



Middlebury

# Quarterly Update

ITS Program Management Office

November 14th, 2019

# Quarterly Update

## ITS Program Management Office

---

### MAIN FUNCTIONS OF A PMO:



# Quarterly Update

## ITS Program Management Office

---

### In the works

- Priority Projects
- PM Platform
- Project Portfolio
- Professional Development
- Annual Report
- Roadmaps

### Up Next

- Project onboarding
- Outreach



# Changes

## ITS Program Management Office

---

- **What is changing?**

- A consolidated group of ITS team members evolving into Program & Project Managers
- Combining ITS project management across the Middlebury and Monterey campuses

- **Why?**

- One IT, One service definition model
- More synergy, less organizational boundaries
- Stretch opportunities for team members that are aspiring to continuously learn and be innovative



# Meet the Program Management Office Team

## ITS Program Management Office

---

- John Grunder - Director, PMO
- **Project Managers**
  - Jonathan Maddix – Applications Development
  - Trinidad Gomez – User Services & Web Development
  - John Grunder – Infrastructure & Monterey
- **Finance, Outreach & Professional Development**
  - Carol Peddie – Project Ensemble Liaison



# Objectives

ITS Program Management Office

---

- **Easy to use Project Management Services**
- **Project Transparency between ITS areas**
- **Focus on High Priority Projects**
- Oracle Finance
- Oracle HCM
- Power BI
- Interpretation Lab
- Card Access
- Onboarding of Projects
- Roadmaps
- Annual Report



# Priority Projects We Are Working On

ITS Program Management Office

---

- Oracle Finance & Oracle HCM
- Power BI Reporting
- Monterey Interpretation Lab
- Card Access
- Security Initiatives
  - MFA, SSO, Device Security
  - Next-Gen Anti-Virus
  - Whole-Disk & O365 Message Encryption
  - Data Security, DLP
  - Security Awareness Training
- Monterey Hybrid-Online Course
- Monterey Core Switch Upgrade
- Teams for SLG



# PowerBI Reporting Project

ITS Program Management Office



- **PowerBI Reporting**

- Issue

- Need to move to a new Reporting platform as Support for Hyperion ends Dec 2020.

- Objective

- To remove up to 17 areas off of the Hyperion Report platform to the MS Power BI platform by July 2020.
    - Plan and Prepare a long term cloud based solution that can be easily modified, supported by the Middlebury Team and the Consortium.





# PowerBI Reporting Project

ITS Program Management Office



- **PowerBI Reporting**

- Milestones

- Requirements Gathering Began – 06/19/19
      - *(Dept. of Public Safety)*
    - Architecture – 11/30/19
    - Data Modeling – Dec 2019
    - Data Engineering & Report Development – March 2020
      - *(Consulting provided by JRD Systems)*
    - Project Completion– July 2020

- Total Complete – 26%

- All the Major Areas are engaged currently for Requirements gathering.



Middlebury

# Card Access Project

ITS Program Management Office

---

- **Issue - The current card access system, Facilities Commander, is at EOL. The software is no longer under support and the hardware will lose support on Dec 31, 2019.**
  - Card access readers at roughly 150 doors on the undergraduate campus
  - Role based door access permissions
  - Printing ID cards for employees and students in VT and CA
  - Library circulation - Book/item checkout
  - Dining Services – Student access to dining halls
  - Department charge accounts
  - BiHall has a separate card access system with unique needs
  - Guest access



Middlebury

# Card Access Project

ITS Program Management Office

---

- **Objective - Phased replacement of existing card access system with C•Cure 9000 platform**
  - All controllers, card readers, panels will be replaced.
  - Where necessary, cabling will also be replaced.
  - Must be compatible with existing cards.
  - Work accomplished between October 2019 and Summer 2020
- **ITS Involvement - Infrastructure will provision a Hyper-V Windows 2016 VM and install SQL server on it, Minuteman will install C•Cure 9000**
  - Provide network segmentation for security of IoT devices
  - Integrate shared data between systems – Banner, C•Cure 9000, Active Directory, Web, Coursehub, etc
  - Beginning Jan move devices into C•Cure 9000, by building

