Proposed IT Governance Structure

The structures described below result from discussions with the IT strategic planning consultants, internal discussions, and a review of peer institutions. The diagram depicts a long term plan which may take several years to implement with changes being made as the process unfolds. It is important to understand and agree upon the long term structure as well as identify those elements that should be implemented immediately.

Please provide constructive comments on the components of the governance structure, the description of those components (e.g. composition, authority, etc.) and the implementation priorities for 2013.
IT Council

IT Senate

Standing Committees

- Enterprise Applications
- Academic Computing
- Banner Priorities
- Research Computing
- Infrastructure
- User Support
**IT Council**

The IT Council represents the highest level decision-making body for IT campus-wide initiatives. All approved resolutions would be submitted to the president for final sign-off. It is proposed that the campus set aside funds to be used for IT strategic planning initiatives and that the IT Council has final approval over the use of those funds. Proposed initiatives may or may not require additional funding; those initiatives that are approved and do require funding would be considered for IT strategic planning funds or submitted to the UM budget committee for further consideration.

**Composition**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>Vice President for Academic Affairs</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>Vice President for Student Affairs</td>
</tr>
<tr>
<td>Administration &amp; Finance</td>
<td>Vice President for A&amp;F</td>
</tr>
<tr>
<td>Research and Development</td>
<td>Vice President for R&amp;D</td>
</tr>
<tr>
<td>External Relations</td>
<td>Vice President for External Relations</td>
</tr>
<tr>
<td>UM Foundation</td>
<td>CEO UM Foundation</td>
</tr>
<tr>
<td>IT Senate</td>
<td>Representatives as appropriate</td>
</tr>
</tbody>
</table>

**Responsibilities**

- Representation of university goals and objectives
- Review of central and unit IT strategic plans
- Prioritization of IT strategic initiatives
- Determination of acceptable business continuity risk levels
- Audit and oversight of IT Senate including confirmation of IT Senate memberships
- Approval of IT Senate proposals
- Allocation of IT strategic planning funds based on university requirements and determined risk levels
- Approval, amendment, or rejection of corrective action plans to the campus IT strategic plan proposed by IT Senate

**Logistics**

- A standing subcommittee of the Cabinet
- Meets quarterly
- Equal voting rights for each member
- Reports to the President
IT Senate

The IT Senate is proposed to be a strong decision-making body comprising representatives from all sectors across the UM campus. The purpose of the IT Senate is to provide a forum for initiation, evaluation, prioritization, and implementation oversight of strategic IT initiatives and the associated proposed IT strategic planning funds. The IT Senate would answer to the IT Council but have authority to make decisions and arbitrate conflict. The purpose of the IT Senate is NOT to oversee the operational activities and budgets of the various IT organizations on campus.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Campus Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology</td>
<td>• CIO – chair</td>
</tr>
<tr>
<td></td>
<td>• IT Representative (architect, deputy CIO)</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>• Director of Academic Affairs IT or AA IT representative</td>
</tr>
<tr>
<td></td>
<td>• AA representatives</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>• Director of Student Affairs IT</td>
</tr>
<tr>
<td></td>
<td>• SA representatives</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>• Director of Research IT or Research IT representative</td>
</tr>
<tr>
<td></td>
<td>• Research representatives</td>
</tr>
<tr>
<td>Administration &amp; Finance</td>
<td>• Director of A&amp;F IT or A&amp;F IT representative</td>
</tr>
<tr>
<td></td>
<td>• A&amp;F representatives</td>
</tr>
<tr>
<td>External Relations</td>
<td>• Director of UM Foundation IT</td>
</tr>
<tr>
<td></td>
<td>• External relations representative</td>
</tr>
<tr>
<td>Student Body</td>
<td>• STAP student or Resident Technology Assistant</td>
</tr>
<tr>
<td></td>
<td>• ASUM representative</td>
</tr>
<tr>
<td>Functional</td>
<td>• IT Security</td>
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<tr>
<td></td>
<td>• Purchasing</td>
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<td>• Legal</td>
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<td>• ASCRC</td>
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<td></td>
<td>• Faculty Senate</td>
</tr>
<tr>
<td></td>
<td>• Staff Senate</td>
</tr>
<tr>
<td></td>
<td>• other</td>
</tr>
</tbody>
</table>

