

ITS Executive Steering Committee (ITESC)

Agenda and Materials – January 29, 2015



Agenda

Technology Scorecard

- S. Malisch

Plan of Record and New Technology Changes

- S. Malisch, Jim Sibenaller

Information Security Risk Definition

- J. Sibenaller

Anytime Anywhere Access Strategy Update

- S. Malisch, Jim Sibenaller

Client Outreach Meetings

- S. Malisch

ITS FY15 LUC Technology Scorecard - Comparison

ITS Scorecard Summary	Health Index										
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY14-15 Change	Total Change (since FY07)
Academic & Faculty Support Scorecard	● 3.0	● 3.3	● 3.5	● 3.8	● 3.9	● 3.9	● 3.8	● 3.8	● 3.8	0%	22%
Administrative Technology Scorecard	● 3.5	● 3.8	● 3.5	● 3.9	● 4.1	● 4.1	● 3.9	● 3.9	● 3.9	-1%	10%
Student Technology Scorecard	● 3.8	● 3.5	● 4.0	● 4.4	● 4.4	● 4.3	● 4.4	● 4.7	● 4.8	1%	20%
Infrastructure Scorecard	● 3.0	● 3.1	● 3.3	● 3.6	● 3.5	● 3.6	● 3.6	● 3.7	● 3.8	1%	20%
Continuous Service Improvement Scorecard	● 2.3	● 2.8	● 3.4	● 3.7	● 3.8	● 3.9	● 3.9	● 3.8	● 3.9	1%	41%
Governance & Funding Scorecard	● 2.7	● 3.0	● 3.6	● 3.9	● 3.9	● 4.0	● 3.9	● 3.9	● 3.9	0%	31%
Average Annual Score	● 3.0	● 3.2	● 3.5	● 3.9	● 4.0	● 4.0	● 3.9	● 4.0	● 4.0	0%	24%
Year to Year Improvement	--	6%	9%	8%	2%	0%	-1%	2%	0%		

As of January 2015

ITS FY15 Academic & Faculty Support Scorecard

Technology / Operation	Health Index		Current State	Healthy Definition
	Health	Score		
Classroom Technology and Support <ul style="list-style-type: none"> on campus online 		4.25	Classroom technology is standardized across classrooms. Systems are available and reliable throughout the year; work to stabilize “start of school” classroom logins needs improvement. Lecture capture is a standard but deployment of cameras in classrooms needs to be broadened; funding for classroom refresh increased in FY15. Over 4,300 courses in 300+ classrooms for Spring 2015.	Technology in the classrooms both on ground and online generally available to augment the learning experience, is consistently operational, and technical support is readily available. Standardized equipment in place.
		4.0	Adobe Connect has matured to become the standard synchronous tool within the LMS (Sakai) for online classes. The infrastructure is scalable, available, and provides good reliability. Web content is in place to provide support for faculty and student in using online technologies. Technology principles for online courses have been defined. A more comprehensive training approach for faculty in supporting online class sessions can be improved to help faculty better facilitate technical problems with an online class session. Efforts to establish BCDR processes have begun. Nearly 200 (5%) courses online.	The technology delivery systems are highly reliable and operable with measurable standards being utilized. The course delivery technology is considered a mission critical enterprise system and supported. Faculty, staff, and students are supported in the development and use of new technologies and skills for online classrooms.
Academic Affairs C				
Learning Management System		4.5	LMS is reliable, operational, and meeting the needs of faculty. Training, support and existing interfaces have been fully implemented. Additional efforts need to be established to provide governance around the change process for the LMS and policies need review in order to support new interests of individual schools (i.e. Law School, Nursing School). 92% of “Lecture” based courses (2,415 out of 2,600) use Sakai. The remainder varies from “independent study to seminar to lab formats” and typically don’t use Sakai.	System is widely used by faculty, is fully functional in terms of its components, and technical support, training, and integration are readily available. Advances in the technology are being evaluated.
Academic Affairs C				
Departmental Labs		3.5	Regular coordination with departments takes place to review new technologies, new needs, and support issues. Equipment and support in specialty labs is readily available and reliable. Pharos Uniprint server and infrastructure being upgraded across all labs for improved security and performance. There are 10 “Departmental Labs” across Lakeside campuses where access is restricted to students enrolled in certain programs and ITS provides some support.	Specialty departmental Labs are managed and supported by academic units (i.e. Computer Science, SOC, Law School) and readily available to students enrolled in a specific program. ITS provides direction on institutional tech standards.
Academic Affairs C				
Dept. & School Support		3.75	Departments are not fully aware of all services, which go beyond “basic”. Efforts to reach departments on services such as media production (i.e. Kaltura, Atomic Learning) are underway. For 2015 ITS will reach out directly to departments to review services.	Clients are fully aware of and utilize ITS services. Services such as, mobile device support, digital media production, role based services (i.e. ID roles) are in place.
Academic Affairs C				
Advising/Retention Support		3.5	Working with IR and Provost office on analysis of students' completion rates on CORE 2012 requirements in an effort to understand enrollment patterns and predict the number of needed class sections going forward. We are utilizing a combination of BI tools including reports and spreadsheets. A project to allow each school to execute automatic advisor assignments independent of other schools is in progress. Student Success dashboard is in place and new metrics being considered.	Process takes advantage of technology tools; monitoring and alerting are automated; student satisfaction ratings are on target.
Academic Affairs C				
Research Support Services /Research Computing: <ul style="list-style-type: none"> Statistical & Survey Tools Research Data Center Tracking and Reporting for Research Projects 		4.0	Tools are readily available, documentation and support are in-place and clients are aware of services. Additional functionality is requested (i.e. SPSS, Qualtic tools) and should be addressed in FY16.	Support and consultation on statistical computing and resources is readily available.
		3.0	Usage of the Research Data Center has remained stable over the past year. Current users report to be very satisfied. No additional systems and/or services have been implemented. No capacity for high performance computing at this time.	An enterprise research computing environment is available with a central support and governance model in place. Awareness and use amongst faculty is optimized.
		4.0	Modified the login process for the Faculty Activity System (Digital Measures) from Locus portal authentication to utilize LDAP and Shibboleth authentication. A link from Locus portal remains as well. Continued support of the PTAP database and hardware.	Administrative systems to facilitate collaboration, capture expertise, and report on research is available. (Measure adoption.)
Academic Affairs C				
Overall		3.8		

