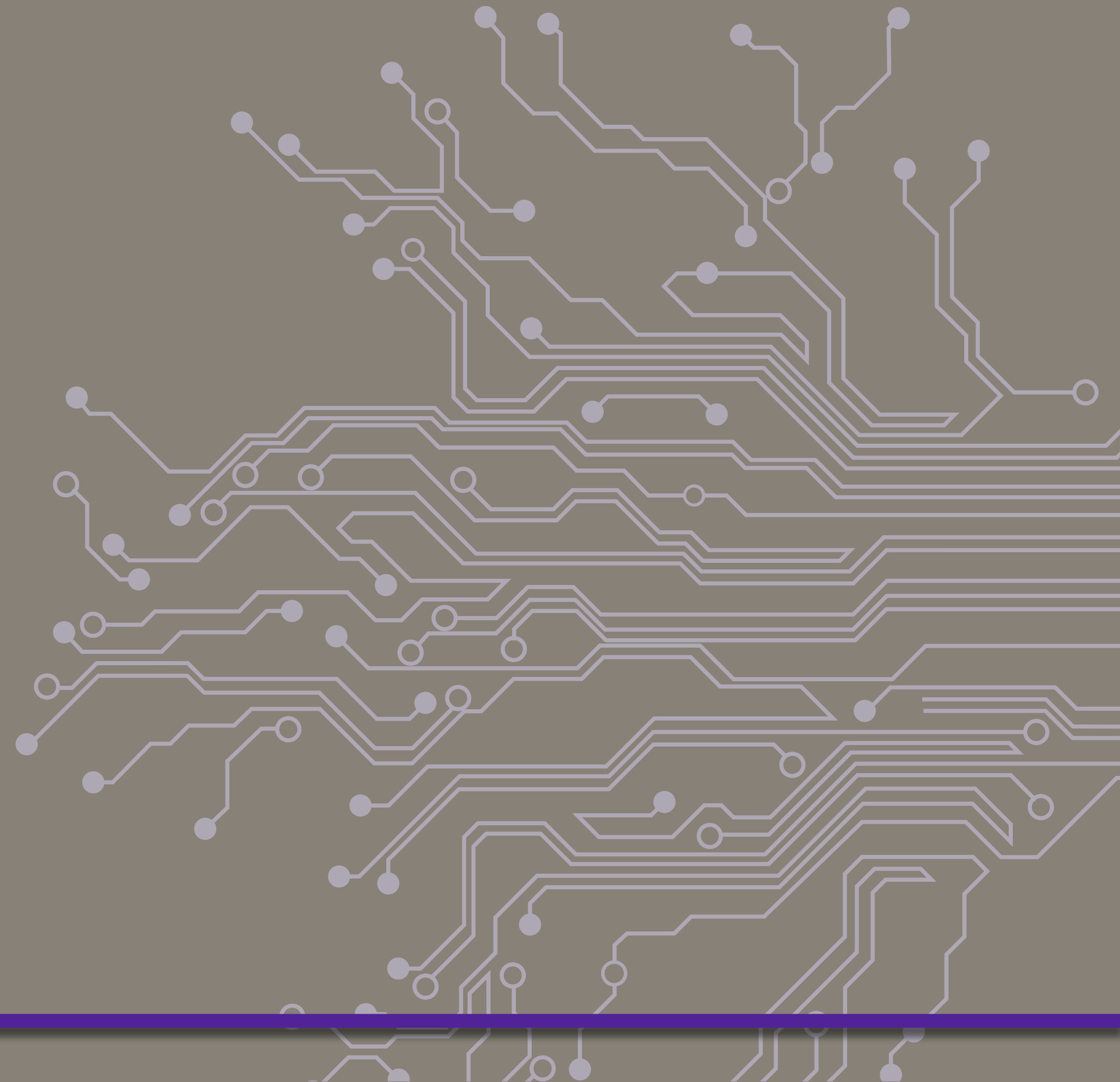# IT GOVERNANCE

January 2023
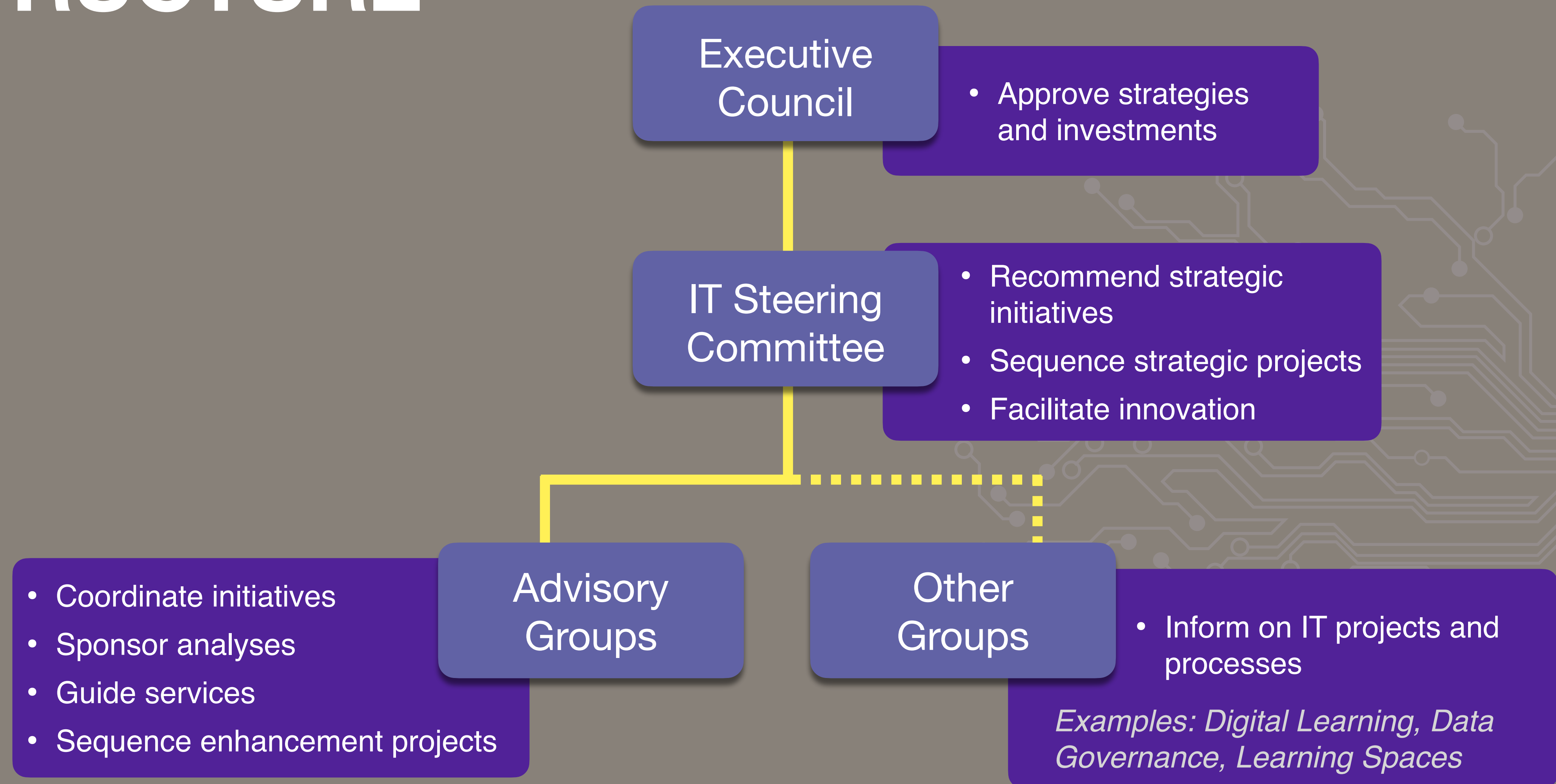
GCU

IT GOVERNANCE GOALS
Alignment and Transparency

- Align the University's IT direction with the University's priorities

- Provide a consistent and fair approach that is integrated and aligned with the University's governance approach

- Ensure awareness of the decision-making process that determines where IT resources are applied

- Ensure that IT-related process are overseen effectively and transparently

IT GOVERNANCE STRUCTURE

Executive Council
- Approve strategies and investments

IT Steering Committee
- Recommend strategic initiatives
- Sequence strategic projects
- Facilitate innovation

Advisory Groups
- Coordinate initiatives
- Sponsor analyses
- Guide services
- Sequence enhancement projects

Other Groups
- Inform on IT projects and processes

Examples: Digital Learning, Data Governance, Learning Spaces

IT GOVERNANCE ROLES

ROLE OF EXECUTIVE COUNCIL

- Champion IT governance activities
- Ensure business strategy/objectives are set, communicated and aligned
- Approve strategies and investments
- Resolve major conflicts in tech investments
- Stipulate high-level direction for sourcing and IT resources when demand creates conflicts
- Impart guidance for collaboration with university-wide governance practices

ROLE OF ADVISORY GROUPS

- Champion IT governance activities
- Collaborate in IT governance
- Coordinate initiatives, sponsor analyses, guide services, and recommend the sequencing of projects
- Review and approve/reject proposed requests, projects, and/or services and make independent recommendations when believed beneficial to the University
- Communicate Group activity monthly to the IT Governance Steering Committee
- Advisory groups are time-bound and have a clear charge and deliverables

ROLE OF IT GOVERNANCE STEERING COMMITTEE

- Champion IT governance activities
- Collaborate in IT Governance
- Advise the Executive IT Council
- Recommend strategic initiatives and strategic projects for Exec. IT Council review, sequence strategic projects, and facilitate innovation
- Review and assess strategic projects Reject/hold requests, especially if the university already has a solution
- Provide clear charges to Advisory Groups
- Create Ad-hoc Committee(s) as necessary
- Administer the IT Governance framework
- Monitor the IT Project Portfolio

ROLE OF OTHER GROUPS

- Inform the IT Governance Steering Committee on IT, projects and processes under consideration that could impact the information technology strategy or technology.

