Centralizing IT: Leadership Summit
Great Universities Require Great Information Technology

Presented by: Mike Kubit
February 22, 2016
PURPOSE
To Bring Together IT Leadership to Review the Direction + Strategy for the Future
Our Approach: Strategic Planning Model

- Desired Future State - Where do we want to be?
- Current State - Where are we now?
- Strategies - Bridge between current state and future state
CHANGE AHEAD
What Makes Change Hard

- Inwardly focused cultures
- Paralyzing bureaucracy
- Parochial politics
- A low level of trust
- Lack of teamwork
- Arrogant attitudes
- Lack of leadership in middle management
- Fear of the unknown

MOVING INTO A NEW FUTURE TOGETHER
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<td>SWOT Review + Update</td>
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<td>Break</td>
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Ice Breaker: Two Truths + Lie

- Create two truths and a lie about yourself
- Share with people at your table
- Identify the lie
- Learn about each other
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Communicating the Mission + IT Strategic Plan Themes

Presented by: Sue B. Workman
“Where Good Ideas Come From”
“Transformational leaders don’t start by denying the world around them. Instead, they describe a future they’d like to create instead.”

Seth Godin
DISRUPTIVE CHANGE
(I USED TO BE A CATERPILLAR!)

Photo Credit: Haiku Deck
TRANSPARENCY
OUTCOMES
INTEGRITY + ETHICS
The Goals

• Most importantly, reduce and effectively manage the risk profile of CWRU
• Ensure business continuity and disaster recovery readiness by leveraging best-practices across the university
• Improve the “IT experience” across all areas of the university
• Optimize the university’s investments in information technology
The Process

- Executive IT Support team created; started in Adelbert Hall
- Assess and optimize UGEN departments delivering IT services
- Schools and College
- Highly collaborative initiative; includes stakeholders from across CWRU
- Initiative focused on moving the culture from “us vs. them” to “we”
The Plan: Next Steps (Inclusive and Collaborative)

• Planning
  – Retreat with CTO’s
  – Meeting with Financial Officers
  – Meetings with Executives and Deans

• Assessment
  – Services
  – Infrastructure
  – Personnel

• Optimization
  – Utilize industry best-practices
  – Maximize return on investment
  – Leverage IT talent on behalf of the university
Benefits:

- Consistent approach to security, business continuity, disaster recovery
- Inventory and asset management
- Ready for RNC in Cleveland
- Leveraging the total IT human resource
- Enterprise scale – equipment, software, classrooms
- Allow leaders and faculty to concentrate on their value add
ITSP Categories

- Addressing fundamental elements
- Advancing a new normal
- Empowering new innovations
- Breaking down barriers
ITSP THEMES

THEME 1: Enabling Student Success + Enhancing the Student Experience
THEME 2: Facilitating Effective + Cutting-Edge Teaching + Learning
THEME 3: Enhancing Research, Scholarship, Creative Activity + Academic Innovation
Theme 4: Improving + Strengthening IT Foundations (Infrastructure, Operations + User Experiences)
Theme 5: Information Security, Regulatory Compliance + Technology-Focused Business Continuity
Theme 6: Enabling + Expanding the Use of Institutional Data in Decision Making
Theme 7: Organizing + Funding Information Technology Strategically
Theme 8: Attract, Retain + Empower Technology Team Members
THEME 1
Enabling Student Success + Enhancing the Student Experience
STUDENT SUCCESS
THEME 2
Facilitating Effective + Cutting-Edge Teaching + Learning
TEACHING + LEARNING
DO NOT Move the tables—
even a "little bit"

NEVER MOVE THE TABLES.
NEVER NEVER CHANGE THE CAMERA PRESETS
THEME 3
Enhancing Research, Scholarship, Creative Activity + Academic Innovation
BIGGER, FASTER, MORE

PERFORMANCE, NETWORK PIPES, STORAGE

Photo Credit: Haiku Deck
THEME 4
Improving + Strengthening IT Foundations
(Infrastructure, Operations + User Experiences)
committed to excellence and customer satisfaction

SERVICE + SUPPORT

Photo Credit: Haiku Deck
THEME 5
Information Security, Regulatory Compliance + Technology-Focused Business Continuity
THEME 6
Enabling + Expanding the Use of Institutional Data in Decision Making
THEME 7
Organizing + Funding Information Technology Strategically
THEME 8
Attract, Retain + Empower Technology Team Members
PREEMINENT STAFF
INNOVATOR
RESILIENT LEADERSHIP
COMMUNICATION
“An Idea In the Shower”
OneIT

