US:IT CIO Open Forum
November 29, 2017
2:30 - 4 p.m.

Agenda

● Budget Brief

● Major Project Updates
  ○ Classrooms for the Future
  ○ Wireless Infrastructure
  ○ UAD/Windows 10

● Upcoming Projects
  ○ EAB SSC-Guide
  ○ MaineStreet Improvements

● Strategic Planning and IT Governance

● Kudos

● Open Forum - Q & A

Host Campus - UMaine
107 Norman Smith Hall (The Mitchell Center)

Polycom Locations:
UM - CML (Fogler Library)
UM - Shibles Rm 11
UMA - Katz Library Studio Rm 53
UMA Bangor - Bangor Hall Rm 139
UMF - Ed Ctr Rm 343
UMFK - Nadeau Hall Nursing Conf Rm
UMM - Torrey Hall Rm 107
UMPI - IT Training Room (CIL)
USM - LAC 106
USM - Wishcamper 133
US:IT CIO OPEN FORUM

November 29, 2017

AGENDA

- Welcome
- Budget Brief
- Project Updates
- Upcoming Projects
- Common Challenges
- Future Directions
- Staff Recognitions
- Q&A
- Closing
WELCOME

“Coming Together...Is a Beginning...
Keeping Together...Is Progress
Working Together...Is Success!”

-Henry Ford

US: IT BUDGET

► Recharge-based Budget
  ► Operating budget charged back to UMS campuses
  ► All Shared Services
    ► IT
    ► HR
    ► Procurement
    ► General Counsel
    ► Internal Audit
    ► Finance
**US:IT BUDGET**

- **FY17 (Actual)**
  - $22.580M
- **FY18 (Current)**
  - $23.739M
    - + 5.1% Increase
- **FY19 (Proposed)**
  - $24.843M
    - 4.5% Increase

**US:IT Total Annual Budget ($Million)**

**US:IT BUDGET – FY18 (CURRENT)**

- **$23.739M Budget**
  - **Breakdown**
    - Compensation: $16.334M
      - 69% Total Budget
    - Non-Comp: $7.646M
      - 31% Total Budget
    - Revenue: ($0.203M)
  - **Attrition Savings**
    - Goal: $534,000
    - To-Date: $503,000
    - Projection: Net Savings realized
US: IT BUDGET – FY19 (PROPOSED)

- **Challenge**
  - Campuses seeking to maintain UMS Shared Services increase to 0%
  - Mandate – maintain increase below 3%
  - Final FY19 Target increase (with Offsets): 2.4%
    - Offsets:
      - Reserves
      - One-time funds
      - Other savings

US: IT BUDGET – FY19 (PROPOSED)

- $24.843M Budget
  - $1.104M Increase over FY18
    - Non-Compensation: $729,300
      - Increases in licensing/subscriptions (Educause);
        recently acquired software (Doc Retention;
        NetBackup); HW/SW reinstatements
    - Compensation: $375,000
  - Includes Attrition Savings Goal
    - Goal: $549,500
- Final USAC Approval
PROJECT UPDATES

» State of IT Investments
  » >$20M Bond Allocations to Support Campus Upgrades:
    » Classrooms for the Future ($3.836M)
    » Wireless Infrastructure ($11.2M)
    » MaineStreet Improvements ($2M)
    » Program Integration ($2M)
    » Project Management/Aside ($1.759M)

PROJECT UPDATES

» Classrooms for the Future
  Project Budget - $3.836M

- August
  □ Remaining
  □ Expended
  $1,442,482.00
  $2,993,518.00

- October
  □ Remaining
  □ Expended
  $1,373,784.00
  $2,462,216.00

62% Complete (Aug)
64% Complete (Oct)
PROJECT UPDATES

- Classrooms for the Future
  - Summer ’17 work completed
  - Summer ‘18 planning to be completed by January 2018
  - ‘After Action Review’ for each campus
  - Classroom reassessment
    - Previous (2.4) > Target (>3.0)
  - Student Focus Groups/Feedback Sessions
- Risks
  - Timing - Work performed during summer/breaks only
  - Lead Time - Contractors & Vendors
  - Coordination with Wireless Infrastructure

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PROJECT UPDATES

- Classrooms for the Future
  - Preliminary Classroom Reassessment Scores/Summary (UM*)

