UNIVERSITY OF OREGON

TRANSFORM IT

GUIDING PRINCIPLES AND IMPLEMENTATION STRATEGY

TRANSFORM IT OVERVIEW

Transform IT is the University of Oregon's program that will rationalize the use of information technology resources on campus to better support the University of Oregon's strategic academic and research missions. The university currently has in excess of 29 unique IT departments on campus, resulting in inefficient use of resources, fragmentation of work, and duplication of tools, processes, and services, as well as disparity among academic, research, and administrative units with regard to levels of service received.

Transform IT will rationalize the use of IT resources on campus and increase the level of IT maturity while creating equity in core IT services provided. The program will also establish effective organizational structures and governance, and provide transparency for IT investments. The rationalization of services will also result in savings across the university that can be strategically reinvested.

This document will describe the process through which the Transform IT program will be executed, as well as a set of guiding principles for decision-making as services and technologies are transitioned.

GUIDING PRINCIPLES

- The work of the program will broadly align with the IT Charter.
- Transform IT will focus on reorganizing the university's IT system to make it more logical, consistent, and efficient.
- The Transform IT program will use a shared governance model to inform decisions. This governance model will be developed with campus stakeholder input and will align with the broader, existing IT Governance Structure, which will also be developed further through a collaborative process.
- The university will invest in technologies that maximize benefit to the enterprise as a whole where possible, avoiding duplicative purchases of similar or like applications, cloud services, technology platforms, hardware, or other resources and services. This will be accomplished through consistent assessment of business needs and practices across the university, and engaging stakeholders in the requirements-gathering and technology-selection process.
- Each IT service provided to the university, whether academic, administrative, research, or hybrid, will be evaluated to determine the best fit for delivery to campus. In the case of enterprise services, the university will align services provided to campus in order to benefit from economies of scale and industry best practices, rather than creating local technology service

organizations within schools or units. Significantly specialized services may be provided by the university's non-IT units if appropriate.

- Information Services and the Libraries are not exempt from the process of evaluation for efficiencies. Both units will participate early in the service inventory, following the same process as each unit on campus.
- To the degree possible, levels of service to underserved units will be increased through efficiencies, rather than by depriving units that have historically invested more heavily in technology.

IMPLEMENTATION STRATEGY

The execution of the Transform IT program will follow broadly the Project Management Institute's globally recognized standards through the Project Management Body of Knowledge https://www.pmi.org/pmbok-guide-standards.

- The four phases of project management (Initiate, Plan, Execute, and Close) will be used to guide the overall program of work.
- The project documents will be shared on the http://transformit.uoregon.edu website as the project progresses.
- Within the program, each service will be approached as a subproject, using the project management framework, and employing Agile methodologies as appropriate to the context of the service.
- Services will be assessed on a campus-wide basis and service transitions will use an integrated approach instead of dividing the university by academics, administration, and research.

Overview of Activities by Phase

Phase	Activities
Initiate	- Development of shared governance process and assembly of project teams - Hiring of Project Management and Business Analysis staff - Development of documentation templates for managing the program, understanding and documenting business processes, and gathering campus feedback and requirements - Service inventory of campus to understand what is being offered today by each unit, including budgets and staff resources
Plan	- Alignment of services from inventory into groups of like or similar services as appropriate - Determination by service for movement into IS, Library, or to remain in unit - Development of schedule for service transitions
Execute	- Documentation of user workflow related to service, user requirements for service - Assessment and selection of current applications/service for viability as enterprise offering

	• Establishment of service level agreements for enterprise service and support model, including user group advisory boards and inclusion with appropriate campus governance group. • Adjustment of selected enterprise service (if needed) to ensure match with user requirements • User feedback and testing of enterprise service • Implementation of enterprise service and migration to ongoing operational support status
Close	• Post-implementation feedback and assessment of learning experiences • Adjustment of future approach based upon assessment