FY20 Score Card

Each year, ITS evaluates its goals from the previous year to determine if they were met. For this score card, we note goals that were fully met (**+**), partially met (**+/-**), or not met at all (**-**).

Enhance services for clinical staff and patients

Support Columbia and NYP EpicTogether go-live.

+ Epic Systems reported that the Columbia go-live was one of most successful in the company's history.

Create new tri-institutional Epic post-live application support model.

+/- The EpicTogether team is working well to support all three institutions, passing tickets successfully between help desks. There has been a drop off in responsiveness this year, which needs improvement in FY21.

Implement voice-driven patient chat for *Find a Physician* and appointment scheduling on weillcornell.org.

+ The Hyro chatbot conducted over 50,000 conversations with patients, mostly about finding a physician, with 1-in-4 taking an action toward scheduling.

Roll out Epic Rover app for mobile users.

+ This was achieved in time for the Epic go-live. ITS also helped NYP roll out their mobile apps.

Expand functionality on WCM Mobile App, including better *Find a Physician*, MD and Practice Profiles, and Guest Bill Pay.

+ Mobile app provides a link to *Find A Physician*, where patients can navigate through a a mobile-friendly weillcornell.org.

- Guest Bill Pay was not implemented natively into the app, but is available in the mobile website.

Implement a new POPS editor to improve the mobile experience.

+/- POPS v7 was successfully enhanced; POIS started working with NYP on Phynd, which may someday replace POPS once it meets our requirements.

Develop a new back-end for weillcornell.org to improve patient experience.

+ The POPS API, which powers a majority of the website, has been expanded to include Epic APIs, which powers online scheduling. It also includes integration with Healthwise's dictionary and taxonomy, which now powers our *Find A Physician* (previously IMO).

Expand and upgrade current telehealth program with new video visits technology.

+ This was a great success proven by readiness to handle the massive, sudden expansion in use during COVID. In FY21, we are flipping vendors to Zoom to improve usability and functionality. A new video Breast Cancer Concierge was also deployed.

Enrich student learning and support teaching

Implement new systems, such as Jenzabar reporting module, WCM Here! attendance system, new Alumni system, automation for the CME office and Financial Aid, and AAMC WebAdmit.

+ Most major new functions were delivered except the Alumni module and some Financial Aid automation. Due to new budget pressures a new, cheaper, in-house approach to Alumni management is being pursued.

Provide new services for students, such as Teams, OneDrive, and VIVO pages.

+/- Teams and OneDrive have had excellent adoption and use continues to grow. VIVO pages for students was deferred, but should be done for doctoral students next year.

Redesign curricular services, such as the Functional Neuroanatomy (FNA) online resource and the graduate student lab rotation forms.

+ An all-new FNA application was delivered on a more stable platform, as were new lab rotation forms. We also created the myCME platform to track Maintenance of Certification points.

Transition to a unified support experience for students and faculty.

+ Student support services have been consolidated with improved efficiency and new remote options post COVID.

Develop plan to support virtual and augmented reality tools.

- While some progress has been made, this needs more attention. Instead, new Introduction to Telemedicine and Cohen Hospital opening courses were created, along with other urgent initiatives to support post-COVID education.

Expand existing services, such as Canvas, Poll Everywhere, OASIS, Qualtrics, Panopto, and Examplify.

+ ITS expanded all these services and we also deployed Verizon cell signal support for the Olin and Lasdon dormitories.

Create and enhance technology solutions and services

Deploy Teams collaboration suite to pilot users and students, and develop full institutional rollout plan.

+ Teams pilot was successful and the service was rolled out WCM-wide. We are also now piloting Teams phones.

Roll out Power BI data visualization across WCM.

+ PowerBI is now successfully being used throughout the college for powerful reporting, dashboards, and data visualizations.

Upgrade auto-syncing cloud-based storage options (BoxDrive and OneDrive) with improved security.

+ ITS installed improved security on OneDrive, making it the default personal and secure cloud storage solution. Box is still supported, but will likely be retired in FY21 due to rising costs.

Develop cloud conversion plan for the majority of remaining on-premise ITS systems.

+/- ITS continues to incrementally migrate most of our largest systems to the cloud. This year we focused on eliminating aging software and entire vendors, like Oracle. Our ongoing plan will proceed but more slowly due to COVID budget constraints.

