IT Scoping Overview
Spring 2007

In summer 2006, Chancellor Oblinger endorsed the recommendation that NC State create the position of Chief Information Officer (CIO). This individual will lead a unified information technology operation. The Chancellor 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 includes (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.

The IT Scoping Team (ITST) will develop the broad outline for the new position. 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.

The ITST will be chaired by Greg Jackson, Vice President and CIO at the University of Chicago. Other members are Jack McCredie, CIO Emeritus, UC-Berkeley (vice chair), Zachary D. Adams, undergraduate student (Senior); Kristin A. Antelman, Associate Director for the Digital Library; Samuel F. Averitt, Vice Provost for Information Technology; Dr. John M Blondin, Professor, Physics; Keith Boswell, Director of Technology, College of Engineering; Barbara L. Carroll, Associate Vice Chancellor for Human Resources; Dr. Kenneth Esbenshade, Associate Dean & Director of Academic Programs, CALS; Steve W. Keto, Associate Vice Chancellor for Resource Management & Information Systems; Dr. Tom K. Miller III, Vice Provost for Distance Education & Learning Technology (DELTA); and Robyn Render, Vice President for Information Resources and CIO, UNC System.

The Scoping Team’s deliverable is a set of recommendations to the Provost and the Vice Chancellor answering one question: What are the appropriate roles and responsibilities for a Chief Information Officer at NC State? As it deliberates, the Scoping Team will explore some specific questions – for example,

1. **IT itself:** What information technology does NC State use? How are various kinds of IT integrated with one another, and with non-IT facilities?

   This might include network infrastructure (cabling, switches, routers, tunnels, closets); telephony (sets, carriers, voicemail, call direction); data-network services (email, directories, network storage, calendars); wireless networks (coverage, capacity, accessibility, security); data center(s) and machine rooms; servers, mainframe(s), storage-area networks; personal computers, workstations, or notebook/portable computers; and small devices, smartphones, or PDAs.
2. **IT organization**: What is a central responsibility? *A departmental responsibility? Where is there collaboration, overlap, competition, duplication?*

   For example, consider instructional systems and support, research technologies, administrative systems, desktop support, help desks, security, and software licensing, and the various roles that different administrative, academic, or outside entities play in each.

3. **IT funding**: What is funded centrally? Departmentally? Through recharge? By outside funds?

   This includes the expenditure mix (hardware, software, maintenance, services, salaries, benefits, space); salary levels, equity, and competitiveness; economies of scale; and even the processes for requesting and approving budgets.

4. **IT governance**: Who sets the overall priorities for IT on the campus? What advisory committee structure currently exists? Who reviews the overall performance of IT on campus?

   For example, do the Executive Officers regularly (or irregularly) review IT campus priorities? Who decides how important IT is, or should be, when compared to other campus objectives such as undergraduate retention, graduate recruiting, quality of buildings, etc.? Is there a trustee committee that pays attention to the role of IT?

5. **IT issues**: What are the current strengths and weaknesses of IT? What challenges lie ahead?

   For example, consider security (RIAA, CALEA, audit, personal-information breaches), system integration (single signon, data replication), collaboration and/or tension among IT-providing entities (among central groups, or with departmental groups, libraries, research groups, corporate partners), the student experience (online registration, instructional-management systems, library reserves, media classrooms, privacy, Facebook), the faculty experience (research support, online grading, information about students), the modernity, quality, flexibility of administrative systems, and the responsiveness & capacity of network-based services (email quotas, file transfers).

6. **IT prospects**: What has been proposed? What has been achieved? What are the goals for any change?

   Are there prior studies, recommendations, or implementation attempts relevant to our discussions? What themes recur in formal discussions? How about in the hallways or on the street? The grass is always greener elsewhere – but what specifics most frequently accompany the assertion? If change is going to take resources, are these new resources, reallocations from non-IT efforts, or reallocations within IT? What are the sacred cows, and why are they sacred?