Chancellor's Study Group: Implement IT Summary Handout

Anne Milkovich, Brandon Heise, Brenda Peterson, Jakob Iversen,
Karl Loewenstein, Mike Watkins, Ricky Johnson, Victor Alatorre

Guiding Principles

- Favor centralization where jobs or skillsets are standardized across units i.e. people are doing similar jobs in similar ways.

- Favor centralization where institutional risks can be reduced by doing so.

- Favor centralization if economies-of-scale, efficiencies, or increased responsiveness are evident.

- Favor centralization where technical competencies and capabilities are greater in the established central team.

- Preserve and support unit mission – recognize the importance of unit missions in contributing to the overall institutional mission and maintain practices to fulfill unit priorities in conjunction with institutional priorities.

- Find best fit – work with individuals and unit leaders to find the best solution case by case. Create opportunities for people to grow in their career and focus on preferred tasks rather than forcing them into roles they don't like: maximize workplace joy and employee retention.

- Balance the competing values of the Key Performance Indicators: Strategic Alignment, Constituent Experience Operational Efficiency Risk Management

Recommendations

#1 Give the CIO a central role in the leadership on campus with commensurate personnel and budgetary authority.

#2 Give CIO authority by policy over all IT systems and personnel, supplemented by centralization of reporting lines in the information and infrastructure layer (model 2/3).

#3 Establish a mechanism for ensuring innovation takes place.

#4 Establish appropriate prioritization mechanisms to ensure a balance between unit and institutional priorities.

#5 Develop a centralized, independent, and predictable budgeting mechanism to ensure appropriate funding for IT.

#6 Establish Service Level Agreements (SLAs) with units outlining service levels responsibilities, and funding required.

#7 Establish a stakeholder group with broad representation from directors and students and a process to periodically evaluate performance.

#8 Extend IT portfolio management to incorporate unit missions and innovation as priorities and to achieve more robust project management and communication practices.

#9 Centralize all IT infrastructure services with appropriate funding and life cycle management.

#10 Standardize equipment lifecycle management for all departments.

#11 Centralize reporting lines in the information layer for enterprise systems and integrations, providing appropriate staffing to meet business needs.

#12 Regularly evaluate existing or proposed systems to reduce redundancy and risk.

#13 Allocate space for Technology Centers at locations throughout campus to assist faculty, staff and students with IT issues.

#14 Offer varying service level options to units for user support.