C - denotes core technology in place

ITS FY15 Administrative Technology Scorecard

Technology / Operation	Health Index		Current State	Healthy Definition
	Health	Score		
Credit Card Processing <i>Finance</i> C		5.0	All requests for credit card usage continue to be channeled through finance and ITS for evaluation. We work with potential vendors to enable them to use LUC approved payment processor. Credit card swipe capabilities on mobile devices has been approved and made available.	Adding credit card acceptance is controlled by a well-defined, easy to use process; PCI compliant.
Finance and HR Systems <i>Finance/HR</i> C		3.0	First year of operation at the University after migration from LUMC. Several enhancements/improvements have been implemented within Lawson. A few production issues have impacted operational processes, workarounds have been created but vendor response has been slow. Opportunities for improved automation, workflow and module usage exists. Rollout of user interface and collaboration functionality (Smart Office & Mingle) is pending. Migration to the most current version of the product including a security model upgrade is planned for 2015-2016. Kronos application upgrade is also planned for 2015.	Current version with targeted customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Training and documentation are current.
Advancement <i>Advancement</i> C		3.25	Advance Web Access (AWA) deployed and functional. Primary iModule feeds implemented and being expanded. Advanced reporting and business intelligence being implemented via the data warehouse. An upgrade to AWA is planned for Spring 2016. Requests from AIS are received regularly, prioritized & implemented; collaboration bet. AIS & ITS has grown & is improving.	Comprehensive system with required functionality. New acquisition and integration discussions occur proactively (shared support model between AIS and ITS).
Enrollment Management <i>Academic Affairs</i> C		3.5	The data interfaces between Slate, LOCUS and RMS are enhanced as needed. Arrupe College is being added to existing interfaces. A new interface between Slate and the Enterprise Data Warehouse (EDW) for applications of not-admitted applicants is on the work list. Created a method to capture admit term cohort data within LOCUS that is available for review between IR, EM and FA which facilitates population agreement. This information is part of the EDW.	Operations and data are managed in totally integrated systems with work flow process in place (shared support model between EM and ITS).
Budget Planning <i>Finance</i>		4.0	Annual enhancements nearing completion; scheduled for production Feb. 2015. Changes include adding an additional column to retain the original budget amount for online viewing and report generation, and minor enhancements to Admin screens.	Fully integrated single system, web based with user friendly front end.
Faculty Information Systems <i>Academic Affairs</i>		4.0	The FIS application continues to be used for managing part time stipend assignments, supplemental salaries, and PAFs; and to track full time and administrative appointments, tenure, and rank. SoN and SSOM faculty aren't included. As business processes in Faculty Administration change to meet the needs of the University, changes are made to the FIS application to match those new requirements. Enhancements to the Salary Budget Module (for PAFs), were made in 2014.	Established sources of truth for faculty information with minimal redundancy, and fully integrated with related systems.
Event and Room Scheduling <i>Finance</i> C		4.0	Campus Reservations continues adding additional spaces into 25Live and new de-centralized scheduler capabilities. Most event and public meeting spaces are now included; addition of the remaining spaces and decentralization capabilities are targeted for completion by Q4 FY15. Training videos are being created for staff responsible for the decentralized scheduling.	Appropriate technology available and utilized for room, event, appointment, and conference scheduling and management.
Building and Parking Access & Security <i>Campus Safety</i> C		4.0	Improvements made to assign door access rights, including 1) allowing selected areas the ability to control door access within their responsibility; 2) automating assignment of access rights based on enrollments for DPFA, and will expand functionality to additional academic departments. Working on providing self-service PIN management for access to PIN controlled doors.	Card system is integrated to access control to all buildings and parking gates. Centralized monitoring/alerting, and processes to integrate and automate related systems. System is secure/compliant.
Security Surveillance Systems <i>Campus Safety</i> C		4.0	Current state of all cameras assessed weekly to resolve quality of service issues. Added 38 cameras through various construction projects or as part of enhancing perimeters of the WTC. Phase I capital is funded to begin adding cameras to LUC buildings to comply with digital surveillance camera policy (locations are identified by security based on priority). Expansion of cameras to properties managed by Lakeside Mgmt. under investigation. ~675 installed cameras	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>		3.5	EDC/AIMS system was implemented for Resident and Commuter Students. Will be extended to Faculty/Staff in 2015. Evaluation is underway for a new PARCS (Parking Accounting and Revenue Control System) to be implemented in Fall 2015.	A comprehensive parking management system that manages vehicle, owner, and permit holder information; provides for online payments; handheld ticketing devices; systems integration; and gate management and daily parking revenue.
Salary Planning Systems <i>Human Resources Faculty Admin Finance</i> C		4.5	Current SSP and FSP systems continue to provide functionality for merit increases for the University, with an interface to BAS. Development of a new application for HSD Faculty Salary Planning is underway, and the salary budget information will feed to BAS along with the rest of LUC salaries.	System provides web-based interface, integrated tools, workflow capability.
Overall		3.9		C - denotes core technology in place

