



HARVARD UNIVERSITY
Information Technology

HUIT SLT Strategic Programs Subgroup Lessons Learned

CIO Council | October 3, 2016 | Smith 561

Agenda

- Charter for Subgroup
- Current Members
- Lessons Learned
 - Review a subset of the list developed by the subgroup
 - Improve list with school recommendations
 - Discuss how to improve
- Appendix – Complete list of lessons learned from subgroup

Charter of Strategic Programs Subgroup

- Enhances communication among senior program leaders
- Enables collaboration and shared strategies and approaches
- Creates greater transparency for how HUIT is managed and how decisions are made
- Identifies common areas for collaboration/sharing resources/issue resolutions across programs
- Bring forth recommendations to SLT and PMO

Membership

- Erica Bradshaw (Cloud, BCDR)
- Stephanie Gumble
- Katie Kilroy (Collaboration)
- Mike Milligan (Harvard Phone)
- Mitch Rogers (Data Mgmt - Future)
- Jason Shaffner (SIS)
- Catie Smith
- Tim Vaverchak (IAM)
- Ellen Gulachenski (co-chair)
- Jason Snyder (co-chair)
- As Needed: Acacia Matheson, Karen Pemstein

Lessons Learned – School Engagement

- Keep CIOs informed more frequently and with more depth
- Make communications more local in context, content, and intent for each school
- Align program activities with school calendar, not just Central and FAS calendar of events
- Acknowledge specific needs of schools for program and especially for communications/outreach
- Improve stakeholder management
- Plan for longer lead time for schools to prepare for change – that is program's agility is often greater than the schools'

Lessons Learned – Communications/Outreach/Website

- Embed HPAC person linked to program – coordinate
- Meet regularly for all program communications resources
- Identify key partners early and establish relationships
- Provide website wireframe early for program (standardization for websites)
- Coordinate outreach with governance activities
- Establish common CRM for sharing outreach information
- Establish/use communication plan template
- Ensure considering Customer/User/Focus groups as essential stakeholders
- Ensure collaboration tools must be accessible by all stakeholders

Discussion Topics

- What works best with outreach and communications to CIO's?
- What key engagement issues have you encountered with the programs that is not represented here?
- How can we work together to do better on the School Engagement items?

Lessons Learned – Plans, Strategy, & Governance

- Ensure that governance structures include key stakeholders
- Define vision, strategy, plan (true artifacts)
- Have a dedicated strategy, planning phase
- Tie decision/leadership to strategy
- Reinforce/revisit strategy with stakeholders and program leadership
- Establish transition period as part of plan, and a plan to operationalize
- Create common definition of strategy: A strategy includes...
- Define minimum viable product for program completion
- Understand dependencies on other efforts

Discussion Topics

- Are there elements from the many strategic initiatives that you particularly liked that we should add to our strategic artifacts repository?
- What key planning or strategy issues have you encountered with the programs that is not represented here?
- How can we work together to do better in these areas?



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Thank you!

Appendix



**Strategic Program Subgroup – Lessons Learned from Programs
from meeting on September 8 and January 14, 2016**

School Engagement	<ul style="list-style-type: none"> • Keep CIOs informed more frequently and with more depth • Make communications more local in context, content, and intent • Align program activities with school calendar, not just Central and FAS calendar of events • Acknowledge specific needs of schools for program and especially for communications/outreach • Improve stakeholder management • Plan for longer lead time for schools to prepare for change – that is program’s agility is often greater than the schools’
Communications/ Outreach/Website	<ul style="list-style-type: none"> • Embed HPAC person linked to program – coordinate • Meet regularly for all program communications resources • Identify key partners early and establish relationships • Provide website wireframe early for program (standardization for websites) • Coordinate outreach with governance activities • Establish common CRM for sharing outreach information • Establish/use communication plan template • Ensure considering Customer/User/Focus groups as essential stakeholders • Ensure collaboration tools must be accessible by all stakeholders
Plan/Strategy/ Goals/Governance	<ul style="list-style-type: none"> • Ensure that governance structures include key stakeholders • Define vision, strategy, plan (true artifacts) • Have a dedicated strategy, planning phase • Tie decision/leadership to strategy • Reinforce/revisit strategy with stakeholders and program leadership • Establish transition period as part of plan, and a plan to operationalize • Create common definition of strategy: A strategy includes... • Define minimum viable product for program completion • Understand dependencies on other efforts
Resources (People & Things)	<ul style="list-style-type: none"> • Establish dedicated program director • Identify the right kind of space and co-locate all program staff if possible • Identify critical roles/resources prior to getting too far along • Partner with recruitment for overall hiring process and plan (Angie) • Start recruiting prior to funding availability • Plan knowing that hiring staff window <u>is</u> at least three months • Ramp up slowed progress • Define a plan for transitioning resources to operations • Hire dedicated communications resource • Consistent approach for program bonuses – program should give thought to program bonuses • Define impact to operations as staff enter program • Consider training approach early • Identify consistent administrative support • Dedicate QA resources • For hiring <u>terms</u>, try to provide a period of 2+ years, 3 recommended • Be aware hiring incentives may have negative impact on existing staff/ops going forward • Dedicate resource for recruitment for large volume hires



Strategic Program Subgroup – Lessons Learned from Programs
from meeting on September 8 and January 14, 2016

Budget and Finance	<ul style="list-style-type: none">• Identify business case/ROI and build processes to capture as program continues• Create a budget that must meet program goals• Identify rubric to identify operational model• Define central named budget resource for program• Provide more timely, up-to-date actuals/forecast• Partner operations budget resource with program budget resource• Continue to evolve budget standards/tools• Define strategy with budget resource included• Use programs as lessons• Establish beefed-up education program for new program leaders• Plan the backfill for FTE opportunities
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Items in red we identified as the most crucial for a successful program

Items in blue we identified at the September meeting as being crucial for CIOs