Questions + Feedback
BREAK
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Creating a Shared Vision - Desired Future State

Presented by: Bob Hall

Source: William J. Rothwell, PhD, SPHR
WHY DO ATHLETES DO IT
Organizational Visioning

- Where do we want to go?
- How do we get there?
- What products and services to offer?
- What do we need to do?
Important Factors for Creating a Vision

- Reflect a variety of perspectives
- Built through careful dialogue and thought
- Accurate understanding of current conditions
- Supported by plans to implement/maintain vision
- Follow-through and nurturing
Group Process Reasons

• Broad range of viewpoints/expertise
• Ideas tested, discussed, refined by diverse perspectives
• Commitment for action-oriented activities
• Team-building fosters organizational cooperation
• Understanding of issues, challenges and opportunities
• Break away from “status quo” mind set
Conditions of a Powerful Vision

• Current condition
• Desired condition
• Does gap between “what is” and “what ought to be” exist?
• Identify and fill gap
• Create plan of action
Vision Describes Future Hopes

- Shared and supported
- Comprehensive and detailed
- Positive and inspiring
Vision Statement Details

• Broad yet specific (strategic) direction
• Pursue toward making a positive impact
• Includes activities that must occur
• Not there yet; hope to become
• Internal resource
Mission Statement Details

- Philosophical in nature
- Describe why your organization exists
- Describe target audiences
Table Exercise, Part One: Creating the IT Vision Statement

- Each table creates vision statement (30 minutes)
- Report out table vision statements; view on screen (20 minutes)
Part One Table Vision Statements

1. X
2. X
3. X
4. X
5. X
6. X
7. X
8. X
Table Exercise, Part Two: Creating the IT Vision Statement

- Using eight table statements, each table creates new vision statement (20 minutes)
- Report out table vision statements; view on screen (10 minutes)
- Group consolidation of final vision statement (20 minutes)
Part Two Table Vision Statements

1. X
2. X
3. X
4. X
5. X
6. X
7. X
8. X
Final Vision Statement
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*Lunch - Brain Science of Change*

Presented by: Bob Hall
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Centralization S.W.O.T Analysis

Presented by: Mike Kubit
Open Forum S.W.O.T Results

• Strengths
  – Funding/purchasing power
  – Ability to streamline
  – Dedicated, knowledgeable and talented staff
  – Career advancement
  – Relationship building
  – Sharing information
  – High-level service/support
Open Forum S.W.O.T Results

• Weaknesses
  – Money/resources
  – Risk of security breach
  – Staffing questions; “Will I lose my job?”
  – Unable to provide Platinum Support
  – Decentralized culture
  – Difficult to identify who is IT
Open Forum S.W.O.T Results

• Opportunities
  – Reduced costs/redundancy
  – Standardization
  – Customer service; understanding the end-user
  – Career development
  – Sharing/connecting with other groups
Open Forum S.W.O.T Results

- Threats
  - Loss of employees
  - Decrease in service level
  - Funding from the University
  - Decision making/management
  - Loss of institutional knowledge via transfer
Table Exercise: Strengths, Weaknesses, Opportunities, Threats

• Focus on each category; one at a time
• Use small Post-It notes
• Attach Post-It notes to flip charts
• Highlight top five
• Report out
• Next category
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Gap Analysis - Assessment Strategies

Presented by: Mike Kubit
GETTING ORGANIZED
Assess, Consolidate, Optimize
Assessment Strategies: Opportunities for Involvement

- Communications
- Hardware, Infrastructure + Applications
- Budget + Finance
- Personnel
- Service Management
- Security + Policy
BREAK
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Action Plans - From Point A to Point Z

Presented by: Mike Kubit
Table Exercise: Action Plans

• 30 minutes; high-level project planning
• Identify tasks and opportunities
• Report out
• Develop action plans
Next Steps

• Monthly IT Leadership meetings

• Monthly “brown-bag” lunches for campus IT professionals

• Include distributed IT leadership into current central IT leadership meetings

• Complete consolidation of UGEN IT

• Begin transition of current CTO reporting lines to DCIO (remainder remain intact)

• Reduce risk surface by consolidating distributed servers into CWRU Data Centers, VM or cloud service provider

• Regular status reports on activities related to centralization efforts
Discussion, Feedback and Questions