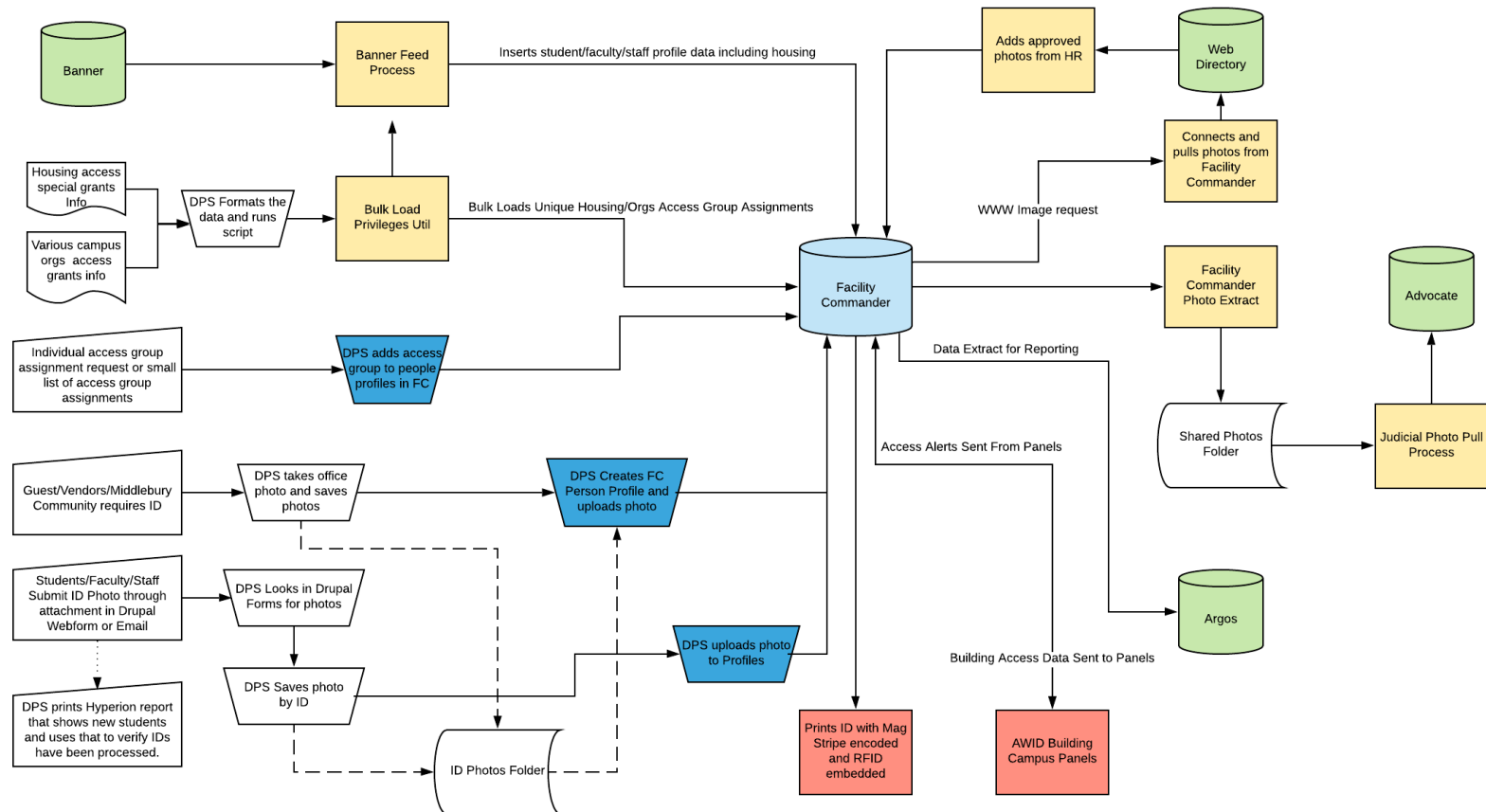


# Card Access Project

## ITS Program Management Office

### FACILITY COMMANDER PROCESSES as of August 7, 2019

 These yellow boxes indicate a clickable hot spot that will toggle an informative resource associated with the process. Click here for the full [legend](#)



