

Information Technology Transformation Plan

Phase I

Status Report for September 2013

Issued October 2013

Contents

- Executive Summary
- September Status Report and Project Milestones through FY2014

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 September:

- While not complete, the searches for Architecture, Financial Analyst, and Technology Infrastructure positions are in the final interviews and reference checking. Successful applicants are expected to be named by October 9th.
- The Information Technology staff located at University of Southern Maine completed TechQual, a survey for establishing our baseline for service quality. The survey was given to a random selection of faculty, students and staff at all seven campuses and the System Office.
- Recommendation 2 Policies and Practices: Drafts of a Chief Information Officer Waiver Administrative Practice Letter, a revised Business Case Administrative Practice Letter, and Project Management Office Administrative Practice Letter and a draft of a project planning cycle were provided to the Chief Information Officer's Council and Shared Services Advisory Council for comment.
- Recommendation 4 New Funding Strategy: Finalized rate development approach. Contract work and scheduling has begun.
- Design teams are meeting and providing progress reports. First draft due October 22nd. Anyone wishing to provide comments, input to the teams should contact the design team leader noted in parenthesis below.
 - Information Technology Standards and Procurement (JoAnne Wallingford): The team has scheduled their first meeting for October 7th in collaboration with Strategic Procurement.
 - Recommendation 3 Cloud or Software as a Service Sourcing (John Grover): The team has developed four topics of inquiry for their design: outsourced software assessment framework, cloud/outsourcing strategy development, savings achievement, research on peer institution strategy and assessment.
 - Recommendation 5 Support Services/Helpdesk (Fred Brittain): the team has developed a preliminary design for further discussion and is now focusing on developing strategies for model challenges.
 - Recommendation 6 Consolidate data centers (Lauren Dubois): conducting a survey of servers, operating systems and data center plans; developing definitions; brainstorming campus vs consolidated delivery and what is applications versus infrastructure.
 - Recommendation 7 Unified Communications (John Gregory): Identified three areas of inquiry: develop a questionnaire around current state, what should unified communications look like, early wins.
 - Recommendation 8 End User Technology Provisioning (Stephen Houser): gathered current practices, evaluated common practices, evaluating local versus remote capabilities and requirements, designing management and oversight roles and responsibilities.

Expectations for October:

- Complete internal searches for Architecture, Financial Analyst, and Technology Infrastructure positions. Schedule is **yellow**.
- Design teams will deliver first drafts.
- Finalize and publish first year savings at or above expected level (revised completion date Nov 1). Schedule is **yellow**.
- Strategy development for transfer of distributed Information Technology staff.
- Begin research and data gathering for rate model.

- TechQual data analysis will be completed.

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). *Running about two weeks behind schedule.*
- 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 (COMPLETE)
 - October 2013: Establish Innovation (UNDERWAY), Initiatives (UNDERWAY), 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
➤ 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%	
• <i>Solicit nominations of academic executives from campus Presidents</i>	4/18/13	4/18/13	100%	
• <i>Create charter, identify and charge AITSMC</i>	4/18/13	4/18/13	100%	
❖ Establish CIO Council	3/1/13	5/31/13	100%	
• <i>Develop Council Charter</i>	5/31/13	5/31/13	100%	
• <i>Identify and charge Council</i>	5/31/13	5/31/13	100%	
• <i>Establish CIO Council meeting schedule</i>	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	100%	Dick Thompson
➤ Establish Service Quality Baseline through Techqual Survey	8/15/2013	10/31/2013	80%	Stephen Houser
❖ 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	68%	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	83%	
➤ <i>Develop organization chart for the management of IT</i>	3/1/2013	5/8/2013	100%	
➤ <i>Design management functions</i>	3/1/13	5/15/13	100%	
➤ <i>Design new positions</i>	6/1/2013	7/31/2013	100%	
➤ <i>Engage HR for implementation options</i>	4/15/13	6/28/13	100%	
➤ <i>Develop implementation plan (Phase I)</i>	4/15/13	5/31/13	100%	
➤ <i>Communicate approved plan</i>	5/1/13	5/15/13	100%	

Information Technology Transformation Plan – Phase 1

➤ <i>Execute plan</i>	6/4/13	10/31/13	73%	
➤ <i>Develop Job Descriptions for Q1</i>	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
➤ <i>Advertise and Fill Positions for Q1</i>	7/15/13	9/30/13	96%	
▪ Director of Architecture and Service Management	8/1/13	9/30/13	95%	Cindy Mitchell
▪ Financial Analyst	8/1/13	9/30/13	95%	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
➤ <i>Develop Job Descriptions for Q2</i>	9/30/13	11/15/13	10%	
▪ Data Center /Hardware Management Director	9/30/13	11/15/13	0%	Tech Infra
▪ Network Maine/Network/Communications Director	9/30/13	11/15/13	0%	Tech Infra
▪ Academic position	9/30/13	11/15/13	30%	Dick Thompson
➤ <i>Advertise and Fill Positions for Q2</i>	11/15/13	12/30/13	0%	
▪ Data Center Director	11/15/13	12/30/13	0%	Tech Infra
▪ Hardware Management Director	11/15/13	12/30/13	0%	Tech Infra
▪ Network Maine/Network/Communications Director	11/15/13	12/30/13	0%	Tech Infra
▪ Academic position	11/15/13	12/30/13	0%	Dick Thompson
❖ 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	9%	Dick Thompson
• <i>Identify Distributed IT staff</i>	3/1/13	9/1/2013	30%	
• <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	0%	
• <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	100%	
• <i>Look at funding mechanisms and retention/educational initiatives</i>	7/1/13	9/30/13	100%	
• <i>Determine student employee positions strategy</i>	9/30/13	12/31/13	100%	

Information Technology Transformation Plan – Phase 1

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	45%	Cindy Mitchell
❖ Establish an IT Standards and Procurement committee to guide practices	3/1/13	1/5/14	0%	JoAnne Wallingford
• Interim Report to CIO: Service Delivery Model and Implementation Strategy		10/21/13	0%	
• 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 Report		1/5/14	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
• Initiatives	4/5/13	9/30/13	95%	Cindy Mitchell
• CIO Waiver	4/5/13	9/30/13	98%	Cindy Mitchell
• Innovate/Incubate	4/5/13	10/31/13	30%	Cindy/Fred
• Procurement	4/5/13	10/31/13	20%	Cindy Mitchell
• Acceptable Use Policies	9/1/13	10/31/13	10%	Mike Cyr
• RFP/Contract Review and Approval	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%	
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	90%	Miriam/Cindy
• Research rate models	4/1/13	9/30/13	100%	

Information Technology Transformation Plan – Phase 1

• 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
➤ 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	0%	John Grover
❖ Interim Report to CIO: Service Delivery Model and Implementation Strategy		10/22/13	20%	
❖ 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		1/5/13	0%	
➤ Recommendation 5: Consolidate management and delivery of campus and system support and help desk services			1%	Fred Brittain
❖ 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		1/5/13	0%	
➤ Recommendation 6: Consolidate data center locations, management and operations			1%	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%	

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❖ 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			1%	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			1%	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		1/5/13	0%	
➤ Recommendation 9: Identify, review and organize IT services into a shared services model with campus IT management.	2/15/13		39%	
❖ 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	25%	Lauren Dubois
➤ Develop implementation plans for identified services for execution in Phase II	3/1/13	12/31/13	0%	