

STEERING COMMITTEE REPORTING FRAMEWORKS: TRANSLATING TECHNICAL RISK INTO EXECUTIVE-LEVEL GOVERNANCE NARRATIVES FOR STATE CIOs

A FRAMEWORK FOR STRUCTURING TECHNICAL RISK REPORTING INTO DECISION-READY NARRATIVES FOR STATE TECHNOLOGY STEERING COMMITTEES

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ABSTRACT

State chief information officers and technology steering committees routinely receive technical risk information, security findings, project status detail, and infrastructure metrics, that are accurate but poorly suited to the decisions steering committees are actually asked to make. A steering committee convened to approve funding, prioritize remediation, or accept residual risk needs a narrative translation of technical findings into business and program consequence, not the underlying technical detail itself. Where that translation does not occur systematically, steering committees either receive reports too voluminous and technical to act on efficiently, or reports so simplified that material risk is obscured.

This research article presents a steering committee reporting framework for state CIOs, structured around a risk translation funnel that filters and reframes technical findings for executive consumption, a decision-ready brief content model, and a five stage reporting maturity model. The article examines how reporting format affects executive decision speed and presents a governance structure for sustaining reporting quality over time. Findings are illustrated with two-dimensional charts, including a finding volume funnel, a maturity distribution, a decision speed comparison, and a content composition breakdown, alongside grid style data tables throughout.

Drawing on public sector IT governance literature, executive communication research, and state CIO association guidance published through October 2023, this article finds that steering committees receiving decision-ready, narrative-framed risk reporting reach funding and remediation decisions substantially faster than committees receiving raw or lightly summarized technical reports, without sacrificing the accuracy of the underlying risk picture.

A steering committee does not need to understand the vulnerability. It needs to understand the consequence of leaving it unaddressed, and what it costs to fix it.

Source: Illustrative framing principle discussed throughout this article

Keywords:

steering committee, executive reporting, risk communication, state CIO, governance narrative, technical risk translation, decision-ready reporting, IT governance.

I. INTRODUCTION AND RESEARCH CONTEXT

State technology steering committees, typically composed of the CIO, agency executives, budget office representatives, and sometimes legislative or gubernatorial staff, are asked to make consequential decisions, funding approval, risk acceptance, project prioritization, based on information prepared by technical teams. The gap between how technical teams naturally document findings and what steering committees need to decide efficiently is the central problem this article addresses.

Research Objectives

- **Objective 1:** Characterize why raw and lightly summarized technical reporting fails to serve steering committee decision needs.
- **Objective 2:** Present a risk translation funnel and decision-ready brief content model for structuring executive risk narratives.
- **Objective 3:** Quantify the relationship between reporting format and executive decision speed.
- **Objective 4:** Provide a reporting maturity model, governance structure, and implementation roadmap for state CIO offices.

Scope and Methodology

This research draws on the following source categories, all published prior to November 2023:

- Public sector IT governance literature addressing state CIO reporting practices and steering committee structures.
- Executive communication and risk communication research addressing narrative framing for non-technical decision makers.
- State CIO association guidance and published governance frameworks addressing technology oversight structures.
- Academic and practitioner literature on translating technical risk into business consequence for executive audiences.

Steering Committee Decision Type	Information Actually Needed	Common Reporting Gap
Funding approval for remediation	Cost, consequence of inaction, and comparative priority against other funding requests.	Reports lead with technical severity ratings rather than cost and consequence framing.
Risk acceptance	Clear articulation of residual risk in business terms, with an explicit accountability owner.	Residual risk is often implied rather than explicitly stated and accepted.
Project prioritization	Relative risk and value comparison across competing initiatives.	Reports are typically organized by project rather than by comparative priority.

Who This Article Is For

This article is written primarily for three audiences within state government technology governance, each of whom interacts with the reporting translation problem from a different vantage point.

Audience	Primary Use of This Framework
State CIOs and deputy CIOs	Establishing or refining the overall reporting structure and governance ownership described in Section VIII.
Technical and security team leads	Understanding how their findings should be triaged and translated before reaching executive audiences, per Sections III and IV.
Steering committee members and liaisons	Recognizing what a well-structured brief should contain, enabling more effective feedback to the reporting function.