Responsibilities

• Development and maintenance of a strategic plan for all Campus IT based on campus requirements and priorities
• Development and maintenance of an IT strategic planning fund budget and provision of advice to the IT Council on allocation of those funds
• Development/evaluation/prioritization of alternative proposals for IT initiatives, policies, and procedures based on standard template
• Assessment of progress on the IT strategic plan and production of associated reports
• Development and recommendation of corrective action plans when necessary
• Oversight of inter-departmental projects
• Create and organize functional standing ‘committees’
• Create and organize tiger teams when needed
• Recruit candidates and submit nominations for IT Senate membership to the Council - each year and upon interim vacancies
• Development and monitoring of SLA’s for all services

Roles
• CIO
  - Management of IT Senate meetings
  - Representation of national IT trends, initiatives
• Central IT
  - Representation of central IT resources, skills, and workload
  - Development and management of central IT SLAs
• Distributed IT
  - Representation of sector level technical trends and requirements
  - Representation of distributed IT resources, skills, and workload
• Representatives
  - Representation of sector level functional trends, requirements and priorities
  - Sector level advocacy and communication

Logistics
• Meets monthly
• Equal voting rights for all regular members
• Mechanisms for addressing attendance issues
• Staggered 3 year terms of office
• Reports to IT Council
• Operates on a grant of authority from the IT Council
Standing Committees

STRAWDOG COMMITTEE

Enterprise Application Committee

The Enterprise Application Committee would meet the UM campus need to provide uniform enterprise application assessment, prioritization, purchase, integration, and project management such that new applications meet set standards and a yet-to-be developed architecture. An enterprise application is defined as one that is used across campus sectors or has a significant integration requirement with other systems.

Composition

Representatives from

- Major business units: Finance, Admissions, Registrar, Alumni, Foundation, Executive
- Faculty
- Student Government
- Facilities
- Communications and community relations
- Legal
- IT

Responsibilities

- Development of enterprise system guidelines and evaluation criteria
- Development of enterprise application initiatives and associated budgets for the IT Strategic plan
- Evaluation and recommendation for implementation and retirement of enterprise systems.
- Identification, prioritization, and coordination of primary business and functional requirements for all new enterprise systems.
- Presentation of enterprise system initiatives and associated priorities, required funding, and conflicts to the IT Senate
- Oversight of development, maintenance, and testing of enterprise system implementation and business continuity plans
- Oversight of compliance with State and Federal mandates related to Information Technology
- Coordination of training and development efforts for staff

Roles

- Central IT
  - Provision of central system architecture and associated requirements
  - Provision of identity management schema
  - Provision of computing and storage requirements and associated cost
- Distributed IT
  - Provision of sector specific integration, authorization/authentication requirements
  - Provision of sector specific test plans and results
- Representatives
- Representation of purchasing guidelines
- Representation of sector requirements

**Logistics**
- Meets monthly
- Equal voting rights among all members
- Reports to IT Council
- Staggered 3 year terms
- Membership determined by IT Council
- Operates on a grant of authority by the IT Council
Banner Priorities Committee

Banner is a cross-campus enterprise system used by a wide variety of users. The process for the prioritization of changes required by the various sectors such as Student Affairs and Academic Affairs has not been established. The following oversight committee is suggested. The chair should be appointed by the president and should rotate yearly.

Composition

<table>
<thead>
<tr>
<th>Organization</th>
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<tr>
<td>Administration &amp; Finance</td>
<td>• A&amp;F management representative</td>
</tr>
<tr>
<td></td>
<td>• A&amp;F IT representatives</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>• SA management representative</td>
</tr>
<tr>
<td></td>
<td>• Director, SA IT</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>• AA management representative</td>
</tr>
<tr>
<td></td>
<td>• Director, AA IT</td>
</tr>
<tr>
<td>UM Foundation</td>
<td>• Director, UM Foundation IT</td>
</tr>
<tr>
<td>Information Technology</td>
<td>• Manager, EIS</td>
</tr>
<tr>
<td></td>
<td>• IT representatives</td>
</tr>
</tbody>
</table>

Responsibilities

- Representation of campus-wide interests in Banner functionality
- Understanding of sector priorities and criticality of desired functionality
- Development and management of a prioritized list of Banner requirements
- Presentation of Banner initiatives and associated priorities, required funding, and conflicts to the IT Senate
- Provision of project management for specific initiatives
- Communication of priorities and criticality of requirements to IT
- Communication of priorities and status to campus

Roles

- Central IT
  - Representation of Banner development workload and change control procedures
  - Representation of Banner interface standards
  - Status of Banner application testing
- Distributed IT
  - Representation of sector technical requirements and impact
  - Status of Banner functional testing
- Representatives
  - Representation of sector requirements
  - Campus communication

Logistics

- Meets monthly
- Rotating chair, appointed IT Senate
Implementation

2013 Priorities

1. IT Senate
2. Banner Priorities Committee
3. IT Council