<table>
<thead>
<tr>
<th></th>
<th>Before</th>
<th>After</th>
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<tbody>
<tr>
<td>1-Functionality</td>
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<td>6-Environment</td>
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<tr>
<td>Overall Average</td>
<td>2.12</td>
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*18 Rooms
PROJECT UPDATES

UMS Wireless Infrastructure

11 Residence Halls completed with positive student feedback
9 Classroom Buildings completed/in-progress since June
Focus for Fall 2017: UM & USM

Working with campus leadership to prioritize specific buildings

USM: Bailey Hall
UM: Boardman & Bryand Global Sciences

Risks

Coordination with CFTF & Facilities
Requirement for infrastructure upgrades in many locations
Additional funding required to complete

**Reflects increase from $10.5M due to reduction in Project Reserve Rate (20% from 25%)**
PROJECT UPDATES

- **Updated SoIT Allocations**
  - Additional revenue bond funding combined with same savings from Kimball Hall demolition
    - $1.5M additional funds available
  - Approved Distribution
    - Classrooms for the Future ($3.836M > $4.362M)
    - Wireless Infrastructure ($11.2M > $12.180M)
    - MaineStreet Improvements ($2M)
    - Program Integration ($2M)
    - Project Management/Aside ($1.759M)

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PROJECT UPDATES

- **University Active Directory (UAD)**
- **Project Update Page:** [https://goo.gl/zPEzNw](https://goo.gl/zPEzNw)

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<tr>
<th>Campus</th>
<th>Status</th>
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<tr>
<td>UM</td>
<td>New computers &amp; some departments starting Fall 2017</td>
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<tr>
<td>UMA</td>
<td>All Windows computers migrated</td>
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<tr>
<td>USM</td>
<td>Planning</td>
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<tr>
<td>UMF</td>
<td>In progress (near complete)</td>
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<td>UMFK</td>
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<tr>
<td>UMM</td>
<td>New computers only</td>
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PROJECT UPDATES

Windows 10

Project Update Page: https://goo.gl/zPEzNw

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<td>UMA</td>
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<td>UMM</td>
<td>Starting Fall 2017</td>
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UPCOMING PROJECTS

EAB

- Maintain ongoing partnership for ‘SSC-Foundation’
- Add SSC-Campus/Mobile
  - Student-facing, mobile-first platform
  - Facilitate student engagement through mobile application, notifications and transactions
    - Personalized tasks, reminders, events
    - Appointment scheduling
    - Messaging
    - Polling
    - Automated guidance & interventions
UPCOMING PROJECTS

- **EAB**

- **SSC-Campus/Mobile Pilot Campuses:**
  - UM-Augusta
  - UM-Presque Isle
  - UM-Machias
  - UM-Orono*

- **Timeline**
UPCOMING PROJECTS

- **MaineStreet Improvements**
  - Project Budget: $2.000M
  - **15% Complete (Aug)**
    - Remaining: $1,967,600.00
    - Expended: $32,400.00
  - **15% Complete (Oct)**
    - Remaining: $1,948,266.00
    - Expended: $51,734.00

**Focus groups (Students; Faculty) completed**

**RFP for PeopleSoft consultants with expertise in enhancing PS functionality released late Oct.**

**Risks/Challenges**

- Coordination with EAB SSC-Guide and Program Integration (One University) initiatives will inform future directions
UPCOMING PROJECTS

- MaineStreet Improvements
- Preliminary Survey Results

Would participants use a mobile app?

UPCOMING PROJECTS

- Data Integration/Business Intelligence
  - Current RFP for DI/BI tools to facilitate transformation/extraction of data from various datasources:
    - Peoplesoft
    - Salesforce
    - Blackboard...
  - BI Tool to replace Discoverer solution
  - DI Tool to support reimplementation of Data Warehousing initiative
COMMON CHALLENGES

- Campus & Team Meetings
  - Benefits & Challenges Post-Unification
  - Previously Identified:
    1. Communication – Internal/External
    2. Workload
    3. Strategic Planning
- Collectively:
  - Must work together over next several months to:
    - Address challenges
    - Establish foundation for additional transformation/evolution of US:IT

COMMON CHALLENGES

1. Communication Strategies
   - US:IT Forums
   - Sponsored Events
   - Scholarship/Dissemination
   - Communication Plans
   - US:IT Website Enhancement
   - System-wide Notifications
   - Professional Development & Training
COMMON CHALLENGES