ITS FY15 Student Technology Scorecard

Technology / Operation	Health Index		Current State	Healthy Definition
	Health	Score		
Student Support Services: – Computer Labs – Digital Media Services – RESNET		4.5	Labs are fully populated with hardware, software and a broad range of technologies. Hours of operation have been acceptable to students. Implementation of the Alumni/IC Guest Access system using Envisionware has had a positive impact on the management and moderation of guest workstation usage.	Access to labs and resources is widely available and reliable. RESNET and DML services are provided at Lakeside locations.
		5.0	Equipment available for checkout is regularly refreshed and expanded with new technologies. Training for advanced equipment is available via the web as a self-service model. Use of the WebCheckout system has been successful in providing students with near full control of the checkout process. Expansion of the WebCheckout service has been rolled out to University Libraries and Damen Student Center. Utilization of Adobe Connect for Training Curriculum resources adopted and expanded to additional groups and depts.	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.
		5.0	Program is fully mature. Hours of operation are regularly modified to meet student needs. Service has expanded to accommodate the HSD campus via remote support. ResNet program is fully incorporated within the unit of the Help Desk.	Technology services are current and readily available to students. Knowledgebase is professional, accessible.
<i>Student Development</i> Student Information System (SIS)		5.0	Updated SIS architecture to improve performance and facilitate disaster recovery. Disaster recovery failover test was successfully completed. Enhancements include: added capability for IDEA class evaluations; new student planner functionality; added XML transcripts and student Financial Aid portfolio; developed a self-service transfer credit summary report; completed self-service immunization data collection.	Current version with targeted customization; Primary modules are fully utilized; Vendor responsive and forward thinking; Training and documentation are current.
<i>Enterprise</i> C Mobile Applications		5.0	Upgraded Loyola mobile application (HighPoint version 5.0) and implemented their hybrid solution to allow continued presence in iTunes and Google Play. Additional HighPoint features are planned for students and faculty. Upgrade to 5.1 targeted for summer 2015.	Mobile applications are available and fully functional for end users on all major mobile platforms. Users are aware of application availability and content is current.
<i>Enterprise</i> C Campus Card		4.5	Upgrades to software and hardware improved reliability. Technical environment now includes a test environment for Campus Card, but not for Food Service POS component (Micros). Also upgraded firmware for Valueport devices – adding Rambler Bucks with cash – across both campuses for better currency reading. Created an age >21 verification implemented with opening of Ireland's. Interfaced student bar code with campus mail service for improved package tracking. Improved data archiving processes.	Fully duplicated system running current software with commercial DB (Oracle, SQL). Robust, stable, fully automated interfaces. Training and documentation are current.
<i>Finance</i> C Emergency Notify System		5.0	System fully automated with set of WebFocus reports. Annual audit for usage is automated and scheduled after 10th day Fall term. Overall participation = 48% (Faculty 30%, Staff 66%, Student 49%, Undergrad 65%)	System in place with automated updates. Tiered capability to notify appropriate groups. Reliable and complete reporting.
<i>Campus Safety</i> Wellness		4.5	System architecture was upgraded. Self-service functionality to SIS to enable students to enter their immunization information for staff to review and certify. Implemented CCAPS surveys for mental health scoring integrated with Electronic Medical Record (EMR). Recommended secure approach to use video recording of counselling sessions for teaching.	Student services offered on-line, records are electronic and secure. Appropriate level of integration with other University systems.
<i>Student Development</i> C ePortfolio		5.0	Any student can create a personal ePortfolio. Future plans are to automatically add all active students as an unlimited license is acquired. Usage of the specific classes utilizing TaskStream is continuing to expand.	Direct Response Folio's are in place and being utilized. Students creating their own professional/personal ePortfolio's.
– Direct Response Assessment <i>Academic Affairs</i> C		4.5	A handful of departments using academic major functionality of Assessment Folio's within TaskStream. Plan to streamline further expansion to other majors.	Assessment Folio's are in place and being utilized by Academic Departments/Schools.
<i>Academic Affairs</i> C Housing Administration		4.5	Operational reporting and executive dashboard continues to be enhanced. Improvements in data integrations between Slate, RMS and Locus have been completed. Upgrade to RMS Mercury 2.1 was completed. Res Life planning to roll out self-service room selection via Mercury templates.	Web-based self-service room selection, predictive occupancy reporting.
<i>Student Development</i> C Overall		4.8	C - denotes core technology in place	

ITS FY15 Infrastructure Scorecard

Technology / Operation	Health Index		Current State	Healthy Definition
	Health	Score		
Network: (Inter-campus, Internet, Internal campus, Wireless) <i>Enterprise</i> C		4.0	Loyola's wireless infrastructure was enhanced to accommodate connectivity to EDURoam in July 2014. Cisco infrastructure maintained at appropriate software levels, Baumhart Hall wireless was upgraded, the LUC wireless network was enabled at HSD. Total access points exceeds 2100. HSD and Gentile have the option for wireless guest access. HSD campus will be transitioning to the LUC network infrastructure spring/summer 2015. LUC has a total of 2.35GB bandwidth to the Internet (excludes Rome). At daily peak we see 20% being consumed by Netflix.	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	Following the completion of a technology assessment, a new password management solution has been chosen with target April 2015 rollout. Enhancements made to LUWARE to accommodate the new ALUMNI role in support of email for life initiative. In addition email alerts to security officers as roles changes are detected in LUWARE. Environmental dependencies with LUHS remain fragile.	Role/identity matrix built; Provisioning tools and processes are established, enabled and measured. Fully automated. Exception handling capability. Accommodates HSD.
Email <i>Enterprise</i> C		4.5	All of Loyola, including HSD, has been unified on one email platform since April 2014. Email quotas for all faculty and staff increased from 10 GB to 15 GB in September 2014, to better handle demands and usage.	Reliable, quick mail delivery, easy to use, adequate retention and storage and features.
Voice/Telecom <i>Enterprise</i> C		3.25	Current telephone system support expires June 2015. TAC Committee has narrowed vendor solutions to two. Final reviews in process. Areas of poor cellular service exist primarily along the lake and at HSD; monitoring cellular technology changes to provide consistent cellular service in LUC buildings.	Latest standards-based offerings from provider. Expansion and upgrade options. Cellular service is reliable and available from all locations on campus.
Enterprise Environments: - Servers, Applications - Databases, Interfaces <i>Enterprise</i> C		4.0	A technology review of server and database infrastructure was completed in December 2014. Actively reviewing technology advancements to improve monitoring, spam detection and backup capabilities.	Centrally-managed, secure, robust backup/restore capabilities. Consistently documented, well-trained staff and well-established dev/maint. Procedures. Systems are monitored automatically and have threshold alerting.
BCDR <i>Enterprise</i> C		3.75	Completed DR plans and modular failover testing for Exchange, Adobe, SQL, LOCUS and Loyola's web presence, and various network routes. Developed plans to improve the DNS infrastructure and recovery items. Completed Recovery Time Objectives that resulted in a 3-year plan. Continue to work closely with the Business Continuity team to align systems recovery with overall University recovery.	BCDR plan documented, in place and tested on an annual basis. Failover plans for core business systems meet business requirements.
Information Security & Compliance <i>Enterprise</i>		3.75	Information security program reviewed and updated annually. A vulnerability risk ranking program is established. Security awareness and training activities are active. The 2014 PCI Attestation was approved and submitted. PII program improved, scan frequency is now risk based. Annual security assessments executed, risks mitigated. 2015 projects include a web application firewall implementation, a 3rd party risk assessment and a data loss prevention tool evaluation.	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	VPN is being changed to a solution that will simplify access. Several TAC's are reviewing technology advancements to improve "Anytime Anywhere Access" to university services. LUC Box currently has over 6,000 users; SharePoint is being piloted as an improved file storage and collaboration service. Over 4,300 faculty and staff devices are remotely accessing email, contacts and calendaring.	Full suite of tools/access available with appropriate security enforced. Easy to use. Integrates seamlessly with multiple device types and applications.
Desktop <i>Enterprise</i> C		4.0	SCCM (System Center Configuration Manager to replace Zenworks) implementation to be completed summer 2015. SCCM is used to create and deploy desktop images as well as manage desktops. Microsoft Lync deployed with plans to expand usage. Adobe Creative Cloud software deployed. HSD employees will move to standard image at completion of network migration.	Stable OS with all virus updates and OS critical patches and updates. Standard images.
Data Center & Closets <i>Enterprise</i>		3.5	Data center operations are stable, providing robust and reliable access to resources. Majority of lakeside telco closets will require an upgrade of environmental infrastructure if the telephone TAC committee recommends a VoIP solution. This will include additional PoE network switches and UPS to sustain dial tone in the event of a localized power interruption.	Up-to-date, secure, environmentally-managed, redundancy, failover capabilities.
Overall		3.8		C - denotes core technology in place