# Monterey Interpretation Lab Project

ITS Program Management Office

---

- **Issue - Middlebury Institute needs additional interpretation training labs to allow for the expansion of enrollment in the T&I program.**
  - Interpretation labs are already fully scheduled
  - Twelve seat booth labs limit the number of students that can be taught in any class section
  - GSTILE has committed to expand their conference interpretation program enrollment over the coming years, by expanding the sections they are able to teach



Middlebury

# Monterey Interpretation Lab Project

ITS Program Management Office

---

- **Objective - This project will create a new interpretation lab on the Monterey campus.**
  - Consisting of twelve new interpretation sound-limiting booths outfitted with state-of-the-art interpretation equipment.
  - Conference table seating for up to fourteen students and one instructor.
  - The instructor will control the interpretation training equipment from the head of the conference table.



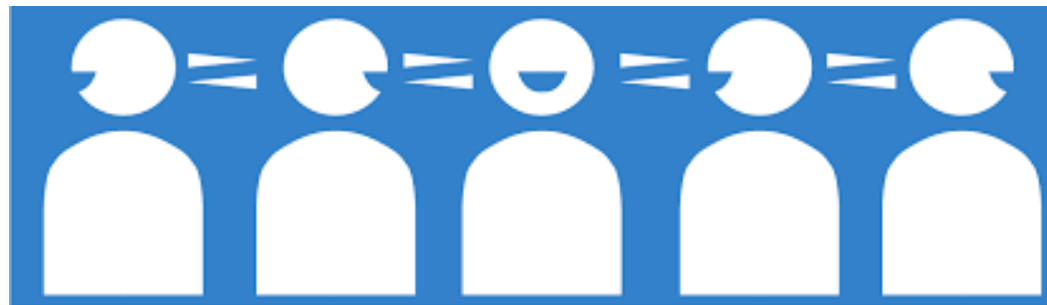
Middlebury

# Monterey Interpretation Lab Project

ITS Program Management Office

---

- **ITS Involvement – Media Services will work with vendor to install Televic interpretation system and classroom presentation system. Infrastructure will provide wired, wireless network and archival audio storage to classroom and booths.**
- Media Services will provide technical support to GSTILE on an ongoing basis, with support from the vendor.
- Infrastructure will provide ongoing support for network and Nasuni storage for audio recording archives.



