Eric Hawley, Ph.D.
CHIEF INFORMATION OFFICER

> *" I have never seen a change so great, or so effective in the short amount of time it took Dr. Hawley to reorganize central IT. I'm a believer and a supporter. "*
> - Dean of Engineering, H. Scott Hinton

Summary

People come first.
In the rapidly changing world of technology, constants remain: relationships. In IT organized well, the focus is on people and helping them achieve. Can we build something so great that people will want to use it voluntarily? I believe we can. I have a long history of successfully breaking down the battles of centralization vs. decentralization and arriving at a place of balance, transparency, and benefit. **Partnerships. Progress.**

- Enterprise IT Leader of the Year, searchCIO, 2013
- Accomplished leader, persuasive consensus builder
- Adept at aligning vision, mission, and strategy to results
- Skilled fiscal and HR manager: transparent and inclusive
- Top rated professor in IT Strategy and Networking
- Proven executive performance

Associate VP for IT (2005-Present) and Chief Information Officer (2011-Present)

Utah State University
Top level IT executive for Utah's premier land-grant research-extensive University, responsible for comprehensive academic and operational technology strategy, organization, service, and support for over 28,000 students and 3,000 faculty and staff, across 6 major campuses and 29 counties.

SELECTED ADMINISTRATIVE/STRATEGIC/TECHNICAL IMPACTS

- Unified independent central IT units with a total staff of over 100 FTE to realign central IT focus on benefit to the institution. Developed Utah State University's premier Information Technology unit from the ground up and subsequently extended the model to the University system at large. This included a system-wide grassroots effort to shift the mindset of IT from enforcement and control to one of innovation, partnership, trust, transparency and support. (A successful effort of coordination and communication, not wholesale centralization.)
- Led the IT integration of Utah System of Higher Education's first institutional merger – integrating the multi-campus College of Eastern Utah into Utah State University: standardizing systems, networks, process, and technologies (administrative and academic) to create a "One USU" experience. This included major ERP and process change involving e-procurement, reporting, HR, student, finance, and financial aid.
- Led charges in coordinating CIOs across all 8 institutions in the Utah System of Higher Education in developing system-wide shared services, including a unified SaaS-based learning management system, licensing, legislative appropriation, and private cloud infrastructure.
- Led multi-year, multi-million dollar projects to replace and upgrade all major information technology core systems and process, from infrastructure to services, to better enable Utah State University's mission. Including implementation of Internet 2, NET+, InCommon, and Eduroam services and a complete service-oriented identity and authorization management system to ensure rapid, accurate, automated and consistent provisioning and de-provisioning of services across the system, resulting in better "time to service," security, and efficiency.
- Led a technology effort to successfully and comprehensively integrate over 88 of Utah State University's nation-wide education sites, centers, and campuses with USU's main academic and administrative campus. Coordinated with UEN (Utah Education Network) and other statewide agencies to complete the last phase of creating a statewide ten-gigabit backbone extending USU's high-performance IP-based services to all of Utah's populations, rural and urban.
- Developed Utah State University's first 100% Wireless Campus, now extended statewide.
- Integrated numerous learning and teaching technologies into the classroom and LMS, including lecture capture, web conferencing, and Box.
- Negotiated and brought in Cache County's first redundant data path to the valley, resulting in increased growth of technical business to the Cache metropolitan area, including a "dark-fiber" research network infrastructure between USU and SLC metro-rings to leverage cooperative HPC/cyberinfrastructure efforts in better support of research computing, currently lit at 40Gbps.
- Created a strong outcome-focused technology research and development arm.
- Introduced the internationally accepted ITIL (IT Infrastructure Library) as a model framework for best-practice service based IT processes, organization, structure, and communication.
- Participated on the USU President's Blue Ribbon Task-Force for the reorganization, integration, and expansion of Continuing/Distance Education at Utah State University.
- Guided a major 7 million dollar statewide IP-video project to replace a national satellite digital-video delivery network. System is now responsible for the delivery of 78 degree programs, 16 hours per day, 6 days per week of interactive, synchronous class delivery.
- Implemented comprehensive training, education, and support programs for new and existing technologies to increase effectiveness.