ITS FY15 Continuous Service Improvement Scorecard

Technology / Operation	Health Index		Current State	Healthy Definition
	Health	Score		
Technology Service and Support (Help Desk): – Call Tracking System – Client Support		3.75 	Call tracking system is under review for upgrade or replacement to address Support Center Assessment recommendations. A new dashboard is being developed to provide better detail for clients. New technologies are under review to add “CHAT” as part of a wider move to Anytime Anywhere Access.	Functional web-based tracking and reporting system with self-service capabilities. Calls are resolved within industry norms.
<i>Enterprise</i>		3.75 	An external audit of the Help Desk was conducted and recommendations presented. Leadership, strategy and policy, staff management and resources exceeded averages. Areas for improvement were presented and a project team is being formed to develop an ITS “Service Catalog” with service level agreements (SLA’s) to establish reasonable expectations for our clients. Restricted password changes impacted promptness of support.	Extended hour support as appropriate for defined client groups and systems. Customer satisfaction is high.
Skill sets, professional development <i>ITS</i>		4.0	A dedicated training budget is allocated with training needs documented and planned. Use of memberships, such as Gartner, are leveraged for newer technologies. Targeted focus on leadership, management and soft skills development as appropriate.	Skills are current with newest technologies and are possessed by all the appropriate staff. Training plans developed and executed.
Project Management <i>ITS</i>		3.5 	Delivery of services is consistent and valued. Minor enhancements are planned to improve PMO services. Post implementation reviews are providing input to future process enhancements. The PMO website was updated with improved organization including a request form for PMO services. PMO metrics are being piloted but will be expanded in 2015. PMO manages ~50% of ITS project portfolio of 147 in FY14.	Well defined flexible processes and supporting tools that are easy to understand and follow to insure timely, successful delivery. PM’s deliver services in a “right fit” manner.
Research & Development <i>ITS</i>		3.75 	Technology research activities are initiated via the ARB and the technology roadmap. Multiple areas being investigated for improvement in alignment with "Anytime Anywhere Access" technology vision. TAC's are established to plan and recommend technology change. TAC's are consistently in alignment with the ARB Guiding Principles and utilizing the existing toolkits.	ITS actively investigates and researches products, processes, and services, and then applies that knowledge to improving service offerings.
Change Management <i>ITS</i>		4.0 	Process has been stable and consistent for multiple years. New processes are underway to incorporate improved reporting, change which is linked to the ticketing system, and simplified and comprehensive calendar management.	An effective, formal and managed process is in place to implement and communicate changes to the technology environment.
International and Multi-Campus Enterprise Support <i>Academic Affairs</i>		3.5	Regular communication and site visits have been established for wide campus support (i.e. LUREC, Cuneo, HSD). Continued review of technology at extended locations needs to be addressed for consistency and standardization. Rome increased bandwidth to campus to 30 MB, upgraded phone system, added wireless in all classrooms, and refreshed IC computers.	Access and support of university applications and resources from multi-campus locations is provided at an appropriate level in relation to the business need.
Enterprise Data Warehouse; (EDW) Reporting <i>Enterprise</i> C		4.0 	The initial build of the EDW is completed containing student data from LOCUS and some faculty data from Lawson. A data-mart was created for the Prospect Management and Research team providing self-service reporting capabilities. This data-mart and remaining data from Advance application will be added into the EDW. WebFocus was upgraded to version 8.0 and plans are in place to convert RDS reports to v8.0 and retire the RDS targeted for end of 2015.	Single source of truth for data (data warehouse); agreement and consistent data definitions and reporting elements; certified institutional and operational reporting.
Enterprise Content Management <i>Enterprise</i> C		4.5	Over 1200 faculty/staff in 45 departments (11 new) are using DocFinity, 20+ deployments were completed. Key user efficiency improvements sustained at over 70%. eForms, systems integration and workflow usage are being utilized more completely. Records management is scheduled for deployment in early 2015. Feedback on services from clients continues to be high. Over 15 departments have interest in ECM and await deployment.	Current version with targeted customization; Primary modules are fully utilized with critical documents being stored electronically; Vendor responsive and forward thinking.
Overall		3.9 	C - denotes core technology in place	

ITS FY15 Governance & Funding Scorecard

Technology / Operation	Health Index		Current State	Healthy Definition
	Health	Score		
Technology Strategy <i>Enterprise</i>		3.5	"Anytime Anywhere Access" vision has been developed, and continues to influence development and technology acquisitions. An offsite strategy session was held, specifics are being detailed including a one page strategy, roadmap for change and metrics/KPI's.	An information technology review process defines and aligns core technology selections. The strategy is clearly defined, measured and aligned with the University needs.
Institutional Impact <i>Enterprise</i>		4.25	Institutional value of projects are defined and reviewed during the prioritization process. Large programs and "mandatory" efforts continue to dominate where ITS resources are deployed.	Business cases are developed, prioritized, and really used to make IT investment decisions.
Enterprise Architecture <i>Enterprise</i>		3.5	ARB continues to meet monthly governing the Technology Assessment Committee's (TAC) recommendations of technology changes at Loyola. TAC's are consistently in alignment with the ARB Guiding Principles and utilizing the existing toolkits. The enterprise architecture diagramming software (iServer) is being expanded to utilize meta-data storage and drill down capabilities.	Formal architecture review board is established. Roadmap and strategy is defined, applied, and understood. Effective use of tools to communicate enterprise architecture.
Budget <i>Enterprise</i>		4.25	Budget is planned and new requests are supported with appropriate business case. Reallocation offsets new requests. Annual capital reserve of \$1.5M is critical to planning improvements. Increased transparency with HSD projects and funding is desirable.	Strategic and annual planning processes are integrated and utilized for developing operating, carry forward and capital budgets.
Technology Investments <i>Enterprise</i>		4.0	Partnerships with various functional areas continue to be critical to ensure that technology advancements are clearly documented and communicated and that enterprise requirements are considered. Some decisions are still made with limited visibility.	IT investments are rationalized and considered from an enterprise or cross functional perspective.
Technology Procurement <i>Enterprise</i>		4.0	Majority of decisions are driven from an enterprise perspective. Internal ITS processes aligned with purchasing requirements.	Technology procurement is standardized and strategically aligned and leveraged (Procard and grant process exceptions). Refresh programs in place for core technologies.
Vendor Partnerships <i>Enterprise</i>		4.25	No formal vendor management program exists but vendors being managed consistently within ITS. Improvements needed in the areas of cloud based services and in identifying dependencies across vendors.	Strategic relationships with IT vendors have been fully established and leveraged.
Contract Management <i>Enterprise</i>		4.25	Contract negotiations continue to improve. The IT contract review process is consistent, business partners are engaged and collaboration with General Counsel is ongoing. Knowledge regarding appropriate contract language and negotiation tactics has expanded. Copies of ITS contracts are stored in a centralized location for easy reference and in process of being loaded to DocFinity. Several senior staff have attended technology contract workshop that has proved beneficial in our negotiations.	Processes and accountabilities for managing IT contracts are clear and effective.
Resource Utilization <i>Enterprise</i>		3.0	Project prioritization continues to drive resource placement. Large ongoing programs and "mandatory" efforts continue to dominate where ITS resources are deployed. Demand for projects outweighs the delivery capacity by over 30%, however, backlog appears to be at acceptable level at this time. Opportunities to take next steps with advanced resource planning still exist.	Labor resources are focused on adding new value while running current operations. Resources are managed and assigned by the priority that is established by the governance processes. Backlog of projects is at acceptable levels. Use of consulting/contract resources can accommodate busier times or skill gaps.
Overall		3.9		

