

IT Governance

Committee Charge and Membership

A committee was organized as part of the IRCC to address Information Technology governance structure. The committee membership included Karl Faser, Elmer Poe, Mike Dixon, Len Rhodes, Wendy Creasey, Robin Humphries, Rich Ramirez, Charles Peele, and Donna McDonald.

What is IT Governance?

IT Governance establishes the decision making process, defines accountability, and identifies responsibility for technology across the university. The IT governance structure is designed to create transparency in decision making and establish committee and cross campus communication. These practices will foster partnerships across campus, create efficiencies, define clear roles, and align the goals of ITCS to support the goals of the University.

Committee Objectives

The three main objectives of the IT Governance committee, in consideration of, and with respect to, current, standing IT committees, were to: (1) identify and recommend IT decision making authority, (2) delineate a clear flow of communication to ITCS from stakeholders and relevant IT committees, and (3) characterize a transparent and consistent process with which to approve external IT projects and obtain IT resources for complex IT projects.

Recommendations

- (1) We recommend the IT committee structure detailed within this report be adopted.
- (2) We recommend the communication flow illustrated in Diagram 2 be formalized in a manner that is easily understood by the ECU Community.
- (3) We recommend a central web resource be developed such as the IRCC web pages where relevant IT committee minutes can be posted for public viewing.
- (4) We recommend a web page detailing how to request services and resources from IT be developed.
- (5) In addition, we commend the efforts of IT and would like to reinforce our support for the development of an enterprise project management application and the identification of a project manager for each of the major functional areas.
- (6) Reinforce to all committee representatives they are on committees to represent a segment of the university. They are responsible for disseminating information and requesting feedback to their constituents.

Objective 1: (a) Establish IT Decision Making Authority and (b) the Flow of Communication from ECU stakeholders

- (a) The committee detail below illustrates the following points for IT Governance at ECU: (1) the committees that constitute the structure for IT Governance at ECU; (2) the charge of each these committees; (3) to whom the committee reports their decisions or to whom the committee passes recommendations for decisions to be made, (4) the frequency of the meetings; (5) a general summary of the desired type of membership composition of each of the committees; (6) and who appoints the members (Diagram 1).

Technology Executive Committee (TEC)

This committee sets the IT vision for the university and the IT strategic direction through input from the ECU community, campus representatives from Faculty Senate, Colleges, Libraries, and administrative units. The TEC makes IT strategic investment decisions, approves the IT funding model and budget structure, and establishes accountability for projects and investments. The committee decisions focus on aligning priorities with the university strategic plan and university leadership.

Reporting Structure

The TEC shares information with the Deans and Directors, Academic Council, Faculty Senate, the Executive Council, and other stake holders as appropriate. Based on scope and impact of decisions, the TEC seeks approval from the aforementioned groups as needed and receives decision recommendations or requests for approval from the IRCC when appropriate.

Meeting Frequency

The TEC meets monthly during the year and during the summer as needed.

Membership

Executives from each of the major university divisions and the executive administration serve on the TEC.

Information Resources Coordinating Council (IRCC)

The IRCC develops and recommends strategic direction for shared campus technologies and reviews and prioritizes IT projects to align with ECU strategic goals. This committee reviews campus wide initiatives, infrastructure changes, and technologies recommended by other technology committees. An important function of this committee is to facilitate collaboration and communication of IT across the enterprise. Decisions on when technology should be adopted and when technology is end of life are reviewed by this committee. Provides input on the student technology fee expenditures.

This committee makes recommendations on IT to the Technology Executive Committee for approval when appropriate. Sub-Committees are developed as needed on technological topics such as mobile, student email, and changing content management systems. Standing sub-committees include (1) IT Governance, (2) IT Strategic Planning, (3) Business Application Change Management, and (4) Web Oversight.

Reporting Structure

The IRCC shares information with community stakeholders and the Technology Executive Committee. Sub-Committees of the IRCC report recommendations and decisions to the IRCC. The IRCC makes recommendations for approval to the TEC when appropriate and is responsible for sharing decisions and actions to the TEC and community.

Meeting Frequency

The IRCC meets monthly during the year and during the summer as needed.

