

**Information Technology Transformation Plan**  
**Phase I**  
**Status Report for May 2013**  
**Issued June 2013**

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**Executive Summary**

Implementation of the recommendations related to information technology hinge on establishing a strong and effective leadership to execute the changes designed to achieve efficiencies and cost savings. This high level summary of activity and outcomes represents the initial steps to meet those goals (Phase 1).

The implementation strategy through May focused heavily on governance and organization structure tasks and activities. A structure was proposed and vetted at several levels, the same structure offered in this report for May. Significant time has been spent determining central campus and system IT employees who would be unified into a combined IT unit designed to support the implementation of recommendations in Phase II.

Initial changes in leadership are being implemented, including a change that reduces the number of senior managers located at the UMA campus. The UMA IT director is now responsible for all IT activity, unifying the leadership and staff focused on services delivered from that area.

The Status Update for May and an updated high level project plan for Phase 1 are attached.

**Phase I Action Items Summary**

- **Governance and Organizational Transformation**
  - May 2013: Reorganize the IT department structure to accommodate a single IT organization from a human resource perspective, including compensation budget.
  - July 2013: Transfer central campus and system information technology staff to unified business unit with no change in job functions. (207 positions– details attached)
    - Work location, assignments, job descriptions and responsibilities unchanged
    - Funding for each position to transfer to a central account to meet payroll requirements
  - December 2013: Implement new organization structure
    - October 2013: Realign directors and senior management staff to new roles and responsibility under the new structure through direct assignment or HR internal recruitment processes.
    - December 2013: Plan transfer of distributed IT staff into new IT organization

May 2013	July 2013	October 2013	December 2013	January 2014
Create single IT structure	Transfer central campus staff	Realign senior management to new roles	Plan transfer of distributed IT Staff	Implement Phase II Transfer

- **Policies and Practices**
  - July 2013: Develop a communications plan for leaders, administrators, technical staff, and innovators
  - December 2013: Establish a policy and standard development practice to propose and implement policies and practices to provide management oversight and inform leaders

- July 2013: Establish an IT Standards and Procurement committee to guide practices
- July 2013: Establish process for policy and standard development and implementation
- December 2013: Develop and implement policies and standards for architecture, project management, and IT Procurement.

July 2013	July 2013	July 2013	October 2013	October 2013	December 2013	December 2013
Policy and Standard Process	Project Management	Innovation and Initiatives	Procurement	RFP/Contract Review and Approval	Strategic Planning	Architecture

- **Funding Model**
  - December 2013: Develop and design funding strategies and cost models of shared and centralized IT services.
  
- **Consolidation of System and Campus Support and Help Desk Services**
  - May 2013: Proof of concept in place with the transition of University College and UMA IT services to a single IT director.
  - November 2013: Identify additional services for transformation
  - December 2013: Develop implementation plans for identified services for execution in Phase II

PLAN AREA	PLANNED TASKS/ACTIVITY FOR MAY	STATUS	DATE	NOTES
<b>Funding Model</b>	Analyze current funding and develop new funding model for new IT organization.	Underway	12/31/2013	Meetings held with Vice Chancellor, Budget Director. Funding model for transferred staff established for FY 2014
<b>Governance and Organization</b>	Transfer central campus and system information technology staff to unified business unit – no change in job functions.	Underway	7/31/2012	Lists of staff to transfer complete. Communication to IT leaders complete. Staff advised with formal notice to be sent.
	CIO will develop an organization chart for the management of IT by April 1, 2013.	Complete	5/8/2013	Accepted. Moving to implementation.
	Transfer of central campus and system information technology staff: engage HR for implementation options.	Multiple meetings held.	5/15/2013	Plan complete. Transfer of central IT staff to single business unit scheduled for July 1.
	Reorganize the IT department structure to accommodate a single IT organization from a human resource perspective, including compensation budget.	Complete	5/31/2013	All tasks complete. Communication planning and delivery has begun.
	Establish CIO Council and develop charter.	Complete	5/31/2013	Members announced and first meeting held. Action items list and meeting schedule developed.
	Proof of concept in place with the transition of University College IT, some UMS IT, and UMA IT services to a single IT director.	Complete	5/31/2013	Transition smoothly implemented.
	Implement new organization structure.	Underway	12/31/2013	
<b>Implementation</b>	Development of a detailed project plan for the implementation of the administrative review recommendations and communication efforts.	Ongoing	4/30/2013	Initial plan complete. The plan will be maintained and updated as needed to accommodate adjustments to schedule, resources and priorities. Highlights and accomplishments within this plan will be highlighted in monthly updates.
<b>Policy and Practices</b>	Form an academic incubation process. The goal is to have a lightweight and cross-technology discipline available to pilot in classroom and research activities as requested by faculty.	Ongoing.	10/31/2013	No change this month.
	Beginning February 25, 2013, and over a four-week period, Cindy Mitchell and Fred Brittain will undertake an IT inventory and high-level needs assessment at each campus and system office IT area.	Ongoing.	6/15/2013	Summary report due from assessment team

