Vanderbilt TMO Game Plan
Transition Management Projects

- **Application Relocation**
  - FY16: Hill DC Build Out & App Relo
    - IR, sbrage¹
    - Build out dev and test infrastructure
    - Build out prod infrastructure
    - Relocate Dev & Test
    - Relocate Prod
  - FY17: VUH back-up
  - FY18: Establish new Brick and Mortar secondary DC
  - FY19: Relocate Prod
  - FY20: Relocate Dev & Test
  - FY21: Relocate Prod

- **VU Disaster Recovery**
  - FY16: XS
  - FY17: Establish new Brick and Mortar secondary DC
  - FY18: Separate network cores and control point
  - FY19: Separate VPN and wireless
  - FY20: Separate perimeter and security environment
  - FY21: Voice Separation

- **Infra Separation**
  - FY16: VU ITSM
    - XS
    - Demos
  - FY17: ITSM implementation
  - FY18: Building Realignment
  - FY19: Separate network cores and control point
  - FY20: Separate VPN and wireless
  - FY21: Voice Separation

- **Data Network**
  - FY16: Data Network
  - FY17: Building Realignment
  - FY18: Separate network cores and control point
  - FY19: Separate VPN and wireless
  - FY20: Separate perimeter and security environment

- **NEC Voice Network**
  - FY16: NEC Voice Network
  - FY17: Build out Lync 2013 in VUH
  - FY18: Skype for Business Migration
  - FY19: Voice Separation
  - FY20: Voice Separation
  - FY21: Voice Separation

- **Unified Comms.**
  - FY16: Unified Comms.
  - FY17: Domain name decision
  - FY18: vumc.org primary
  - FY19: Solution analysis
  - FY20: VUMC Email service transition
  - FY21: VUMC Email service transition

- **VUMC Email**
  - FY16: VUMC Email
  - FY17: Domain name decision
  - FY18: vumc.org primary
  - FY19: Solution analysis
  - FY20: VUMC Email service transition
  - FY21: VUMC Email service transition

- **VUMC Directory Services**
  - FY16: VUMC Directory Services
  - FY17: Directory svcs analysis
  - FY18: New directory services setup
  - FY19: Migrate users and applications to new directory services
  - FY20: Migrate users and applications to new directory services
  - FY21: Migrate users and applications to new directory services

- **VU Directory Services**
  - FY16: VU Directory Services
  - FY17: Directory svcs analysis
  - FY18: New directory services setup
  - FY19: Migrate users and applications to new directory services
  - FY20: Migrate users and applications to new directory services
  - FY21: Migrate users and applications to new directory services

- **Identity and App Separation**
  - FY16: Identity and App Separation
  - FY17: IDM vendor Selection (SailPoint)
  - FY18: New IDM implementation
  - FY19: EPI replacement implementation
  - FY20: MDM – additional data
  - FY21: ERP implementation

- **VU SkyVU (ERP)**
  - FY16: VU SkyVU (ERP)
  - FY17: ERP implementation
  - FY18: ERP implementation
  - FY19: ERP implementation
  - FY20: ERP implementation
  - FY21: ERP implementation

- **VU Business Intelligence**
  - FY16: VU Business Intelligence
  - FY17: BI Replacement
  - FY18: BI Replacement
  - FY19: BI Replacement
  - FY20: BI Replacement
  - FY21: BI Replacement

PM: P Zhang, R Francis
RM: S Bryant
PM: J Wolff, K Emery
PM: D Oliver
PM: C Marshall, J McCammon, M Hollifield, S Bryant
PM: R Williams, K McGill-Barrett, J Giampaolo, S Bryant
PM: D Oliver, C Contos, J Loudon
PM: C Ferrell, S Bryant
PM: R Williams, S Bryant
PM: R Williams
PM: R Williams
PM: D Platz
PM: D Platz
PM: N Oeser
PM: B Hawkins

¹ Sizing of effort completed

Draft—for discussion only
Four coordinated disciplines will drive TMO program success

**Program Management**
- Integrate project plans with PMs
- Manage scope and sequencing
- Track project progress, issues, and open issues

