	Prior	Current	Remarks/Issues/Milestones
Security Initiatives (ISAC & Audit Related) - PII Policy and Tool Impl.	Enterprise Project (Sibenaller)	Lauger	Yellow	Lime	Recent Activity: Over 99% complete with two departments remaining. PII found on 25% of devices scanned. Received approval from the ITESC to "encrypt all" going forward and roll-out enterprise encryption management software. Next Steps: Complete follow-up on remaining departments.
Security Initiatives (ISAC & Audit Related) - Committee and Audit Activities	Enterprise Project (Sibenaller)	Lauger	Green	Green	Recent Activity: (1) Information Security Advisory Council established and held initial meeting. (2) Three audits conducted over summer: Deloitte (annual external audit), Halock penetration testing, and SMART application audits on RMS, Maxxess, and BSR Advance. Final reports from Deloitte and Halock included no major findings; several observations noted in both reports to tighten our security position. SMART report expected in Sept./Oct. Next Steps: Assess and implement recommendations as appropriate.
Campus Card System Replacement (PSS 735)	Finance (McGuriman)	Prina	Lime	Green	Recent Activity: CBORD contract has been signed, kick off meeting has been held, and detailed planning is occurring to replace all existing Blackboard readers and replicate/enhance current interfaces to other systems. Next Steps: (1) Coordinate implementation efforts with CBORD consultants. (2) Manage installation of additional networking outlets at identified reader locations. (3) Manage the change over and enhancement of existing data interfaces to work with the new CBORD system.
Campus Construction Initiatives (18)	Facilities (Kosiba)	Various NIS staff	Green	Green	Recent Activity: 4 th floors. Next Steps: floors, Coffey Hall,
Campus Cell Phone Coverage Analysis	Enterprise Project (Vonder Heide)	Heesemann	Green	Orange	Recent Activity: engag Next Steps:
Emergency Response Website (PSS 897)	Facilities (Kosiba)	Heckel	Green	Green	Recent Activity: Lay software to provide ad Next Steps: Coordinate with client for the creation of a wiki site, who will then demonstrate the result to the sponsoring group for approval.
WTC Data Center Remediation	Enterprise Project (Vonder Heide)	Apa	Green	Green	Recent Activity: Installed a new SAN and SVC at LSC to accommodate migrated production systems from WTC to LSC to relieve power and air conditioning requirements at WTC. Next Steps: (1) Migrate all production systems to LSC, utilizing WTC as a DR/failover facility. (2) Determine long-term location for WTC data center to complete remediation plan.
Research Data Center (RDC)	Academic Affairs (Attoh)	Heesemann	Green	Green	Recent Activity: Finalized design and project put out to bid. Next Steps: Confirm funding plan.
Replacement of Content Management System (PSS 941)	ITS/UMC (Malisch/Shannon)	Kraft	n/a	Green	Recent Activity: Technology Advisory Committee formed to determine needs and provide recommendations for replacement of existing Serena Collage system. Kickoff meeting held. Next Steps: (1) Define requirements. (2) Identify potential solutions.



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Roadmap for Change...

LUC ITS Technology Roadmap

Emerging

Goal: Research/Watch

- ePortfolio Solutions
- Federated Identity Mgmt (Shibboleth, InCommon)
- Enterprise Conference Calling
- File Storage
- File & eMail Archiving
- File Sharing & Remote File Access
- Online Learning Programs
- Webinar/Online Classroom Tool (Adobe)
- Desktop Productivity (Microsoft Office-2010)
- eFax Solutions
- Antivirus Tools/Virus Protection
- Virtual Private Network
- eMail & Communication Solutions
- Learning Management Alternatives

- eTranscripts Solutions
- Personal Website/Portal (Orion Replacement)

- MS SQL Database (2008)
- Enterprise Database (Oracle 11g)
- Network Access Control
- Network Services (Novell, eDirectory, Active Directory, IDM3)
- Microsoft O/S (Windows 7)

- Distributed Antenna System

Tactical

Goal: Optimize

- Room & Event Scheduling (R25 Suite, Kinetics, Groupwise)
- Conference Services (Kinetics)
- Study Abroad Online Application (Custom)
- Desktop Productivity (Microsoft Office-2007)
- Admission Decision Application (UGRAD/ GRAD, Custom)
- Learning Mgmt (Blackboard LMS 9.1)
- Web/Content Mgmt Solution (Terminal 4)

- Server Virtualization

- Desktop Virtualization

Strategic

Goal: Invest/Transform

- Enterprise Data Warehouse / Business Intelligence
- Enterprise Content Mgmt (DocFinity 10)
- Admitted Student Portal (Custom)
- Housing-Self Service (RMS Web)
- Mobile Applications (Blackboard, Custom)

- Web Server Platform (Web Logic Suite)

Containment

Goal: No New Development

- Student System Reporting (PS RDS)
- Web/Content Mgmt (Serena Collage)
- Enterprise Content Mgmt (DocFinity 9)