Middlebury

# Monterey Interpretation Lab Project

## ITS Program Management Office

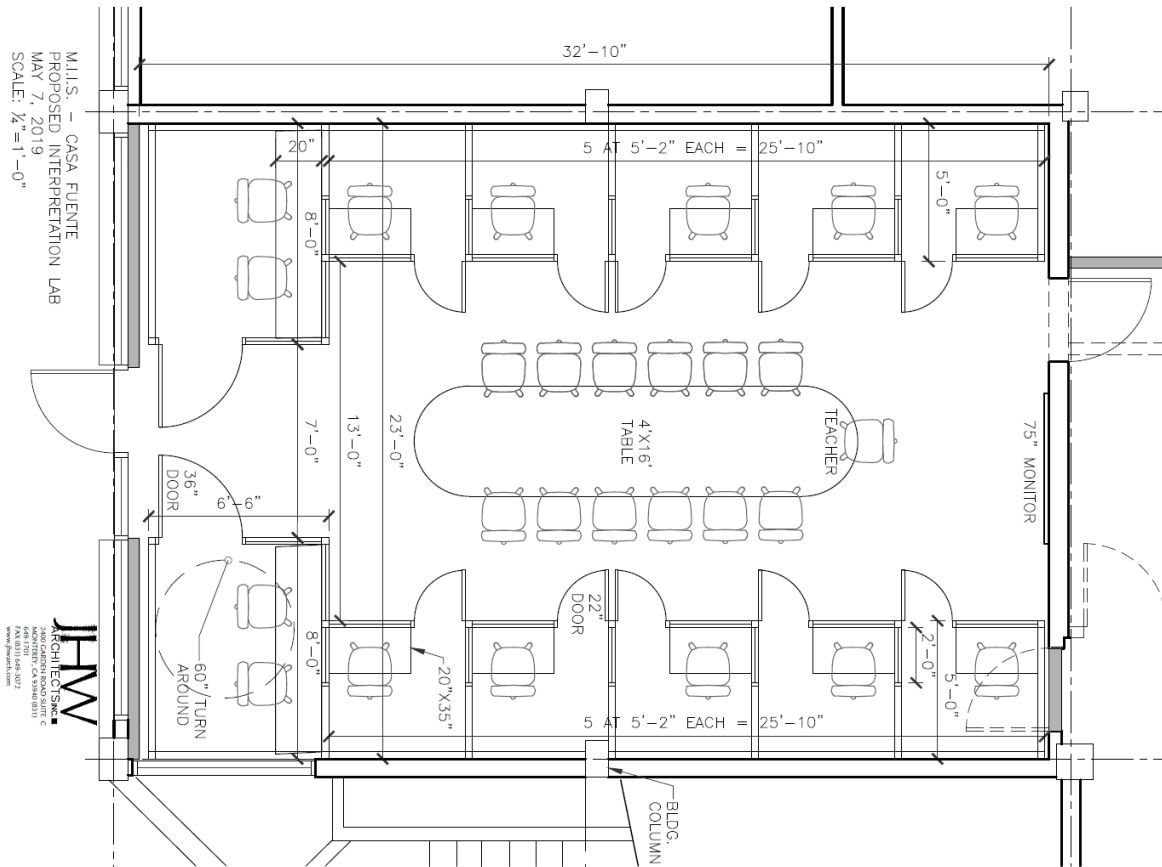


Middlebury Institute of  
International Studies at Monterey

### CASA FUENTE: INTERPRETER TRAINING SYSTEM

10 x Single, 2 Double (ADA) Interpreter Booths (14 Interpreters),  
6 Dual-Delegates (12 persons), 2 Education Delegates & 1 Tutor/Chairperson

televic  
education



Middlebury



# Project Management Platform

ITS Program Management Office

---

- **Pilot of Wrike with 20 Business users FY20**
  - Initial Cost \$4,800
  - Import current project portfolio
  - Set policies for use
  - Develop reporting structure
  - Develop project onboarding process
- **Projected Enterprise cost per year - \$25,000**
  - 50 core ITS users – Full access
  - Guest users – Limited access



# Project Management Platform

## ITS Program Management Office

The screenshot displays the Wrike project management interface. The left sidebar contains navigation options: Personal, Bookmarks, My to-do, Created by me, Onboarding (selected), Bookmarks, Installed Templates (Card Access System), Team, Bookmarks, Enterprise Architecture, MFA-SSPR-SSO, Account Onboarding (selected), MFA Registration, Explore Spaces, Shared with me, and Recycle Bin. The main workspace shows the 'Account Onboarding' project for the 'MFA-SSPR-SSO' team. A task list is displayed with columns for List, Board, Table, Gantt Chart, Files, and More. The 'Draft account on boarding project plan' task is highlighted as 'In Progress' and assigned to John G. (JG). The task details panel on the right shows the task title, status, assignee, and a description: 'Draft account on boarding project plan to include development of automated logic to generate accounts, and a communications plan to inform departments and users of new on boarding process.' The task is scheduled for Nov 8 - Nov 15 (6d) and has a duration of 0:00. It includes a subtask and is shared with 2 people. The task history shows it was scheduled for Nov 8, renamed from 'Draft project plan', included into 'Account Onboarding', and assigned to John Grunder. The status was changed to 'IN PROGRESS' at 4:12 PM.

**Wrike** | Inbox | My to-do | Dashboards | Calendars | Analytics | Search | John

Team > MFA-SSPR-SSO > Shared

### Account Onboarding

List | Board | Table | Gantt Chart | Files | More

All | By Priority | Leave feedback

+ New task

Task	Due Date	Status
<b>JG</b> Draft account on boarding project plan	Nov 15	In Progress
<b>CP</b> Verify alternate email data is entered i...	Nov 15	New
<b>CP</b> Transfer alternate email data entered ...	Nov 22	New
> <b>CP</b> Develop logic to automate welcome e...	Nov 29	New
> <b>CP</b> Analyze timing of account on boarding f...	Dec 9	New
<b>CP</b> Define MFA grace period	Nov 29	New
> <b>JG</b> Develop communications plan for dep...	Nov 29	New
<b>CP</b> Develop welcome packet information		New
<b>CP</b> Develop communications plan for users	Nov 22	New

### Draft account on boarding project plan

Account Onboarding +

☐ In Progress | **JG** John G. | by John G on Nov 8

Nov 8 - Nov 15 (6d) | 0:00 | Add subtask | 2

Draft account on boarding project plan to include development of automated logic to generate accounts, and a communications plan to inform departments and users of new on boarding process.

