



IT Governance Kick-off Meeting

March 25, 2016
Eccles Broadcast Center, Dumke room

Agenda

1. Introduction by Steve Hess
2. Round robin introductions for everyone in the room
3. Review of governance information packet
4. Review information requirements for governance items
5. Topics likely to be handled in upcoming meetings
6. Set next meeting date/time
7. Open floor
8. Adjourn

1. Introduction by Steve Hess

Dear IT governance committee members,

Information Technology plays a critical role in every aspect of the University of Utah's mission, and having diverse representatives from across the institution is critical to ensuring that mission can be met. Thank you for sharing your time and talents as a member of IT governance!

The IT governance process is crucial to both the spreading and gathering of information related to IT development and delivery on campus, and your role will be an important one that will affect the future of IT at the University. You were selected by your dean or director as someone with both a strong interest in information technology and the ability to work with colleagues from across the spectrum to choose the best path for the University as a whole.

Inside this packet you will find information about the IT governance boards, including charters, operating guidelines, membership rosters, how to access information about current issues and previous decisions, and how to find agendas and minutes. You will be given access to your committee's document repository, added to the email list, and included on meeting invites. If you have any questions about the governance process or trouble getting access to any materials, please contact scott.sherman@utah.edu.

I look forward to working with you as we move campus IT forward in a transparent, collaborative and effective fashion.

Sincerely,

Stephen Hess
Chief Information Officer
University of Utah

Information Technology Governance for the University of Utah

Why are we reviewing IT governance and recommending change?

The administration has asked for a review of the current governance structure, which has been in place for about three years. That assessment has uncovered opportunities for realignment and improvement. For instance, some committees have never met, or met infrequently. Some sectors of the University, including faculty and college IT staff, believe they are underrepresented in the current committees. In response, the Academic Senate established an IT Faculty committee to review IT and make recommendations for improvement outside of the current IT governance structure.

Principles that Guide Governance Change

Some IT governance committees govern where there is line authority already in place or a customer service provider relationship is well established. In these instances little, if any, governance may be needed.

Highly respected IT consultant firm Gartner suggests that wherever possible the University should limit the people involved in governance to those who either control the resources required to make the IT investment successful, or who have critical information that adds value to the decision being made. If it is unclear what value particular stakeholders add to the decision, then it may be more efficient and effective to leave them out of the process.

These principles, plus input from those who currently participate in IT governance, are the guidelines used to propose changes to the current IT governance process.