Readers primarily interested in the technical mechanics of risk scoring or vulnerability management will find this article's focus narrower than that; its scope is deliberately limited to the communication and governance layer sitting between technical risk management and executive decision-making, not the underlying technical risk assessment methodology itself.

II. WHY TECHNICAL REPORTS FAIL STEERING COMMITTEES

Understanding the reporting framework proposed in this article requires first understanding the specific ways in which conventional technical reporting fails to serve steering committee needs.

Common Failure Modes

Failure Mode	Description	Consequence for the Steering Committee
Volume without prioritization	All findings are presented with equal visual and narrative weight regardless of actual risk severity.	The committee cannot efficiently identify which findings warrant its limited attention.
Technical vocabulary without translation	Findings are described using technical terminology unfamiliar to non-technical committee members.	Committee members either disengage or make decisions without fully understanding the stakes.

Missing cost and consequence framing	Findings describe the technical issue but not its financial or programmatic consequence if unaddressed.	The committee cannot weigh the finding against competing funding priorities.
Absent recommended action	Findings are reported without a clear recommended next step or decision being requested.	The committee is left to infer what action, if any, it is being asked to take.

The Funnel Illustrated

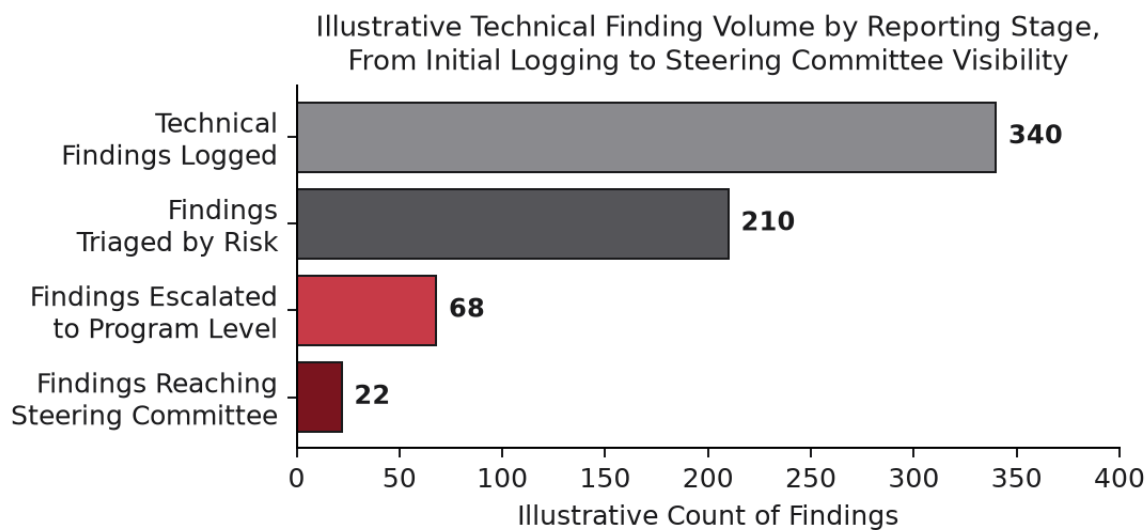


Figure 1. Illustrative technical finding volume by reporting stage, from initial logging to steering committee visibility.

Figure 1 illustrates a characteristic pattern: technical teams log a substantial volume of findings, but only a small fraction should reasonably reach steering committee attention. The reporting framework presented in Section III formalizes the filtering and translation steps between these stages, ensuring that the fraction reaching the committee is both appropriately small and appropriately well-framed.

III. THE RISK TRANSLATION FUNNEL

The risk translation funnel is the structural mechanism by which the large volume of technical findings illustrated in Figure 1 is filtered and reframed into the small set of items appropriate for steering committee review.