Week ago

**JG** John Grunder Nov 8  
Scheduled task for Nov 8 - Nov 15 (6d)  
Renamed task from Draft project plan to get this done plan to Draft account on boarding project plan  
Included task into Account Onboarding  
Assigned task to John Grunder

Today

**JG** John Grunder 4:12 PM  
Changed status to IN PROGRESS



# Project Management Platform

ITS Program Management Office

---

- **Decisions for choosing Wrike**
  - Full project management toolbox
  - Waterfall and Agile methodology
  - Full project portfolio reporting
  - In-domain guest access
  - Project onboarding forms
  - Cost

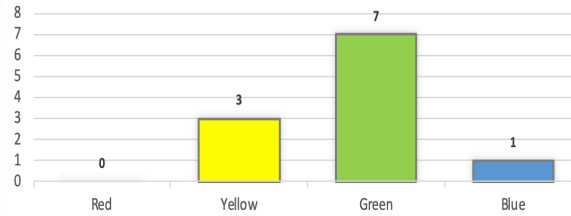


# Project Portfolio

## ITS Program Management Office

### ITS Project Portfolio & Summary

Last Update	Friday, September 20, 2019
Project Office	Information Technology Services
Point of Contact	John Grunder
Portfolio Projects	11 Projects
Portfolio Budget	\$ 482,936.00
Portfolio Actual	\$ 760,200.00
Portfolio Balance	\$ 277,264.00



	High	Medium	Low	Total
Requested	0	0	0	0
Approved	0	0	0	0
Planning	0	3	0	3
In Progress	5	3	0	8
Monitor	0	0	0	0
<b>Total</b>	<b>5</b>	<b>6</b>	<b>0</b>	<b>11</b>

Health	Project ID	Area	Status	Priority	Project Title	Summary	Owner/ Project Manager	Due Date	Budget	Actual	% Complete	Days Left
Green	MIDD-A0001	Admin Systems	In Progress	High	PowerBI Reporting	Eliminate Hyperion reporting system.	Charlotte Pratt Jonathan Maddix	30-Jun-20	\$ 150,000	\$ 10,000	25%	242
Green	MIDD-A0002	Admin Systems	In Progress	Medium	BannerWeb SSO	Eliminate ID/PIN Login to BannerWeb and BannerINB	Charlotte Pratt	31-Dec-19			75%	60
Blue	MIDD-C0001	CIO	Planning	Medium			Vijay Menta	30-Jun-20				242
Yellow	MIDD-E0001	Enterprise Architect	In Progress	Medium	ITIL Training	ITIL V4 Training	Shane Anderson David Ludwig	29-Jan-20			70%	89
Green	MIDD-E0002	Enterprise Architect	Planning	Medium	Card Access System	Replace Old Card Access System on Middlebury Campus	Billie Sneed Trinidad Gomez	30-Jun-20			10%	242
Green	MIDD-I0001	Infrastructure	In Progress	High	Cloud Storage	Convert on-campus storage to hybrid cloud storage	Paul Dicovitsky Mark Pyfrom	30-Jan-20	\$ 120,000	\$ 120,000	80%	90
Green	MIDD-I0002	Infrastructure	In Progress	High	WiFi Upgrade	Upgrade WiFi controllers and access points	Paul Dicovitsky Rick James	30-Jun-20			2%	242
Yellow	MIDD-P0001	PMO	Planning	Medium	FY20 Roadmap Report	ITS Roadmap by Area for FY20	John Grunder Shane Anderson	15-Jan-20				75
Green	MIDD-P0002	PMO	In Progress	Medium	Annual Report	ITS Annual Report for Board and Web	John Grunder Shane Anderson	10-Mar-20	\$ 200	\$ 10	10%	(31)
Green	MIDD-S0001	Security	In Progress	High	MFA	Multi Factor Authentication	Chris Norris John Grunder	1-Oct-19	\$ 10,000	\$ 10,000	90%	(31)
Yellow	MIDD-U0001	User Services	In Progress	High	Interpretation Lab	New MIIS interpretation lab	John Grunder Andrew Hernandez	25-Jan-20	\$ 480,000	\$ 485,000	50%	85



