Information Technology Transformation Plan
Phase I
Status Report for October 2013
Issued November 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).

Accomplishments for October:

- Search complete for Enterprise Architecture and Financial Analyst positions. Technology Infrastructure position search nearly complete.
- Design teams have submitted first drafts of models for service delivery as identified in the initial recommendations.
- Recommendation 2 *Policies*: The Shared Services Advisory Committee has had additional discussions on the new Administrative Practice Letter.
- Recommendation 2 *Standards and Procurement*: Team formed; survey developed to solicit end user hardware needs.
- Enterprise Architecture focused on Information Technology Accessibility in October.
- Recommendation 4 *New Funding Strategy*: Contract in place for the rate development work which will begin November 12.
- Information Technology staff located at University of Southern Maine completed the TechQual survey campus analysis and have provided reports to campus IT Directors for preliminary review.
- Strategy development to review distributed Information Technology staff underway.
    - Performed a six month analysis of work plan. Work plan is 77% complete. Modifications to work plan were made resulting from new information received and strategic decisions moving forward. Changes include:
        - Addition of a deeper dive analysis to TechQual
        - Reductions in leadership organizational structure resulting from Human Resource consultation and strategic decisions.
        - Changes to the IT Standards and Procurement area to reflect its collaborative work with Strategic Procurement.
        - Due dates extended on anticipated policies/practices to allow time for evaluation consideration of IT support for Research initiatives.

Expectations for November:
(Note: Expectation is that all status yellow items will be back to green by December)

- Complete internal search for Technology Infrastructure position. Schedule is yellow.
- Chief Information Officer's Council will review design model drafts.
- Finalize and publish first year savings at or above expected level (revised completion mid November). Schedule is yellow.
- Continued development of strategy for transfer of distributed Information Technology staff.
- Additional work in the policy/administrative practice area particular to the needs of research. This is related to the Project Management APL which is now yellow.
- In-depth analysis of data from TechQual campus surveys.
- First round of rate development activities with consultant to begin in mid November.

- Develop and release RFP and develop rubric for evaluation for desktop/laptop RFP.

An updated high level project plan for Phase 1 is attached.

Phase I Action Items Summary

- **Governance and Organizational Transformation**
  - May 2013: Reorganize the Information Technology department structure to accommodate a single IT organization from a human resource perspective, including compensation budget. (COMPLETE)
  - July 2013: Transfer central campus and system information technology staff to unified business unit with no change in job functions. (COMPLETE)
    - Work location, assignments, job descriptions and responsibilities unchanged
    - Funding for each position to transfer to a central account to meet payroll requirements
  - July 2013: Establish Multi-Campus Information Technology Director (COMPLETE)
  - September 2013: Complete Hiring of Quarter 1 positions: Directors of Architecture, Infrastructure, Financial Analyst. *(*UNDERWAY*: Architecture, Financial Analyst Complete, Infrastructure complete by November 8)*
  - 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 Human Resources internal recruitment processes. (UNDERWAY)
    - December 2013: Plan transfer of distributed Information Technology staff into new IT organization. (UNDERWAY)

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 (COMPLETED)
  - 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 Information Technology Standards and Procurement committee to guide practices (UNDERWAY in cooperation with Strategic Procurement)
    - July 2013: Establish process for policy and standard development and implementation (DRAFT COMPLETE) and Project Management (UNDERWAY)
    - October 2013: Establish Innovation (UNDERWAY), Initiatives (eliminated), IT Procurement and RFP/Contract Review and Approval (UNDERWAY) policies
    - December 2013: Develop and implement policies and standards for architecture and strategic planning

July 2013	July 2013	October 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 Information Technology services (UNDERWAY*). Implementation date changing to March 2014.*

- **Detailed Design for the Transformation of Information Technology Services**
  - May 2013: Proof of concept in place with the transition of University College and UMA Information Technology services to a single IT director. (COMPLETE)

  - November 2013: Identify additional services for transformation (UNDERWAY)
  - December 2013: Develop implementation plans for identified services for execution in Phase II (UNDERWAY)

Information Technology Transformation Plan – Phase 1

Governance and Organizational Transformation	Start Date	Finish Date	% Complete	Responsible
IT Redesign Phase I Overall Percentage Complete			79%	
➢ Reorganize the IT department structure to accommodate a single IT organization from a human resource perspective, including compensation budget (Recommendation 1)	1/28/13	5/31/13	100%	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%	
➢ Establish Service Quality Baseline through TechQual Survey	9/13/13	11/29/13	52%	Stephen Houser
❖ Administer survey and report campus results	8/19/13	10/31/13	100%	
❖ Deep dive TechQual analysis	9/23/13	11/29/13	0%	
➢ Transfer central campus and system information technology staff to unified business unit with no change in job functions.	3/1/13	7/31/13	100%	Dick Thompson
❖ Certify list of transferees by campus	4/1/13	6/1/13	100%	
❖ Work with HR to identify data element needs for both HR and location sensitivity	4/1/13	6/1/13	100%	
❖ Develop new reporting mechanisms for campus queries/community identifications	5/21/13	7/20/13	100%	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	77%	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	95%	
➢ *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%	