Executive Council

IT Steering Committee

Advisory Groups

Other Groups

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Executive Council

ROLE OF IT GOVERNANCE STEERING COMMITTEE

IT Steering Committee

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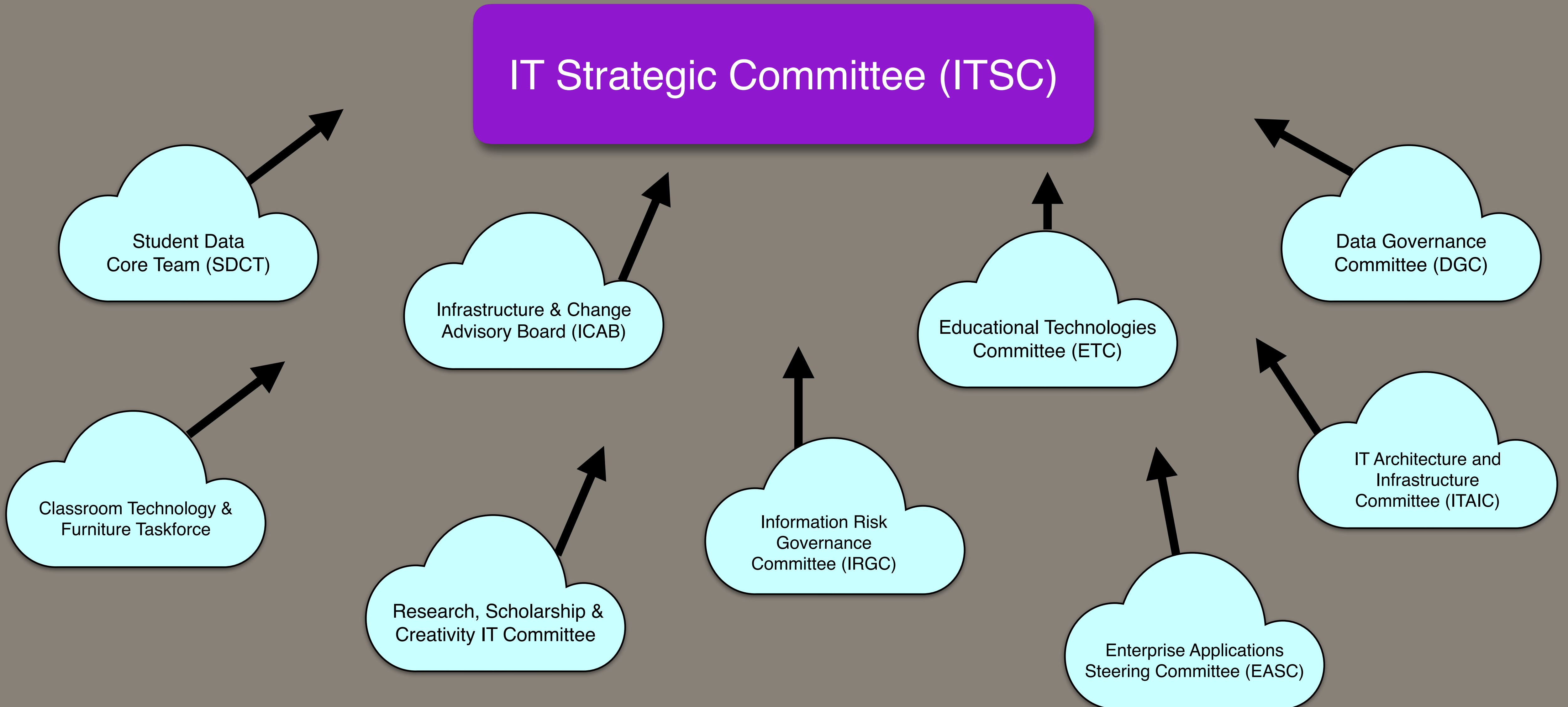- Advisory groups are time-bound and have a clear charge and deliverables