SELECTED GOVERNANCE AND FINANCIAL MANAGEMENT IMPACTS

- Architected and implemented a successful enterprise IT funding model to ensure sustainable IT investment, including depreciation and replacement funding for all core systems and services that is successfully eliminating campus digital-divides (technology "have" and "have-nots") across academic, research, service, and outreach organizations, and campuses -- regardless of location.
- Implemented a strong IT project governance and oversight process to improve transparency and reporting and to ensure IT resources are applied first to those most strategic and important to the University.
- Successfully partnered with Utah State government entities for financial support and legislative funding of USHE and USU delivery systems that deliver on shared services and the land-grant promise. (Most recent proposal, a $2.1M USHE shared services security model.)

> *"Hawley… engenders a culture of voluntary participation at the university. Because of the trust he established… university users now want to work with IT, rather than be forced to engage with it -- or worse, avoid it altogether."*
> -Wendy Schuchart, SearchCIO senior editor.

Faculty – Huntsman School of Business (2008-Present)

Management Information Systems, Utah State University
Professionally qualified faculty developing curriculum and teaching two of the five required courses in the MIS Master's degree program.

- Create, teach, and maintain the University's first Information Technology Strategy graduate curriculum, linking practical experience and research-based approaches. (Courses reaches maximum enrollment every year.)
- Achieve exceptionally high evaluation ratings and comments from students. Regularly receive the highest teaching scores in the MIS department. (Student evaluations available upon request.)
- Developed and implemented a multi-state two day e-commerce training program for rural small business development in Utah, Idaho, Montana, Arizona, New Mexico, and Texas. (Western Region Small Business Development Center)
- Rebuilt academic curriculum for project management, networking and communications, e-commerce, and business information systems. Also adapted such curriculum for credit and non-credit, face-to-face, and distance-delivery modalities.
- Assisted in the development of CALFNES (Computer Assisted Literacy for Non English Speakers) aimed at helping migrant Hispanic children to learn to read and write in Spanish, then in English. The program has been recognized by the Mexican Federal Government.

Additional Employment, Service, and Appointment History (1995-Present)

Details on accomplishments and initiatives within these varying positions and appointments are available upon request.

BOARD/COMMISSION APPOINTMENTS

2015-Present:	State of Utah Technology Advisory Board (Gubernatorial Appointment)
2016-2017:	President, UT Association for Information Mgt.
2012-Present:	Chair (2016), Board, Cache Chamber of Commerce
2011-Present:	Director/Member, CC/Northern Utah Chamber Coalition
2012-Present:	Huntsman School of Business CIO Advisory Board
2012:	International Assoc. for CIS Journal review committee
2006-present:	Utah System of Higher Education CIO Board
2010-2012:	Utah Education Network Steering Committee
2009-2012:	New Mexico State University, IT Advisory Board
2005-2006:	President's Blue-Ribbon Commission, USU

UTAH STATE UNIVERSITY *(additional employment history)*
- 2004-2005: Executive Director, University Extension & CE Technology
- 2002-2004: Director, Extension Technology
- 2003-2008: Extension Technology Specialist

2001-2006:	Adjunct Faculty, Business Information Systems
2000-2003:	Lead Systems/Network Administrator, Extension/CE
1998-2000:	Systems/Network Administrator, Extension
1996-1998:	Programmer
1995-1996:	Youth Programs Coordinator

UNIVERSITY OF PHOENIX
- 2005-2010: Faculty & Curriculum Developer

CONSULTING/ADVISING

2011-present:	Gilfus Education Advisor
2008-present:	Coleman Research Group, Advisor
2013:	CIO Search Committee, Snow College
2012-13, 2016:	Texas A&M IT organizational consulting
2012-2013:	Judge, Sterling Scholar Awards
2004-2008:	Bridgerland Radio-Control
1999-2002:	KRT Drywall and Acoustics

Awards and Honors

- IT Leadership Awards (2013) - SearchCIO Enterprise IT Leader of the Year and the IT Engagement Award.
- IT Leadership Awards (2013) - Finalist in four categories: IT Leader of the Year, Cultural Engagement, Business Value, and IT Engagement. http://tiny.cc/hpa4tx
- Taggart-Ballard Award for Excellence, Administration (2006). Office of the Vice President for Extension and Agriculture. Utah State University.
- E.G. Peterson Award Nomination (2006). Extension's highest award, Utah State University.
- New Specialist Award (2005). Extension Specialists Association, Utah State University.
- Golden Mouse Award Nomination for excellence in integrating technology in teaching and learning. (2004). Office of the Provost, Utah State University.
- Vice-President's Award for Excellence - Team (2004). Office of the Vice President for Extension and Continuing Education, Utah State University.
- Early Career Award (2001). Epsilon Sigma Phi.
- Taggart-Ballard Award of Excellence (2000). For Exceptional Service to the People of Utah. Extension, Utah State University.
- PEA Scholarship (2000). Professional Employees Association, Utah State University.
- Governor's Honors Academy Award (1990). Office of the Governor, State of Utah.
- Sterling Scholar in Mathematics (1990). Region 10, Utah Sterling Scholar Program.