# Professional Development

## ITS Program Management Office

- Develop **policies** to request PD opportunities
- Travel, Conferences & Training
  - \$100,000 shared funding
  - TCT Request Form

Approved Budget:	\$100,000.00
------------------	--------------

Spent (actuals)	\$16,971
-----------------	----------

Remaining (based on actual spending)	\$83,029
--------------------------------------	----------

Spent (estimates)	\$84,590
-------------------	----------

Remaining (based on estimated spending)	\$15,410
---	----------



Middlebury

### ITS Conference & Travel Form

Your email address ([jgrunder@middlebury.edu](mailto:jgrunder@middlebury.edu)) will be recorded when you submit this form. Not you? [Switch account](#)

\* Required

Workgroup/Area \*

Choose

Type of activity \*

Choose

Reason and Location \*

Your answer

Start date \*

Date

mm/dd/yyyy

End date

Date

mm/dd/yyyy

Justification \*

Your answer

Estimated total cost (fees, travel, lodging, meals) \*

Your answer

# Annual Report

## ITS Program Management Office

---

- ITS would like to update the annual report that it sends to the Board of Trustees and which it publishes on its website
  - Provide articles from various functional areas on strategies for services in those areas.
  - Continue to provide insights into other area accomplishments
  - Recognize our ITS Champions
  - Provide metrics on how ITS is performing.
- Objectives:
  - Focus on ITS strategies
  - Enhance user experience by providing an article-based format.



# Roadmaps

## ITS Program Management Office

---

- **Issue**

- The ITS department must keep its constituents informed of the many projects that it plans during a four-year cycle.
- Funding requests for these projects must be submitted to the Board of Trustees for review and approval each fiscal year.

- **Objective**

- Continue the ITS roadmap development from FY19, including new and updated project plans for FY20-23.
- Be transparent about our project plans for both our internal and external stakeholders.

- **Recommendation**

- Incorporate roadmap data from previous cycle into more reliable format.
- Work with area directors and managers to ensure project plans meet the overall goals of the ITS department and the college.
- Work with the CIO to ensure these plans are reasonable given our funding sources.



# Standardizing Project Onboarding

## ITS Program Management Office

- Developing **policies** to onboard new projects
- Developing **templates** to onboard new projects
  - Project Initiation Form
    - Issue/Objective/Recommend
    - Review/Approvals
    - Security/Architecture
    - Effort/Duration/Alternatives
  - Project Charter
  - Project Stakeholders
  - Project Issues

### PROJECT CHARTER WORKSHEET

Project Title:			
Business Case:			
Problem/Opportunity Statement:			
Goal Statement:			
Project Scope:			
Project Champion:		Other Stakeholders:	
Project Sponsor:			
Project Manager:			
Steering Committee:			
Estimated Cost Savings:		Realized/Actual Cost Savings: (This will be completed after the project is complete)	
Reliminary Plan	Target Date	Actual Date	Notes/Lessons Learned: (This will be completed after the project is complete)
Start Date			
DEFINE			
MEASURE			
ANALYZE			
IMPROVE			
CONTROL			
Completion Date			

**TERMINOLOGY:**  
**DEFINE** = Map the process, identify the problem (what are we measuring? Who/what is impacted?)  
**MEASURE** = Data collection plan (how will you collect data?)  
**ANALYZE** = Analyze data (effectiveness), process (efficiency), and root cause  
**IMPROVE** = Determine solutions (e.g., brainstorming, affinity diagram, etc.)  
**CONTROL** = Set up control measures (e.g., Audits?)





# Continuous Improvements

ITS Program Management Office

---

- Developing methods to make project management more transparent
- Working to connect all ITS areas to better understand what projects we can accomplish given our current resources
- Ensuring management has a reasonable view of all the projects that ITS is involved with, both internally and externally.