Advisory Groups

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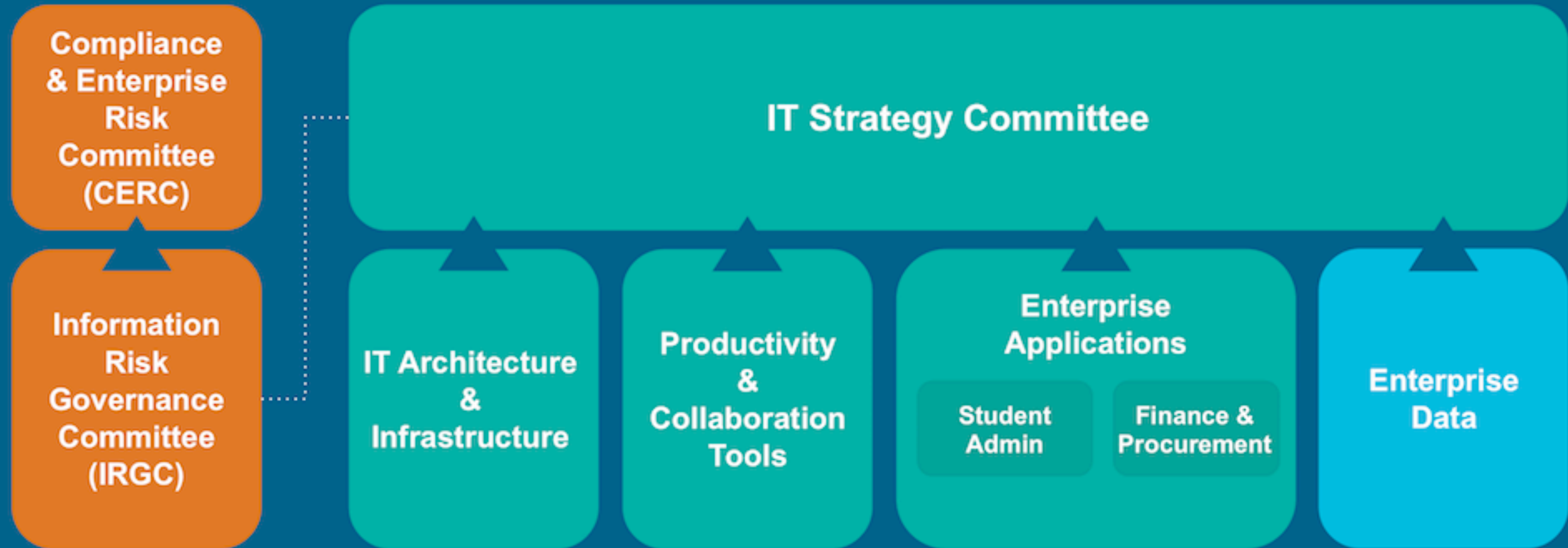There are many types of Committees, Task forces, and Boards that can be used in an IT Governance model

IT Strategic Committee (ITSC)

Student Data
Core Team (SDCT)

Infrastructure & Change
Advisory Board (ICAB)

Classroom Technology &
Furniture Taskforce

Research, Scholarship &
Creativity IT Committee

Information Risk
Governance
Committee (IRGC)

Educational Technologies
Committee (ETC)

Data Governance
Committee (DGC)

IT Architecture and
Infrastructure
Committee (ITAIC)

Enterprise Applications
Steering Committee (EASC)

ADVISORY GROUPS EXAMPLES

Objectives include: Champion IT governance activities and collaborate in IT governance

- Student Experience Committee (SEC)

- IT Services Committee (ITSC)

- Research Computing Committee (RCC)

- Architecture Committee (AC)

- Security and IT Risk Committee (SIRC)