Education

Doctor of Philosophy in Education, Utah State University, November 2008
(Specialization: Management Information Systems, Dissertation on IT Organizational Realignment)
Master of Science in Business Information Systems, Utah State University, December 2002

Bachelor of Science in Computer Engineering, Utah State University, May 1999
(Minors: Mathematics, Computer Science, Portuguese)

Appendix information on additional certifications, professional affiliations, publications, media mentions, presentations, and teaching evaluations available on request. (Including Educause Review, ComputerWorld, The Treasury Institute, EFM, SearchCIO, ACUTA, etc.)

VITAE APPENDIX

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344 W. 300 S.   Eric.Hawley@usu.edu
Providence, UT 84322-4420   http://www.linkedin.com/in/erichawley

BOARD/COMMITTEE/UNIVERSITY/COMMUNITY SERVICE EXPERIENCE:
- Board Appointment. (2015-Present). State of Utah Technology Advisory Board, Appointed by Governor Gary Herbert.
- President. (2016-2017). Utah Association for Information Management (The premier association for IT leaders in the intermountain area with ~200 Utah-based and regional CIOs engaging in knowledge exchange, networking, and leadership training/mentoring. http://aimutah.org Board of Directors since 2014.
- Chair. (2016). Executive Committee and Board of Directors, Cache County Chamber of Commerce. Board of Directors since 2012.
- CIO Search Committee. (2013). Snow College, Ephraim, UT.
- Director, Cache County Chamber of Commerce Board, Executive Committee, Legislative Committee. (2012-present).
- International Association for Computer Information Systems, Journal/Conference Review Committee. (2012-present).
- MIS Advisory Board, Huntsman School of Business, Utah State University (2011-present).
- Northern Utah Chamber Coalition Directing Member (2012-present).
- New Mexico State University IT Advisory Academy Board Member (2009-present).
- University Outsourcing Committee Member (2011-2012).
- Utah System of Higher Education Network, Infrastructure, Systems, Storage, and Telecommunications Committee Co-Chair (2008-present).
- University Alternative Work Models Committee Member (2008). State CIOs, Utah State University.
- University Transmission Communications Committee Chair (2007-present). Utah State University.
- Utah System of Higher Education State CIO Working Group Member (2006-present). Utah System of Higher Education Utah System of Higher Education
- Utah Education Network Steering Committee, Gubernatorial appointment (2011-2012)
- Utah Education Network (UEN) Technical Steering Sub-Committee (2006-2012);
- Unified Messaging Committee Chair (2006-2007). State CIOs, Utah System of Higher Education.
- President's Blue Ribbon Task Force Committee Member (2005-2006). Utah State University.
- University IT Director's Council, member (2004-2006). Utah State University.
- Innovation Campus IT Committee, member (2004-2006). USU Research Foundation.
- Community IT Board, member (2004-2005). Cache County Chamber of Commerce and Utah State University.
- President (2004-2005). Extension Continuing Education Association, Utah State

University.
- Search Committee for Position of Vice-President of Information Technology, member (2004). Utah State University.
- Planning Committee, member (2003-2006). Extension Continuing Education Association, Utah State University.
- University Wide Infrastructure and Networks Committee, member (2003-2004). Utah State University.
- Security Week Committee, member (2003). Networking and Computing Services, Utah State University.
- E-Commerce Issue Team, member (2002-present). Extension, Utah State University.
- Information Technology Oversight Committee, member (2003-2004). Utah State University.
- Vice-President's Advisory Council, member (1998-2000). Extension, Utah State University.