- Enterprise Database (Oracle 10g)
- MS SQL Database (2005)
- Microsoft O/S (Windows XP)
- Virtual Private Network (F5 Firepass)

Retirement

Goal: To Be Eliminated

- eMail (GroupWise 7)
- MS SQL Database (2000)

Core

Goal: Current State (Foundation)

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

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

- Desktop Productivity (Microsoft Office)
- eMail (GroupWise)
- Network Services (Novell, eDirectory, Active Directory, IDM3)
- Network Access Control (Bradford)
- Virtual Private Network (F5 Firepass)
- Enterprise Database (Oracle, MS SQL)
- Spam Filtering (MailFoundry)
- Network (Cisco Core)
- Desktop/Laptop, Standard Intel (Dell, Lenovo)
- Server, Standard (IBM)
- Storage/SAN (IBM SAN)
- Specialized Equipment (Macintosh/Blackberry)

Solution

Software

Hardware



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Metrics:

LUC 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 <i>ITS</i>						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.
Project Management <i>ITS</i>						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.
Research & Development <i>ITS</i>						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.
Change Management <i>ITS</i>						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)
Remote Access <i>Enterprise</i>	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.
International Enterprise Support <i>Academic Affairs</i>	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.

Overall					
	2.2	2.6	3.0	3.5	
Pct Chg.	17%	13%	14%	44%	



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FY10 LUC Technology Scorecards

LOYOLA UNIVERSITY CHICAGO Preparing people to lead extraordinary lives						
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 permanent views on the web for all classrooms and enhanced remote management of projector lamp.	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 functions 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 all components, and technical support and training are readily available.
Departmental Labs	Departmental Labs <i>Academic Affairs</i>		5	→	Computer Science model is fully functional. New MOU with SOC to further develop labs unique to SOC.	Digital media Labs are funded under refresh programs, and centrally managed and supported. Exceptions as appropriate (e.g., Computer Science, SOC).
Web Content Management (Serenia College LUC Libraries (Voyager))	Departmental & School Support <i>Academic Affairs</i>		4	→	Library and Law have MOUs, and Computer Science department support is operating effectively. New MOU with SOC being finalized. Continue to extend service to departmental meeting level.	Clients are fully aware of and utilize ITS services. (Work on awareness & self-service resources).

LOYOLA UNIVERSITY CHICAGO Preparing people to lead extraordinary lives						
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 Prepaath TPO)	Credit Card Processing <i>Finance</i>		5	→	Credit access via VPS, more secure, PCI compliant.	Adding credit card acceptance is controlled by a well defined, easy to use process. PCI compliant.
Alumni Relations (Advantix)	Advancement <i>Advancement</i>		4.5	→	Advancement Incentive all applications current with updates, but do not reflect. Database are all updated to 10g. Internal audit results are pending.	ITS provides advancement on development and technologies with ADV team. Comprehensive system with integrated functionality. New acquisition and integration discussions occur proactively.
Predictive Dialing (Serenia)	Enrollment Management <i>Academic Affairs</i>		3.5	→	Not Stop Loyola added in FY10, new staff in place. grad audit 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 tightly integrated systems with work flow process in place (limited support provided by ITS).
Student Recruiting (Serenia Plus)	Data Warehouse Reporting <i>Academic Affairs</i>		3	→	Institutional services conducted, strategy case completion. Data Governance Committee established. IITSC reviewed and approved.	Single source of truth for data (data warehouse), agreement and consistent data definitions and reporting elements, verified institutional and operational reporting.
Student System Reporting (PS RDS) Business Intelligence (WebFocus)	Enterprise Content Mgmt <i>Finance</i>		4	→	Roll-out in progress. Multiple functional areas are live. PCI v3 value is meeting expectations.	Enterprise strategy in place and leveraged where appropriate.
Enterprise Content Management (Blueberry)	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	Faculty Info. System <i>Academic Affairs</i>		5	→		Single source of truth for faculty information and fully