2. Workload/Prioritization
   ▶ Shared Governance Framework
     ▶ Vision
       ▶ Facilitate COMMUNICATION to further STAKEHOLDER ENGAGEMENT leading to greater COLLABORATION and CONSENSUS for PRIORITIZATION
     ▶ Outcomes
       ▶ Greater Transparency: Information and understanding for stakeholders
       ▶ Greater Accountability: IT assumes responsibility for Decisions endorsed/derived through governance
       ▶ Greater Stewardship: IT ensures efficient and responsible use of technology resources supporting the University of Maine system and member campuses

COMMON CHALLENGES

2. Workload/Prioritization
   ▶ Shared Governance Framework
     ▶ Goals
       ▶ Balance needs of campuses with cost-effective technology solutions
       ▶ Provide robust communication to clarify system-wide IT vision for supporting the University and the mission of member campuses
       ▶ Create opportunities for enhanced collaboration to improve efficiency and impact of technology solutions and services
       ▶ Establish policies and practices to ensure effective Information Technologies and Services are afforded to all members of the University of Maine system and community
       ▶ Create evaluation criteria for new services and solutions to be offered to member campuses
       ▶ Provide mechanisms to encourage and support innovation
       ▶ Provide robust analysis for total cost of service delivery
       ▶ Provide consistent, predictable project request cycle coordinated with annual University budget cycle
COMMON CHALLENGES

2. Workload/Prioritization

- Shared Governance Framework (Draft)

Executive Information Services Council (EISC)

Strategic Academic Technology Council (SATC)
Educational Technology Advisory Committee (ETAC)

Strategic Information Services Council (SISC)
Research Computing Advisory Committee (RCAC)

Administrative Computing Advisory Committee (ACAC)
Information Security Advisory Committee (ISAC)

Data Governance Council (DGC)
Data Advisory Committee (DMC)
University Functional Data Committees (UFC)

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**Workload/Prioritization**

**Strategic Academic Technology Council (SATC)**

- Defines and recommends strategic approaches to leveraging IT resources to support the academic and research needs of the University of Maine System and member campuses.

  Members: UMS VCAs/AAC, Campus CAO's/delegates, UMS CIO, ETAC Chair, RCAC Chair

**Educational Technology Advisory Committee (ETAC)**

- Provides strategic direction and plans for meaningful and innovative use of technology solutions with broad benefit to member campuses; identifies opportunities for collaboration to enhance teaching, learning, and assessment through technology.

  Members: Elected Chair, 8 Core Chairs, CAO representative from each campus, Student Success Rep, PMO Rep, Instructional Design Rep, Student Rep, Accessibility Rep.

**Research Computing Advisory Committee (RCAC)**

- Provides strategic direction and planning to provide robust research computing infrastructure to meet the needs across the University of Maine System and member campuses; identifies collaboration opportunities to promote and leverage existing and emerging research computing infrastructure throughout the state.

  Members: AVC Research, EREC, Director-ACG, President Delegate from each campus, PMO Rep.
COMMON CHALLENGES

2. Workload/Prioritization
   - Shared Governance Framework (Draft)

- Strategic Information Services Council (SISC)
  Defines and recommends strategies and approaches to key IT-related issues and services to best serve and support the needs of the University of Maine System and member campuses.
  Members: UMS CIO, Campus Technology Officers, Chair ACAC, Chair ISAC, Chair DG; UMS CIO, Office of the CIO, Director of Technology, Chair DG.

- Administrative Computing Advisory Committee (ACAC)
  Recommends and endorses standards for IT architecture and identifies opportunities for shared business processes to drive efficiency and efficacy across the University of Maine System for supported platforms and applications.

- Information Security Advisory Committee (ISAC)
  Provides leadership and direction for the University of Maine System Information Security Program recommends initiatives, strategies, and establishes priorities for information security infrastructure and compliance needs of the University.
  Members: UMS CISO, UMS CIO, Delegate/Invites from each campus, UMS Privacy Officer, University General Counsel, PAO Rep.

- Data Governance Council (DGC)
  Provides guidance and advice on opportunities to leverage data and critical resources to the University and member campuses.
  Members: UMS CIO, UMS CTO, UMS CISO, UMS AVCA, UMS DGAD, Director, Institutional Data Management.