SELECTED ARTICLES & PRESENTATIONS:
- *Have Your Cake and Eat It Too: Combining Security and Usability for Sensitive Data.* (September, 2016). CIOWorks/BoxWorks. San Francisco.
- *Ellucian Live Keynote Panel.* (April, 2016). Ellucain ELive General Session. Denver.
- *CIO Panel.* (February, 2016). Texas A&M University System Technology Summit. Galveston. https://www.youtube.com/watch?v=toG-znQGcYg
- *Change, People & the Evolution of Security Culture.* (February, 2016). Texas A&M University System Technology Summit. Galveston. https://www.youtube.com/watch?v=RL0ELdm3S9s
- *Teaching and Learning Technologies.* (January, 2015). Westnet CIO. Tucson.
- *Change ahead: The anti-security.* (November, 2014). Touchnet ComTec. Kansas City.
- *PCI-Use Cases On Campus* (November, 2014). Touchnet ComTec Panel. Kansas City.
- *User Centric IT.* (October 2014). Gartner Symposium Panel. Orlando.
- *Brain-numbingly Strategic.* (July, 2014) EDUCAUSE Review, https://er.educause.edu/~/media/files/article-downloads/erm14410.pdf
- *Change and the Evolution of Security Culture.* (April 29, 2014). The Treasury Institute for Higher Education. Chicago.
- *Finding an Enterprise Solution for Distributed Research.* (Dec. 6, 2013). EDUCAUSE, http://www.educause.edu/ero/article/finding-enterprise-solution-distributed-research
- (Media Mention) *IT grapples with personal cloud storage use.* (October 7, 2013). Computerworld, pp. 20-21 http://www.computerworld.com/article/2485569/data-center/it-grapples-with-personal-cloud-storage-use.html
- *Security Tradition & Strategy.* (June 2013). Westnet, Boise State University.
- *Change is Difficult.* (May, 2013). Utah Banner Users Group Annual Conference Dinner Keynote.
- *Stopping the Battles: Unify IT.* (February, 2013). Texas A&M University.
- *A Tale of Two Approaches (IT Reorganization)* (September, 2012). itSMF USA Higher Education Special Interest Group.

- *Making Department and Central IT Work Together.* (July, 2012). Campus Technology Magazine. http://campustechnology.com/articles/2012/07/19/making-central-and-departmental-it-work-together.aspx
- *Next Steps Beyond BYOD: Security Zoning, Guest Access, and Capacity* (2012). Campus Technology Forum. Long Beach, CA.
- *5 Questions and the New CIO* (2011). Westnet. Tucson, AZ.
- *5 Questions and the New CIO* (2011). Utah IT Symposium. Salt Lake City, UT.
- *Learning Management Systems - Panel* (2011). NG Education Summit. Hot Springs, VA.
- *Digital Imaging* (2010) 4H Leadermete. St. George, UT.
- *Centralization vs. Decentralization: Meeting in the Middle with Shared Services* (2010). Partners in Business. Logan, UT.
- *Centralization vs. Decentralization: Meeting in the Middle with Shared Services* (2010). Campus Technology Summit. Phoenix, AZ.
- *Merging Institutions: USU and CEU.* (2010). Westnet. Boulder, CO.
- *Reorganizing IT* (2010). Utah IT Symposium. Salt Lake City, UT.
- *Strategic Unification in IT Functional Realignment* (2008). Technical Paper at Association for Computing Machinery SIGUCCS Fall Conference. Portland, OR.
- *Digital Photography* (2008). Career and Technical Education Family and Consumer Sciences Conference. Kaysville, UT.
- Online Financial Essentials (2008). Career and Technical Education Family and Consumer Sciences Conference. Kaysville, UT.
- *Western Style E-Commerce Training* (2008). Lead Trainer/Presenter, Two-Day Small Business Training. Moscow, ID.
- *Western Style E-Commerce Training* (2008). Lead Trainer/Presenter, Two-Day Small Business Training. Bozeman, MT.
- *Western Style E-Commerce Training* (2008) Lead Trainer/Presenter, Two-Day Small Business Training. Sidney, MT.
- Electronic Communication with Customers (2008). Presentation and Training at Regional Diversified Agriculture Conference. Logan, UT.
- *E-Commerce Marketing and Technology* Overview (2007). Southwest Marketing Network. Flagstaff, AZ.
- *Centralizing IT Services in Higher Education* (2007). Microsoft Higher Education Symposium. Chicago, IL.
- *Four Ways, Two Approaches to Selling Online* (2007). Senator Bennett's Entrepreneurial Sustainable Agriculture Conference. Logan, UT.
- *E-commerce Development and Planning* (May, 2006). Seminar at Cashing in On Business Conference. Howard College, Big Spring, TX.
- *Technology and the Small Business* (February, 2006). Presentation and workshop at the Diversified Agriculture Conference. Cedar City, UT.
- *Voice over IP* (October, 2005). Presentation at faculty certification training, University of Phoenix, Murray, UT.
- *E-Commerce Approaches and Connections* (May, 2005). Multiple presentations at the SRDC E2 Entrepreneurship & E-Commerce Conference. Oklahoma City, OK.