Funnel Stage Descriptions

Stage	Description	Primary Actor
Technical findings logged	All findings identified through security scanning, audits, or operational monitoring are logged in a tracking system.	Technical and security teams
Findings triaged by risk	Findings are scored against a consistent risk rubric considering severity, exploitability, and business impact.	Risk management or security governance function
Findings escalated to program level	Findings meeting a defined risk threshold are aggregated and framed in terms of program or agency-level consequence.	Program management office or agency IT leadership
Findings reaching steering committee	Only findings requiring executive decision, funding, or risk acceptance are presented, using the content model in Section IV.	CIO office or governance reporting function

Design Principles for the Funnel

- **Principle 1: Consistent filtering criteria.** Each stage of the funnel should apply a documented, consistent filtering criterion, not ad hoc judgment, so that similar findings are treated consistently regardless of which technical team identified them.
- **Principle 2: Filtering, not discarding.** A finding that does not reach the steering committee should still be visible to appropriate mid-level governance functions; the funnel filters what reaches the top, not what is tracked at all.
- **Principle 3: Threshold calibration.** The threshold determining which findings escalate to steering committee level should be reviewed periodically, since a threshold set too low re-creates the volume problem in Figure 1, while a threshold set too high risks omitting material risk.

IV. THE DECISION-READY BRIEF CONTENT MODEL

Findings that pass through the risk translation funnel in Section III must still be structured appropriately to support efficient steering committee decision-making. This section presents a content model for the resulting decision-ready brief.

Illustrative Content Composition of a Decision-Ready Steering Committee Brief

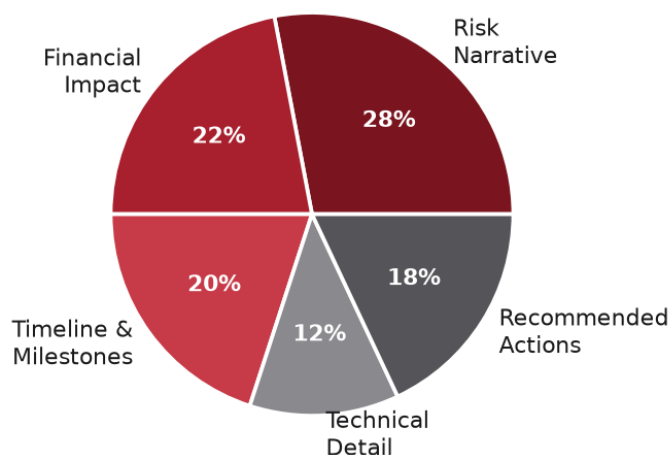


Figure 2. Illustrative content composition of a decision-ready steering committee brief.

Content Model Components

Component	Description	Illustrative Share of Brief
Risk narrative	A plain-language description of the risk and its consequence if unaddressed, without technical jargon.	28 percent
Financial impact	The cost of remediation and, where estimable, the cost of inaction.	22 percent
Timeline and milestones	The urgency of the decision and any relevant deadlines affecting the recommended timeline.	20 percent
Technical detail	A concise technical summary, presented last and kept brief, for committee members who wish to review it.	12 percent
Recommended actions	A clear, specific recommendation and the decision being requested of the committee.	18 percent

Why Technical Detail Comes Last

The content model in Table 5 places technical detail near the end of the brief and allocates it the smallest share of content, an intentional design choice. Leading with risk narrative and financial impact ensures that committee members with limited time absorb the decision-relevant information first, while technical detail remains available for members who want it without gating the committee's ability to act.

V. FRAMING TECHNIQUES FOR RISK NARRATIVES

Beyond content structure, specific framing techniques improve how effectively a risk narrative communicates consequence to a non-technical executive audience.

Framing Technique Comparison

Technique	Description	Example Application
Consequence-first framing	Leading with what happens if the risk is not addressed, rather than what the risk technically is.	"Continued delay exposes the agency to X" rather than "System lacks control Y."
Comparative framing	Positioning a risk relative to other known risks or industry benchmarks the committee can relate to.	Comparing a finding's severity to a previously discussed, well-understood prior incident.
Cost-of-inaction framing	Quantifying, where possible, the cost of delaying a decision alongside the cost of acting.	Presenting both remediation cost and estimated cost of a resulting incident if unaddressed.
Accountability framing	Making explicit who bears responsibility for the risk if the committee does not act.	Stating plainly that continued operation without remediation constitutes an accepted risk, and by whom.

