Final decisions regarding our Information Technology organization.

Office of the Chancellor
UNC CHARLOTTE

Dear colleagues,

Information technology is fundamental to the work of our faculty and staff, to student success, and to all University operations at UNC Charlotte. The evaluation of the existing and proposed new Informational Technology organization that we embarked upon two years ago has required significant time, analysis, and resources, and the careful consideration of occasionally conflicting perspectives. In all, our consulting partners, BerryDunn, recorded nearly 4,000 points of feedback during the review.

The iterative process that we have used to get to this point has, I know, brought some undesirable but understandable uncertainty in what the final decisions might be. But I want to assure you that I have been personally engaged in this discussion, not only in conversations with our vice chancellors and deans, but in personally reading and reviewing all of the comments and criticisms that you have submitted in each round of discussion, including comments from 62 individuals sent in during the fall semester.

In fact, as a result of the fall semester commentary, I asked Mike Carlin and BerryDunn to assess once again seven positions with respect to where those specific employees should be placed within the IT organization. That review included a review of previously collected information as well as follow-up telephone calls with affected employees. That process led to some further changes to the proposed organization, and I have asked that the specific analysis completed with respect to the work of each employee be shared with the appropriate vice chancellor, dean, or supervisor so that the reasons for an employee's placement in the organization can be understood.

Apart from concerns expressed about the organizational placement of specific employees, the largest area of concern expressed was reduced access to IT resources. I can assure you this will not be a significant issue since, as you will see from the decisions I announce today, 99 percent of the distributed personnel are expected to continue to work in their current office locations, and 80 percent remain dedicated to supporting unit-specific services. No unit will lose their tech support, and services will not be discontinued. Additional broad concerns raised and their resolutions are detailed in these **FAQs**.

In any event, thank you for your ongoing engagement with this process.

After reflecting on the latest round of feedback, I have decided to create a new One IT organization, the Office of One IT. You can see the **final One IT organizational chart here**.

Effective immediately, Dr. Mike Carlin, Vice Chancellor for Information Technology, is charged with making this new organization a reality on July 1, 2020, the start of the new fiscal year. In between today and the July 1 transition date (which is most important for budgetary and human resources reasons) and into the summer, we will take the time necessary to address

collaboratively the many details associated with this organizational change. I have established four working groups for this purpose: 1) Budget, co-chaired by Anne Brown and Jesse Beauman; 2) Communications, co-chaired by Aimee Hawkins and Beth Caruthers; 3) Customer Service, co-chaired by Alex Chapin and Beth Rugg; and 4) Human Resources, co-chaired by Gary Stinnett and Pat Barber.

I have approved the budget allocations necessary to implement this organizational change. Over the remainder of this spring semester, a top priority will be to fill vacant leadership positions in the new organization. Deans, directors, and unit leads will be heavily involved in recruiting Business Relationship Leaders (BRLs) for the colleges and the Academic Affairs support teams. Recruitments currently underway for other vacant positions can continue as is, but the One IT leadership team will collaboratively manage recruitment efforts with affected units as new vacancies may occur.

An important consideration in my final decision is that two administrative divisions -- Business Affairs and Student Affairs -- had already taken proactive steps to reorganize the delivery of IT services consistent with the goals of One IT. To take full advantage of the experience gained to date in those two areas, I have decided to waive formal searches for filling two of our new BRL positions. Accordingly, Chad Motsinger will assume the BRL role for Student Affairs, Advancement, and Athletics, while David Tobelman will assume the BRL role for Business Affairs and Institutional Integrity.

The immediate impact on IT staff and their supervisors should be minimal unless someone is tasked with participating in one of the four working groups. Current reporting structures, roles, responsibilities, and budgets will remain the same until July 2020. Current supervisors should conduct performance reviews following the standard HR process. Moreover, even after reporting lines have been changed after July 1, BRLs will be responsible for consulting with colleges or other units served by individual employees for the purpose of completing employee performance evaluations and recommending discretionary compensation adjustments as they may be funded by the NC General Assembly (largely for EHRA employees under the current rules).

The same collaborative approach will be used when vacancies occur in positions that support principally one college or unit. Although final decisions on the assignment of any given position will be made by the One IT leadership, it is my explicit expectation that consultation will occur with those units most affected.

In sum, on July 1, 2020, One IT will become fully operational: the **Office of One IT** will be created in the Banner Finance and HR systems, the budget will be established, personnel positions and funding will be transferred from distributed units to One IT, and staff will report to their One IT supervisor. This **broad timeline** shows the phased creation of One IT.

While you may note that the implementation deadline is one day after my formal retirement, rest assured that the Board of Trustees fully supports this decision. That support will extend to my successor.

Mike Carlin plans to host a Town Hall at 10 a.m. on Wednesday, January 29, in the Student Activity Center, Salons A-E, to discuss these changes and our general approach. We encourage attendance either online or in person. Additional information will be sent out closer to the event. In the meantime, you can email questions about the implementation of One IT to **OneITquestions-group@uncc.edu**.

Although these are major changes, UNC Charlotte is no stranger to change. From our very beginning as an institution and especially during my time here, we have responded effectively to changes in technology, the ways in which we teach and research, and the needs of our internal and external constituencies. I trust that you'll approach these new challenges in the same collegial manner that has always made UNC Charlotte such a great place to work.

Cordially,

Philip L. Dubois
Chancellor