LOYOLA UNIVERSITY CHICAGO Preparing people to lead extraordinary lives						
ITS FY10 Student Technology Scorecard						
Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
Access to Campus	Wireless <i>Academic Affairs</i>		5	→	Continued expansion of wireless access on campus and new computer registration process. Over 100 access points. 801.11n access points being deployed (DC and Campus).	Signage of campus locations offer wireless access. Refreshes in place. Easy authentication process.
Parking (M-Faculty Staff)	Enterprise <i>Academic Affairs</i>		4	→	Outsourced system being reviewed and vetted with university stakeholders.	Reliable, quick mail delivery, easy to use, adequate retention and storage.
Mail (GroupWise) Spam Filtering (MailFoundry)	Student Development <i>Academic Affairs</i>		5	→	Widely available. Student request to access facilities and resources for extended hours continues to grow.	Access to labs and resources is widely available and reliable.
Student System (PS Campus Solutions)	Student Development <i>Academic Affairs</i>		4.25	→	Progress has been made in utilizing more of the modules in Student record keeping such as in the advising areas (JC'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.
Student Portal (PS Enterprise Portal)	Enterprise <i>Academic Affairs</i>		5	→	Replacement system from CSOED is being implemented with completion scheduled in Dec 2010. Replaces current system, complete IP based system, no SSN required.	Fully duplicated system running current software with some critical DR such as Oracle, SSN's, etc. for, little expertise in app or OS, unattended by vendor, no test suites or redundancy.
Student Loan Mgmt (ECSI)	Finance <i>Academic Affairs</i>		4	→	Service is used regularly. No grant service to Help Desk system (DGA) and are providing more face-to-face consultations for network registration.	Technology services are readily available to student hall students. Knowledgebase for support is professional and accessible.
Emergency Notification System (Vitality)	Student Development <i>Academic Affairs</i>		4	→	System operating with improved reporting. Efforts underway to increase participation and to refine annual planning process and automating updates.	System in place with automated updates. Towed capability to notify various groups as appropriate. Reliable and complete reporting.
Wellness Center (Point and Click)	Student Development <i>Academic Affairs</i>		5	→	No outstanding issues known at this time.	Student services offered on-line, records are electronic and secure.
Housing (RMS)	Housing Administration <i>Academic Affairs</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.
Overall			4.4	→		

LOYOLA UNIVERSITY CHICAGO Preparing people to lead extraordinary lives						
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 (Broadleaf)	Networks - Intra-campus - Internet - External campus <i>Enterprise</i>		4.5	→	Heightened demand of internet may require bandwidth increases in FY11.	Adequate bandwidth with fail-over capabilities. Self-healing capabilities.
Network Services (Novell, Directory, LDAP)	Identity Management <i>Human Resources</i>		2.5	→	LDAP and IDOL solution with single sign-on for all systems in place for LUC. Completed initial phase for shared identity (login id, management enabling LUC LUCMC 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.	Single point, provisioning tools and processes are established, enabled and measured.
Server, Storage & Enterprise	Voice/Electronic <i>Enterprise</i>		4	→	6577's being deployed to south end of campus to support broadband, Carfax, Sullivan. WTC upgrade being reviewed and possibly tied to WTC data center upgrade.	Latest standard-based offerings from provider. Expansion and upgrade options.

LOYOLA UNIVERSITY CHICAGO Preparing people to lead extraordinary lives						
ITS FY10 Continuous Service Improvement Scorecard						
Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
Desktop, Laptop, Tablet	Technology Service and Support (Help Desk) <i>Enterprise</i>		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.
As of November			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.
			4	→	Skills sets, professional development.	Skills are current with relevant technologies and are possessed by all appropriate staff. Training plans developed and executed.
			4	→	Development plans are in place to improve needed skills and competencies. Succession plans being updated for key roles. Staffing overlap (coverage) is limited.	Well defined flexible processes that are easy to understand and follow to ensure timely, successful delivery.
			4	→	Process continues to mature. Improvements identified via internal ITS survey.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service efficiency.
			2.5	→	R&D efforts improved in Media Services. Dedicated R&D resources roles do not exist across ITS. New enterprise architecture process underway to drive change.	

LOYOLA UNIVERSITY CHICAGO Preparing people to lead extraordinary lives						
ITS FY10 Governance & Funding Scorecard						
Technology Roadmap Alignment to Core Items	Technology / Operation	Health Index			Current State	Healthy Definition
		Health	Score	FY Change		
Virtual	Technology Strategy <i>Enterprise</i>		4	→	Technology review and acquisition process created.	An information technology review process defines and directs core technology selections.
As of November			4	→	Project priorities being vetted at the sub-committee and ITS SC level. Business cases and benefits developed for strategic projects.	Business cases are developed, prioritized, and really used to make IT investment decisions.
			4	→	Technology Roadmap established. ARB recognized and operational.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood.
			3	→	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.
			4	→	ITS investments consistently vetted at the ITS SC and subcommittees.	IT investments are rationalized and considered from an enterprise or cross functional perspective.
			4	→	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.
			4.5	→	ACU shared services efforts continue. Regular review of major contracts have proven effective.	Strategic relationships with IT vendors have been fully established and leveraged.
			4	→	Contract management process is stable and consistent. All ITS technology contracts being scanned and organized electronically.	Processes and accountability for managing IT contracts are clear and effective.
			3	→	Project prioritization continues to drive resource placement. Opportunities to take next steps with resource planning exist.	Clear resources are focused on adding new value while running current operations.
Overall			3.9	→		

What's Working Well & Opportunities for Improvement

- Working Well

- A repeatable, consistent way of “telling our story”
- Strong partnerships with functional areas...there are no “IT projects”
- Increased transparency and broader understanding of priorities
- Shared understanding of investments and implications of new initiatives
- Encourages less “silo” thinking and more institutional level discussions

- Opportunities for Improvement

- Improve resource planning
- Increase visibility of faculty and students in process
- Enhance timing of identification of new initiatives with budget cycles (budgets planned so far in advance that this is difficult)
- “We’re never done!”

