The University of Tennessee
IT Governance Process (Restructured)

The current University of Tennessee Statewide IT Governance model was implemented in 2012, established to provide a structure and processes to ensure that IT enables the University to fulfill its mission. This governance framework was designed to:

- Empower University leaders to direct IT strategy and evaluate its performance
- Equip IT leaders to prioritize and make informed decisions with broad input
- Ensure alignment of IT and University strategy
- Deliver IT value to the University
- Promote responsible use of IT resources
- Manage IT-related risks
- Leverage business and institutional expertise throughout the University

The drivers of that original model were: 1) growing a data-driven culture; 2) managing resources responsibly; and 3), balancing enterprise oversight with local autonomy. After almost three years of experience governing statewide IT using this model, this model has been adjusted to enhance its operation and value to the university.

Statewide IT is defined as those IT related activities which either 1) provide support or service to all campuses and institutes (e.g. IRIS, contracts, procurement), or 2) provide services to UTSA offices in support of the University (e.g. ONES for Outreach & Engagement).

There are currently three groups utilized within the governance structure.

• Community of Practice (COP)

A *Community of Practice* is a person, or group of people, responsible for the administration and governance of a functional area. This term is used generically and may refer to a steering committee, advisory committee, or some other form of governance defined within the functional area. The leadership of a functional area should determine if the establishment of a community is beneficial and what form that group will take.

Given the responsibilities outlined below, the chair of each community should periodically review its membership to insure that functional decision makers are represented. This will insure that communities function as a true governing body for their respective areas.

• Statewide IT Council (SITC)

The SITC ensures that strategic alignment of IT initiatives is a regular item on its agenda and that its stakeholders' needs are addressed in a structured manner. It also promotes

accountability among business and IT leadership to identify the most effective use of resources among members and across the University System.

Representation from each campus is included in the Statewide IT Governance Committee. This includes all Chief Business Officers, Chief Information Officers, five Vice Presidents, and the chairs of the Communities of Practice. Executive leadership is well represented on this committee and capable of making informed IT decisions at the highest level. It is the responsibility of this committee to share information with, and gather feedback from, constituents as well as leadership prior to decision making events.

The focus of the SITC is the IT operation and support of the university. The SITC will meet at least twice a year to:

- Review the annual charge of UTSA-ITS as it serves UTSA and the campuses,

- Review and approve an annual report from ITS which details the priorities, staffing levels, and major initiatives planned for the coming year,

- Weigh in on any significant changes in scope, budget, or alignment,

- Receive mid-year updates from all IT groups (system, campuses, institutes) on progress toward common goals.

The SITC makes decisions about IT principles, policies, and standards, and evaluates statewide IT performance. These decisions are essential to achieving the ultimate objectives of Statewide IT governance.

- **Information Technology Services (ITS)**

  Information Technology Services (ITS) is responsible for providing the UT system IT services and has four core areas of responsibility:
  - Application Support
    - Statewide Administrative Services (IRIS, ANDI, TERA, ARCHIBUS, etc)
    - UTSA System Services (FlyUT, ONES, IDEA, etc)
    - Campus/institute Requests
    - IR/Reports and Decision Support (e.g. THEC and student data files)
  - IT Policy Development
  - IT Security Coordination
  - IT Service Efficiency and Effectiveness

Revised Structure

Statewide IT Governance Committee [SITC]

Mission

To **represent** the unique perspectives and needs of the Communities of Practice, Business leadership, and IT leadership of the campuses, institutes, and system in alignment of Statewide IT strategy and operations with University goals; prioritization of Statewide IT requests and projects; development of cost models; approval of business processes; consultation on Statewide IT Principles and Statewide IT Applications; and effective **communication** of the outcomes of such activity to appropriate parties.

In effect, the SITC will serve as the Steering Committee for statewide IT efforts.