- **Infrastructure & Change Advisory Board (ICAB)***

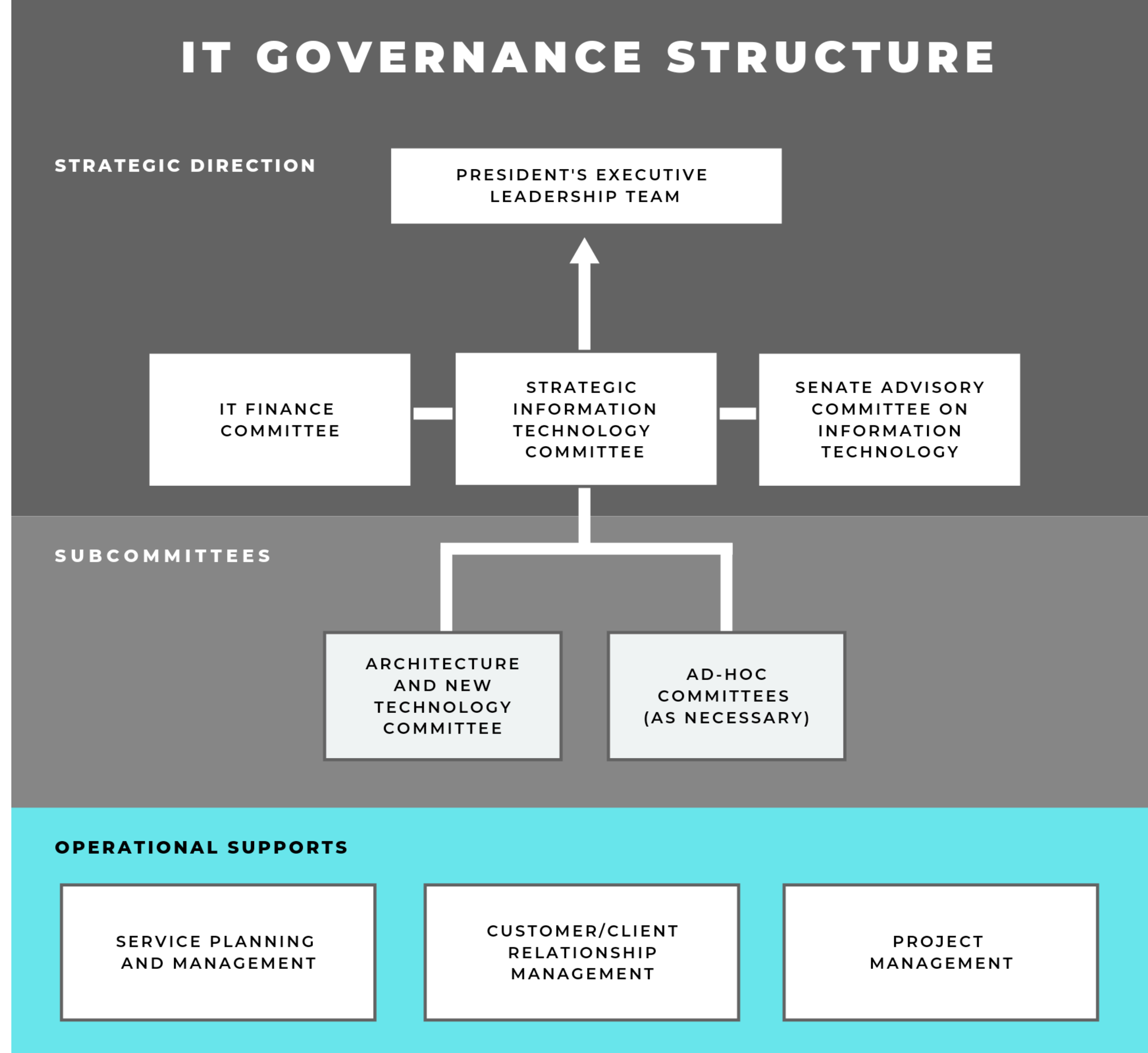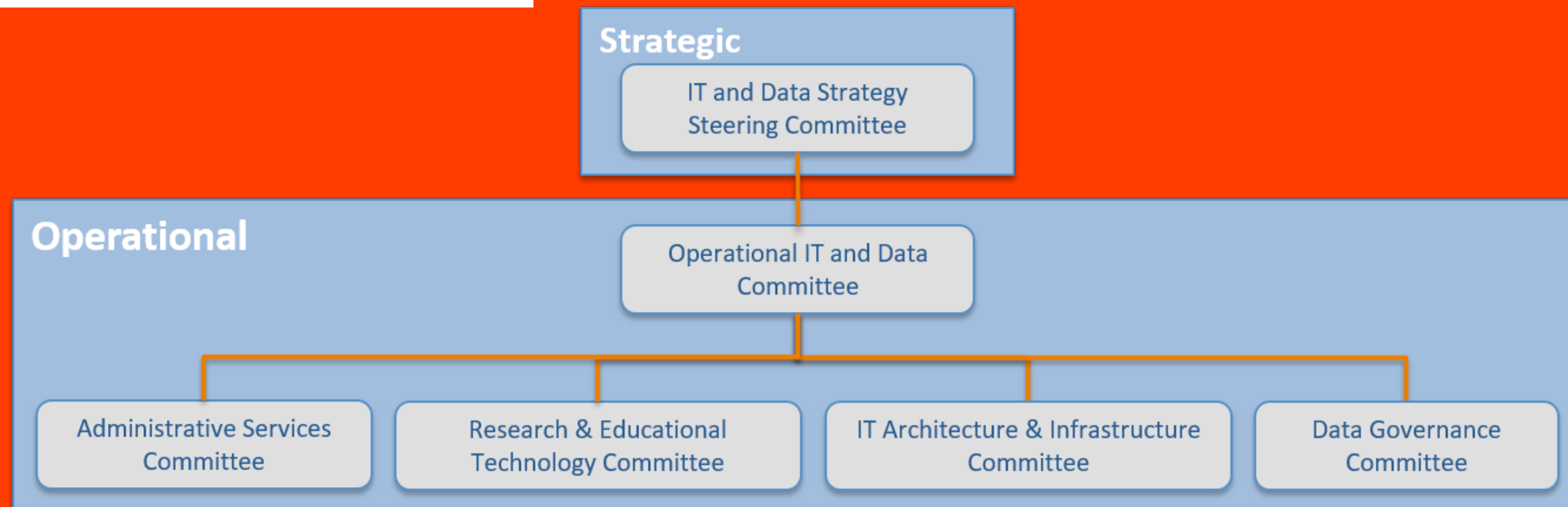*The vast