These minutes represent a summary of the content and character of each meeting and are not meant to be an exhaustive list of the comments made. Also, these notes are an initial attempt to understand the academic issues on campus; we will return to gather additional information as necessary.

ATTENDEES
Bruce Maas, UITS
Wendy Luljak, UITS
Lana Dyer, UITS
Kathy Heath, UITS
John McCarragher, UITS
David Crass, UITS
David Stack, UITS
Gregory Bird, Citizen Observer
Kate Sullivan, UW System
Jon Jenson, Project Manager, State of Wisconsin Department of Administration
Jim Vander Heiden, HGA
Philip Parsons, Sasaki
Tyler Patrick, Sasaki

SUMMARY
A. Overview
1) CIO’s Roles and Responsibilities
   - Articulate possibilities and realism
   - Educate
   - Ensure that the process is good and pure
• Be visionary
• Not be authoritarian or controlling

2) Challenges to Success
• The CIO role as the leader of campus IT planning is not broadly understood or accepted across campus.
• Problem of reconciling a campus of creative and independent thinkers with the practicality that is necessary for effective IT planning and management.
• The campus has a history of ad hoc approaches
• Introduction of best practices approach four years ago
• Commitment to training and development
• Organizational changes based on matrix management
• Balance wants versus needs. Need to ensure needs are being met first and foremost.
  o Do not jump to solutions; dedicated to process
  o Move from emotional to objective
• Multiple roles
• No strategic plan for IT to support the academics – very hard to do from the unit level; difficult to do from the middle.
• Difficult to establish relationships and trust
• Use multiple ways of pushing out information – hitting mid-level people but are not reaching senior-level people effectively.
  o Monthly newspaper spreads, monthly CIO Briefings, monthly governance meetings
  o Podcasts
• Master Plan Process needs to legitimize the role of UITS
• Learning Technology Center – reports to academic affairs, not CIO; same relationship with Libraries
  o LTC supports development of coursework – pedagogy with online software. (Subject experts); UITS supports non-D2L infrastructure

3) Financial Considerations
• IT infrastructure has a history of under-funding: there is no cold site back-up and no live back-up off main data center, both of which involve a high level of risk
• Need for investment model of budgeting
  • Make decisions based on total cost and long-term considerations. View things from end to end.
  • Set aside funds for the renewal of technology.

B. Physical Space Attributes
1) Space Needs:
• UITS has a history of being flexible when it comes to space; however, they are not always in agreement about the space they are given. UITS does not want to be held accountable for known inefficiencies that arise from their location (example: if Creative Services was moved to a location two miles off-campus); Bottom line – actions have implications.
• UITS’s distributed presence was not a strategic decision but rather was an outcome of other decisions.
• Visibility is important to the success of UITS, in terms of physical presence but also in terms of communication.
C. Collaboration and Community

1) Collaboration

- UITS "leads from the middle." They partner with individuals across campus to get things done. One example is the Andover System, which is a partnership with police for security systems. This ensures a common framework and consistency, provided people use it; culture works against common solutions, and common solutions are necessary for a distributed campus.

- Fiber requires solid relationships in the community to acquire the necessary network lines. This requires time and a lot of planning. The Water Institute is a challenge, but the relationships are there. UITS is already working in Wauwatosa area to investigate spreading coverage and how to do it in cooperation with nearby institutions.

Next Steps

1. Document meeting minutes.

2. Return for field work, data collection, and additional meetings May 20-22.

3. Perform data and site analysis throughout the summer.

4. Present initial analysis findings in the fall.

The information above will stand as recorded unless Sasaki receives written comments within five days of the distribution date from a recipient requesting an amendment.