- Data Advisory Committee (DAC)
  Multi-university group that collects issues, discusses opportunities, trends, and solutions regarding data stewardship of University of Maine System GIGA.

- University Functional Data Committees (UFC)
  Groups of employees performing similar roles at each member campus. Represent data needs for functional units across the University of Maine System. Serve as points of contact for DAC to collaborate and discuss issues relating to data operations within functional areas.
  Areas: Finance, HR, Student Records, Student Financial Aid, Institutional Research, Advancement, Development.
COMMON CHALLENGES

3. Strategic Planning

➤ Process
1) Clarify Mission, Vision, Values
2) Analyze Current Position
3) Identify Opportunities aligned with M/V/V
4) Prioritize Objectives aligned with M/V/V
5) Assemble Plan
6) Determine Goals and KPIs
7) Determine Resource & Budget Needs
8) Assign Tasks & Responsibilities
9) Measure progress/performance

Result:
➤ Creation of 3-5 year roadmap
➤ Clarify priorities
➤ Support for budget and resource planning
➤ Discrete annual deliverables

To Proceed:
➤ Require some preliminary analysis
➤ Task Force Volunteers
FUTURE DIRECTIONS

▶ Task Forces

A. **Mission, Vision, Values TF**
   - To define the shared mission and vision for US:IT and the core values to which we aspire
   - Build from foundation and work of the Strategic Roundtable group
   - 6-8 Team Members
   - Solicit input from all teams/members in US:IT
   - Produce US:IT Mission, Vision, Values statement by Mid-Feb ‘18

B. **Core US:IT Services TF**
   - Review all supported services, identify core, essential services upon which all campuses are dependent
   - Build from foundation and work of the Portfolio Management group
   - 6-8 Team Members
   - Solicit input from US:IT and campus stakeholders
   - Produce list of Core US:IT Services by Late Jan ‘18
     - Allow for recalibration of service chargeback system
     - Enable flexibility for investment/innovation
FUTURE DIRECTIONS

Task Forces

c. **US:IT Website Features TF**
   - Provide recommendations and suggestions on essential services, features and information to be included in US:IT Website
   - 10-12 Team Members
   - Canvas System IT websites nationwide to identify core functions and features; perform gap analysis with current US:IT website
   - Provide final recommendations supported with examples by Mid March ’18

FUTURE DIRECTIONS

Task Force Volunteers

- If interested in participating in any of these Task Forces, please indicate via email to David Demers ([david.demers@maine.edu](mailto:david.demers@maine.edu)) or Cathy Caron ([cathy.caron@maine.edu](mailto:cathy.caron@maine.edu)) by Tuesday Dec. 5

- Mission, Vision, Values
- Core US:IT Services
- US:IT Website Review
STAFF RECOGNITIONS

► Educause 2017
  ► “Classrooms for the Future: Assessment, Engagement, Planning and Execution”
    ▶ Lauren DuBois
    ▶ Angela Cook
    ▶ Karen Walsh
► ME Digital Summit 2017
  ► “Next Generation Analytics”
    ▶ Kimberly Duplisea – InforME
    ▶ David Demers - UMS

STAFF RECOGNITIONS

► John Grover
  ► Director Enterprise Computing & Application Services
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Summary

US:IT Budget - Slides 4-8

- The US:IT budget has increased in both FY18 and FY19 (proposed) and it is important for campuses to know what they are getting for the increase.

- Savings accumulated from attrition can be helpful, however raises issues with too many open positions or positions vacant for too long. It is important for US:IT to figure out how to fill these positions, so staff are not as overworked.

- It is critical for US:IT to document what has been accomplished with the State of IT Investment Funds to show the Board of Trustees (BOT) that more funding is needed.

Major Project Updates
Classrooms for the Future (CFTF) - Slides 10-12

- Scoring based on the rubric developed by the CFTF team (1-4) indicates assessment of classrooms improved from 2.12 to 3.25 based on improvements/renovations to date. CFTF met their set goal by improving to a score of at least 3 and this is a great achievement to share with the BOT.

- Summer 2017 work has been completed and many classrooms renovated with great success and great feedback. Planning for 2018 already in process with a final plan in place expected by January of 2018.

- After Action Reports were completed on each campus and the team is currently engaging with students to get feedback.

Wireless Infrastructure - Slides 13-14

- This project is listed as approximately 40% complete as of October 2017. However, progress was made that is not reflected due to the recalibration of the overall project budget.

