

# A SMART CAMPUS MANIFESTO EXECUTIVE STRATEGY BRIEF

## STRATEGIC LEADERSHIP CONVERGENCE

"The AI-enabled, sustainable smart campus is not a technology program...  
It is an institutional operating model."

By Steven C Burrell

### Driving Strategic Leadership Convergence

Smart campus success depends on the ability of leadership to bridge culture, governance, and operational gaps between Information Technology and Facilities. Technology and Facilities leaders must act as **Integrative Architects** and work closely with other executive colleagues to plan, promote, implement, assess, and govern the smart campus.

| Activity                                          | Actions                                                                                                                                                                                                                                                                           | Benefits of Expected Outcomes                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Identify Executive Sponsorship                    | Identify the <b>executive sponsor</b> of the smart campus initiative.                                                                                                                                                                                                             | Active executive sponsorship provides the essential cross-functional authority to dismantle organizational silos and align diverse stakeholders, ensuring that the smart campus evolves from a collection of technical pilots into a unified, sustainable institutional operating model.                         |
| Formalize IT and Facilities Co-Leadership         | <b>Establish Leadership Alignment and Shared Mandate.</b> Ensure the Chief Technology Officer (CTO) and Chief Facilities and Administrative Officer (CFaO) collaborate closely, combining their authority, influence, and resources to advance IT/OT strategy as a unified asset. | Moves leadership from tactical cooperation to a shared executive mandate, adopting "Leadership as Strategic Integration" to break down traditional boundaries and foster joint ownership of outcomes.                                                                                                            |
| Leverage Existing / Create new Unified Governance | <b>Establish a <i>Smart Campus Steering Committee</i></b> to align priorities, resources, and strategies across IT, Facilities, Sustainability, and Academics.                                                                                                                    | Implementing clear, transparent governance structures through councils or committees establishes clear decision rights, helping staff understand who makes decisions and why. Establishing joint steering committees and transparent processes helps ensure consistent, safe, and ethical scaling of innovation. |

| Activity                                                           | Actions                                                                                                                                                                                                                                                                                         | Benefits of Expected Outcomes                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Create a Unified IT/OT Strategy</b>                             | <b>Define joint objectives and key results (OKRS)</b> that reflect institutional needs and stakeholders' interests, and link IT and Facilities strategies                                                                                                                                       | By addressing governance and system gaps, institutions turn cultural friction into a strategic operating model that is secure, interoperable, resilient, and trust-driven. This transformation supports Accelerated Sustainability and Energy Goals, improves Health and Safety, boosts Institutional Resilience, enhances Occupant Experience, and optimizes costs throughout the full IT/OT lifecycle. |
| <b>Bridge the Cultural Chasm &amp; Smooth Operational Friction</b> | <b>Bridge the "Wrench and Keyboard" Divide.</b> Mandate "Cross-Shadowing" and regular field visits (Gemba Walks) where network engineers understand the central plant and facilities mechanics observe the Security Operations Center (SOC). Establish joint operating rhythms and shared KPIs. | Cultural silos lead to turf battles where facilities may bypass security to maintain uptime, or IT may push patches that accidentally disrupt critical mechanical sequences                                                                                                                                                                                                                              |

Bridging the leadership divide—specifically the 'Bridge Problem' between Technology and Facilities—is essential for an AI-driven, sustainable smart campus. Traditionally, CTOs and CFaOs operate independently with different risk approaches, timeframes, and priorities: IT emphasizes the digital CIA triad (Confidentiality, Integrity, Availability), while Facilities focus on the SAS triad (Safety, Availability, Sustainability). Without intentional integration, this separation leads to systemic vulnerabilities, unmanaged 'Shadow OT,' and operational inefficiencies. To modernize effectively, these leaders must go beyond tactical collaboration and become 'Integrative Architects'—merging authority, budgets, and vision to treat the campus as a single cyber-physical entity. Closing this gap enables transformation of the built environment from isolated assets into a 'cognitive organism' that achieves energy efficiency, improves safety, and offers seamless, human-centered experiences crucial for institutional success.