Culture: Foster a culture that:

- **Elevates the customer voice**: Puts the customer first and values outcomes from a customer perspective
  - Strives for no-gap service, making every possible effort to understand unique needs and be responsive. Ensures that IT is contributing to the success of the university
- **Is agile and adaptable**: Supports autonomy, with alignment and accountability
- **Is inclusive**: Values transparency and communication to improve trust
- **Cultivates and values talent**: Recruits, retains, develops, and appreciates top-quality professionals

Structure: Enhance the balance and coordination between central and distributed IT units. Operate as a single, coordinated IT organization.

- **CIO and CIO office have broader campus scope**
  - CIO Office has existing/new capabilities in:
    - IT HR, IT Finance, IT Communication, IT Project Management, and IT Strategic Planning
- **Collegiate IT and Administrative IT leaders dual report to CIO**
  - A key function of collegiate/administrative IT leaders will be to work with service owners to ensure customer needs are met—a “solution architect” role. Utilize/adapt existing services when possible; deploy local resources for specialized or small-scale solutions
- **Current ITS senior leaders report to CIO**
  - Explore a merger of Enterprise Services and Enterprise Infrastructure to unify teams that provide the bulk of commodity IT services for campus
  - Administrative Information Systems (AIS), Office of Teaching, Learning & Technology (OTLT), Research Services (RS), and Information Security & Policy Office (ISPO) are not envisioned to undergo significant structural changes
- **Carry on tradition and success of IT communities**
  - While not part of the formal organizational structure, these peer groups will continue to serve essential functions such as: coordination, communication, and sharing best practices

Governance: Enhance transparency of IT decisions and operations. Develop a new IT governance structure that is lightweight, but ensures engagement of appropriate groups or individuals.

- **Leverage existing advisory groups**
  - Utilize expertise/engagement of existing advisory groups
    - Examples: Security, Academic Technologies Advisory Council (ATAC)
    - Maintain flexibility to establish or decommission groups based on needs
- **Form two new governance groups for strategy and operations**
  - New Strategy Group ties together advisory groups to develop and prioritize strategy
    - Consists of the advisory group leaders/facilitators and the CIO
  - New Operations Group coordinates projects and services, executes the strategy
    - Consists of IT Leaders from central and distributed units and service owners
- **Establish clear process/criteria for what should go through governance**
  - Service owners, CIO, strategy/operations groups, advisory groups, or IT communities may bring forward issues/projects for discussion or decisions
  - Consider risk, scale, resource requirements, and alignment with strategy and policy in evaluating which projects/issues should be considered through the governance process
  - Service owners need room to operate, respond to requests, improve services
    - Consult service advisory groups for changes that don’t meet threshold for governance