

## Organizational Models For Information Technology

<b>Centralized</b>	<b>Institutionalized</b>	<b>Compartmentalized</b>	<b>Decentralized</b>
<p><b>Summary:</b> All or most IT services are consolidated and controlled by a central campus organization. The prototype is the Computer Center with control over computing through a mainframe computing environment.</p>	<p><b>Summary:</b> All or most IT services are coordinated through a comprehensive information technology organization with a mission of aligning its services with campus-wide academic, student services, administrative, and infrastructure planning.</p>	<p><b>Summary:</b> Key IT services used campus-wide (e.g., administrative computing, networking) are directed by a central IT organization, but sub-units may still exercise much independent control of use of those services. Many discrete IT services are independently controlled by other units across campus.</p>	<p><b>Summary:</b> All or most IT services are controlled by individual sub-units of the campus. Key shared infrastructure may be controlled by a central IT unit (e.g., networking) but that unit has little direct control over campus-wide use of IT.</p>
<p><b>Leadership:</b> IT leadership tends to be computer and technology centric, with minimal coordination or planning to meet needs outside the central IT organization.</p>	<p><b>Leadership:</b> IT services are coordinated centrally by a Chief Information Officer, who's primary responsibility is to work with other campus leaders to advance the institutional mission and priorities through technology.</p>	<p><b>Leadership:</b> IT leadership exercises direct control over those services under the central IT organization and may have substantial influence over the use of those services by others. However, many IT services still operate under independent direction.</p>	<p><b>Leadership:</b> IT leadership is diffuse. Numerous IT sub-units have independent and uncoordinated leadership. Influence of central IT leadership is limited to immediate central IT organization, if such a unit exists.</p>
<p><b>Strategic Alignment:</b> Focus is on the IT unit. The IT unit may have a strategic plan, but outcomes are focused on IT-centric issues. Alignment with academic and student strategic needs may be particularly weak.</p>	<p><b>Strategic Alignment:</b> Focus is on institutional strategic needs. IT planning is integrated into the institutional planning process, with coordination of sub-unit needs occurring at the institutional level.</p>	<p><b>Strategic Alignment:</b> Focus is on meeting independent needs of sub-units involved in use of IT, with some independently aligning with campus strategies.</p>	<p><b>Strategic Alignment:</b> Focus is on needs of sub-units of the campus.</p>

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<p><b>Budgeting:</b> The central IT unit controls most IT budgeting campus-wide. However, academic information technology and desktop support are often considered not part of central IT and are budgeted separately.</p>	<p><b>Budgeting:</b> Most shared IT services used campus-wide are budgeted by the central IT organization. That organization also works with other units to avoid duplication, gain economies of scale, and increase efficiency of IT purchasing and operations.</p>	<p><b>Budgeting:</b> The central IT unit budgets for its own services and also for some services shared campus-wide (e.g. networking). Other IT units budget separately without institutional coordination.</p>	<p><b>Budgeting:</b> Independent budgeting for IT is done by each unit and sub-unit of the campus.</p>
<p><b>Academic Support:</b> Academic technology services are either run independently by the central IT organization or are not considered part of IT operations.</p>	<p><b>Academic Support:</b> The integration of technology into the teaching and learning process is embedded in institutional planning for information technology. Close relationships exist between the central IT organization and both Academic Affairs and Student Affairs to align support services for faculty and students with institutional priorities.</p>	<p><b>Academic Support:</b> The central IT organization operates shared services such as networking and may also operate large campus-wide academic systems (e.g. learning management systems). Many academic services are still operated independently within college, discipline-based and other units.</p>	<p><b>Academic Support:</b> Academic disciplines provide primary support. Widely used academic technology services are often under the Provost, while student technology services are either in Student Affairs or spread across campus.</p>
<p><b>Business Processes:</b> Process improvement is often limited to only those functions supported by central ERP systems (e.g. CMS). Adaptions are rarely made for localized needs</p>	<p><b>Business Processes:</b> Central IT organization supports strategic business process improvements based on input from users and from academic, student, administrative, and other divisions.</p>	<p><b>Business Processes:</b> The central IT organization handles many shared business processes, but many shadow systems still exist in other IT units. Adaptions of central processes may be made to meet local needs on <i>ad hoc</i> basis.</p>	<p><b>Business Processes:</b> Many processes are handled independently by separate IT organizations. Many shadow systems exist, with disparate and uncoordinated processes.</p>

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<p><b>Innovation and Local Needs:</b> Focus is on meeting key central needs, with little attention to adaptations needed for local needs. Standardization and use of common systems is optimized.</p>	<p><b>Innovation and Local Needs:</b> Central IT emphasizes standardized common approaches whenever benefit accrues institution-wide. Innovation is encouraged whenever it is required to meet local needs not being met by standard approaches.</p>	<p><b>Innovation and Local Needs:</b> Central IT emphasizes standardization and local unit IT tends to emphasize innovation that responds to local needs. Conflict often occurs between these approaches.</p>	<p><b>Innovation and Local Needs:</b> Focus is on meeting the needs of individual subunits and disciplines. A premium is placed on the ability to quickly adopt innovative solutions to IT problems.</p>
<p><b>Human Resources:</b> IT positions sometimes exclusive to central IT organization.</p>	<p><b>Human Resources:</b> Compensation and classification decisions reviewed by CIO and HR to ensure consistency, lack of duplication of effort, effective use of resources, and alignment with strategic goals.</p>	<p><b>Human Resources:</b> Some standardization of IT compensation and classification occurs, but no review is done to ensure alignment with institutional planning.</p>	<p><b>Human Resources:</b> Classification and compensation decisions largely made independently by disparate units.</p>
<p><b>Advantages:</b> Technology staffing and infrastructure may be stronger, due to increased focus of this approach on technology itself.</p>	<p><b>Advantages:</b> Exhibits advantages of standardization, coordination, and economies of scale, without losing advantages of attention to local needs and innovation.</p>	<p><b>Advantages:</b> Some efficiency is gained through institutional attention to some campus-wide services, while non-central IT staff remains focused on meeting local needs and innovation.</p>	<p><b>Advantages:</b> IT staffing and resources are often more readily accessible to faculty. Local needs do not have to adapt to institutional needs.</p>
<p><b>Disadvantages:</b> Local needs and innovation tend to get overlooked, as standardization and efficiency are emphasized. Coordination with other units across campus tends to suffer. Technology itself may be over-emphasized.</p>	<p><b>Disadvantages:</b> Attention to combination of institutional and local needs can be less efficient than more centralized models.</p>	<p><b>Disadvantages:</b> Local needs and institutional needs tend to be administered separately, resulting in contentious relations between central IT and IT in other units. Considerable inefficiency results in higher costs.</p>	<p><b>Disadvantages:</b> Institutional priorities tend to be superseded by attention to local needs and innovation. Duplication of effort is common, with the resulting costs of providing IT services being substantially higher.</p>