C - denotes core technology in place

Agenda

Technology Scorecard

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Plan of Record and New Technology Changes

- S. Malisch, Jim Sibenaller

Information Security Risk Definition

- J. Sibenaller

Anytime Anywhere Access Strategy Update

- S. Malisch, Jim Sibenaller

Client Outreach Meetings

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Major Initiatives – FY15 Q3-Q4

Academic and Faculty Support

- Locus Enhancements (11)
- Maxxess (3)
- Replacement of Access-based Tutoring system
- Electronic Outbound Transcripts

Infrastructure

- Campus Construction Initiatives (10)
- Information Security Program (5)
- LUHS/LUC/HSD Technology Program (3)
- IT Disaster Recovery (9)

Administrative Initiatives

- Database for Key and Lock Info
- Online Performance Management System
- 25Live Decentralized Scheduling for Multi-Purpose Rooms
- Salary Planning Application for HSD Faculty
- Next Stop 2015 - Integration with Mercury
- Lawson/Kronos (7)
- Advancement (3)

Student Technology Support


- Locus to Outlook Interface for Course Schedules
- Library Management Systems Migration
- Alumni Email Accounts for Life



Continuous Service Development

- Business Intelligence/Data Warehouse (1)
- Enterprise Content Management (4)
- Parking Permit Management and Enforcement
- Parking Access and Reception Control System – Replacement

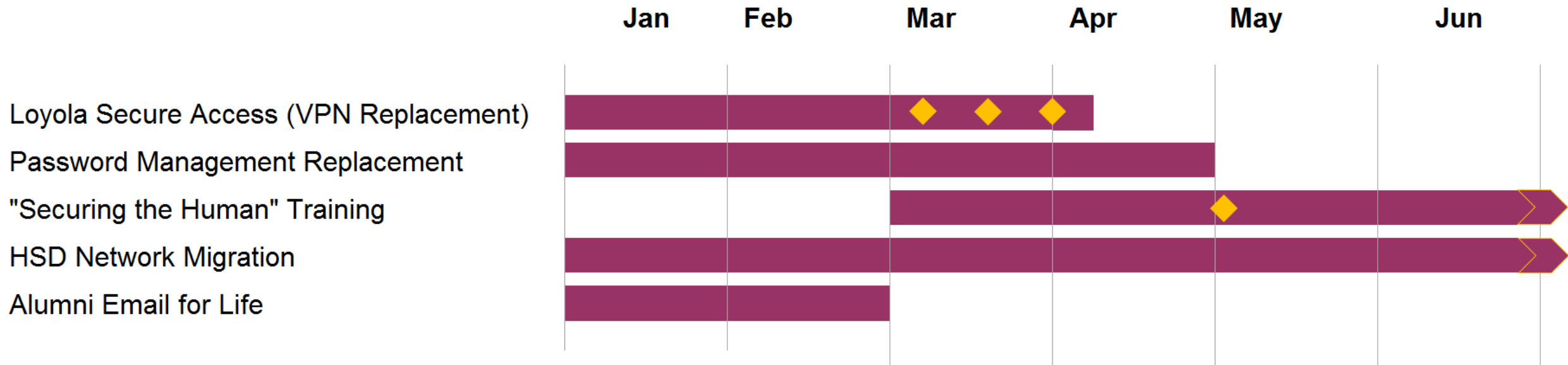
ITS Major Initiatives Calendar

ITS Major Initiatives Calendar <i>(as of 1/28/15)</i>					FY15												
					2014						2015						
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Project/Program	Targeted Start Month (MM/YYYY)	Targeted Finish Month (MM/YYYY)	Status														
C O M P L E T E	On-Demand Technology & Skills Training	12/2013	07/2014	Complete													
	Motor Vehicle Records Check Authorization	02/2014	07/2014	Complete													
	Electronic Outbound Transcripts Feasibility	10/2013	08/2014	Complete													
	Prospect Management Data Mart with Self Select	03/2014	09/2014	Complete													
	Website to Self identify a Disability and Protected Veteran Statu:	03/2014	10/2014	Complete													
	RMS Mercury Upgrade	01/2013	11/2014	Complete													
	Alumni Email for Life	05/2014	12/2014	Complete													
	Lawson Retirement Vendor Switch	07/2014	12/2014	Complete													
* A C T I V E	Database for all LUC Key and Lock Information	05/2012	01/2015	Active													
	Salary Planning Application for HSD Faculty	10/2014	02/2015	Active													
	Online Performance Management System	05/2013	03/2015	Active													
	Electronic Transcripts	10/2014	04/2015	Active													
	ECM/Imaging Implementation (4)	11/2011	05/2015	Active													
	Parking Permit Management and Enforcement Phase II	08/2013	05/2015	Active													
	Parking Access and Receivables Control System - Replacement	04/2014	06/2015	Active													
	25Live Decentralized Scheduling for Multi-Purpose Rooms	05/2014	06/2015	Active													
	Lawson /Kronos (7)	12/2014	04/2016	Active													
	Advancement (3)	11/2014	10/2015	Active													
	Business Intelligence/Data Warehouse (1)	06/2009	12/2015	Active													
	LUHS/LUC/HSD Technology Program (3)	05/2011	12/2015	Active													
	Maxxess (3)	04/2014	TBD	Active													
	Campus Construction Initiatives (10)	05/2012	TBD	Active													
	Business Continuity/Disaster Recovery (9)	02/2013	TBD	Active													
Information Security Program (5)	07/2013	TBD	Active														
LOCUS Enhancements (11)	02/2014	TBD	Active														
LOCUS to Outlook Interface for Course Schedules	05/2013	TBD	Hold														
N E W	Next Stop 2015 - Integration with Mercury	11/2014	01/2015	Pending													
	Library Management Systems Migration	12/2014	07/2015	Pending													
	Replacement of Access-Based Tutoring System	12/2014	TBD	Pending													