majority of change project failure is due to poor change management
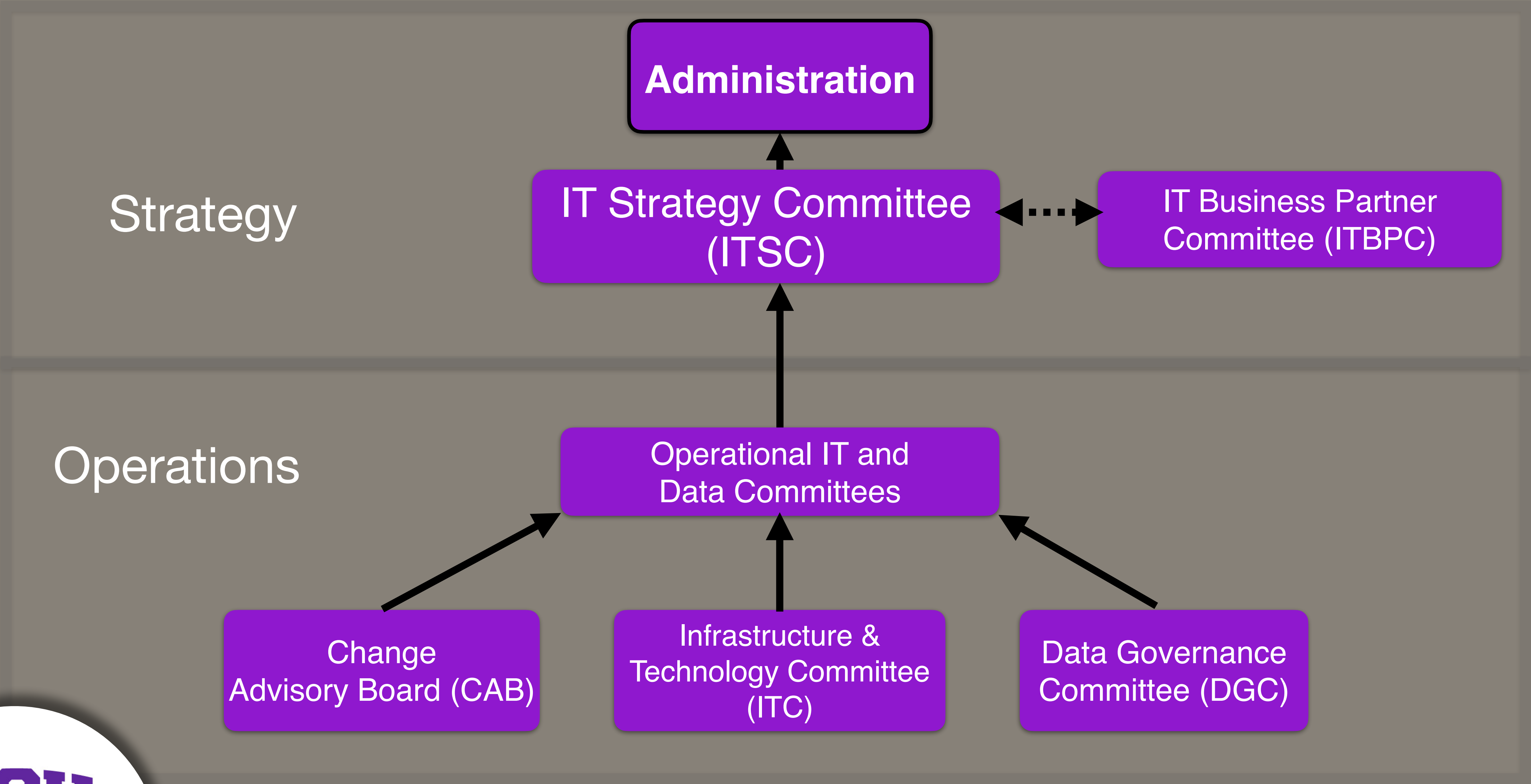
Governance model adopted 2019