Leadership

UTSA CIO

Membership

Committee membership is determined by organizational role as primary business and IT decision makers, Community of Practice Chairpersons, and other individuals as designated by the chair. Membership is based on the capacity to effectively represent constituency interests in the Statewide IT decision making process. Specifically, membership includes:

- COP Chairs (Vice Presidents or delegates)
- Campus Business Officers
- Chief Information Officers

Activity

The SITC receives:

- Financial guidance from the business community;

- Prioritized IT requests and business requirements from Communities of Practice;

- Business need decisions regarding IT Applications from Communities of Practice;

- Updates regarding UTSA-ITS decisions on IT administration;

- An annual report from ITS, with periodic updates, reflecting the allocation of IT resources for the coming year.

The SITC:

- Recommends decisions regarding IT priorities & investments and IT architecture;

- Recommends approval for ITS annual resource allocations;

- Requests new allocations;
- Recommends ITS staffing levels;
- Develops cost models;
- Provides consultation regarding Community of Practice decisions on IT applications;
- Supports Statewide IT drivers and decisions regarding IT principles.

The Committee will meet at least twice a year, and is responsible for providing information on participation, agenda, and minutes to its constituencies and other members of the Statewide IT Governance community as requested.

Communities of Practice [COP]

A *Community of Practice* is a person, or group of people, responsible for the administration and governance of a functional area. This term is used generically and may refer to a steering committee, advisory committee, or some other form of governance.

Membership
Community membership is determined by the functional leadership of the community. Members are appointed based on their capacity to effectively represent subject matter expertise and organizational interests. Communities are expected to seek guidance as necessary to fulfill their mission.

Activity
The Communities are responsible for meeting as often as is required to fulfill their missions, and for providing information on participation, agenda, and minutes to their constituencies and other members of the Statewide IT Governance community as requested.

The COP is responsible for:

- Administration of IT activities within their respective functional areas
- Prioritizing IT requests and business requirements for ITS
- Business need decisions regarding IT applications
- Business process recommendations

Community	Chair
IT Security	UTSA CISO

Finance/HR	CFO/CHRO (delegated)
Research	AVP Research
Alumni/Development	VP Alumni & Development
Outreach & Engagement	Chancellor or Dean - Ag Institute or VP IPS
Academic Affairs and Student Success	VP Academic Affairs and Student Success
Business Intelligence	AVP institutional Research

Information Technology Services [ITS]

Information Technology Services (ITS) is responsible for providing the UT system IT services and has four core areas of responsibility:

Application Support
1. Manage IT Systems currently approved (IRIS, ANDI, TERA, Taleo, etc). ITS should take input/guidance from the Communities of Practice. Provide to the SITC an annual work plan and a methodical way to address functionality requests from the system and campus levels respectively.
2. Get input and develop appropriate funding models for new initiatives (BI, compliance, etc), and enhancements to existing services. Funding could be reallocation of existing funds; any additional services/funding via the systems charge would follow the existing systems charge model process.
3. Manage requests for services from UTSA offices. Where services are not readily absorbed by existing ITS staff, leverage/work with campus IT units or outside contractors where efficiencies can be gained through existing cost models and service level agreements.
4. Allow for prioritization of campus specific requests as they relate to the ITS managed systems.

IT Policy Development
1. Manage policy development thru the Security Community of Practice.
2. Empower System CIO to approve IT policies that have consensus support.

IT Security Coordination
1. Develop necessary security policies through IT Security COP.
2. Develop standardized methods for compliance reporting and tracking of appropriate metrics.
3. Collaborate with campus CISO's to develop campus procedures for compliance with university policy.
4. Through Internal Audit, perform regular assessments of campus/institute IT posture.

IT Service Efficiency and Effectiveness
1. Facilitate communication regarding technology and how it serves the University
2. Collaborative Purchases – with sensitivity and note the difference in purchases funded with System funds v. a collection of funding from all parties.
3. Partnerships – projects or initiatives where it makes sense technically or fiscally to work together outside of standard hierarchy.