**Information Technology Transformation Plan – Phase 1**

<b>Governance and Organizational Transformation</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>% Complete</b>	<b>Responsible</b>
➤ Reorganize the IT department structure to accommodate a single IT organization from a human resource perspective, including compensation budget	1/28/13	5/31/13		Dick Thompson
❖ Immediately charge UMS CIO to provide leadership and responsibility over all IT	1/28/13	1/29/13	100%	
❖ Establish Academic Information Technology Service Management Committee (AITSMC) to oversee and direct the CIO and IT strategy	1/28/13	4/18/13	100%	
• Solicit nominations of academic executives from campus Presidents	4/18/13	4/18/13	100%	
• Create charter, identify and charge AITSMC	4/18/13	4/18/13	100%	
❖ Establish CIO Council	3/1/13	5/31/13	100%	
• Develop Council Charter	5/31/13	5/31/13	100%	
• Identify and charge Council	5/31/13	5/31/13	100%	
• Establish CIO Council meeting schedule	5/31/13	5/31/13	100%	
➤ Transfer central campus and system information technology staff to unified business unit with no change in job functions.	3/1/13	7/31/13		Dick Thompson
❖ Certify list of transferees by campus	4/1/13	6/1/13	100%	
❖ Identify Student Employment institutional policies			0%	
❖ Work with HR to identify data element needs for both HR and location sensitivity	4/1/13	6/1/13	25%	
❖ Develop new reporting mechanisms for campus queries/community identifications	5/21/13	7/20/13	0%	John Grover
❖ Develop Communications plan for leaders, administrators, technical staff, and innovators	1/28/13	7/31/13	100%	David Stevens
➤ Implement new organization structure	3/1/13	12/31/13		Dick Thompson
❖ Realign directors and senior management staff to new roles and responsibility under the new structure through direct assignment or HR internal recruitment processes.	3/1/13	10/31/13	55%	
• Develop organization chart for the management of IT	3/1/2013	5/8/2013	100%	
• Design management functions	3/1/13	5/15/13	100%	
• Design new positions	6/1/2013	7/31/2013	100%	
• Engage HR for implementation options	4/15/13	6/28/13	90%	
• Develop implementation plan (Phase I)	4/15/13	5/31/13	75%	
• Communicate approved plan	5/1/13	5/15/13	80%	
• Execute plan	6/4/13	10/31/13		

**Information Technology Transformation Plan – Phase 1**

○ <i>Develop Job Descriptions for Q1</i>	11/30/12	7/12/13	10%	
● <i>Advertise and Fill Positions for Q1</i>	7/15/13	9/30/13	0%	
○ <i>Develop Job Descriptions for Q2</i>	11/30/12	7/12/13	0%	
● <i>Advertise and Fill Positions for Q2</i>	11/30/12	7/12/13	0%	
❖ <i>Plan transfer of distributed IT staff into management structure</i>	3/1/13	12/31/13	0%	
● <i>Identify Distributed IT staff</i>				
● <i>Engage HR for implementation options</i>	4/15/13	9/27/13	0%	
● <i>Develop strategy for move to new management structure</i>	9/4/13	11/8/13		
● <i>Develop implementation plan</i>	7/1/13	9/27/13	0%	
● <i>Communicate transfer plan to stakeholders</i>	10/1/13	11/15/13	0%	
● <i>Execute plan (Phase II)</i>	11/19/13	TBD	0%	
❖ <i>Investigate Student Employee positions – determine placement</i>	7/1/13	12/31/13		
● <i>Look at funding mechanisms and retention/educational initiatives</i>	7/1/13	9/30/13		
● <i>Determine student employee positions strategy</i>	9/30/13	12/31/13		
<b>Policies and Practices</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>% Complete</b>	<b>Responsible</b>
➤ <i>Establish a policy and standard development practice to propose and implement policies and practices to provide management oversight and inform leaders</i>	3/1/13	12/31/13	10%	Cindy Mitchell
❖ <i>Establish an IT Standards and Procurement committee to guide practices</i>	3/1/13	7/31/13	0%	
❖ <i>Establish process for policy and standard development and implementation</i>	3/1/13	7/31/13	0%	
❖ <i>Inventory campus and system IT policies and standards</i>	3/1/13	7/31/13	0%	
❖ <i>Develop and implement policies and standards for architecture, project management, and IT Procurement.</i>	3/1/13	12/31/13	16%	
● <i>Project Management</i>	6/5/13	7/31/13	99%	
● <i>Initiatives</i>	4/5/13	7/31/13	18%	
● <i>Innovate/Incubate</i>	4/5/13	10/31/13	0%	
● <i>Procurement</i>	4/5/13	10/31/13	0%	
● <i>Acceptable Use Policies</i>	5/28/13	10/28/13	0%	
● <i>RFP/Contract Review and Approval</i>	4/5/13	10/31/13	0%	
● <i>Strategic Planning</i>	6/5/13	12/31/13	25%	Dick Thompson

**Information Technology Transformation Plan – Phase 1**

• Architecture	6/5/13	12/31/13	0%	
<b>Funding Model</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>% Complete</b>	<b>Responsible</b>
➤ Develop funding strategies and cost models of shared and centralized IT services.	3/1/13	12/31/13	10%	Cindy Mitchell
❖ Establish true rate based assessments for all shared services	3/1/13	12/31/13	10%	
• Identify Budget/Finance staff resources	4/1/13	5/31/13	10%	
• Research rate models	4/1/13	9/30/13	25%	
• Develop cost matrix for services delivered today	10/1/13	10/31/13	0%	
• Choose rate model	7/1/13	10/31/13	0%	
• Develop FY 15 rates	11/1/13	12/31/13	0%	
• Present rate model to financial stakeholders and leadership	11/1/13	12/31/13	0%	
<b>Consolidate Management and Delivery of Campus and System Support and Help Desk Services</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>% Complete</b>	<b>Responsible</b>
➤ Proof of concept in place with the transition of University College IT, some UMS IT and UMA IT services to a single IT director	3/1/13	5/31/13	100%	Lauren Dubois
➤ Identify additional services for transformation	3/1/13	11/29/13	0%	
➤ Develop implementation plans for identified services for execution in Phase II	3/1/13	12/31/13	0%	