- Focus for Fall 2017 has been on UMaine’s Boardman and Bryant and USM’s Bailey Hall.
● The coordination with CFTF and Facilities represent a significant challenge for this project.

● Many additional upgrades are required and additional funding is needed.

Updated SoIT Allocations - Slide 15
● Additional revenue from the bonds and savings realized from Kimball Hall demolition of approximately $1.5m will be distributed between the CFTF and Wireless projects. This information will be communicated to the campuses by the CIO and the CITO.

UAD/Windows 10 - Slide 16-17
● Work continues on these projects and has been challenging. Mike Cyr indicated that additional information has been shared with staff and is available on a news page in Confluence. News will also be posted to the UMS employee news module. Questions on these projects can be directed to Mike Cyr or Karen Walsh from the project team.

● Link to Project Updates pages: https://goo.gl/zPEzNw

Upcoming Projects
Education Advisory Board (EAB)/Student Success Center (SSC) - Slides 18-20
● Heavy investment has been made in the EAB platform since 2014. This service helps to identify students at risk to help them be successful.

● 2nd phase (SSC-Campus/Guide) will serve to provide as much mobile function as possible to keep students engaged with what is available on their campus.

● Pilots currently underway at UMA, UMM, UMPI and UMaine with a positive impact expected.

MaineStreet Improvements - Slides 21-23
● Initial engagement with a consultant helped to assess how US:IT can address functional gaps in the PeopleSoft (PS) environment.

● Focus groups with students and faculty have been completed.

● RFP is underway to engage with consultants to help US:IT realize these upgrades within PS.

● Preliminary results of a recent survey indicate that almost half of students try to do something in MaineStreet with their smartphones.
• New modules in PS are more mobile friendly, however US:IT needs to develop a plan to move in the direction users are indicating.

Data Integration (DI) / Business Intelligence (BI) - Slide 24
• RFP currently underway for a BI tool to replace Discoverer and a DI tool to support the Data Warehouse.
• Vendor presentations will take place sometime in December and these will be open for those interested to view. Invitations will be shared once dates are confirmed.

Common Challenges - Slides 25-34
• The CIO has been visiting campuses and joining team meetings and will continue to do so. Requests to identify challenges have been a part of these meetings. Communication, workload and strategic planning have been identified as common challenges.
• More effective and transparent communication is needed and strategies have been identified. New ideas and suggestions are encouraged and should be shared with the CIO.
• Workload is heavy due to the number of open positions and campuses expectations of support for new initiatives. A Shared Governance Framework is in process that will help US:IT partner with campuses to identify critical needs and will also help provide greater transparency to all stakeholders. This process will allow for greater input and will help US:IT identify and reduce multiple platforms. This concept is being introduced to campus leadership and so far there has been positive feedback. Is this possible? Why may it not work? Campus independence that may bypass this process will need to be addressed.
• A 3-5 year strategic plan is needed for US:IT to analyze our current position and develop goals and key performance indicators (KPIs). Brainstorming and prioritizing will help identify opportunities and assemble a plan that looks at resources and budget needs. This mechanism is not currently in place.

Future Directions - Slides 35-38
• To help in the development of the strategic plan, three task forces will be created to start a preliminary analysis. These task forces will have a duration of about four to five weeks and volunteers are wanted. Reach out to David Demers (david.demers@maine.edu) or Cathy Caron (cathy.caron@maine.edu) by Tue, Dec 5 to sign up.
  ○ Mission, Vision and Values Task Force
  ○ Core US:IT Services
○ US:IT Website Review

- US:IT will work together to collectively address challenges.

**Staff Recognition - Slides 39-40**

- Educause 2017 presentation by the CFTF
- ME Digital Summit presentation regarding “Next Generation Analytics”
- *Staff are encouraged to share their knowledge and funding may be available for staff who find opportunities to make this happen at conferences or events.*
- John Grover will be retiring around the end of the year and the CIO shared his appreciation and the appreciation of US:IT for his contributions over many, many years.

**Open Forum - Q & A**

- Do you find this information useful? YES!
- Goal is for this to be a more interactive forum. Participation from leadership team members will be part of future forums.
- Next US:IT Open Forum will be held on Thu, Dec 27 from 2:30-4 p.m.
- Slides and a written summary will be shared with all US:IT staff and will also be available on the website.