- *Living Online* (March, 2005). Present at Issues 2005 Community Conference. Heber City, UT.
- *Selling Online* (February, 2005). Presented at the Diversified Agriculture Conference. Brigham City, UT.
- *Internet and Computer Security* (August 2004). Presented at the Utah Farm Bureau Annual Retreat. Park City, UT.
- *Four Ways and Two Approaches to One Goal: Selling Online* (April 2004). Presented at the Four Corners Regional Conference on E-Commerce. San Juan College, Farmington, NM.
- *Imaging for the Internet* (April 2004). Presented at the Four Corners Regional Conference on E-Commerce. San Juan College, Farmington, NM.
- *E-Commerce Overview* (April 2004). Presented at the Four Corners Regional Conference on E-Commerce. San Juan College, Farmington, NM.
- *Classes of E-Commerce* (February 2004). Presented at the Community Vitality Initiatives (CVI) conference. Las Vegas, NV.
- *Computer and On-Line Financial Tools* (February 2003). Presented at the Utah Farm Bureau Women's Conference. Murray, UT.
- *Digital Imaging* (November, 2003). Presentation at the Weber County Holiday Fair and Conference. Weber State University, Ogden, UT.
- *Personal Digital Assistants* (2002 and 2003). Presented both years at the annual conference for the American Association for Adult and Continuing Education. Park City, UT.
- *Beginning Internet* (December 2002). Presented at the Smart Utah Exposition and Conference. Brigham City, UT.
- *It's a Thin, Thin World: Thin Clients in Higher Education* (May 2002) Presented at National Extension Technology Conference, Penn State University, PA.
- *Land, Air and Sea: An overview of wireless and streaming technologies* (August 2001). Presented at American Phytopathological Association (APS)/MSA/SON Joint Meeting. Salt Lake City, UT.
- *CALFNES: Computer Assisted Literacy for Non-English Speakers* (2001). Presentation with Hector Mendiola. Bridging the Digital Divide planning meeting. Omaha, NE.

AWARDS AND HONORS:
- IT Leadership Awards (2013) - SearchCIO 2013 Enterprise IT Leader of the Year. http://searchcio.techtarget.com/photostory/2240202726/The-SearchCIO-2013-Enterprise-IT-Leadership-Awards-The-Winners/8/Enterprise-IT-Leader-of-the-Year-Award-Eric-Hawley
- IT Leadership Awards (2013) - SearchCIO 2013 IT Engagement Award. http://searchcio.techtarget.com/photostory/2240202718/The-SearchCIO-2013-Enterprise-IT-Leadership-Awards-The-Winners/6/IT-Engagement-Award-winner-Eric-Hawley#contentCompress
- IT Leadership Awards (2013) - Finalist in four categories: IT Leader of the Year, Cultural Engagement, Business Value, and IT Engagement. http://searchcio.techtarget.com/feature/Creativity-and-innovation-the-hallmarks-of-CIOs-IT-centralization

- Taggart-Ballard Award for Excellence, Administration (2006). Office of the Vice President for Extension and Agriculture. Utah State University.
- E.G. Peterson Award Nomination (2006). Extension's highest award, Utah State University.
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- Early Career Award (2001). Epsilon Sigma Phi.
- Taggart-Ballard Award of Excellence (2000). For Exceptional Service to the People of Utah. Extension, Utah State University.
- PEA Scholarship (2000). Professional Employees Association, Utah State University.
- Governor's Honors Academy Award (1990). Office of the Governor, State of Utah.
- Sterling Scholar in Mathematics (1990). Region 10, Utah Sterling Scholar Program.

ACADEMIC CREDIT COURSE DEVLOPMENT AND TEACHING
IN-PERSON, FACE-TO-FACE
- MIS 6610, IT Strategy
- BIS 6950/5950, Computer Systems and Security
- BIS 6200, Business Data Communications
- BIS 5100/5110, Project Management for Business and Technology
- MIS 5300, Advanced Data Communications
- NTC 410, Networks and Telecommunications II
- CIS 319, Computers and Information Processing

DISTANCE EDUCATION, ONLINE, OR OVER TECHNOLOGY
- BIS 3100, Overview of Business Information Systems
- MIS 5300, Advanced Data Communications
- BIS 5100/5110, Project Management for Business and Technology
- BIS 6400/5400, Local-Area-Network Management and Design
- BIS 6200, Business Data Communications
- NTC 410, Networks and Telecommunications II
- CMGT 578, Information Systems Strategic Planning

TEACHING EVALUATIONS
Regular semester for-credit course evaluations from 2002 to present are too numerous to include here, but without exception, every course taught (approximately two per year) have ranked as the highest in his department and on average 1 to 2 points (on a 6 point scale) higher than both college and university averages.