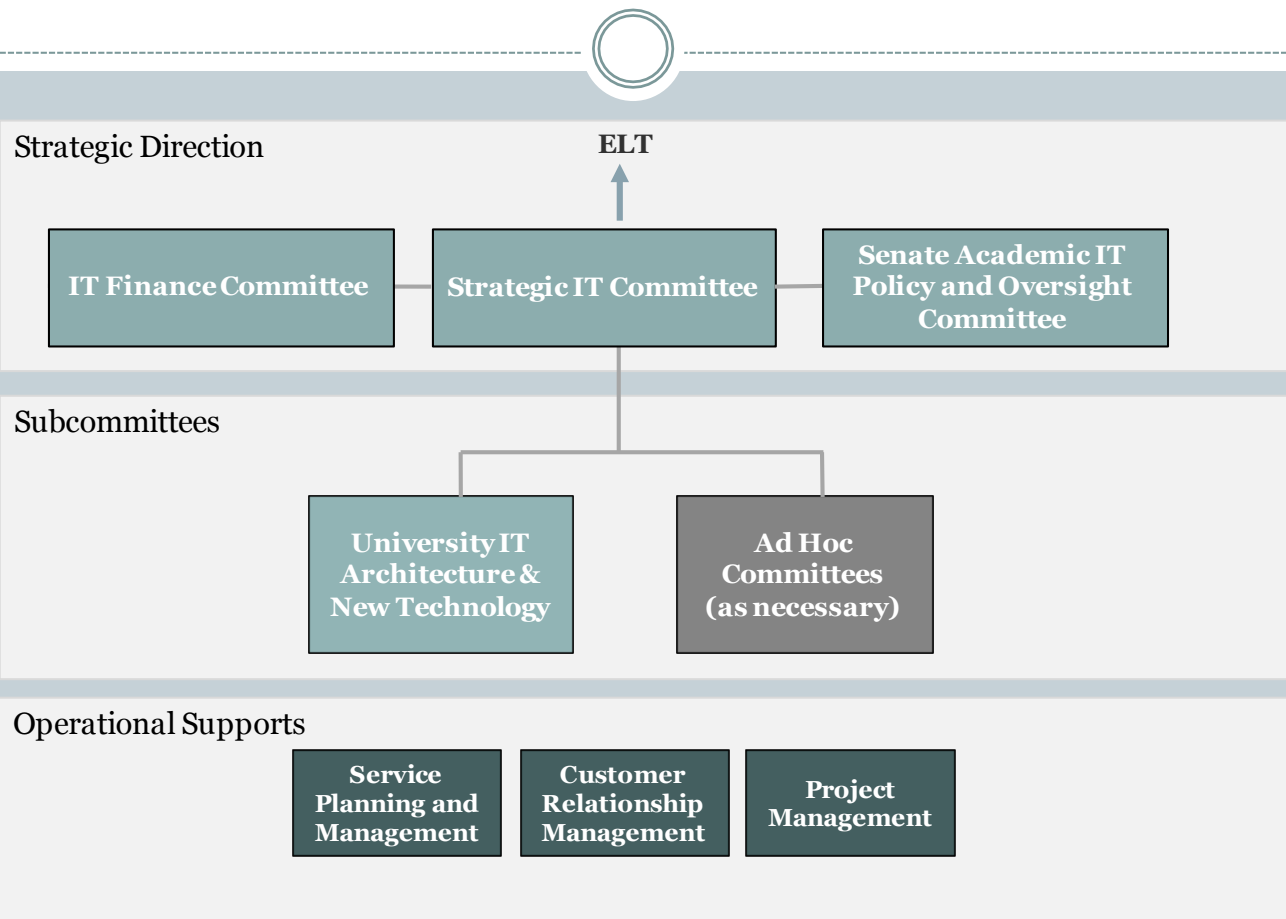
Deloitte assessment

Among the issues Deloitte identified with IT governance were the following:

- Lack of an overall strategic plan meant UIT could not link its IT plans to university goals, and made it hard to drive IT decisions holistically.
- IT prioritization is a tactical exercise, contained within siloed portfolio groups, inhibiting collaboration on developing IT priorities or joint priorities.
- The university does not have a uniform process to evaluate the outcomes or impact of IT investments.
- The reactive nature of IT at the U makes it difficult to see beyond immediate fires in order to establish and pursue longer term strategic priorities.
- Lack of defined or unified business processes makes it difficult to estimate true project needs, costs or scope, as a result projects balloon in size and scope.
- The OITC is intended to provide a forum for definition of priorities, but in its current form and structure, it is not an effective mechanism to gather consensus about enterprise-wide needs and priorities.

The new IT governance structure

New Governance Structure



2. Round Robin introductions

Everyone may introduce themselves, but here is the official IT governance roster for reference.