 - Completion date is not firm and will most likely be extended *Red text denotes a change*

 - Activity completed/in progress/planned
 - Timing of the project is TBD

New Technology Changes– FY15 Q3-Q4



Agenda

Technology Scorecard

- S. Malisch

Plan of Record and New Technology Changes

- S. Malisch, Jim Sibenaller

Information Security Risk Definition

- J. Sibenaller

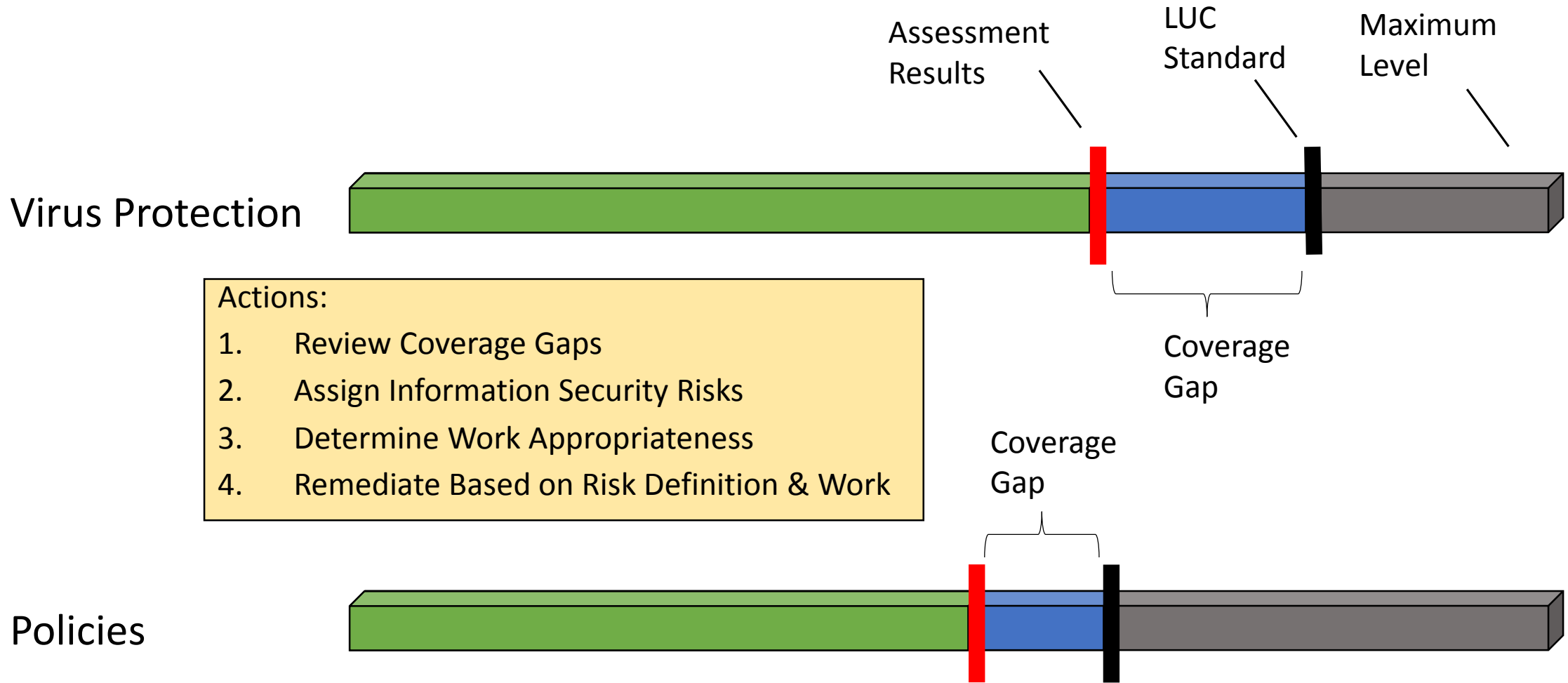
Anytime Anywhere Access Strategy Update

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Client Outreach Meetings

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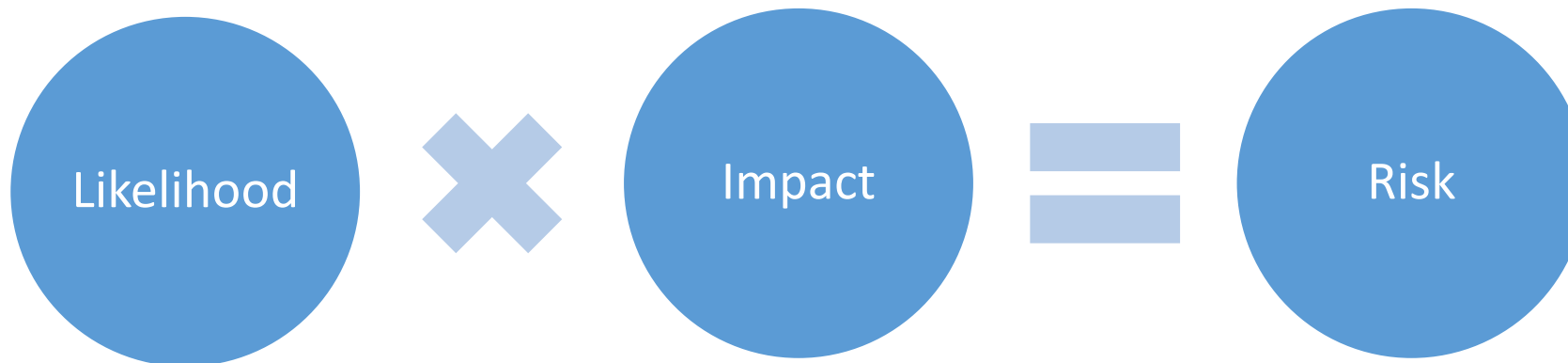
Information Security Risk Assessment



What is Information Security Risk?

“How likely is it that information will be compromised by a threat, creating an impact to us, and others?”

The potential of harm that results from a compromise of information assets.



