/ d • • • • u v š

h v] À Œ •] š Ç } (o • l

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Æ µš]À ^µuu ŒÇ

:^ }v•µoš]vP ~šZ }v•µoš vš• Á • vP P Ç šZ hv]À ŒE•]šÇ }(
‰šZ Œ À] Á •}Ç •šZ Á] h /d µ P š š} (µŒšZ Œ Æ‰o}Œ šZ ^šŒ š
Œ µ]vP /d Æ‰ v]šµŒ • Ç îì9X dZ ((}Œš• š} š Z Œ •µoš
šZ }v•}o] š]}v }(u /d]vš} •]vPo •Z Œ • šŒ À]v • }ŒP v
]š]}v o • À]vP• }vš]vµ[•• U((šZ šZŒµ•P]Zšvš Á]• š} }v•µoš v }Œ
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/d •š ((v u]v]•šŒ š]À •š ((U]v oµ]vP šZ šZŒ h u‰µ•
Z v oo}Œ•X /v š}š oU šZ Ç ‰ Œš]]‰ š]v }À Œ šZ]ŒšÇ ~ïì•
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]PZšÇ ~ôì• • ‰ Œ š Œ ‰}Œš• v Â/xÀ} v va 0š}š oU]" (š]

]PZšC 75?@ Z Pà v• š Œ §Ð p v• v à $€ oµOv }• ‰ ‰]vO• 0ðv à Ž À

^µuu ŒÇ &]v]vP•

•Ç•š u Á]d P}À Œ‰ŒŽ•]• v}š (]v v}Œ]• }v Æ µš }v•]•š vš
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]u‰o u vš š} u š }ŒP v]Ì š]}v o v • v]• }‰š Ç šZ u}•š

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•Ç•šXu

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hv]À Œ•]šÇ /d }ŒP v]Ì š]}v ‰Œ}À] • • ŒrÁ]]šŽ µv]‹Çµ š(}ÁšZ
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‡ /v }v•]•š vš }•š }]vP]u‰ š• šZ]o]šÇ š} (]oš Œ v Œ
šZ µv]À Œ•]šÇX
‡ • Œ •µošU •]Pv](] vš u vµ o Á}Œl]• Œ ‹µ]Œ š} }µvš
uµ•š Œ ‰ š ‰}ÀŒ šŒ]ÇPŒ‰ Œ]} X
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tZ]o šZ]vš vš]}v]• š} o À Œ P šZ •š š Á] (µv • (}Œ šZ
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•Ç•š u Á] (µv š]}v•X

dZ Œ}u•‰µ• Œ o š]}v•Z]‰• Œ }(š v }u š]À µ š} š Zv}o}PÇ
Æ µš]}v]((Œ v •X • Œ •µošUÀšŽŒ}ŒµŽ‰]}vu vš•]Pv}v šŒ} (µv š]
Œ}•• šZ u‰µ• Œ u]v µv]u‰o u vš]v (µooX

}u]v]vP šZ Œ}o }(/dK v h & /K ‰Œ À vš• šZ]v]À] µ o (Œ
À]•]}v ŒÇ o Œ•Z]‰ v }‰ Œ š]}v o Æ oo v]X /v•]šŽZ ŒŒ Á}Œ
]• v}š v}µPZ š]u À]o o š} ‰šŒŽš•}ŒPuŒ]šZ•XŒ•(ŒµÀš]}v
‡ • Œ •µošU šZ Œ]• }À‰ŒŒ•šoŒ]À P ‰ (vv]vP v À]•]}v]vP
‡ dZ /[dKo Œ•Z]‰ ((š]À v ••]•]v ‹µ •š]}vŒŒ•}ušZµu Œ}µ•
hv]À Œ•]šÇ •Ç•š uX

Root Causes

• Á Æ u]v šZ Œ}}š µ•oo(vPE/•šZŒ P v]Ì š]}v]• ( ]vPU (}Œ šZ
šZ Ç (oo]vš} šZŒ š P}Œ] •X

Lack of Operational Governance

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‡ À Œ Ç u] • •] } v Œ] š] o • Ç o • š ‰ Ƶ Œ (} Œ u • µ Œ Œ] š Œ] š Ç ‰] o

