

Information Technologies Scoping Team

Membership and Charge

Purpose: The Information Technologies Scoping Team (ITST) will develop the broad outline for the position of CIO at NC State. The ITST will review the range of current IT functions and organizations at NC State, review IT organizations at peer universities, and, based on that information and their personal experience and expertise, recommend principles to be used in the organization and management of NC State's IT enterprise.

Background: In summer 2006, Chancellor Oblinger endorsed the recommendation that NC State create the position of Chief Information Officer (CIO) that would lead a unified information technology operation. He charged Provost Nielsen and Vice Chancellor Leffler to coordinate a process to define the CIO role and responsibilities and to implement a national search for the CIO. The process will include (1) a scoping team that will outline the position's roles and responsibilities, (2) a national search culminating in hiring a CIO to begin on January 1, 2008, and (3) a one-year plan for the CIO to develop the specifics of the CIO function and to achieve full implementation by January 1, 2009. This paper details the role, membership and expectation of the scoping team.

Members: The ITST will be chaired by Gregory Jackson, CIO at the University of Chicago. Other members are:

- Jack McCredie, CIO Emeritus, University of California, Berkeley
- Zach Adams, Undergraduate student
- Kristin Antelman, Associate Director for the Digital Library
- Sam Averitt, Vice Provost for Information Technology
- John Blondin, Professor of Physics, College of Physical and Mathematical Sciences
- Keith Boswell, Director of Technology, College of Engineering
- Barbara Carroll, Associate Vice Chancellor for Human Resources
- Ken Esbenshade, Associate Dean, College of Ag. and Life Sciences
- Steve Keto, Associate Vice Chancellor for Resource Mgmt. and Information Systems
- Tom Miller, Vice Provost for Dist. Ed. & Learning Technology (DELTA)
- Robyn Render, Vice President for IT, UNC General Administration

- Katie Perry, Senior Vice Provost (Organizational Support)
- Marilyn Stieneke, Finance and Business (Operational Support)

The ITST may also create additional short-term *Working Teams* composed of technical specialists to provide research, analysis and advice as needed.

Scoping Team Responsibilities and Deliverables: The ITST will provide a report to Provost Nielsen and Vice Chancellor Leffler by June 30, 2007, detailing their recommendations for the organization and operating principles of the CIO function at NC State. The report will include recommendations for overall aspects of the CIO position and function, including:

1. The mission, goals and strategic approaches for IT at NC State (also to include NC State's aspirations as an IT leader in higher education within the UNC system, State of North Carolina and nation).
2. An organizational structure for the CIO function (to include administrative and decision-making reporting lines).
3. An inventory of current IT functions at NC State and assessment of which should be included within the CIO operation and which should not be included (candidates included ITD, the IT portions of RMIS, IT portions of DELTA, IT portions of the libraries, COM-TECH, Class Tech, IT functions in the 10 colleges, electronic media functions, and web resources).
4. Specific timelines, benchmarks and issues for implementation, with particular reference to the first year of operation.
5. Expected duties, responsibilities and authorities of the CIO.

Expectation for Analysis and Transparency: As a basis for forming their recommendations, the ITST will consider at least the following information:

- Operation and organization of NC State offices with significant IT components.
- Existing NC State documents and plans regarding IT organization/management.
- Organizational and managerial context for IT as provided by the UNC System and the State of North Carolina.
- Opinions and needs of NC State IT stakeholders, including the major IT functional offices and major constituencies (faculty, staff, students).
- State-of-the-art in IT organization, per peer benchmarking and expert opinion.
- Prediction of the evolution of IT organization and management based on anticipated trends in university IT needs and opportunities for the foreseeable future.

Because the creation of a CIO will produce significant changes in NC State's institutional culture, the ITST must operate in a transparent manner. Therefore, the work of the ITST must incorporate the following:

- Team meetings must be open to the university community for observation.
- All team meeting times and agendas must be posted in advance.
- A website must be activated, with extensive posting of ITST background materials, team meeting minutes, draft recommendations, and all other materials.

Timeline and Process Steps: The ITST will set its own process for conducting its work, but the following schedule and general plan of operation is recommended.

1. Preliminary data gathering and assessment by ITST members (e.g., benchmarking, NC State organization and documents) – March 12 – April 6.
2. On-site ITST meeting, campus interviews and work processing –April 10 –11.
3. Intermediate work processes (interview processing, additional data collection, data analysis, preliminary recommendations, campus interactions), including conference calls as needed – April 16 – May 18.
4. On-site ITST meeting, if needed – 1-2 days during week of May 21.
5. Continuing analysis and discussion, including campus interaction and conference calls – May 28 – June 15.
6. Final on-site ITST meeting for team and campus discussion of final assessment and draft recommendations – 2-3 days during week of June 18.
7. Final report submitted to Provost and Vice Chancellor – June 30, 2007.