



Date: April 11, 2006

To: Virginia Sapiro

From: Deans Task Force, Paul S. Percy, Chair

Subject: DTF Feedback on the IT External Review Committee Recommendations

This memo contains feedback on the IT External Review Committee Recommendations that the Deans Task Force (DTF) was invited to provide. In addition, the DTF was asked to identify important actions needed in preparation for a new CIO, along with advice to give a new person, and provide recommendations for the appointment of an interim CIO: whether it is best to appoint someone from within DoIT, a campus person from outside DoIT, or someone from outside the university, such as a retired CIO.

- Items in the IT External Review Committee Recommendations that the DTF endorse include:
 - The need for a new business model. The current approach results in duplicate charges and other problems
 - The CIO should have DoIT oversight responsibility
 - A federated approach to IT service and support infrastructure is needed, in contrast to the current feudal model
 - A campus IT strategic plan, not just a DoIT strategic plan, is needed; the DTF asks to consider if the best approach might be to develop a coherent strategic plan for campus infrastructure, of which IT is a part, albeit a very important part.
 - A clear governance structure for IT decisions needs to be created
 - The concern expressed for lack of IT support for research should be examined
- Considerations or recommendations
 - IT governance structure – the DTF did not have specific suggestions for the optimum IT governance structure, but agrees it is important to design an IT governance structure that is a campus structure, rather than a DoIT structure
 - CIO reporting structure – The DTF recommends that the Provost and Vice Chancellor for Administration meet jointly with the CIO on a regular basis. It may be difficult politically to add a new VC reporting to the Chancellor as proposed in the IT

External Review Committee Recommendations. In addition to potential political fallout, this structure could also lead to more bureaucracy and increased distance from customers. The campus needs high touch in addition to high tech IT support.

- The DTF consensus is that a strategic plan focused on IT service and support needs as seen by the 'customers' should be developed before a permanent CIO is installed. This approach is similar to the approach used at Purdue. (The customer community developed the IT strategic plan for Purdue and gave it to the incoming CIO.) Customers need to be the primary planners.
- This strategic plan should be a plan for campus infrastructure for service and support of IT, rather than a plan for DoIT only.
- As part of the planning process, the DTF suggests an expert task force be appointed to assess what IT support is needed for research.
- The DTF feels that the need to maintain contact with customers is more critical than might be inferred from the report, which tended to have a high tech, hierarchal tone.
- The DTF felt that distributing some DoIT resources to the units – i.e., close to the customers – is important for maintaining customer contact and understanding user needs. (Administration has found that having business process experts from DoIT on site to be quite useful.)
- The DTF recommends that the Interim CIO be a person from the Madison campus but outside the DoIT organization; current or emeritus faculty could be considered
- The DTF recommends that the permanent CIO needs to have a business and service perspective/experience

Please let the DTF know if you would like additional details on any of the items discussed above or if you would like more feedback on the process for developing a strategic plan for IT or focus areas for an interim CIO.