IT governance membership						
	Administrative rep	Rep title	Rep email	Technical rep	Rep title	Rep email
Group 1						
Dentistry	Andrew Olson	Assistant Professor	andrew.olson@hsc.utah.edu	Sylvia Jessen	IT director	sylvia.jessen@hsc.utah.edu
Health	Bo Foreman	Associate Professor	bo.foreman@hsc.utah.edu	Steven Seal	IT director	steven.seal@utah.edu
Medicine	Mike Strong	Chief Medical Information Officer	michael.strong@utah.edu	Sylvia Jessen	IT director	sylvia.jessen@hsc.utah.edu
Nursing	Kevin Runolfson	Assistant Dean	kevin.runolfson@nurs.utah.edu	Rebwar Baesmat	IT director	rebwar@utah.edu
Pharmacy	James Herron	Associate Professor, Executive Associate Dean for Professional Education	James.herron@utah.edu	Wes Tolman	IT product manager	weston.tolman@pharm.utah.edu
Group 2						
Architecture	Ryan Smith	Associate Dean	rsmith@arch.utah.edu	Derick Bingman	IT director	derick.bingman@utah.edu
Engineering	Mike Kirby	Associate Director, School of Computing	kirby@cs.utah.edu	Steve Dean	IT director	sdean@eng.utah.edu
Mines	John Horel	Professor, Atmospheric Sciences	john.horel@utah.edu	Daniel Trentman	Senior systems engineer	u0101553@utah.edu
Science	Aaron Fogelson	Associate Dean of Research and professor of mathematics	fogelson@math.utah.edu	Pieter Bowman	Computer operations manager, Mathematics	bowman@math.utah.edu
Group 3						
Education	Mary Burbank	Assistant Dean and Director of Urban Institute for Teacher Education	mary.burbank@utah.edu	Jim Logue	IT director	j.logue@utah.edu
Fine Arts	Holly Christmas	Web developer	h.christmas@utah.edu	Chris Roberts	Computer professional	c.roberts@utah.edu
Social and Behavioral Science	Demian Hanks	IT director	demian@csbs.utah.edu	Demian Hanks	IT director	demian@csbs.utah.edu
Social Work	Joanne Yaffe	Professor	joanne.yaffe@utah.edu	Matt Harting	Associate Director of Operations and Logistics	matt.harting@socwk.utah.edu
Group 4						
Business	Jess Taverna	Director, Undergraduate Programs	jessica.taverna@eccles.utah.edu	David Blackburn	IT director	david@business.utah.edu
Humanities	Jakob Jensen	Associate Dean for Research	jakob.jensen@utah.edu	Thomas Wolfe	IT director	thomas.wolfe@utah.edu
Law	Melissa Bernstein	Director, Faust Law Library	melissa.bernstein@law.utah.edu	Mark Beekhuizen	IT director	mark.beekhuizen@law.utah.edu
Group 5						
Continuing Education	James Elder	Web Systems Manager	james.elder@utah.edu	Rob White	IT director	rob.white@utah.edu
Marriott Library	Harish Maringanti	Associate Dean for IT and Digital Library Services	harish.maringanti@utah.edu	Matt Irsik	Interim head for User Support and Computing Services	matt.irsik@utah.edu
Eccles Health Sciences Library	Nancy Lombardo	Associate director for IT	nancy.lombardo@utah.edu	Jeff Folsom	IT supervisor	jeff.folsom@utah.edu
Group 6						
Academic Affairs	Amy Wildermuth	Associate Vice President for Faculty	amy.wildermuth@utah.edu	N/A		
Student Affairs	Mary Parker	Associate Vice President for Enrollment Management	mgparker@sa.utah.edu	Tim Ebner	Registrar	tebner@sa.utah.edu
Undergraduate Studies	Rob White	IT Director, Continuing Education	rob.white@utah.edu	Jon Thomas	Director, Teaching & Learning Technologies	jon.thomas@utah.edu
Group 7						
Facilities	Ken Nye	Director of Business Services	ken.nye@fm.utah.edu	Chris Stucker	Associate Director of IT	Chris.stucker@fm.utah.edu
Financial and Business Services	Jeff West	Associate Vice President	jeff.west@admin.utah.edu	Dean Church	Director, Financial Solutions	dean.church@utah.edu
Human Resources	Rick Smith	HR Director, Health Sciences	rick.smith@hsc.utah.edu	Josna Kotturappa	HRIS manager	josna.kotturappa@utah.edu
Others						
Budget administration	Cathy Anderson	Associate Vice President for Budget and Planning	cathy.anderson@utah.edu	N/A		
University Hospitals and Clinics	Jim Turnbull	Chief Information Officer, Hospitals and Clinics	jim.turnbull@hsc.utah.edu	Jim Livingston	Chief Technology Officer	jim.livingston@hsc.utah.edu
Chief Information Officer/UIT	Stephen Hess	CIO	stephen.hess@utah.edu	Jim Livingston	Chief Technology Officer	jim.livingston@hsc.utah.edu

Updated March 25, 2016

3. Review of Governance Information Packet

Everyone received this information already as part of their welcome materials. Here it is again for reference.

Strategic Information Technology Committee Charter

Purpose and authority

The Strategic Information Technology Committee (SITC) is entrusted with raising, hearing, and discussing IT issues that affect significant portions of the University of Utah community or cross multiple areas of oversight. The SITC is expected to make recommendations to the President's Executive Leadership Team based on a consensus opinion of the majority of the major campus academic and administrative units, and in the best interests of the University of Utah as a whole.

Mission, scope and key goals

The SITC considers technology-related issues brought forth by faculty, students, staff, and researchers and seeks solutions that align with the University's mission and strategic goals, as well as represent the most appropriate decision for the University at large.