Information Technology Transformation Plan – Phase 1

➢ *Engage HR for implementation options*	4/15/13	6/28/13	100%	
➢ *Develop implementation plan (Phase I)*	4/15/13	5/31/13	100%	
➢ *Communicate approved plan*	5/1/13	5/15/13	100%	
➢ *Execute plan*	6/4/13	10/31/13	93%	
➢ *Develop Job Descriptions for Q1*	11/30/12	7/12/13	100%	Cindy Mitchell
▪ Director of Architecture and Service Management	4/1/13	7/30/13	100%	Cindy Mitchell
▪ Financial Analyst	4/1/13	7/30/13	100%	Cindy Mitchell
▪ Director of Technology Infrastructure	4/1/13	7/30/13	100%	Mike Cyr
▪ Multi-Campus Director	4/1/13	7/30/13	100%	Dick Thompson
➢ *Advertise and Fill Positions for Q1*	7/15/13	9/30/13	99%	
▪ Director of Architecture and Service Management	8/1/13	9/30/13	100%	Cindy Mitchell
▪ Financial Analyst	8/1/13	9/30/13	100%	Miriam White
▪ Director of Technology Infrastructure	8/1/13	9/30/13	95%	Dick Thompson
▪ Multi-campus Director	8/1/13	9/30/13	100%	Dick Thompson
➢ *Develop Job Descriptions for Q2*	9/30/13	11/15/13	100%	
▪ Data Center /Hardware Management Director	9/30/13	11/15/13	100%	Eliminated
▪ Network Maine/Network/Communications Director	9/30/13	11/15/13	100%	Eliminated
➢ *Advertise and Fill Positions for Q2*	11/15/13	12/30/13	100%	
▪ Data Center Director/Hardware Manager Director	11/15/13	12/30/13	100%	Eliminated
▪ Network Maine/Network/Communications Director	11/15/13	12/30/13	100%	Tech Infra
➢ *Develop Job Descriptions for Q3*	1/2/14	2/7/14	50%	
▪ Academic Position	1/2/14	2/7/14	50%	
➢ *Advertise and Fill Positions for Q3*	2/10/14	3/31/14	0%	
▪ Academic Position	2/10/14	3/31/14	0%	
❖ IT Directors Retreat	7/23/213	7/23/13	100%	Dick Thompson
❖ Plan transfer of distributed IT staff into management structure	3/1/13	12/31/13	26%	Dick Thompson
• *Identify Distributed IT staff*	3/1/13	9/1/2013	50%	
• *Engage HR for implementation options*	4/15/13	9/27/13	40%	
• *Develop strategy for move to new management structure*	9/4/13	11/8/13	0%	
• *Develop implementation plan*	7/1/13	9/27/13	0%	
• *Communicate transfer plan to stakeholders*	10/1/13	11/15/13	0%	
• *Execute plan (Phase II)*	11/19/13	TBD	0%	
❖ *Investigate Student Employee positions – determine placement*	7/1/13	12/31/13	100%	
• *Look at funding mechanisms and retention/educational initiatives*	7/1/13	9/30/13	100%	

• *Determine student employee positions strategy*	9/30/13	12/31/13	100%	
Policies and Practices	**Start Date**	**Finish Date**	**% Complete**	**Responsible**
➢ Establish a policy and standard development practice to propose and implement policies and practices to provide management oversight and inform leaders (Recommendation 2)	3/1/13	12/31/13	41%	Cindy Mitchell
❖ Establish an IT Standards and Procurement committee to guide practices	3/1/13	1/5/14	41%	JoAnne Wallingford
• RFP Development for Laptop Desktop with Strategic Procurement	10/1/13	1/31/14	75%	
▪ Develop Survey for faculty and staff re: laptop/desktop features	10/8/13	11/22/13	75%	
• RFP activities	11/22/13	1/31/14	20%	
❖ Recommend policies and standards for procurement of IT resources	10/29/15	12/31/15	0%	
❖ Establish process for policy and standard development and implementation	3/1/13	7/31/13	100%	Cindy Mitchell
❖ Inventory campus and system IT policies and standards	3/1/13	7/31/13	50%	Cindy Mitchell
❖ Develop and implement policies and standards for architecture, project management, and IT Procurement	3/1/13	12/31/13	40%	Cindy Mitchell
• Project Management	6/5/13	7/31/13	98%	Robin Sherman
• CIO Waiver	4/5/13	9/30/13	98%	Cindy Mitchell
• Research	11/1/13	12/31/13	0%	
• Innovate/Incubate	4/5/13	10/31/13	30%	Cindy/Fred
• Procurement (in conjunction with Strategic Procurement)	4/5/13	10/31/13	20%	Cindy Mitchell
• RFP/Contract Review and Approval (in conjunction with Strategic Procurement)	4/5/13	10/31/13	25%	Cindy Mitchell
• Strategic Planning	6/5/13	12/31/13	25%	**Dick Thompson**
• Architecture	6/5/13	12/31/13	0%	Mike Cyr
Funding Model	**Start Date**	**Finish Date**	**% Complete**	**Responsible**
➢ Develop funding strategies and cost models of shared and centralized IT services. (Recommendation 4)	3/1/13	3/31/14	20%	Cindy Mitchell
❖ Establish true rate based assessments for all shared services	3/1/13	3/31/14	50%	
• Identify Budget/Finance staff resources	4/1/13	9/30/13	100%	Miriam/Cindy
• Research rate models	4/1/13	9/30/13	100%	
• Choose rate development method	7/1/13	10/31/13	100%	

