IT Town Hall Meeting: Organizational Change

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Key drivers

• **Customer experience:** Almost everyone at Virginia Tech has a heavy reliance on IT. Technology and expectations are becoming “consumerized.”
  – We need to improve the VT student, staff, faculty, and guest experience with technology
  – We need to address on-boarding, changes in services, and user support

• **Focus on services:** Information technology is seeing a broad shift from infrastructure to providing service. We are increasingly reliant on outsourced and hybrid service offerings
  – We need to shift from a heavy focus on development and operations to more focus on consultancy and brokering
  – This is not a complete shift, but a change in balance
Key drivers (continued)

• **The university is evolving:** We need to align IT resources with these evolving needs.
  – We need to be flexible, agile, adaptable, and anticipatory – proactive rather than reactive
  – We need to plan across the lifecycle for service and budgeting

• **In information technology, the only constant is change:** We need to enable innovation within the Division of IT and drive innovation in information technology
  – Growing need for outreach and partnerships
  – Growing need for investment in innovation
Key drivers (continued)

• **Workforce:** We need to ensure that our workforce can meet the university’s needs.
  – Our workforce needs to evolve to meet new needs
  – Need to provide growth opportunities across the division

• **Resilience:** We need to provide both effective resilience and effective security.
  – Need to balance security and resilience with usability and efficiency
0. Integrate “resilience” with security.

• Shift of IT risk assessment, continuation of operations, and disaster recovery to the IT Security Office
  – Already implemented
  – Search underway
1. Elevate and focus user engagement and experience.

- Create a new organization, IT Experience and Engagement (ITE²), reporting directly to the VPIT&CIO
  - User engagement
  - Experience design and improvement
  - Communications and outreach
- Primary customer facing organization for short-term engagements
- Service provider to all of IT
- ITE² to be led by Claire Gilbert
2. Consolidate and unify identity management, services, and infrastructure.

- Move Identity Management and Services into SETI to create a new organization, Secure Identity Services (SIS), reporting to the VPIT&CIO
  - Identity management services
  - Certificate management
  - Directory and authentication middleware
  - Quality assurance and verification

- Strong connection to ITSO for security and identity management policy

- SIS to be led by Mary Dunker
3. Elevate role of and devote more energy to engagement and partnerships

• Create new position in VPIT&CIO office for engagement and partnerships, with a primary, but not sole, focus on external outreach and partnerships

• Position will also cover IT policy function

• Brenda van Gelder will fill this role, reporting to the VPIT&CIO
4. Position Enterprise GIS as an enterprise-level service

• Move Enterprise GIS into Enterprise Systems
5. Make NI&S support for university safety and security more explicit

• Shift point-of-contact for VTPD and OEM to NI&S
Longer term organizational goals

• Consolidate and unify customer-focused service offerings, consulting, and brokering

• Foster and accelerate innovation in information technology
Organizational realignment is only a small part of our opportunity

- The value of the Division of IT is the value we bring to the core missions of the institution – learning and research – and the value we add to others that add value (administrative functions)
- Each of us is responsible to do our absolute best to enable services useful to the university
- We must explore and understand the future to create it
- We need to move to anticipate the emerging needs to have a chance to provide satisfy those needs
- We must be proactive – taking action on what is in our authority and partnering where we can