Scope

SITC considers programs, policy and initiatives that address central architecture, new technologies, funding, strategic and enterprise programs, and projects affecting units campus-wide, such as:

- IT that UIT does not control
- Technical architecture
- Data architecture
- Campus-wide IT policy
- New, current and retired UIT services (strategic fit, funding)
- Ubiquitous, commodity services
- Regulatory change and compliance
- Enterprise projects (big, strategic, cross-functional)
- UIT Strategic Plans, Scope
- Special central infrastructure and ERP needs
- Security plans and issues
- Application integration into central systems

Out of scope issues include, but are not limited to:

- Strategic priorities of the functional groups such as Student, Finance, HR, and other campus-wide applications
- Individual administrative and academic needs that are not common services
- Scheduling and managing UIT resources and operational decisions
- Functional and technical specifications for specific projects (applications)

Goals

- Analyze, vet and obtain consensus on recommendations for the president's executive committee
- Charter targeted ad hoc working groups to explore and pose solutions
- Manage, approve, recommend campus IT services and university architecture (apps, data, infrastructure, process)
- Obtain campus-wide input
- Approve campus IT Strategic Plan
- Analyze and make recommendations on Total IT spend
- Take action on IT Risks
- Develop unified plans among IT groups on campus

Membership and voting structure

The dean or director of each college and identified business unit will select an administrative representative to serve on behalf of the college or unit. The representative should be the dean or an associate dean with full visibility into the college's operations. A faculty member with an appropriate depth of understanding could also be chosen. The representative will work with his or her technical counterpart on the Architecture and New Technology Committee regarding matters before the SITC.

All representatives are considered full members of IT governance and will receive the agendas and related information, as well as full access to governance digital resources. They may also attend SITC meetings. However, to make the voting process more manageable, areas are grouped into voting blocs as follows:

- One representative for Health Sciences (colleges/schools of Medicine, Health, Nursing, Pharmacy, Dentistry)
- One representative for the colleges of Science, Mines, Engineering, and Architecture
- One representative for the colleges of Social and Behavioral Sciences, Social Work, Fine Arts, and Education
- One representative for the colleges/schools of Business, Law, and Humanities
- One representative for Continuing Education, Marriott Library and Eccles Health Sciences Library
- One representative for Academic Affairs, Student Affairs, and Undergraduate Studies
- One representative for budget administration
- One representative for Human Resources, Financial and Business Services, and Facilities
- One representative for University Hospitals and Clinics
- Chief Information Officer
- Chair of Architecture Committee

The voting rights (and thus the voting representative) will rotate among each of the areas every year.

Responsibilities, roles and duties

All representatives are expected to review governance documents and participate in the evaluation and recommendation phases of the process. Representatives are also asked to act as the first line of communication regarding IT governance to the rest of their academic or administrative unit. Voting representatives will contact the non-voting representatives in their bloc and other knowledgeable stakeholders in their unit to gather input for the full SITC. Voting members are expected to attend all SITC meetings and to cast a vote that represents the collective view of the bloc he or she represents. Members also may be asked to serve on ad hoc committees or to find suitable stakeholders to serve on ad hoc committees.

Tenure/duration

Representatives serve on the SITC at the discretion of the dean or director of his or her academic or administrative unit. There is no specified minimum requirement or maximum limit.

Agenda and meetings

The SITC agenda is gathered and prepared by a governance liaison within University Information Technology and approved by the SITC Chair. The committee meets once a quarter, but may meet more frequently or hold virtual votes if necessary. The meetings are considered open, though space may be limited based on location.

Reporting

Written agendas and meeting minutes are prepared by a governance liaison within University Information Technology and posted publicly on the Chief Information Officer's website.

Further detail

Additional information related to ongoing governance committee operations can be found in the operating guidelines.

Modifications

Changes to this charter must be approved either by the Strategic Information Technology Committee or the President's Executive Leadership Team.

Strategic IT Committee operating guidelines***Introduction***

The Strategic Information Technology Committee (SITC) is a body of representatives from across the University of Utah who help set the direction of technology across campus. The SITC is expected to make recommendations to the President's Executive Leadership Team based on a consensus opinion of the majority of the major campus academic and administrative units, and in the best interests of the University of Utah as a whole.

Purpose

The SITC members will consider provided materials and information to help further discussion and form recommendations regarding a variety of topics and projects. The body is intended to

include the viewpoints from across the University and to determine the most effective and appropriate path forward for IT projects and services. The SITC is not expected to be concerned with the individual academic or administrative units' strategic plans or technology implementations unless those efforts affect the University's overall technology services or delivery or otherwise meet the thresholds established by IT governance.