**Communication Management**
- Be the definitive source for communications
- Communicate project status and issue resolution
- Community outreach

**Change Management**
- Assess project impact on workforce
- Mitigate risks throughout the project
- Ensure appropriate governance channels utilized

**Budget Management**
- Track, forecast, and communicate budget
- Validate and update assumptions
- Manage project plans against available budget
Program Management will coordinate TMO projects

- Integration
- Sequencing
- Tracking & Tools
### IT transition consists of thirteen long-term projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Objective</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Application Relocation</strong></td>
<td>Migrate applications into entity-specific data centers</td>
<td>All VU-owned apps in Hill or cloud and all VUMC-owned apps in VUH or cloud</td>
</tr>
<tr>
<td><strong>VU Disaster Recovery</strong></td>
<td>Provide backup and replication in new DR site for university apps</td>
<td>New DR location and transition of 11 key university applications</td>
</tr>
<tr>
<td><strong>VU ITSM</strong></td>
<td>Stand up new service management platform and exit Pegasus</td>
<td>Process development, new ITSM system, and support tools</td>
</tr>
<tr>
<td><strong>Data Network</strong></td>
<td>Provide VU and VUMC fully dedicated data networks</td>
<td>Building realignment and separation of network cores</td>
</tr>
<tr>
<td><strong>NEC Voice Network</strong></td>
<td>Provide VU and VUMC fully dedicated voice networks</td>
<td>Physical, system, and perimeter separation of the voice network</td>
</tr>
<tr>
<td><strong>Unified Communications</strong></td>
<td>Provide VU and VUMC individual systems of integrated real-time communication services</td>
<td>Separation of unified communication tools such as Lync and SharePoint</td>
</tr>
<tr>
<td><strong>VUMC Email</strong></td>
<td>Establish new cloud email solution for VUMC</td>
<td>Cloud-based email platform and migration of current users and data</td>
</tr>
<tr>
<td><strong>VUMC Directory Services</strong></td>
<td>Implement new AD environment for VUMC</td>
<td>New VUMC-only directory</td>
</tr>
<tr>
<td><strong>VU Directory Services</strong></td>
<td>Implement new AD environment for VU</td>
<td>New VU-only directory</td>
</tr>
<tr>
<td><strong>VU Identity Management</strong></td>
<td>Implement new Identity Management solution for VU</td>
<td>SailPoint Identity solution with new provisioning of university IDs</td>
</tr>
<tr>
<td><strong>VU Master Data Management</strong></td>
<td>Implement new Master Data Management solution for VU</td>
<td>IBM Infosphere solution to master person data and replace EPI</td>
</tr>
<tr>
<td><strong>VU SkyVU</strong></td>
<td>Replace university HR and Financial systems</td>
<td>Oracle Cloud HCM and ERP system up and running 7/1/17</td>
</tr>
<tr>
<td><strong>VU Business Intelligence</strong></td>
<td>Replace university reliance on Business Objects</td>
<td>Oracle business intelligence reporting</td>
</tr>
</tbody>
</table>
Create a master plan by consolidating individual project plans
Track progress, issues, and action items at the program level

### Previous Business – Issues Log

<table>
<thead>
<tr>
<th>Status</th>
<th>TMO Program</th>
<th>Description</th>
<th>Assigned</th>
<th>Open Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open</td>
<td>Voice Network</td>
<td>Need executive communication/air cover on VU Lync strategy. Voice team does not want installer/tech to be the messenger to the customer re: phone changes, Lync, etc.</td>
<td>Dylan P.</td>
<td>5/4/13</td>
<td>1) Risk to provide info to Fran 2) Pull RNs, Leslie, and Rick Williams in for communication plan to customers 2)</td>
</tr>
<tr>
<td>In Progress</td>
<td>VU Disaster Recovery</td>
<td>DR Scope appears to have changed, need governance and executive approval</td>
<td>Fran S., Jeannette W.</td>
<td>5/2/13</td>
<td></td>
</tr>
<tr>
<td>In Progress</td>
<td>Data Network</td>
<td>Funding - doesn’t appear we estimated capital costs for Data Network on VU side.</td>
<td>Fran S., Ben F.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In Progress</td>
<td>VU Directory Services</td>
<td>Technical sequencing for IDM, DS, and VUMC Email</td>
<td>Fran S.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Previous Business – Action Items

