Information Technology Council Charter

6/4/2014
Charge

The Information Technology Council promotes the effective prioritization and institutional efficiencies with respect to enterprise level IT planning and projects.

Background

The IT governance philosophy established as a result of the Organizational Effectiveness Initiative and described in this charge recognizes centers of expertise distributed across multiple IT organizations, as well as the need for coordination of UCSB IT activities and investments through communication and decision structures that “align IT planning with campus strategic objectives” (UCSB Information Technology Operational Effectiveness Committee, 2012). The IT Council was established as a campus-wide governance body assuring stakeholder representation and perspective in the evaluation, prioritization, and recommendation of enterprise IT projects and plans. With the creation of the Enterprise Technology Services organization (ETS) in October 2013, ITC has direct procedural association with the new CIO organization responsible for the implementation of enterprise projects, programs, and services (Executive Vice Chancellor, 2013).

ITC is chaired by the Chief Information Officer.

Scope/Responsibilities

- Evaluates, prioritizes, and recommends proposed enterprise IT projects and initiatives for Information Technology Board (ITB) approval, regardless of funding needs or sourcing.
- Ensures representative participation in campus-wide IT planning and awareness of inter-program and inter-unit impacts of enterprise IT proposals and implementations.
- Establishes and follows a rubrics-based process for reviewing enterprise IT projects and initiatives.
- Ensures documentation of financial and operational requirements for the successful implementation and sustainability of proposed projects.
- Enables the IT Board and subsequent funding deciders to render informed decisions regarding the approval and eventual funding of enterprise IT projects and initiatives.
- Recommends applicable IT projects and initiatives to the ITB for approval, funding (if applicable), and implementation.
- Maintains a communication strategy that informs the UCSB campus of enterprise IT project and initiative reviews and outcomes.
Authority

ITC derives its authority by delegation of the Executive Vice Chancellor (EVC). The EVC office is represented through the participation of an executive liaison.

Guiding Principles

- Focus on campus objectives, challenges, opportunities, and risks to align enterprise IT plans and projects.
- Assure a systematic review of prospective enterprise IT needs and outcomes through the perspective of major campus functions/lines of business (LOBs).
- Utilizes a rational, sustainable, rubric-based evaluation process to promote effective enterprise IT project planning and execution.
- Encourages institutional discipline and environmental awareness with respect to the timing and number of enterprise projects and initiatives.
- Encourages collaboration with and among campus IT organizations to maximize efficiency and overall campus IT capacity.
- Provides campus-level oversight for enterprise IT projects.
- Ensures assessment of and feedback to enterprise IT projects.
- Promotes campus awareness of enterprise IT projects and initiatives through effective communication.

Composition

Information technology is a ubiquitous resource supporting all University units. Given the complex organization of higher education institutions, clear lines of business (LOBs) are sometimes difficult to determine. However, ITC operates as a representative body encompassing major functional areas. These areas are not defined by organizational boundaries. Instead, they reflect significant and broad activities essential to the University’s operation. For example, human resources is a broad set of activities involving numerous staff positioned in units across the campus. Academic, administrative, and research functional areas comprise ITC - promoting the broadest representation of IT utilization, impacts, and challenges for all campus stakeholders.

Members are nominated by deans or lead administrative (vice chancellor or delegate) with oversight for the representative functional areas comprising ITC. Nominees are confirmed by the IT Board (ITB).
Members have functional knowledge of the nature of work required to support major University operational areas. They are IT users, rather than IT providers. Ex-officio, non-voting representation of campus infrastructure and information security is provided by Enterprise Technology Services to support relevant ITC information requirements.

Members serve 3-year terms from the date of appointment. Consecutive terms are permitted with the approval of the ITB.

**ITC members (status indicated) represent the following functional areas of the University (one seat each except where noted):**

- Academic/Instructional (4 seats): 2 faculty; 2 academic administrators
- Academic Senate
- Budget and Planning
- Communications/Outreach
- Extended Education
- Financial Services
- Human Resources
- Graduate administration
- Information Resources (Library)
- Development
- Physical Plant
- Procurement
- Research Administration/ORUs
- Student Support (2 seats)
- Undergraduate Administration
- Associated Students
- Graduate Student Association
- EVC Liaison

Ex Officio: Enterprise Infrastructure representative
Information Security representative

TOTAL ITC Membership: 22 voting seats, plus CIO. 2 supporting, non-voting seats.
ITC in the Enterprise IT Ecosystem

Residing in a larger campus IT ecosystem, ITC is the single campus mechanism for evaluating, prioritizing, and recommending enterprise level projects and initiatives for eventual approval and funding (if required). ITC is also a critical control mechanism for promoting the manageability and impacts, and timing of far-reaching IT projects. Further, Enterprise Technology Services relies on this process in order to establish appropriate project management and workflow to deliver relevant outcomes.
Below are representations of previous campus IT governance structures, followed by the proposed structure, roles, and process flows.

**Pre-2012 IT Governance Structure**

UCSB Faculty

- Academic Senate
- Deans & Department Chairs

UCSB Administration/Staff

- Chancellor & EVC
- IT Board
- ATPG
- ITPG
- EISPG
- SWG
- IMWG
- BEG
- MDG
- WSG
- IT Staff

**2012-2014 IT Governance Structure**

UCSB Faculty

- Academic Senate

UCSB Administration/Staff

- Chancellor & EVC
- IT Board
- IT Council
- Control Point Representative
Proposed Enterprise IT Projects Governance Model

Project Proposals Defined

- Sponsors
- Student Support
- Research IT
- IT Partners
- Academic IT
- Administrative IT
- Information Security
- Data Center

Stakeholders and/or Sponsors Express Needs, Opportunities & Challenges

New or Adjusted Needs & Challenges Sent to Advisory Groups

Advisory Committees

Project Proposal to IT Council Prepared in collaboration with Advisory groups

- IT Council
- IT Board

Campus Priority Setting/Outcomes Determined

- Sponsors

Coordinating Committee on Budget Strategy

Approved, Prioritized, and/or Funded Proposals Become Active Projects

Implementation/Projects Delivered

- Sponsors
- Steering Committee
- ETS Project Teams
- Subject Matter Experts

Project Barrenness Operational Service

Adopt/Review/Assess
Governance Functions

- Approval/Funding Decisions
- Priorities
- Impacts & Scope
- Needs & Preferences

IT Advisory Groups

Purpose: IT advisory groups are stakeholder bodies with functional affinity around a broad category of University activity. For example, the administrative IT Advisory Group includes numerous functions requiring IT tools to complete business tasks (accounting, payroll, admissions, recruitment, etc.). Advisory groups do not align with organizational structure. They are inherently unbounded and promote cross-unit discussion and assessment of IT issues and potential developments based on common utilization and reliance on relevant technologies.

An ITC member, who also assists in shepherding prospective group-supported projects through the assessment and prioritization process, facilitates each advisory group.

Project Sponsors

Purpose: Project sponsors are executives who validate, support, and promote effective adoption of enterprise IT projects. They are vice chancellor-level staff or their delegates who remain attached to a project through its lifecycle. Sponsors assure appropriate executive support and (in some cases) financing for large projects impacting units across campus. They are an important control in the enterprise project process. All proposed enterprise projects must have an executive sponsor prior to ITC consideration.