

# Your Assignment

You've just come from the President's Cabinet meeting where there was a robust conversation about research competitiveness at your University. Your Dean of Physical Sciences was lamenting about losing a top candidate and that the research computing environment played a role in the candidate's decision to accept another offer. The Engineering Dean chimes in and said he lost a candidate with a similar story last year.

A robust discussion ensues about where the University currently stands and the need to build a stronger Research Computing capability. But budgets are constrained. The Dean of the Social Sciences states that when she was at another University, they had shared computing for these types of needs, and it was "very easy" to spin up what you needed. "Why can't we have something like that here?" she asks. The Engineering Dean, a 20-year veteran at the University, comes back with, "Our needs are different from yours. We should have the ability to build the types of environments that meet the needs in our labs."

At the end of the end discussion, a task force is pulled together, and you (as CIO) are a member. But before leaving the room, the President pulls you aside and asks you to "drive this to the right conclusion; move fast, but keep the price tag reasonable."

You go on your way, starting the digest all that just transpired in the last 45 minutes. You've been with the University for about 18 months, and you've implemented some basic improvements in the administrative arena. But THIS IS RESEARCH – a bigger impact and more at stake for you and your team. This is also the first time the President has pulled you aside and asked you to do something for her.

As you start to collect your thoughts and devise a strategy, consider the material we've discussed on leadership and Kotter's 8 Steps of Change.

Your tables will be divided into Team 1 and Team 2

- Both teams will discuss and decide which 3 characteristics from the "EDUCAUSE/JISC" model are most critical in this scenario
- Team 1 will also outline their strategy for Kotter's first 3 steps in "creating a climate for change"
- Team 2 will also outline their strategy for Kotter's steps 4-6 for "engaging & enabling the whole organization"

You have 15 minutes to discuss and then a few minutes to summarize your discussion back to the group