Every risk narrative should answer three questions in order: what happens if we do nothing, what does it cost to fix, and what decision are we being asked to make today.

Source: Illustrative framing heuristic for decision-ready briefs

Common Framing Pitfalls

- **Pitfall 1:** Overstating urgency on every finding erodes the committee's ability to distinguish genuinely urgent items from routine ones, a pattern sometimes called alert fatigue in a governance reporting context.
- **Pitfall 2:** Framing a risk purely in terms of compliance obligation, without articulating the underlying operational or financial consequence, often fails to motivate timely action from a committee weighing many competing priorities.

A Worked Framing Comparison

The distinction between technical framing and executive framing is easiest to see side by side. Table 10 presents an illustrative single finding, an unpatched vulnerability in a public-facing case management portal, framed first as a technical team would naturally document it, and second as the content model and framing techniques in this section would restate it for a steering committee brief.

Framing Approach	Illustrative Text
Unframed technical documentation	"CVE-2023-XXXXX affects the application server's authentication module. CVSS base score 8.1. Exploitable via crafted session tokens. Patch available in vendor release 4.2.1."
Consequence-first, decision-ready framing	"A known vulnerability could allow an attacker to bypass login controls on the public benefits portal, exposing applicant records. Remediation costs an estimated \$40,000 and two weeks of downtime during a low-traffic window. Continued exposure risk grows the longer remediation is delayed. Requesting committee approval to proceed this quarter."

- **Observation:** Note that the second framing in Table 10 never uses the term CVSS score or names the specific vulnerability identifier, yet communicates materially more of what the committee actually needs: what could go wrong, what it costs to fix, and what decision is being requested.

Written Versus Verbal Framing in Committee Settings

The content model and framing techniques described above apply most directly to the written brief circulated ahead of a steering committee meeting, but many committees also expect a brief verbal walkthrough during the meeting itself. The two modes benefit from slightly different emphasis.

Mode	Primary Purpose	Framing Emphasis
Written brief	Provides the complete record committee members can review independently before or after the meeting.	Full content model per Table 5, with all five components present.
Verbal walkthrough	Orients the committee quickly and surfaces the specific decision being requested at the moment of discussion.	Consequence-first framing and the recommended action alone; financial and timeline detail referenced rather than fully restated.

- **Practical guidance:** A verbal walkthrough that simply reads the written brief aloud wastes the committee's limited meeting time; it should instead orient the committee to the decision and invite questions, trusting that members who want full detail have already had access to the written brief.

VI. DECISION SPEED AND REPORTING FORMAT

The reporting format used to present a given finding has a measurable relationship to how quickly a steering committee reaches a decision on it.