Information Security Risk Definition - Likelihood

Likelihood

Likelihood Score	Likelihood Definition
1	Not foreseeable within 5 years
2	One occurrence within 5 years
3	Multiple occurrences within 5 years
4	Foreseeable within the year
5	Multiple times this year

Information Security Risk Definition - Impact

Impact

Impact Scores	Mission	Objectives	Obligations
	<i>Loyola University's purpose. The benefit Loyola brings to students, faculty, staff, and the public.</i>	<i>Loyola University' goals. Success metrics that Loyola intends to achieve.</i>	<i>Responsibilities that Loyola University has to employees, students, partners and the public.</i>
1. Negligible	<p>Education – no impact to producing effective professionals</p> <p>Campus Life – no impact to safety or campus function.</p> <p>Community Outreach – no impact to serving the community</p> <p>Research – no impact on ability to conduct research.</p>	<p>Strategic Plan – No impact to plan.</p> <p>4-Year-Plan – No impact on graduation timing.</p> <p>Budget – On budget.</p> <p>Fundraising – On plan.</p> <p>Bond Rating – On plan.</p> <p>Competitive Tuition – Increases are below peer universities.</p> <p>Accreditation – no impact to accreditation</p> <p>Quality Student – No reduced interest from quality students.</p>	<p>PII – PII is not exposed to unapproved persons.</p> <p>FoI – Open information is efficient to obtain.</p> <p>Compliance – No compliance concerns.</p> <p>Academic Integrity – Grades, achievements, publications are stated correctly.</p> <p>System Integrity – Systems retain integrity.</p>
2. Low	<p>Education – some programs may not support professional standards to their potential.</p> <p>Campus Life – may have an impact that creates no safety hazards.</p> <p>Community Outreach – non-material reduction in service.</p> <p>Research – inconvenience in conducting research.</p>	<p>Strategic Plan – Impacts to the plan would be within variance.</p> <p>4-Year-Plan – Few students may delay graduation by a semester.</p> <p>Budget – Within variance of budget.</p> <p>Fundraising – Impact to goals are within variance.</p> <p>Bond Rating – Within allowable variance.</p> <p>Competitive Tuition – Increases are on pace with peer universities.</p> <p>Accreditation – some requirements may be compromised, short of failure.</p> <p>Quality Student – Low reduced interest from quality students.</p>	<p>PII – PII may be shared with unapproved personnel without impact to individuals.</p> <p>FoI – Open information may be inefficient to obtain.</p> <p>Compliance – A recoverable non-compliance may result.</p> <p>Academic Integrity – False representations may be correctable without impact.</p> <p>System Integrity – Systems may fail to operate as designed with no impact to others.</p>
3. Medium	<p>Education – some programs may not produce competent professionals.</p> <p>Campus Life – may create temporary hardships, short of a safety hazard.</p> <p>Community Outreach – some service projects may be reduced, or stopped.</p> <p>Research – some research projects or strategic projects may cease.</p>	<p>Strategic Plan – Plan would need adjustment.</p> <p>4-Year-Plan – Many students may delay graduation.</p> <p>Budget – Exceeding budget beyond variance.</p> <p>Fundraising – Missed goals require change in fundraising plan.</p> <p>Bond Rating – Reduced, but recoverable with planned response.</p> <p>Competitive Tuition – Increases slightly exceed peer universities.</p> <p>Accreditation – some requirements may materially fail, but are reparable.</p> <p>Quality Student – Notable reduced interest from quality students.</p>	<p>PII – Fewer than 100 PII records may be shared with unapproved people.</p> <p>FoI – Open information may be difficult to obtain.</p> <p>Compliance – May cause a non-compliance that could harm others.</p> <p>Academic Integrity – False representations with non-physical harm to a few</p> <p>System Integrity – Systems may create annoyance or inconvenience to others.</p>
4. High	<p>Education – multiple programs may not produce competent professionals.</p> <p>Campus Life – may create extended hardships, including a safety hazard.</p> <p>Community Outreach – multiple service projects may be halted.</p> <p>Research – many research projects may not be conducted.</p>	<p>Strategic Plan – Requires significant re-scoping of plan.</p> <p>4-Year-Plan – Significant number of students not on “4-Year-Plan.”</p> <p>Budget – Significant impact on other budgets.</p> <p>Fundraising – Missed goals require change in budgets.</p> <p>Bond Rating – Reduced, with uncertain recovery.</p> <p>Competitive Tuition – Increases significantly exceed peer universities.</p> <p>Accreditation – violations may put Loyola on probation.</p> <p>Quality Student – Inability to attract quality students.</p>	<p>PII – More than 100 PII records may be exposed in a single instance.</p> <p>FoI – Open information may not be attainable.</p> <p>Compliance – A non-compliance that may harm many others could result.</p> <p>Academic Integrity – False representations allowing harm to many.</p> <p>System Integrity – System use may violate laws, or do significant damage to others.</p>
5. Catastrophic	<p>Education – the University may not produce competent professionals in any field.</p> <p>Campus Life – may cease campus functions and create safety hazards.</p> <p>Community Outreach – any service outreach may not be conducted.</p> <p>Research – ability to conduct any research may be halted.</p>	<p>Strategic Plan – Plan is stopped.</p> <p>4-Year-Plan – Significant loss of matriculated students.</p> <p>Budget – Loss of ability to purchase or pay.</p> <p>Fundraising – Missed goals require adjustment of University corporation.</p> <p>Bond Rating – Delisted or failed bonds.</p> <p>Competitive Tuition – Target students cannot afford to attend/matriculate.</p> <p>Accreditation – accreditation may be revoked.</p> <p>Quality Student – Quality students leave the University prior to graduation.</p>	<p>PII – Multiple or sustained PII breaches may result.</p> <p>FoI – Loyola may not be able to grant access to any public information.</p> <p>Compliance – Many others are harmed through the non-compliance.</p> <p>Academic Integrity – False representations allowing great harm.</p> <p>System Integrity – Systems may continuously harm others.</p>

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Example:
USB drive containing
ITS Staff personal data
is lost

Information Security Risk Calculation & Action

L i k e l i h o o d	5. Multiple times this year	5	10	15	20	25
	4. Foreseeable within the year	4	8	12	16	20
	3. Multiple occurrences within 5 years	3	6	9	12	15
	2. One occurrence within 5 years	2	4	6	8	10
	1. Not foreseeable within 5 years	1	2	3	4	5
		1. Negligible	2. Low	3. Moderate	4. High	5. Catastrophic
		Impact				