Double the number of cloud-certified staff.

+/- We came very close, moving from 10 to 18. The coming year we will focus on specific skill sets in various teams.

Convert all major websites to Drupal 8 with a new search engine to improve accessibility and mobile experience across .org and .edu sites.

+/- Proof of concept completed, but changed the goal to skip to Drupal 9. Phase 1 accessibility goals were achieved. Search project is behind schedule, but a prototype is planned for this year.

Create a PC and Mac parity program to normalize support and policies across platforms.

+ First phase of parity completed. Additional project work will be required in the coming year to achieve parity.

Explore potential support for an additional Linux desktop with SCU.

+ New Linux desktop service planned for FY21.

Streamline workflows for the administration of research

Launch Phase 2 of the WRG/OnCore clinical trials system with financial tools and Epic integration.

+/- Preparatory work was done, but launch was deferred due to COVID. Planned go-live in October.

Update WRG Human Subjects module with new questionnaires to support change to the Common Rule.

+ New post approval monitoring was added to support the Common Rule changes.

Design WRG Proposal Tracking workflows and dashboards for departmental grant administrators.

+ We released a Submission Progress tool and MyProtocols widget to simplify tracking proposals throughout the process. We also added automated notification to the IRB and JCTO when all activation requirements are met.

Update WRG Conflicts Module to meet expanding regulatory requirements.

+ A new COI update supports foreign disclosures, while also improving usability. We also released new support for the Open Payments program.

Expand the number of laboratories supported by the Open Specimen/Core Laboratories Center Biorepository.

+ OpenSpecimen was expanded to support the COVID Biobank, WELCOME, and the Mason Lab's LAMP study. 17,500 samples were collected on more than 6,500 patients. We also expanded iLab to support 30 core facilities, including supporting PPE distribution to labs.

Evaluate options for institutional lab notebook, research data retention service, and image manipulation detection software.

+ LabArchives, to be released in FY21, was selected as the new institutional electronic lab notebook in collaboration with Ithaca. The Library developed an image manipulation detection tool that students at CornellTech are elaborating this year. The new data retention service was defined for development in FY21.

Add support for Subject Binders to Online Research Binder (ORB) system.

+ ORB now supports both study and subject binders, dramatically simplifying trials monitoring.

Protect institutional infrastructure and data

Implement a laptop and phone loaner program to protect visitors to high-risk countries.

+ A loaner program was implemented through the library, though adoption by users has been below targets.

Create a road map to password-less logins within two years.

+/- Vendor review completed. None are ready within two years without major customization. Will look for intermediate wins while the market matures.

Facilitate easier access to the campus network with improved federation, unified sign-on, AnyConnect VPN rollout, and network access control.

+/- Significant improvements were made including upgrade of AnyConnect and 19 new applications enabled with federation. Network Access Control was deferred due to COVID but we hope to make some progress in FY21.

Enhance attack detection from outside and within our network, vulnerability management, scanning of departmental and cloud-based systems, and automated alert response.

+ Despite a major increase in the "attack surface" caused by workers moving remote due to COVID, ITS expanded its attack detection systems to monitor remotely connected computers and developed a new attestation to help educate users

Exploit high-quality identity data and risk profiles to simplify user experiences, such as improved single sign-on, badge-based services, faster onboarding, and easier software provisioning.

+ ITS deployed new self-service password reset with dual-factor authentication.

Eliminate old, unsupported operating systems and deploy improved monitoring to keep systems and software up to date.

+ Old, unsupported versions of Windows were eliminated and more robust systems for keeping systems current were instantiated. We also decommissioned our 15-year-old LDAP directory system.

Re-evaluate security software stack for potential vendor consolidation and service expansion.

+ Several systems were consolidated with significant budget savings while concurrently expanding the types of protection we offer.

Advance IT capabilities through customer-centric service management

Implement Service Dashboards for DAs to track ITS service levels.

+/- We made progress developing monthly dashboards summarizing utilization, service metrics, assets, costs, and turnaround times, but the automation needed to scale these was put on hold with COVID. We are not yet sure when we will be able to revisit this.

Offer 1:1 IT consultations to 100% of new faculty and 50% of existing faculty.

+/- 100% of new faculty were offered consultations and about half accepted. We fell far short with existing faculty, reaching only 10%.