SITC = ITSC

32,000 students on campus

IT GOVERNANCE STRUCTURE

STRATEGIC DIRECTION

PRESIDENT'S EXECUTIVE LEADERSHIP TEAM

IT FINANCE COMMITTEE

STRATEGIC INFORMATION TECHNOLOGY COMMITTEE

SENATE ADVISORY COMMITTEE ON INFORMATION TECHNOLOGY

SUBCOMMITTEES

ARCHITECTURE AND NEW TECHNOLOGY COMMITTEE

AD-HOC COMMITTEES (AS NECESSARY)

OPERATIONAL SUPPORTS

SERVICE PLANNING AND MANAGEMENT

CUSTOMER/CLIENT RELATIONSHIP MANAGEMENT

PROJECT MANAGEMENT

Proposed committees will be divided by Strategy and Operational focuses

Administration

Strategy

IT Strategy Committee (ITSC) ◄┈┈► IT Business Partner Committee (ITBPC)

Operations

Operational IT and Data Committees

Change Advisory Board (CAB)

Infrastructure & Technology Committee (ITC)

Data Governance Committee (DGC)

GCU

PHASING IN GOVERNANCE

Phase 0 (In progress now)	Year 1 (By end Spring 2023)	Years 2 or 3 (Reassess/Improve Process)	Years 3 or 4 (Maturity Achieved)
• Establish IT PMO • Create Project Intake & Review Processes • Gather data on project portfolio and capacity • Identify chairs, vice chairs and appointment process for committee members • Identify staff support and communications for governance committees	• Establish Executive IT Council and IT Governance Steering Committee • Establish advisory groups for Student Experience, Services, Security, Research Computing, Architecture and Administrative Systems • Use task-based working groups as needed for learning spaces and architecture	• Form separate Learning Spaces Committee • Break administrative systems into separate groups for student service processes and finance, research, and people management processes • Assess and update the IT strategy	• Delegate additional authority to approve projects or innovation grants to IT Steering Committee • Begin allocating investment budgets to particular technology portfolios • Appoint new chairs

Recommended considerations when forming the ITSC

- Co-chaired, including at least one client leader
- Chairs proposed by VP, approved by President
- Chair resides in GCU
- GCE resource designated for chair support
- Members nominated by unit Dean and/or VP, approved by chairs
- Membership includes Faculty, staff and student members
- Balance of member roles and units represented based upon service area
- Balance approved by chairs
- Non-Chair Members serve 1 year term
- Committees meet every 4 to 8 weeks, as determined by the chairs, based upon the agenda
- Members may participate in meetings remotely
- Discussion and action may take place online via email or collaboration site

Possible GCU ITSC Key Performance Indicators

- Community awareness and understanding of the technology governance structure

- Development, approval and regular updating of the IT Strategic Plan

- A visible and well-executed portfolio of enterprise technology projects

- Widely-used shared services with service level agreements as appropriate

- Strong overall client satisfaction with GCU technology services

EDUCAUSE
Helps those who lead, manage, and use information technology
to shape strategic decisions at every level.