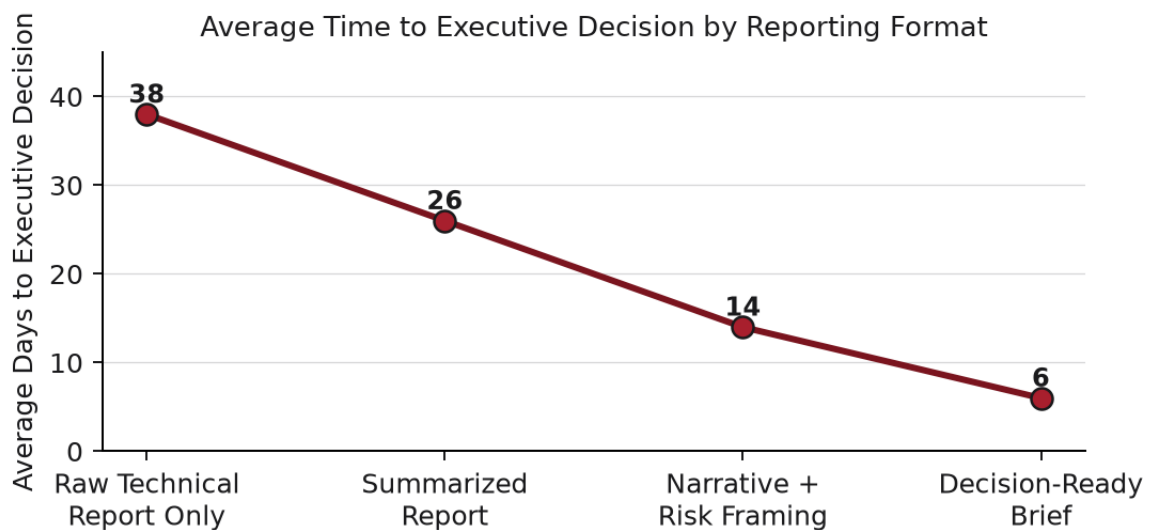


Figure 3. Average time to executive decision by reporting format, illustrative.

Interpreting the Decision Speed Pattern

- **38 days, raw technical report:** Raw technical reports, without translation, are illustrated requiring an average of 38 days to reach a decision, the slowest format examined, consistent with committees needing to request clarification or additional context before acting.
- **6 days, decision-ready brief:** Decision-ready briefs, structured per the content model in Section IV, are illustrated requiring an average of 6 days, the fastest format examined.
- **Framing as the larger lever:** The improvement from summarized reporting to narrative plus risk framing is illustrated as the largest single-step gain among the four formats compared, suggesting that framing technique, not summarization alone, is the more significant driver of decision speed.

Decision Speed by Decision Type

Decision Type	Illustrative Average Decision Speed Improvement	Primary Driver of Improvement
Funding approval	Substantial improvement, consistent with the overall pattern in Figure 3.	Explicit financial impact framing per Section IV.

Risk acceptance	Moderate improvement, generally smaller than funding approval decisions.	Accountability framing per Section V, since risk acceptance decisions carry an explicit ownership question.
Project prioritization	Substantial improvement, particularly where comparative framing is applied.	Comparative framing per Section V, enabling efficient relative evaluation.

VII. THE FIVE STAGE REPORTING MATURITY MODEL

State CIO offices can be classified into one of five maturity stages describing their overall steering committee reporting readiness.

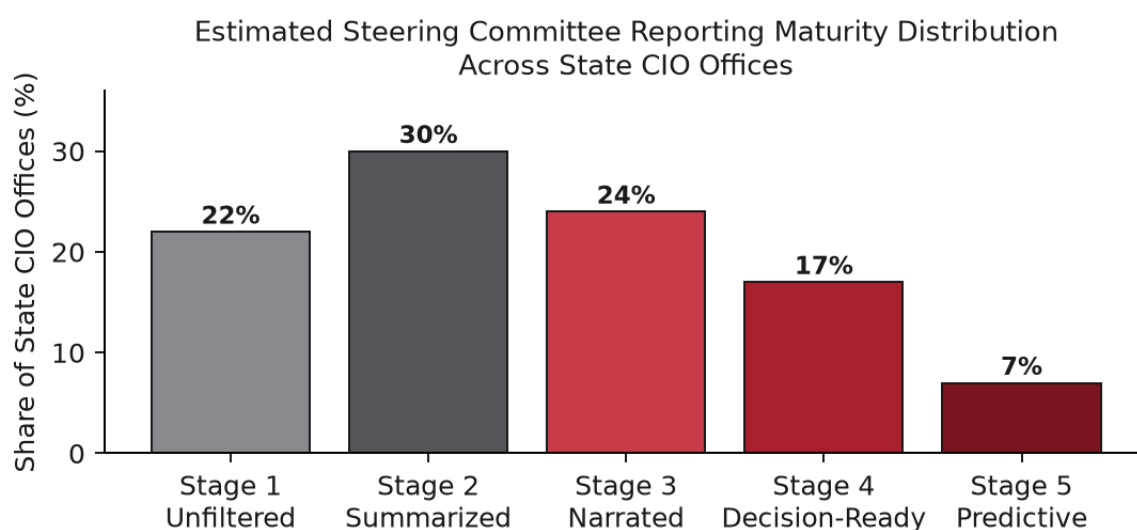


Figure 4. Estimated steering committee reporting maturity distribution across state CIO offices.