Add online and mobile scheduling options for SMARTDesk.

+ Users can make appointments at the SMARTDesk using our new SimplyBook application.

Streamline communication to the ITS user community, with better audience targeting, more education tools, improved satisfaction metrics, and enhancement requests.

+/- ITS now targets more of its communications just to those impacted reducing the use of broad lists. Tech Tuesday was moved online and saw a >100% increase in attendance. New satisfaction metrics and enhancement request processes were deferred due to COVID-19.

Update device management systems to improve application updates, distribution, self-service, configuration tracking, and security monitoring

+ Migrated from smartphone tagging to self-service registration and unified the new WCM App Store experience across device types to simplify software distribution.

Double the number of standard request types on myHelpdesk and triple the number of knowledgebase articles

+/- Request types went from 33 to 53 and we doubled the knowledgebase articles from 308 to 610.

Implement Service Portfolio Management through the PMO.

+/- Improved portfolio management process implemented including new goal prioritization, clearer roadmaps, quality reviews of in-flight projects and tighter resources alignment. Project intake process also improved with better resource validation, sequencing, and up-front architectural reviews shorten overall project timelines. Little progress was made on new service management program.

Convert internal customized case management system (ServiceNow) to standard new release.

- This project proved vastly more complicated than initially estimated. Some progress was made but it will continue well into FY21.

Train all ITS staff in unconscious bias awareness.

+ ITS completed unconscious bias training before it became a universal assignment at WCM and is working hard to continuously examine this persistent problem.

Support scientific innovation and research

Launch unified Cybercommons with Ithaca and Qatar for improved access to GPU and CPU clusters, tiered storage, cloud provisioning, and a data catalog.

+ Cybercommons initiative started with a pilot of StarFish, a software system that will give each campus and faculty users visibility into storage across campuses.

Release DataCore 2.0 with a new data catalog, expanded software services, and multiple shared data sets including NY Medicaid and ARCH RDRs.

+ All of these were deployed. Migration to AWS in FY21 will further enhance DataCore capabilities.

Expanded ARCH services, such as large-scale de-identified EHR data resources, enhanced REDCap integration with Epic and CFR 21 Part 11 compliance, multiple new RDRs, and extensive new data content including genomic variants of unknown significance (VUS).

+ ARCH exceeded expectations, especially with critical new COVID-related data services, biospecimen support, expanded Epic inpatient support, and extension to regional hospitals. We also published 9 academic articles.

Develop roadmap for Real World Evidence support at WCM.

+/- The formal roadmap was interrupted by the real-world need for COVID data, which ARCH provided through the COVID Institutional Data Repository (IDR). The COVID IDR will become a model for improved data access.

Provide faculty access to ReCiter publication management and de-duplication tool.

- This goal was missed, but we hope to achieve it in FY21.

Expand grant editing service to include multi-institutional grants.

- This was not achieved due to a change in funding.

Develop boilerplate for grants regarding institutional IT and library services with OSRA.

- Modest progress was made on upgrading existing boilerplate.

Double the number of lab sites on the standard Drupal distribution.

+/- We started the year with 18 live. We ended the year with 10 new live lab sites, but with 14 more in progress.

Enable efficient and effective administrative operations

Launch integrated annual training with road map to unify across WCM and create reciprocity with NYP.

- Little progress was made on this initiative.

Update Academic Staff Management System cloud architecture to integrate Faculty Review, add postdoc tracking, and support Centers and Institutes.

+/- Post-doc support is now live as are several other enhancements but we fell short in some planned functions.

Complete selection of new purchasing system to replace SciQuest.

+ Ariba was selected, but implementation has been put on hold due to COVID.

Convert legacy SharePoint sites to O365.

+/- Migrated multiple on-prem SharePoint sites to much improved 0365 Cloud version though some remain for FY21

Expand eTime to other departments.

+ In FY20, we expanded eTime to multiple administrative departments in Qatar.

Complete enhancements for Space and Lease Management, EHS Shipping, and EHR/HR ServiceNow implementations.

+ All these major enhancements or new systems were implemented, and more.

Complete Journal Voucher eForm and Direct Deposit rollouts.

+ Both were completed last year, with additional enhancements in early FY21.

Implement Budget Module for Qatar.

+ Budget module successfully implemented, meeting new Qatar Foundation requirements.