Growing reliance on technology
Aligning technology and overall strategic plans
  - Enhance student experience
  - Support faculty and elevate recruitment
Increase in enterprise-wide strategies and communication
Evolving role of centralized IT
Increase efficiencies, expand access to information and collaboration
Something is Different

- Executive support / Leadership mentality
- Willingness to collaborate and reduce silos
  - Resources range from PI>Lab>Dept>School>Campus/Hospital>University
- Great change is happening all around us
- Passion, Energy and Momentum
- A desire to be proactive instead of reactive
- Heightened awareness of synergies, efficiency, transparency and accountability
Flexible and adaptive approach
- Portfolio Management: better ROI and utilization of resources/budgets
- Change projects that work are handled as discrete projects, not monolithic efforts
- Business Functional projects that involve technology, not just “IT projects”
- Governance should increase transparency and understanding by communicating what people are doing
- Status reports and display information visually
- Central IT must deliver, not mandate
  - Clear roles & responsibilities of central and distributed IT
What happened since February?

- Presentation for the IT Steering Committee
- Recognition of overlap with University initiative
- Meeting with CRC Enterprise Portfolio team
- BUMC Strategic Plan → BU domain portfolio
- Discussions on approach, tools, personnel
- Reconvene with original group and additional key individuals
- Meet with subcommittee chairs
- Subcommittees begin Phase I
INFORMATION TECHNOLOGY PLANNING

*Boston University Medical Campus*
Establish Clearly Defined Project Plan

- Roles
- Objective
- Medical Campus/University Governance
- Timeline
- Deliverables
- Next Steps
Recommended Approach

Enterprise Review and Governance Organization

BUMC IT Steering Committee

Project Executive

IT Planning Executive Committee

Subcommittee Representation

Clinical
Research
Instructional
Administrative
E-Communication
IT Professionals & Infrastructure

Coordination

Boston University Community (Students, Faculty, Staff)
Subject Matter Experts

Primarily BUMC, but CRC, BMC, and external institutions should also be included
Objective > Phased Approach

- Phase I: Focus First and Exclusively on Discovery
  - Mission-based Needs Assessment of the present and the future
  - Evaluation & prioritization
  - Risks, benefits, stakeholders and impacted populations
  - Develop Domain Portfolio

Planned delivery of domain portfolio to Enterprise Review and Governance Organization (ERGO) → BUMC Strategic IT Plan

- Phase II: Identify & Propose Solutions
  - Resource assessment & allocation
  - Identification of appropriate solutions

- Phase III: Execution/Implementation
  - Long-term vs. Short-term / Complex vs. More Straightforward
Recommended Approach

Enterprise Review and Governance Organization

- Focused on administrative computing at the outset with the expectation of expansion, but BUMC must find the best balance among competing missions

- Think of the process as a Venn Diagram > overlap between BUMC, CRC and BMC needs, expertise, and resources

- The domain portfolio is the critical deliverable to ERGO, resulting in a BUMC Strategic Technology Plan that is has leveraged portfolio alignment
ERGO Domain Portfolio

- Area of responsibility owned by the domain leader (usually a Provost, Dean, VP)
- Used for planning, aligning and status tracking
- Domain Comprised of Programs: initiatives in response to business objectives
- Programs Comprised of Projects: Deployment of resources to meet specific objectives
Recommended Approach

Timeline

- Set Realistic Timelines
  - Phase I—Discovery: 5 – 7 months {Estimated}
  - Allocate time for Enterprise Review and Governance Organization (2 months estimate)
  - Phase II—Solutions: 3 – 6 months {Estimated}
  - Phase III—Execution: Varies depending on complexity and other factors
    - Short-term projects: 3 – 6 months
    - Long-term projects: 1 – 3 years
    - Importance of balance so people see change and stay motivated to participate
  - Staying cognizant of rapidly changing technology; be cautious with any long term plans (> three years)
Deliverables

- Phase I Only — Report to IT Steering Committee
  - Needs Assessment for each of the 5 major computing activities:
    - Clinical
    - Research
    - Instructional
    - Administrative
    - E-Communication
  - Resource Inventory and Assessment
    - Human Resources
    - Infrastructure
    - Hardware/Software
    - Expertise
Recommended Approach

Next Steps

- Discussion/coordination/cooperation with CRC Information Technology management.
- Present this plan to IT Steering Committee for modifications, approval, and commitment.
  - Identify and assign Project Executive
- Present to full IT Planning Committee.
  - Preliminary identification of Subcommittee leaders & membership
  - Preliminary identification of project resources
- Identify and commit project resources (NOT execution resources).
- Assign operational Project Manager, engage ERGO representative and begin Phase I.