Membership

Committee membership includes senior leadership from across campus, distributed IT leaders, faculty senate, division and business representatives

Sub-Committees of the IRCC

IT Governance

IT Governance establishes who has decision making rights, accountability, and responsibility for technology across the university. The flow and sharing of IT decisions is also recommended by this committee.

Reporting Structure

The sub-committee makes recommendations to the IRCC.

Meeting Frequency

The sub-committee meets annually to review the IT Governance structure and/or as directed by the IRCC.

Membership

Members are appointed by the IRCC and CIO.

Strategic Planning

The IT Strategic Planning sub-committee meets bi-annually to review the IT Strategic Plan and make recommendations to the IRCC. During major revisions or special circumstances the committee meeting frequency will increase.

Reporting Structure

The sub-committee makes recommendations to the IRCC.

Meeting Frequency

The sub-committee meets annually to review the IT Governance structure and/or as directed by the IRCC.

Membership

Members are appointed by the IRCC and CIO.

Web Oversight

The Web Oversight committee is responsible for the strategy and decision making associated with the main website, directory structure from the main web site to the departmental level, content management usage, web templates, and web rules and regulations.

Reporting Structure

The sub-committee makes recommendations to the IRCC and has decision making authority of operational issues.

Meeting Frequency

The sub-committee meets monthly.

Membership

Members are appointed by the IRCC, CIO, and Executive Administration.

Business Application Change Management (Previously Banner Change Management and Expanded to include other Business Applications)

The BACM sub-committee reviews all changes to business applications to ensure the timely and coordinated deployment of business information systems and changes to these systems for the benefit of the University. The committee has primary governance over all custom developed and application packaged administrative software.

Reporting Structure

The sub-committee makes recommendations to the IRCC as needed and has decision making authority of operational issues.

Meeting Frequency

The sub-committee meets weekly.

Membership

Members are appointed by the IRCC, CIO, Business Units, and Executive Administration.

Objective 2: Flow of Communication from ECU stakeholders into ITCS

Diagram 2 details the flow of communication into ITCS from stake holders and how information can flow into the differing IT committees. All of the IT functional units have groups who can be considered their regular customer. For example, Academic Computing is frequently engaged with Deans through IT requests, changes in technology and impact with distributed IT, and through services provided to area representatives, such as lab coordinators. When issues are outside of the operational scope of Academic Computing, they would be presented to the CIO who would determine whether the decision topic needs to go before the IRCC, the TEC or if the decision could be made by the CIO. Additionally, all groups have an avenue of communication into the TEC, the IRCC, and the CIO through a transparent and open communication venue, as well as the cross section of representatives that are members of the TEC and IRCC. *To enhance communication of all IT related committees, it is recommended minutes from relevant committees identified by the CIO be posted on the IRCC web page with the goal of increasing transparency in decision making and communication by creating a central location for IT committee minutes.*

Objective 3: Requests of Complex IT Resources and/ or an IT Project Review

Units external to ITCS often have resource requirements that are complex and require approval from multiple departments and individuals throughout the university system, with proper sequence and timing of the different project phases being critical. Frequently, these projects are initiated by faculty or staff members who are first time project managers. Not only is

it important to support project managers as colleagues, but also because observance of the proper channels and sequencing improves the efficiency of requests and resources throughout the system.

The IT Governance committee recommends ITCS develop and host a web page that details how to interact with ITCS if there is a complex IT service or resource request or request for approval of a purchase. They can either (1) contact one of the IT directors or (2) submit a request through the Service Request system (Tech Excel). Regardless of the method of contact, we recommend that within 24 hours a project (resource) champion be appointed to ensure the request receives all of the required approvals and/or answers. Best method would include a ticket detailing the request submitted in the Tech Excel system; this will also serve to show the history of the request as it is reviewed by the various internal resources. The ticket should be very detailed, include IT resource responses, documentation shared, and any other pertinent information.

In consideration of two changes currently underway in ITCS that are related to improving project management and communication, the committee would like to reinforce these decisions with their support for (1) the development of one enterprise management application where the ECU community can view IT priorities, progress, and cost and (2) the designation of a project management resource in each of the primary areas of ITCS including but not limited to Academic Computing, Infrastructure, Networking, and Software Development Services. Both of these initiatives represent progress toward creating an improved enterprise project management system with the appropriate IT Governance in place.