Stage	Name	Description
1	Unfiltered	Raw technical findings are passed to the steering committee with minimal or no filtering or translation.
2	Summarized	Findings are summarized and condensed, but retain technical vocabulary and lack explicit risk framing.
3	Narrated	A basic risk narrative accompanies findings, per Section V, though the funnel in Section III is not formalized.
4	Decision-Ready	The full content model in Section IV and risk translation funnel operate consistently across all reporting.
5	Predictive	Reporting anticipates likely committee questions and decision needs proactively, informed by prior decision patterns.

VIII. GOVERNANCE STRUCTURES SUSTAINING REPORTING QUALITY

Sustained reporting quality requires clear governance ownership over the risk translation funnel, content model, and framing standards described in prior sections.

Governance Roles

Role	Primary Responsibility	Relationship to the CIO Office
Risk translation owner	Maintains the triage rubric and escalation threshold described in Section III.	Typically reports to the CIO or deputy CIO.
Executive reporting lead	Owens the decision-ready brief content model and framing standards described in Sections IV and V.	Often a distinct role from technical risk management, emphasizing communication skill.

Steering committee liaison	Coordinates directly with committee members to understand recurring questions and information needs.	Provides feedback informing continuous improvement of the reporting framework.
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Common Governance Gaps

- The executive reporting lead role is frequently filled informally by whichever technical manager is available, rather than staffed with someone skilled specifically in executive communication and framing.
- Feedback from steering committee members about report clarity or usefulness is rarely collected systematically, limiting the reporting function's ability to improve over time.
- The escalation threshold determining what reaches the steering committee, described in Section III, is often set once at program launch and rarely revisited as the organization's risk profile evolves.

IX. TAILORING REPORTS TO STEERING COMMITTEE COMPOSITION

Steering committee composition varies across states and agencies, and reporting frameworks should account for the specific mix of technical and non-technical members typically present.

Committee Composition Patterns

Committee Composition Pattern	Reporting Implication
Predominantly non-technical executive members (agency heads, budget officials)	Content model should weight heavily toward risk narrative and financial impact, per Table 5, with minimal technical detail.
Mixed technical and non-technical membership	Technical detail section should be slightly expanded relative to Table 5, though still positioned last in the brief.
Inclusion of legislative or gubernatorial staff	Framing should anticipate potential public or political consequence, in addition to the standard financial and operational framing in Section V.

Adapting the Framework Without Abandoning It

- **Principle:** Tailoring should adjust emphasis and level of technical detail, not abandon the underlying risk translation funnel or content model structure described in Sections III and IV.
- **Practical trigger:** Where committee composition changes, for example following an election cycle bringing new appointees, the executive reporting lead should proactively reassess whether framing assumptions remain appropriate.

X. COMMON REPORTING FAILURE PATTERNS

Beyond the foundational failure modes described in Section II, several more specific failure patterns recur even within reporting programs that have adopted elements of the framework presented in this article.

Failure Pattern	Description	Corrective Approach
Escalation threshold creep	Over time, more findings are escalated than the threshold in Section III originally intended, recreating volume problems.	Periodic threshold review per Section VIII governance gaps.
Framing without follow-through	Risk narratives are well-framed but the brief lacks a clear recommended action, per the pitfall described in Section IV.	Enforce the recommended actions component as a mandatory, reviewed field in every brief.
One-size-fits-all reporting across dissimilar committees	The same report format is used regardless of committee composition differences described in Section IX.	Apply the tailoring guidance in Section IX systematically rather than ad hoc.
Stale framing assumptions after leadership turnover	Framing techniques calibrated for a prior committee membership continue	Reassess framing assumptions following committee membership changes, per Section IX.

	unchanged after significant membership turnover.	
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Early Warning Signs of Reporting Decay

Each failure pattern in Table 12 tends to develop gradually rather than appear suddenly, which makes early detection through observable warning signs more useful than waiting for an obvious breakdown.

