



## Next Steps In Evolving Our New Division

Back in June when I started in the VP IT role, I was asked by our team members “What’s Next?”... “Where do we go from here?”... “What’s the vision?”. These are important questions to answer and we began by bringing our Central IT Leadership Team members together to gain their feedback, thoughts, and ideas. It’s important to me to bring diversity of thought leaders to the table to ensure we are looking at things from multiple angles and that all of our teams are represented.

We collected information, feedback, and ideas from them through 1x1’s, team meetings, etc. ensuring that all voices were heard. Ultimately, we honed in on a time frame of July – August that will be essential for us as we take the next steps in bringing IS and ACNS & Telecom together as a new division. This is important and something that is needed before we can do any strategic planning or future visioning for IT at CSU.

Below you’ll find a vision statement for the upcoming time frame, goals we’ll achieve, and action steps that are tied to each goal. Our hope is that you’ll read through all of these, ask clarifying questions, and think about how you can play a role within your local team to assist in their success.

For the questions that you’ll likely have, we encourage you to ask your managers. They’ve been in many meetings where we’ve discussed this and they should be well equipped to answer them. Additionally, I’ll be joining your team meetings in August or early September where this will be one of the topics that we’ll discuss.

## Vision Statement

Create a highly functioning, collaborative, and cohesive new division of IT that is strategic, innovative, and future focused leveraging the power of our divisional teams as opposed to historical structures. This will start to evolve our division so that when the [Peer Benchmarking](#)

[Initiative](#) is complete, and we start to envision a new steady state division, we can make more informed decisions about how we will move forward.

## Goals

1. Engage in next steps to bring together IS and ACNS & Telecom teams as a division so that we can:
  - Understand what we do and how we do it
  - Leverage our resources (people, budget, and technology)
  - Develop shared business services resource models (Communication, HR, Finance, & Project Management)
  - Communicate and collaborate to share best practices and develop new ideas
  - Design the division of the future
  - Set the stage for a future campus IT strategic plan
2. Continue current divisional strategic initiatives and interim assignments through the original timeline of Dec. 31, 2020. ([Click](#) to see larger version of this graphic)



3. Create temporary supervisory assignments through Dec. 31, 2020 that will free up the CIO to engage externally across the CSU-Ft. Collins and CSU-System IT environments.

## Action Steps

- Engage with Central IT Leadership Team over the Fall Semester to develop new managerial decision-making models that leverage empowerment, leadership team expectations and values, processes for divisional business services, and logistics for team engagement (communication, meetings, etc.). Sunsetting previous practices will need to be explored. (Goal 1)

- Create divisional business services so that our division can take advantage of expertise in Communication, Human Resources, Finance, and Project Management in a standardized way. Human Resources and Finance will also create a shared services model with the Library to provide support to both organizations. This will require new structures and additional resources to be successful. (Goal 1)
- Engage Middleware and Web Services to start a new collaborative partnership to identify common services, integration points, workflows, etc. and make recommendations on next steps. This can start with information sharing and leveraging best practices from the Infrastructure Integration initiative. (Goal 1)
- Create and implement a divisional recruitment process for all interim or temporary positions should they become permanent. This will allow for open competition and career growth for team members interested in new divisional roles. This aligns to our commitment to diversity, equity, and inclusion and our CSU Principles of Community. (Goal 1)
- Building on the work started by the Enterprise Project Management Initiative earlier this year, work across the division to develop a structure for a Project Management Office that could scale to become a campus service in the future. Good project management helps us get more work done as it aligns people and resources to specific goals and tasks. As our workloads grow, and our ability to hire is “chilled”, we need to leverage these strengths to adapt for the future. (Goal 1)
- Build upon the work from the peer benchmarking initiative to develop and implement a planning and feedback process for a future steady state Division of IT which will include a new vision, mission, and organizational constructs. This will involve all levels of our organization in the process. This will take place throughout the Fall Semester 2020. (Goal 1)
- Enable James Cizek to dedicate more time (75% FTE) to the interim Enterprise Architect role he was asked to start in January 2020. In this temporary role, he will help us explore what enterprise architecture is, what it can be for our division, and make a proposal/recommendation for next steps. James will also be involved with projects leveraging EA to reduce the complexity and duplication in our IT systems, technologies, and process both internally (Infrastructure Integration, Cybersecurity Initiative) and externally (IT Programs reviews – VP UO & VPR). (Goal 1 & 2)
- Ask John Walker to take on temporary supervision of the ACNS Infrastructure team through Dec. 31, 2020 allowing James Cizek the necessary time for the interim Enterprise Architect role. John and James will continue to work together on the Infrastructure Integration initiative. James will dedicate 25% of his time to assisting with ACNS Infrastructure components including cross-training, documentation, troubleshooting, and overall guidance. (Goals 2 & 3)

- While continuing to operate as a Central IT Leadership team, create temporary reporting changes for Brandon Bernier and Josh Clark to facilitate the VP IT/CIO to engage externally across the CSU-Ft. Collins and CSU-System IT environments. Additionally, this will allow for cross-pollination of leadership team members as they continue to learn about each other's areas and services. There are 15 people on the Central IT Leadership Team (13 Central IT members and 2 strategic consultants). 6 Central IT team members will temporarily report to Brandon and he will work directly with the 2 strategic consultants. 7 Central IT team members will temporarily report to Josh through Dec. 31, 2020. (Goal 3)
  - Brandon Bernier Temporary Reports: James Cizek, Josh Clark, Barb Gustison, Steve Lovaas, Jamie McCue, Kris Seidel. Working directly with Dave Carpenter and Kacie Reed as strategic consultants.
  - Josh Clark Temporary Reports: Shawn Baker, Dave Hoffman, Jason Huitt, Randy Miotke, Candace Ramsey, Joe Volesky, John Walker

Thank you,  
-Brandon

A handwritten signature in black ink, appearing to be 'B Bernier', with a stylized flourish extending to the right.