
Chapter 6: IT Governance and Authority

The campus' IT environment is characterized by complex levels of central and distributed services and support. IT governance structures continue to mature and provide valuable leadership, communication, and coordination.

Currently, IT strategy and policy decisions are made by at IT Council, which comprises faculty and high level administration from across campus. IT Council is supported by two advisory groups: ITIAG (IT Infrastructure Advisory Group) and FACE-IT (Faculty Advisory Committee for IT). One proposal from this chapter is to incorporate the ECC (Electronic Communications Committee) into the IT governance structure as a third advisory committee to IT Council.

This chapter also recommends that the consistency and frequency of communications among and between the subcommittees and ITC be improved by producing and archiving minutes for all committee and subcommittee meetings, communicating them to audiences such as CEC, CVC, BFA, A&S, etc. The mission, roles, and relationships of and between the IT governance groups also should be formalized. Finally, the chapter recommends that the CIO should participate regularly in chancellor/vice chancellor governance meetings to communicate strategic decisions and advocate for IT at the highest levels of the campus administration.

6.1 IT Governance & Authority

CU-Boulder should build upon and improve its existing IT governance structure by formalizing the roles of and relationships between existing governance bodies; by proposing incorporating ECC (Electronic Communications Committee) into the IT governance structure as a standing sub-committee of IT Council; by improving the consistency and frequency of communications between the governance bodies; and by increasing the visibility of IT at the highest levels of campus administration.

A. Background/Rationale

The current IT governance structure on the CU-Boulder campus has its roots in the establishment of the IT Council (ITC) in 1998. Since then, in 2002, the campus has added two additional groups that play an advisory role to the ITC: ITIAG (IT Infrastructure Advisory Group) and FACE-IT (Faculty Advisory Committee for IT). Both committees meet regularly and there is continued interest in participation, indicators that these newer committees are valuable elements of campus IT governance. In practice, ITIAG's advisory role has been more to ITS and less to IT Council and FACE-IT has struggled with uneven attendance, but both groups have expressed a strong desire to continue meeting.

An additional committee on campus, the Electronic Communications Committee (ECC), was established by University Communications and the Chancellor's Office over ten years ago. Throughout its tenure, though, ECC has had only occasional interaction with IT Council, FACE-IT, or ITIAG. With the increased importance of IT infrastructure, decisions, and policy to electronic communications, there seems to be a natural fit between ITC and ECC, and opportunities for increased and increasingly necessary collaboration and communications about the issues and policies that are the focus of the ECC.

During the past four years, the current IT governance bodies, although linked in concept, have worked largely in isolation from one another. Minutes that do exist for committees (occasional only for ITC and ITIAG, none for FACE-IT) are not shared; there are few formal communications between the groups; and even less frequent and consistent communications between ITC and other governance bodies on campus such as the Chancellor's Executive Committee and Boulder Faculty Assembly.

Because there is an increased recognition that IT decisions have far-reaching and sometimes unforeseen impacts, there is an increased need for high-level administration involvement in strategic decision involving IT.

B. Accomplishments to date

- a. The establishment of ITIAG and FACE-IT upon the recommendation of ITSP 2002.
- b. All three governance bodies have met regularly over the past four years and have broaden discussion and decision making to include units and constituents campus wide. All three have provided significant input into the

current IT strategic plan and process; ITIAG in particular has provided valuable direction for ITS.

- c. ITC has played a significant role in setting campus IT priorities and increased awareness about departmental IT priorities and initiatives.
- d. The formation of architecture, security, and site licensing subcommittees of ITIAG.

C. Specific Recommendations

- Evaluate, rewrite as necessary, and post mission and roles documents for all IT governance bodies.
- Continue with current membership structure of IT governance bodies, including maintaining close ties with UMS through *ex officio* membership on ITC and including a new UMS representative on ITIAG.
- Begin evaluation and tracking of decisions and actions of all IT governance bodies.
- Propose incorporating the ECC (Electronic Communications Committee) into the IT governance structure as a subcommittee of ITC.
- Improve and evaluate communications between and among ITC and the other IT governance bodies, in part by formalizing communication role of cross-representatives.
- Be diligent about producing and archiving consistent minutes for all committee and sub-committee meetings, communicating them to appropriate audiences such as CEC, CVC, BFA, A&S, Staff Council, Tri-Execs, Tier 2.
- Recommend to campus administration that the CIO participate regularly in chancellor/vice chancellor meetings
- Consideration of blogs and communication thereof to all IT folks, faculty, staff, and students on campus to increase opportunities for campus to participate in and react to IT decisions.

D. Resource Allocation

Recommendations will be implemented using existing staff in the CIO office.

E. Action Plan (short-term: 12 months; long term: 12-36 months)

Specific Steps & Timeline

Implement all recommendations in the 2006-2007 academic year.

Primary Person Responsible for Action

Bobby Schnabel, CIO

Evaluation of Achievement

- Implement tracking of decisions and actions of IT governance bodies
- Implement 360° review of IT governance bodies and the CIO office through surveys and interviews with appropriate campus constituents and governance bodies.