<table>
<thead>
<tr>
<th>Status</th>
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<th>Description</th>
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<th>Open Date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open</td>
<td>TMO - General</td>
<td>TMO to Provide VUMC with first budget report Breakout session to discuss accelerating router move due to Hill Hardening/Deviceing</td>
<td>TMO</td>
<td>5/11/13</td>
<td>Further scope on deliverable needed 6/15 - Action item owner updated from Chris M to Rick C.</td>
</tr>
<tr>
<td>Open</td>
<td>Data Network</td>
<td>Provide list of apps to be replaced by SkyVU</td>
<td>Rick C.</td>
<td>6/11/13</td>
<td></td>
</tr>
<tr>
<td>Open</td>
<td>Voice Network</td>
<td>Provide DR cost estimate &amp; timeline for brick and mortar location</td>
<td>Rick W., Dylan P.</td>
<td>6/9/13</td>
<td>0/1 - Bo provided update, comparing 2 vendors apples-to-apples. 8/9 - Bill waiting for POs to clear before finalizing transfer 6/15 - meeting scheduled for 6/23; VU and VUMC Directory Services projects 8/9 - Chris contacted VUMC Privacy office and is awaiting response.</td>
</tr>
<tr>
<td>Open</td>
<td>TMO - General</td>
<td>Ben F. to send “Spend” slide to Client for an update on transfers</td>
<td>Mike H., Bo P.</td>
<td>6/1/16</td>
<td></td>
</tr>
<tr>
<td>In Progress</td>
<td>VU Directory Services</td>
<td>Define/allocate spend for DG project; Ben to schedule meeting</td>
<td>Ben F.</td>
<td>6/9/13</td>
<td></td>
</tr>
<tr>
<td>In Progress</td>
<td>VUMC Email</td>
<td>Hire to consult/oversee PHI in voicemail that are occasionally forwarded internally at VUMC (Kristine)Chriscynthia F.</td>
<td>Ben F.</td>
<td>5/25/13</td>
<td></td>
</tr>
</tbody>
</table>
Communication Management will help drive understanding

- Source of Truth
- Status Alignment
- Outreach
TMO will leverage multiple channels to inform stakeholders:

### Community
- MyVU, MyVUMC, Reporter, Websites
- Panel Discussions

### Executive
- Governance
- Infrastructure Leaders
- Executive Dashboard

### Project Teams
- Individual Project Meetings
- TMO PM Meetings
- Relationship Managers
Change Management will facilitate governance of scope and resources.
Governance workflows will facilitate escalation and decision-making

VUMC Request

VUMC Governance Body
- MC Clinical Apps (Letkeman)
- MC Non-Clinical Apps (Hagovsky)
- MC Data (Letkeman/Hagovsky)
- MC Infrastructure (Zafar)
- MC Security (Hutchinson)

MC Interlock (Manning)

Level One Dispute Resolution
- Germano, Hutchinson*, Kilpatrick*, Letkeman, Sundaram

as needed

Shared Governance Body
- Shared Application (Hagovsky/Germano)
- Shared Data (Hagovsky/Bell)
- Shared Infrastructure (Zafar/Spurrier)
- Shared Security (Hutchinson/Germano)

VU Request

VU Governance Body
- VU AppSync (Armour-Spitzer)
- VU Infrastructure (Sundaram)
- VU Security (Sundaram)
- VU Data (Bell)
- VU AAAOC (Christiansen)

PIP (Lutz)

* Hutchinson engaged on transition projects, Kilpatrick ex officio re: transition projects

Approval with business counterpart begins

Approval required from business counterpart

End

Yes

Shared?

Yes

End

No
Budget Management will focus on analysis, organization, and oversight of costs and expenditures.

- Reporting
- Change
- Opportunities