> l }(WŒ}i š '}À Œv v

D}Œ ((WšŒÀ}i š '}À ÁŒ}µov]v oµ W

‡Z} u ‰ (}Œ u]••]}v Œ]š] o •Ç•š u• Á]šZµu švšŒ] o vZ v u
‡ Z}Œu ‰ À o}‰]v }}‰ Œ š]}v Á]šZ •Ç•š u •š l Z}o Œ
‡Wo v (}Œ vZ v u Œš•}lo µÀš]šv Á]šZ •š l Z}o Œ•
‡^š v Œ ŒŒZÇ•šZu Œ ‰µ o]•‰ ‰Œ}‰Œ] š (}Œ Z •Ç•š u
‡^š l Z}o Œ• Œ Œµ]š (}Œ µ•~ŒEd•(}Œ‰šoP]vÀ š •š]vP
‡ ‰Œ}i šŽuZ š^Œ/]Æ µš]o]Ì]oÇ š} u]vš]v ‰Œ}i š š u o
‡WŒ}i š u v P Œr(µo]Pšv]•}v Œ}š•ou]À}Œ (šš]Œ • }v
‡d u u š]vP u]vµš • Á]šZ š]}v• Œ ‰µ o]•Z (}Œ oo š} Œ
‡d u u u •ŒZ o }µv(šŒo}uu]šš]À Œ o •
‡ ‰Œ}i š u v P Œ Œ •‰}v•] o (}Œ šZ }À ‰Œ} ••

Lack of Project Transparency

((š]ÀŒ}i š dŒ wÁ•Ç‰µo]v oµ W

‡Z} u ‰ }((šµŒ •]• ‰µ o]•Z (}Œ •š l Z}o Œ Œ À] Á
‡>]•š }(vZ v u vš• l (š (]Æ • ‰µ o]•Z (}Œ •š l Z}o Œ
‡WŒ}i š š u u š]vP u]vµš • ‰µ o]•Z (}Œ •š l Z}o Œ Œ À
‡^š l Z}o Œ• š]À oÇ]v À}oÀ •}ov]U]š v µŒ]vP h• Œ ‰š v
~h d•

