

Information Technology Transformation Plan Phase I Status Report for July 2013 Issued August 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 in July:

- All central IT personnel transferred into new business unit. Resolved outstanding issues
- Job description for leadership partners completed.
 - Architecture and Special Projects
 - Technology and Infrastructure Director
 - IT Financial Analyst
- Multi-Campus Director selected – Fred Brittain, UMF, to serve in that role covering UMF, UMPI, UMFK and UMM.
- IT Service Delivery Team met in Ft. Kent for a 1½ day planning and work session.
- Completed staff alignment of UMA/UC/ATES unification.

The IT Service Delivery Team met on July 23 at the University of Maine at Fort Kent. The focus of the meeting was moving the new organization forward and beginning to work together in a way to support the goals of the IT Redesign. Discussion centered around strategies for filling positions, the new management structure, service delivery, communication, and mechanics of operating within a single business unit.

The Status Update for July 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. (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 IT Director (COMPLETE)
 - 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. (UNDERWAY)
 - December 2013: Plan transfer of distributed IT 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 (UNDERWAY)
- 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 (UNDERWAY in cooperation with Strategic Procurement)
 - July 2013: Establish process for policy and standard development and implementation (UNDERWAY)
 - 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. (COMPLETE)
- 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 June	STATUS	DATE	NOTES
Funding Model	Analyze current funding and develop new funding model for new IT organization.	Underway	12/31/2013	Funding model for transferred staff established for FY 2014. Work is underway to determine funding model for FY2015 and beyond.
Governance and Organization	Transfer central campus and system information technology staff to unified business unit – no change in job functions.	Complete	7/31/2012	Lists of staff to transfer complete. Communication to IT leaders complete. Staff advised with formal notice sent. Technical transfer complete.
	CIO will develop an organization chart for the management of IT by April 1, 2013.	Complete	5/8/2013	Implementing.
	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	Council is meeting and planning recommendations implementation.
	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.
	Establish Architecture and Special Projects position.	Underway	8/14/2013	Ready for Recruitment
	Implement new organization structure.	Underway	12/31/2013	Job descriptions and PDQs for Q1 complete. Multi-campus Director in place.
Implementation	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.
	Hiring positions in new management structure: engage HR for implementation options.	Ongoing	7/8/2013	Continue to address hiring strategies with HR.
	System-wide Active Directory Implementation	Ongoing	TBD	Report from consultants received. Moving to design.
	IT Directors Retreat: Active discussion about new governance structure and how we interrelate.	Complete	7/23/2013	Successful retreat in Fort Kent with full attendance.

Policy and Practices	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	Initial components of report drafted.
	Begin formulation of policies in support of new organization	Underway	12/31/2013	Project Management framework ready to kick off in August or early September.

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	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
❖ 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	50%	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	65%	
• <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	99%	
• <i>Develop implementation plan (Phase I)</i>	4/15/13	5/31/13	90%	
• <i>Communicate approved plan</i>	5/1/13	5/15/13	90%	
• <i>Execute plan</i>	6/4/13	10/31/13	40%	
○ <i>Develop Job Descriptions for Q1</i>	11/30/12	7/12/13	100%	
• <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%	

Information Technology Transformation Plan – Phase 1

❖ IT Directors Retreat	7/23/213	7/23/13	100%	
❖ Plan transfer of distributed IT staff into management structure	3/1/13	12/31/13	4%	
• Identify Distributed IT staff	3/1/13	9/1/2013	30%	
• Engage HR for implementation options	4/15/13	9/27/13	0%	
• 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	3/1/13	12/31/13	30%	Cindy Mitchell
❖ Establish an IT Standards and Procurement committee to guide practices	3/1/13	7/31/13	0%	
❖ Establish process for policy and standard development and implementation	3/1/13	7/31/13	75%	
❖ Inventory campus and system IT policies and standards	3/1/13	7/31/13	50%	
❖ Develop and implement policies and standards for architecture, project management, and IT Procurement.	3/1/13	12/31/13	30%	
• Project Management	6/5/13	7/31/13	99%	
• Initiatives	4/5/13	7/31/13	50%	
• Innovate/Incubate	4/5/13	10/31/13	10%	
• Procurement	4/5/13	10/31/13	0%	
• Acceptable Use Policies	5/28/13	5/28/13	0%	
• RFP/Contract Review and Approval	4/5/13	10/31/13	25%	
• 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.	3/1/13	12/31/13	18%	Cindy Mitchell
❖ Establish true rate based assessments for all shared services	3/1/13	12/31/13	15%	
• Identify Budget/Finance staff resources	4/1/13	7/31/13	50%	

Information Technology Transformation Plan – Phase 1

• Research rate models	4/1/13	9/30/13	60%	
• 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%	
Consolidate Management and Delivery of Campus and System Support and Help Desk 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
➤ System-wide Active Directory implementation	6/2013	TBD	20%	Lauren Dubois
➤ Identity 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%	