Red – Take immediate corrective action

Yellow – Prioritize and plan remediation steps

Green – No action required, Reasonable, Appropriate, Acceptable

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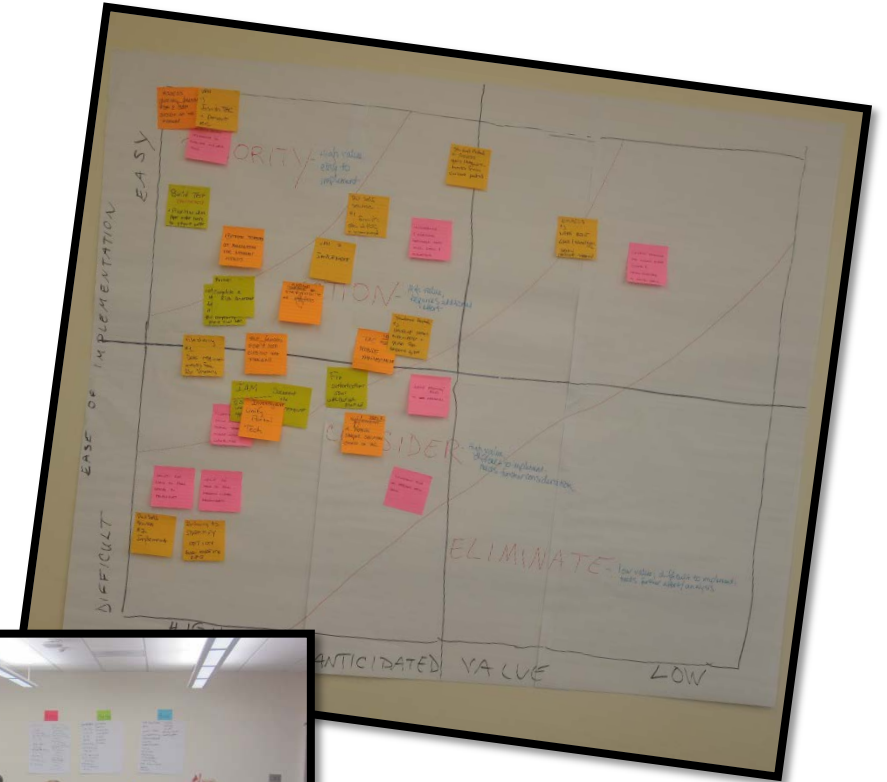
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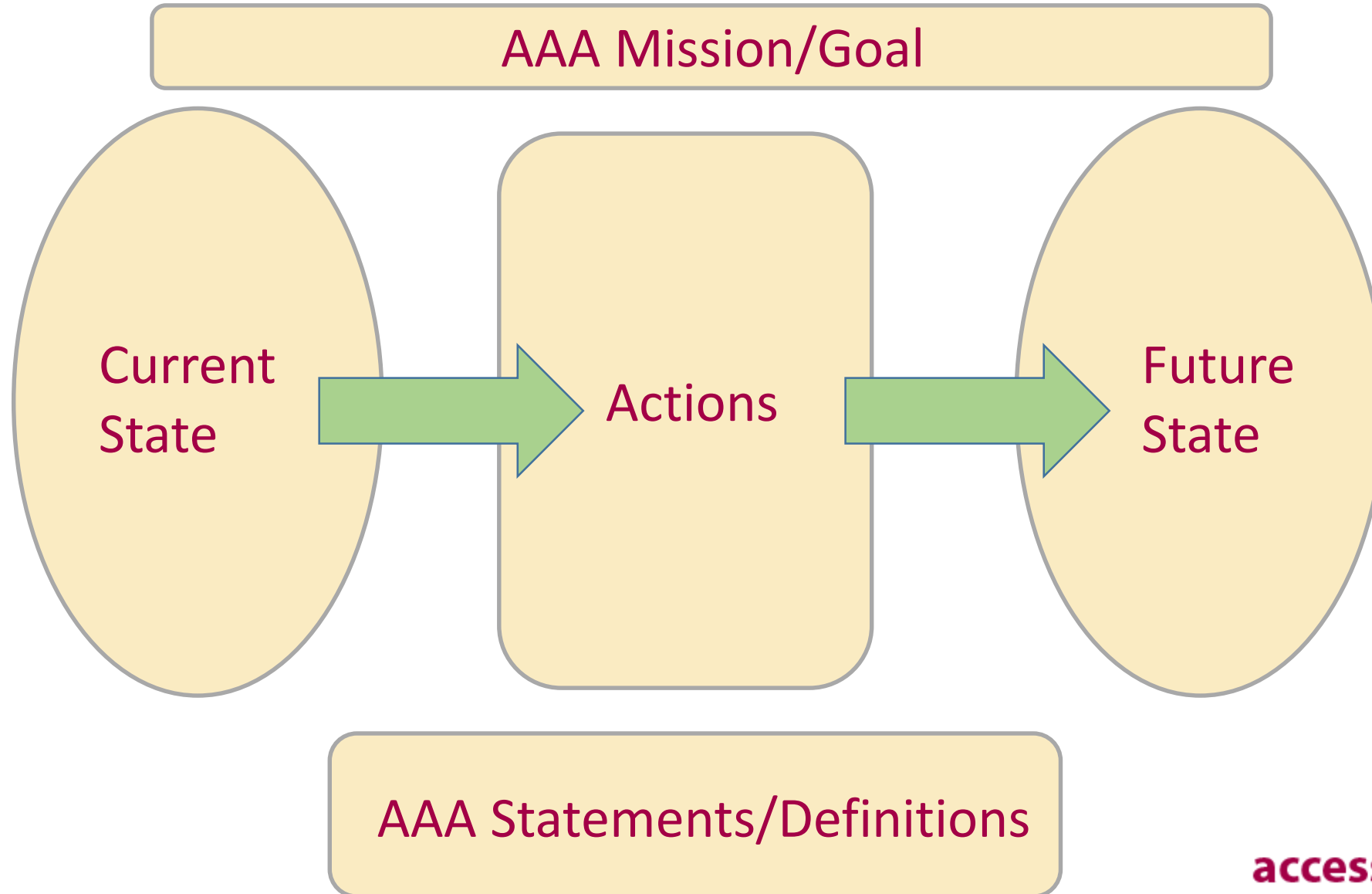
Client Outreach Meetings

- S. Malisch

Anytime Anywhere Access Strategy Update



Anytime Anywhere Access One Page Strategy



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2014-2015 ITESC Schedule

January 29, 2015 - Thursday, 1:30-3:30 PM

- Technology Scorecard
- POR & New Technology Changes
- Information Security Risk Definition
- AAA Strategy Update
- Client Outreach Meetings

March 12, 2015 - Thursday, 1:30-3:30 PM

May 14, 2015 - Thursday, 1:30-3:30 PM

June 25, 2015 - Thursday, 1:30-3:30 PM

- Project Portfolio Prioritization

August 13, 2015 - Thursday, 1:30-3:30 PM

November 5, 2015 - Thursday, 1:30-3:30 PM

December 15, 2015 - Tuesday, 1:30-3:30 PM

- Project Portfolio Prioritization