> l }(Z vP '}À Œv v

D}Œ ((Z]ÀP'}À Œv Á}µo]v oµ W

‡ À ŒÇ /d ‰Œ}i š •Z Z µvoP Œ‰<µ]vŒ

‡ Z]H]ď µo š}æ¿B•Z%Pò v© `@8 }µo C÷°6„'Ÿ•k l' è l'( o$ € `P

½À v.›Â!o™ Y‰

}µvš]o]šÇ

^ ŒÀ] }Œ] vš /d }ŒP v]Ì š]}µv•š µd]v•ÇŒ š

‡ /d > Œ•Z]‰ •Z}µo }µvš o š}]À Œ• •š l Z}o Œ•

‡]Œ š•µ‰š}ŒÀ]•}Œ

‡ Œ}•• }ŒP v]Ì š]h}v&W ^h

‡ Œ}•• š dZ•W Œ šš]}vu• šZ š }‰ Œ š • šZš}•Ç•Uš šuZ• Ç

‰Œ}i š š u• šZ š Œ]vP v Á •šÇ•šµu•Œ}Œ (šš Áµ}ŒÆ• šµ‰o •

‡ Œ}•• (µv š]}v•W , o‰ •lU vvP]Pv uŒ}švšP U ‰Œ}i š u

‡ Æ‰ š (š]Œ}v•/d }µvš]o]šÇv Œhv]oÀ ÀŒ•š]šÇ vÀ]Œ}vu vš

‡ ^ ŒÀ] o]À ŒÇ]•Uu]À•]Œ}vÇ ŒÇ]š]Œo•šµ vš• v (µošÇ

‡ }u‰ š]š}Œ• • š(}ŒZ]PµZŒŒ]Œ µoµu o]À ŒÇ À] š Zv}o}P

‡ ^šµ vš ‰šÇ]}v }(š Zv}o}PÇ]v]Àu•‰}}vŒ}š(všš Zv}o}PÇ]v À

o]À • • š• µv]‹µ Æ‰ š š]}v• }y.¼PTyeÐ pp]‹µÀ]Œ}vvDš ÁŒ

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Z }uu v š]}v•

(}Œ vÇ (}}(oš}ZÁŒ‡vP}uu v š]}v• Œ]u‰o u vš U (µv u vš o ‹µ
v•Á Œ W

‡tZ š /d }ŒP v]Ì š]}v Œ ‰}Œš]vP •šŒµ šµŒ

K Œ P v] Ì š] } v o] •] } v D

Topic	Choice	Pro	Con
h v] À Œ •] š Ç direct / indirect reporting structure	1. Report direct to CITO, indirect to Chancellors.	Drives consistent IT delivery across all campuses.	Concern that local university needs will be secondary.
	2. Report indirect to CITO, direct to Chancellors.	Local university needs are met first, system-wide second.	Concern that the needs of other campuses will be delayed or ignored.
IT services operational leadership	1. Operational leadership is driven by the IT organization with greatest skill & capacity.	Supports centers of excellence in all locations.	Concern that the needs of other campuses will be delayed or ignored.
	2. Operational leadership is driven by system wide CITO.	Single view of all operational services enables resource leveling across the entire system.	Reduces CITO strategic and visionary time needed to support future UA. Concern that local university needs will be secondary.
Strategic and visionary support			

K Œ P v] Ì š] }] v •] ⊕ v D š Œ] Æ

d } ‰]	Z }]	W Œ }	} v
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Z }uu v š]}v

Z }uu v š]}v
/dK]Œ š• ~ K‰ Œ š •
/K• >} o KvoÇ

Topic	Choice	Pro	Con
University CIOs direct / indirect reporting structure	Report direct to CITO, indirect to Chancellors	Drives consistent IT delivery across all campuses	Concern that local university needs will be secondary
IT services operational leadership	Operational leadership is driven by system wide CITO	Single view of all operational services enables resource leveling across the entire system	Reduces CITO time for strategic and visionary work needed to support UA of the future
Strategic and visionary support for UA of future	CITO focused primarily on operational role and only part-time on strategy and vision	Single view of all operational services enables resource levelingacross the entire system	Without a priority on building and executing the UA future IT plan, it will remain in the past
Reporting structure of IT staff	Leave all existing staf in University IT budget. Staff report up to CITO.	} • v [š P Œ } Á statewide budget. Existing staff remain in place.	Potential inefficiencies with management separate from employees in all locations.

Z }uu v š]}v /dK /v]Œ š v K‰ Œ š /K• >} o Kvo Ç

Topic	Choice	Pro	Con
University CIO direct / indirect reporting structure	Report indirect to CITO, direct to Chancellors	Local university needs are met first, system-wide secondarily	Concern that the needs of other campus will be delayed or ignored
IT services operational leadership	Operational leadership is driven by system wide CITO	Single view of all operational services enables resource leveling across the entire system	Reduces CITO time for strategic and visionary work needed to support UA of the future
Strategic and visionary support for UA of future	CITO focused primarily on operational role and only part-time on strategy and vision	Single view of all operational services enables resource leveling across the entire system	Without a priority on building and executing the UA future IT plan, it will remain in the past
Reporting structure of IT staff	Leave all existing staff in University IT budget. Staff report up to CITO.	} • v [š P Œ } Á statewide budget. Existing staff remain in place.	Potential inefficiencies with management separate from employees in all locations.

K Œ P v] Ì š] } v o K ‰ š]

dZ } Œ P v] Ì š] } v o } ‰ š] } Œ • o] • š u Œ] } À Z Œ W

‡ Z } u u v š] } r W Œ } À] • o v š Á v š Z • š š Á] / d K Œ
v } ‰ Œ š] } v o • š v Œ • Á Z] o š Z h v] À Œ •] š Ç / K • Æ µ š

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‡ Z } u u v š] } t v ^ Z] (š • o o µ Á v]] À • Œ š •] (š Ç o Œ • Z] ‰ v } ‰ Œ š] } v
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^µuu ŒÇ}uu v š]}v•

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'}À Œv v

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^š šÁ] &µv]vP

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o Œ](v] Œ ‰o Á]šZ šŒ v•‰ Œ vš •šŒµ šµŒ •]Pv Á]šZ
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µŒŒ všoÇ ‰Œ}À] Ç u /dU šZ v šZ]• •Z}µo Œ
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