IT Centralization at CWRU: The Path from IT to [U]Tech

CONCLUSION

In the end, as the process of centralization is fully realized, changes are experienced concentrically over three major areas: internally within UTech, within the University and externally to beyond the University.

Within the new organization of UTech, staff experience the organization as a positive place to work and to make ongoing contributions. There is an openness between staff allowing for fluid and constructive communication and creating an authentic camaraderie. Staff perceive themselves as one team working together, mutually productive and supportive. There is constant evaluation of direction, allowing for trimmed sails and efficient, nimble movement through work. Trust among staff is implicit, allowing individuals to question and challenge each other without risk of animosity or insecurity.

This environment will enable UTech to retain talented staff. By enhanced ability to provide training and increased exposure to a variety of projects, the staff will continue to grow professionally and also to recognize its own value. The new environment provides more opportunities for professional stretching and also creates a culture that such stretching is safe and encouraged by colleagues and leadership. Staff profile is elevated and recognized as engendering a sense of pride and mutual accomplishment.

By combining the disparate IT management centers, UTech enjoys a new discovery of existing talent within its new organization that was formerly hidden in distributed areas. The division celebrates having the attitude and skills it needs most, and is able to make intelligent assignments and innovations.

The benefits of centralization within the larger University are that UTech is embraced as a trusted partner as a result of conscientious relationship-building throughout the process that emphasized one university and shared goals. UTech emerged from a philosophy of collaboration instead of empire building and has

proven its commitment by money saved through contract review and resource sharing. Its participation in multiple RFP's demonstrates UTech's willingness to partner on various university projects and serve as a shepherd as needed.

By taking and modeling a broader view of technology, UTech is fully engaged in strategic thinking across university. UTech's leadership shows the way to access to additional resources and provides visibility of