About EDUCAUSE

EDUCAUSE helps you elevate the impact of IT.

EDUCAUSE is a nonprofit association whose mission is to advance higher education through the use of information technology. We equip our community with the knowledge, resources, and community-building opportunities needed to help shape strategic IT decisions at every level in higher education.

We welcome diversity—in viewpoints and experience—and believe in the transformative power of uncommon thinking for the common good.

100,000+	20+	2,100+
Individual Members	Years in Operation	Member Organizations

EDUCAUSE

Kathy Claypatch
CTO
🏛 **Grand Canyon University**
📍 Phoenix, Arizona,
UNITED STATES

EDUCAUSE

2023 Top 10 IT Issues

...ke Would You Like to Do?

...ke Connections	Learn and Advance in Your Career	Make Informed Decisions
Join us on EDUCAUSE Connect to engage with your peers.	Explore professional development opportunities to advance your knowledge and career.	EDUCAUSE Showcase series spotlights the most urgent issues in higher education.

EDUCAUSE - IT Governance Checklist
This checklist identifies the most important issues to consider when creating an IT governance program

- Identify the goals of IT governance
- Review literature and other institutions' IT governance processes
- Determine the decisions IT governance will make
- Identify stakeholders for IT decisions
- Compare the organization's current state and goals to assess gap
- Design initial structure
- Distinguish advisory groups from decision-making groups
- Assign responsibility for actively managing IT governance
- Regularly review and refine IT governance processes
- Develop continuous improvement process for IT governance

Communication Processes

There is no supporting process more important than **transparent**, **continuous**, and **effective** communication.

A communication plan should be developed that identifies the key messages that must be communicated:

- How IT governance works

- Agendas and minutes

- Decisions and recommendations

Transparency

Stakeholders across the campus community must understand what kinds of issues governance addresses, how to bring issues to governance, how governance addresses them, and who their governance representatives are.

This must be an ongoing effort designed to reach important groups such as campus leadership in IT, academic, and business units (from C-level executives through line managers), IT staff, and governance participants.

It is important to publicly publish meeting times and locations.

Transparency

Not only do governance participants need to know what issues they will be considering but the campus community at large should be able to find out what is coming before governance.

A standard format and timetable for publishing agendas and minutes will facilitate communication.

Agendas need to be accessible in advance and should be published publicly.

Transparency

It must be a straightforward process for the campus community to learn the outcomes of governance decision making.

Generating buy-in may also require including some level of explanation of the rationale.

The communication plan should take into account how quickly decisions should be communicated.

NEXT STEPS

- Adopt an IT Strategic Plan

- Establish SubCommittees, Advisory Groups / Taskforces

- Write Charters and/or Changes to SubCommittees and Groups

- Discuss a Communications Plan

- Establish a Roadmap

- Start working on the EDUCAUSE Recommendations List

IT Governance in Higher Education

". . . if we can't do everything brilliantly at once—and we can't—then we must make smart, difficult choices. We must make selective investments that will give us the biggest impact and which will do the most to improve the University's overall standing in the years to come."

- Boston University Strategic Plan, *Choosing to be Great*

Components of an IT Strategic Plan

Foundation
- Mission Statement

Supporting Components
- Values
- Institutional Goals
- Visions

Strategic Plan
- Goals & Objectives
- Implementation Plan

An IT Strategic Plan is used to:

- Prioritize efforts
- Effectively allocate resources
- Align shareholders and employees on the organization's goals
- Ensure those goals are backed by data and sound reasoning