Warning Sign	Underlying Failure Pattern It Signals	Recommended Response
Steering committee meeting length increases without a corresponding increase in decisions reached	Escalation threshold creep or framing without follow-through	Audit the most recent quarter of briefs against the content model checklist in Section IV.
Committee members ask clarifying questions the brief should have already answered	Consequence-first framing not consistently applied, per the pitfalls in Section V	Review recent briefs against the worked framing comparison in Table 10.
A previously well-functioning committee begins deferring decisions to a later meeting	Stale framing assumptions after leadership turnover, or mismatch with committee composition	Apply the tailoring and reassessment guidance in Section IX.
Technical teams report the same finding being re-escalated multiple times without resolution	Recommended actions component missing or insufficiently specific	Enforce the mandatory recommended action field described in the corrective approach above.

- **Observation:** Because these warning signs are behavioral, observable in how the committee interacts with reporting rather than in the reports themselves, the steering committee liaison role described in Section VIII is typically best positioned to notice them first.

XI. RISK ASSESSMENT AND MITIGATION PLANNING

Steering committee reporting programs carry risks distinct from, though related to, the underlying technical risks being reported, given the consequences of miscommunication at the governance level.

Risk	Likelihood	Impact	Mitigation Approach
Material risk filtered out by an overly aggressive escalation threshold	Moderate	High	Periodically recalibrate the threshold and audit filtered findings for missed material risk (Section III).
Oversimplified framing obscures genuine complexity requiring nuanced decision-making	Moderate	High	Preserve a concise technical detail section per Table 5 rather than eliminating it entirely.
Reporting framework not adapted to committee composition changes	Moderate to High	Moderate	Apply the reassessment trigger described in Section IX following membership turnover.
Executive reporting lead role understaffed or informally assigned	High	Moderate	Formalize the role with communication-specific skill requirements per Section VIII.

Risk Prioritization Guidance

- Filtering out material risk should be treated as the highest priority concern, since it directly undermines the governance function reporting is meant to serve.
- Oversimplification risk should be managed by preserving, rather than eliminating, a concise technical detail component, balancing accessibility against completeness.
- Role staffing and adaptation risks are best addressed structurally, through the governance roles and periodic reassessment practices described in Sections VIII and IX.

XII. IMPLEMENTATION ROADMAP

Translating this framework into an executable program requires sequencing funnel design, content model adoption, and governance formation.

Phase	Approximate Timeframe	Key Milestones
Funnel Design	Months 1 to 2	Document the triage rubric and escalation threshold per Section III.
Content Model Adoption	Months 2 to 4	Train technical teams on the decision-ready brief content model per Section IV.
Framing Standards Rollout	Months 3 to 5	Establish framing technique standards per Section V; pilot with a subset of upcoming briefs.
Governance Formation	Months 5 to 7	Formalize the governance roles in Section VIII, including the executive reporting lead.
Continuous Improvement	Months 7 onward	Collect committee feedback and operate the KPIs described in Section XIV.

Governance Cadence Reference

- **Before each steering committee meeting:** Review upcoming briefs against the content model checklist in Section IV before submission to the committee.
- **Following each steering committee meeting:** Collect committee feedback on report clarity and usefulness.
- **Annually:** Review escalation threshold calibration and conduct a full reporting maturity reassessment.

XIII. CASE PATTERNS AND INDUSTRY BENCHMARKS

This article synthesizes recurring patterns observed across published public sector IT governance and executive communication literature through late 2023, rather than reporting on a single named state's program.

Pattern Observed	Reported Association
Formal risk translation funnel with documented escalation threshold	Reduced volume of findings reaching the steering committee without increased missed material risk (Section III).
Decision-ready brief content model applied consistently	Faster average time to executive decision across all decision types (Figure 3).
Dedicated executive reporting lead role	More consistent framing quality compared to informally assigned reporting responsibility (Section VIII).
Systematic committee feedback collection	Continuous improvement in report clarity over successive reporting cycles.
Framework tailored to committee composition	Reduced instances of committee confusion or disengagement following membership changes (Section IX).

Cross-State Observations

- **Observation 1:** States with a single, centralized CIO office reporting to a unified steering committee reported more consistent framework adoption than states with fragmented, agency-by-agency reporting structures.
- **Observation 2:** Committees with legislative or gubernatorial staff participation placed disproportionate value on the accountability framing technique described in Section V, reflecting the political consequence dimension unique to that composition pattern.
- **Observation 3:** The transition from Stage 2, Summarized, to Stage 3, Narrated, in the maturity model was frequently reported as the most consequential single step, corresponding to the introduction of explicit risk narrative framing.