Evaluation Comments from Students:
- "Extensive knowledge of subject with good real world examples."
- "We need to clone you so your 8 twins can teach all MIS courses!"
- "Eric is the best instructor in the MIS department, he knows his stuff."

- "More real world than most MIS courses."
- "Eric is patient and explains things extremely well."
- "Project requirements fit very well with course content."
- "The instructor made great use of his technical and professional background to bring relevance to the material."
- "Best course I've ever taken, and this is my last semester."
- "Instructor was very enthusiastic about the subject matter and was understanding to all students' needs."
- "Instruction was filled with stuff I can use every day. Mr. Hawley makes class fun!"
- "Very up to date – incorporated a lot of valuable info on newer technologies."

EMPLOYMENT HISTORY:

UTAH STATE UNIVERSITY

2011-Present:	Chief Information Officer
2005-Present:	Associate Vice President for Information Technology
2008-Present:	Adjunct Professor, Huntsman School of Business
2004-2005:	Executive Director, University Extension & Delivery Technology
2002-2004:	Director, Extension Technology
2003-2008:	Extension Technology Specialist
2001-2006:	Adjunct Faculty, Business Information Systems
2000-2003:	Lead Systems/Network Administrator, Extension/Cont. Ed
1998-2000:	Systems/Network Administrator, Extension
1996-1998:	Programmer
1995-1996:	Youth Programs Coordinator

UNIVERSITY OF PHOENIX

2005-2010:	Faculty & Curriculum Development

EDUCATION:
- Doctor of Philosophy in Education, Utah State University, November 2008 (Specialization: Management Information Systems)
- Master of Science in Business Information Systems, Utah State University, December 2002
- Bachelor of Science in Computer Engineering, Utah State University, May 1999 (Minors: Mathematics, Computer Science, Portuguese)

ADDITIONAL CERTIFICATIONS:
- ITIL Master Training (2006). Hewlett Packard.
- Foundations IT Service Management Certification (2006). EXIN International, itSMF, Office of Government Commerce.
- Integrated Faculty Certification (2005). University of Phoenix.
- IRB Research Certification (2004 and 2008). Institutional Review Board (IRB), Utah State University.

PROFESSIONAL AFFILIATIONS:

- ACM SIGUCCS, 2008
- IEEE, Computer Society, 1997-2010
- Epsilon Sigma Phi, 1999-2006
- Extension Continuing Education Association, 2002-2006
- Extension Specialists Association, 2004-2008
- Academy of Model Aeronautics, 2003-2008

PERSONAL INTERESTS / AVOCATIONS:
- Bicycling (both road and mountain), hiking, camping, backpacking, climbing.
- R/C Aircraft, video, and photography.

Be "better" than any other higher education IT organization in the country.

==**"BETTER" means:**==

BE EXPERTS - develop deep, deep knowledge in your areas of responsibility - know your stuff and be confident in your explanations and advice

BE CREATIVE PROBLEM SOLVERS - be thorough in your analysis and evaluation so that both the problems and solutions become clear whether they were obvious or not

BE RESOURCEFUL - always find a way to make positive things happen for people that turn to us for assistance - knock it out of the park for them and they will rely on us over and over

CREATE TIGHT, WELL-OILED PROCESSES - make it simple for the user - keep the complicated parts close to the center where the greatest expertise is maintained

CREATE WELL-WRITTEN COMMUNICATIONS - 100% accurate, clear, concise - make sure that people understand the importance of paying attention to the message - even if the reader won't like the information, make sure it is helpful and valuable

BE RELATIONSHIP BUILDERS - service is our entire purpose - our relationships with the people we serve will determine their perspective about our organizational value

BE ONE TEAM - perceptions about us individually reflect on the entire IT organization - help each other be successful

BE RELENTLESSLY OPTIMISTIC - we can always find a way - setbacks are NOT failures; they give us better perspective and more clarity

The Five Questions

1. Whom do we serve and what do they need to do?

2. What services do we provide so they can do what they need to do?

3. How do we know we are doing a great job?

4. How do we provide the service?

5. How do we organize?

Five more questions: Substitute do with should.