Four Pillars of GCU's IT Success

Student Success — IT Governance — IT Security — Operational Excellence

GCU's IT Strategic Roadmap

BASIC TIMELINE
2023-2026

NOW	12 MONTHS	24 MONTHS	36 MONTHS
Form Phase 1 Governance, Create Project Proposal Portal, Begin phase 1 CT website and service catalog, Create communications standards, Identify data to be collected, Leverage Educause			
	Record policies, Evaluate IT resources available, Begin software audit, Phase 2 of Governance, Implement Communications Standards, ITIL certification		
	Create training programs, Campus-wide risk assessment, Develop cybersecurity training program +campus-wide summit on cybersecurity, Review current IT security policies, Investigate Research Commons @ UCLA		
		Deliver robust training programs, Hold Cybersecurity Summit, Deliver professional development programs for employees	
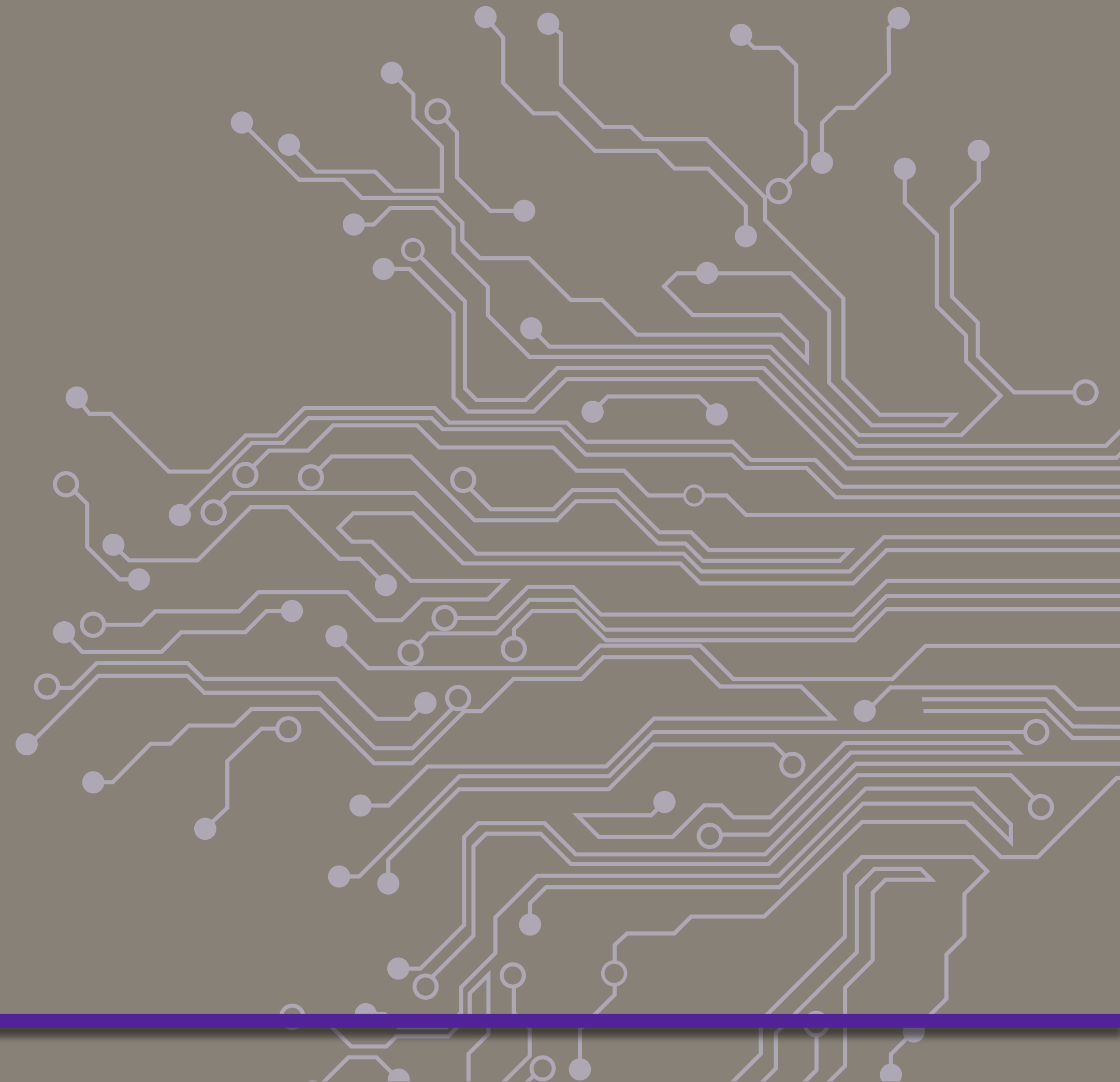
PROJECT REQUEST PROCESS

Step 1: Submission of Request

Request submitted using UDIT's online Project Intake Form

- Notification: Automated Email sent to Requestor and IT PMO team
- Timeframe: Immediate

Step 2: Review of Request

IT PMO reviews request to assess the scope and project requirements. A member of the IT PMO team will reach out to the requestor for more information and next steps.

- Notification: Requestor is contacted by IT PMO team member
- Timeframe: 1 Week

Step 3: Requestor Consultation

The IT PMO team will have a consultation meeting with the requestor to obtain a deeper understanding of the business needs.

- Notification: Requestor contacted by IT PMO team member
- Timeframe: Meeting scheduled within 3 weeks of review

Step 4: Request Advancement

The IT PMO will recommend one of three courses for request:

- Launch: The project will be initiated immediately and a Project Manager will be assigned. Timeframe: 4–6 Weeks
- Governance Approval The project will be reviewed and prioritized by the IT Governance Committee. Timeframe: 3 Weeks – 2 Months
- Project Portfolio Queue The project will be queued for monthly IT PMO review until a Project Manager can be assigned to help launch the project. Timeframe: Monthly Review

PROJECT PROPOSAL WORKFLOW

Request Consultation From PM

Fill out Project Proposal Form

PM determines

Project

Small Project

Maintenance Request

Academic Proposal

Administrative Proposal

A few hours of dev work

Small change to existing application, report a problem

Appropriate Committee

Appropriate Committee

Possible it is bumped up to ITSC committee

Scoring Process

Notification Given

Project Scheduled

Project Begins

Project Ends