Relationship to Adjacent Governance Research

The reporting translation problem addressed in this article echoes a pattern observed across other areas of state technology governance: technical work, whether infrastructure modernization, release coordination, or capacity

planning, generates detail that must be deliberately translated before it can support executive decision-making. That translation function has appeared, in varying forms, across several adjacent governance contexts.

Adjacent Governance Context	Parallel to the Reporting Framework in This Article
Multi-system change advisory and release governance	A cross-system change advisory board translates technical change requests into a coordinated release decision, mirroring the risk translation funnel in Section III.
Cloud capacity planning and cost optimization governance	Cost composition and utilization data require translation into budget and procurement decisions, mirroring the financial impact component of the content model in Section IV.
CCWIS-aligned data quality and reporting architecture	A canonical data model translates fragmented source system data into consistent, governed reporting, structurally analogous to how the funnel in Section III consistently filters and reframes findings.

- **Common thread:** In each adjacent context, the translation function degrades without a clearly assigned, resourced owner, the same governance lesson reflected in the executive reporting lead role described in Section VIII.
- **Practical implication:** This suggests that a state CIO office investing in a mature steering committee reporting framework, per this article, may find much of that investment, particularly the translation and framing discipline itself, transferable to other governance reporting needs beyond risk and security findings specifically.

XIV. KEY PERFORMANCE INDICATORS FOR ONGOING GOVERNANCE

Sustaining steering committee reporting quality requires an ongoing measurement framework spanning decision speed, filtering accuracy, and committee satisfaction.

KPI	Definition	Illustrative Target
Average time to executive decision	Average days from brief submission to steering committee decision, benchmarked against Figure 3.	Consistent with or better than decision-ready brief benchmarks.
Escalation threshold accuracy	Percentage of filtered-out findings later confirmed, through audit, to have been appropriately excluded.	High, with periodic audit per Section VIII.
Committee feedback score	Periodic survey-based measure of committee member satisfaction with report clarity and usefulness.	Consistently high, tracked over successive reporting cycles.
Recommended action inclusion rate	Percentage of briefs including an explicit recommended action, per the content model in Section IV.	Full compliance across all briefs.
Reporting maturity stage progression	Composite score tracked against the five stage model in Section VII.	Steady progression toward higher maturity stages.

A reporting framework is only as good as the decisions it enables. Measure the decisions, not just the reports.

Source: Illustrative governance principle for this framework

XV. CONCLUSION AND RECOMMENDATIONS

Steering committee reporting for state CIOs requires deliberate translation of technical risk into executive-ready narrative, structured through a risk translation funnel and decision-ready content model rather than left to the ad hoc judgment of individual report authors. State CIO offices that adopt this structure consistently report faster executive decisions without sacrificing the accuracy of the underlying risk picture.

Summary of Key Findings

- Raw and lightly summarized technical reporting is associated with substantially slower steering committee decisions than narrative, decision-ready reporting.
- Framing technique, including consequence-first and accountability framing, appears to be a larger driver of decision speed improvement than summarization alone.

- Most state CIO offices examined remain in early reporting maturity stages, Summarized or Narrated, rather than the more mature Decision-Ready or Predictive stages.
- Governance ownership, particularly a dedicated executive reporting lead role, sustains reporting quality more reliably than informal, collateral reporting responsibility.

Recommendations

- **Recommendation 1:** Formalize a risk translation funnel with a documented, periodically recalibrated escalation threshold, per Section III.
- **Recommendation 2:** Adopt the decision-ready brief content model in Section IV, positioning risk narrative and financial impact ahead of technical detail.
- **Recommendation 3:** Apply consequence-first, comparative, cost-of-inaction, and accountability framing techniques systematically, per Section V.
- **Recommendation 4:** Establish a dedicated executive reporting lead role and collect systematic committee feedback to sustain reporting quality over time.

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