• Develop FY 15 rates	11/1/13	2/28/14	0%	
• Present rate model to financial stakeholders and leadership	3/1/14	3/31/14	0%	
Detailed Design for the Transformation of IT Services	**Start Date**	**Finish Date**	**% Complete**	**Responsible**
➢ Detailed Design for the Transformation of IT Services	3/1/13	3/13/14	37%	
➢ 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
➢ Recommendation 3: Pursue Cloud or "software as a service" sourcing	8/30/13	12/31/15	11%	John Grover
❖ Interim Report to CIO: Service Delivery Model and Implementation Strategy		10/22/13	100%	
❖ Draft report for IT Service Delivery Team: Service Delivery Model and Implementation Strategy	10/14/13	11/8/13	20%	
❖ IT Service Delivery Team Provides feedback	11/8/13	11/15/13	0%	
❖ Incorporate IT Service Delivery Team feedback	11/15/13	12/10/13	0%	
❖ Draft Final report due to CIO		12/10/13	0%	
❖ Final draft submitted for review to Chancellor, Vice Chancellors, Presidents' Council and others		12/2013	0%	
❖ Final Report		1/5/14	0%	
➢ Recommendation 5: Consolidate management and delivery of campus and system support and help desk services			11%	Fred Brittain
❖ Interim Report to CIO: Service Delivery Model and Implementation Strategy		10/22/13	100%	
❖ Draft report for IT Service Delivery Team: Service Delivery Model and Implementation Strategy	10/14/13	11/8/13	20%	
❖ IT Service Delivery Team Provides feedback	11/8/13	11/15/13	0%	
❖ Incorporate IT Service Delivery Team feedback	11/15/13	12/10/13	0%	
❖ Draft Final report due to CIO		12/10/13	0%	
❖ Final draft submitted for review to Chancellor, Vice Chancellors, Presidents' Council and others		12/2013	0%	
❖ Final Report		1/5/14	0%	
➢ Recommendation 6: Consolidate data center locations, management and operations			11%	Lauren Dubois
❖ Interim Report to CIO: Service Delivery Model and Implementation Strategy		10/22/13	50%	
❖ Draft report for IT Service Delivery Team: Service Delivery Model and Implementation Strategy	10/14/13	11/8/13	0%	

❖ IT Service Delivery Team Provides feedback	11/8/13	11/15/13	0%	
❖ Incorporate IT Service Delivery Team feedback	11/15/13	12/10/13	0%	
❖ Draft Final report due to CIO		12/10/13	0%	
❖ Final draft submitted for review to Chancellor, Vice Chancellors, Presidents' Council and others		12/2013	0%	
❖ Final Report		1/5/14	0%	
➢ Recommendation 7: Unify communications systems under one management structure by a single campus			11%	John Gregory
❖ Interim Report to CIO: Service Delivery Model and Implementation Strategy		10/22/13	50%	
❖ Draft report for IT Service Delivery Team: Service Delivery Model and Implementation Strategy	10/14/13	11/8/13	0%	
❖ IT Service Delivery Team Provides feedback	11/8/13	11/15/13	0%	
❖ Incorporate IT Service Delivery Team feedback	11/15/13	12/10/13	0%	
❖ Draft Final report due to CIO		12/10/13	0%	
❖ Final draft submitted for review to Chancellor, Vice Chancellors, Presidents' Council and others		12/2013	0%	
❖ Final Report		1/5/14	0%	
➢ Recommendation 8: Restructure delivery of end user technology			11%	Stephen Houser
❖ Interim Report to CIO: Service Delivery Model and Implementation Strategy		10/22/13	50%	
❖ Draft report for IT Service Delivery Team: Service Delivery Model and Implementation Strategy	10/14/13	11/8/13	0%	
❖ IT Service Delivery Team Provides feedback	11/8/13	11/15/13	0%	
❖ Incorporate IT Service Delivery Team feedback	11/15/13	12/10/13	0%	
❖ Draft Final report due to CIO		12/10/13	0%	
❖ Final draft submitted for review to Chancellor, Vice Chancellors, Presidents' Council and others		12/2013	0%	
❖ Final Report		1/5/14	0%	
➢ Recommendation 9: Identify, review and organize IT services into a shared services model with campus IT management.	2/15/13		41%	
❖ Identity additional services for transformation	3/1/13	11/29/13	20%	
❖ Develop Campus Commonalities Report	3/1/13	7/31/13	100%	Fred Brittain and Cindy Mitchell

❖ System-wide Active Directory implementation	6/13	3/31/14	30%	Lauren Dubois
➢ Develop implementation plans for identified services for execution in Phase II	3/1/13	12/31/13	0%	