Membership

The dean or director of each college and identified unit will select an administrative representative, who should be a dean/director or associate dean/director. All representatives are considered full members of the committee and will receive the agendas and information for each meeting. However, to make the voting process more manageable, areas are grouped into voting blocs as follows:

- One representative for Health Sciences (colleges/schools of Medicine, Health, Nursing, Pharmacy, Dentistry)
- One representative for the colleges of Science, Mines, Engineering, and Architecture
- One representative for the colleges of Social and Behavioral Sciences, Social Work, Fine Arts, and Education
- One representative for the colleges/schools of Business, Law, and Humanities
- One representative for Continuing Education, Marriott Library and Eccles Health Sciences Library
- One representative for Academic Affairs, Student Affairs, and Undergraduate Studies
- One representative for budget administration
- One representative for Human Resources, Financial and Business Services, and Facilities
- One representative for University Hospitals and Clinics
- Chief Information Officer
- Chair of Architecture Committee

The voting rights (and thus the voting representative) will rotate among each of bloc member every year. Representatives serve at the discretion of the dean or director of his or her academic or administrative unit. There is no specified minimum requirement or maximum limit. The use of alternate representatives is discouraged. In the event a representative does not fulfill the duties as expected, the SITC chair may ask the dean or director to consider a replacement representative. Membership changes should be communicated to the governance liaison and committee chair.

Role of members

All members will receive information and materials related to current or future agenda items. Members are expected to review the materials and make an informed decision based upon his or her knowledge of the subject, input from relevant members of his or her area, and the best interests of the University of Utah as a whole. Voting representatives are expected to contact non-voting representatives of his or her bloc to gather the overall sentiment of the group and to vote accordingly. Non-voting representatives may attend meetings in person, and may speak to the broader group at the discretion of the chair. The time commitment for each member will vary based on the issues at hand, and also whether that member is asked to join additional ad hoc committees. Members are asked to help spread information about governance discussions

and recommendations amongst their colleagues, and to be an active and engaged participant in the IT governance process.

Role of chair

The chair will fulfill not only the same role as other members, but also will work with other IT governance bodies to ensure the holistic IT governance process is meeting the needs of the University. The chair will approve the meeting agenda at least one week prior to each meeting, and will approve meeting minutes no later than one week after each meeting so that they may be publicly posted. The decision to allow guest speakers or presenters at SITC meetings rests fully with the committee chair. The chair also will call for a vote for recommendations, and will approve the recommendation summaries shared with other IT governance bodies.

Meetings

Meetings are held in a campus location. Representatives, both voting and non-voting, are provided with meeting materials and agendas in advance and are expected to come ready to discuss the topics. There may be guest speakers or presenters, approved by the chair, to offer additional insight or information. Members may ask questions or offer input freely. Meetings are considered open; however, attendance may be limited by available space.

Voting, decisions and appeals

When the chair calls for a vote, members are to vote according to the decision reached by the representatives of his or her constituency. Recommendations require a favorable majority to be approved and passed on to another governance body. Requestors whose requests are denied may ask the chair for reconsideration at a later date. Reconsideration of both approvals and denials also may be requested by the President's Executive Leadership Team. The committee also may opt to request further information before making a decision, or may create an ad hoc committee to explore the topic.

Ad hoc committees

The SITC may create an ad hoc committee to investigate a specific issue, technology, or solution at its discretion. Ad hoc committees may comprise any number or type of University stakeholders and are not considered standing committees. Ad hoc committees should count at least one representative of a standing governance committee among the members. The ad hoc committee may provide information to the SITC in the form of a presentation or written report, as requested by the SITC.

Information management and support

University Information Technology will provide support personnel and resources for the governance committee and process, including agenda and minutes documentation, secure document access, meeting coordination, printing or other information display needs, and other tasks as requested by the chair. A governance liaison will work with those requesting agenda items to ensure an adequate amount of information is available to the representatives before discussion of the item. This may include a business case, proposed project timeline, internal or external reviews, applicable research, or well-documented needs or problems for which a solution is sought. The liaison will also share information among committees as necessary.

Communications and reporting

Agendas and minutes are posted on the Chief Information Officer's website. Feedback and requests for agenda items also can be handled there.

Architecture and New Technology Committee Charter***Purpose and authority***

The Architecture and New Technology Committee (ANTC) is entrusted with addressing IT issues and proposing recommendations that affect IT architecture and architecture standards, IT common services, and the adoption and implementation of significant new technologies. The ANTC is expected to make recommendations to the Strategic Information Technology Committee based on a consensus opinion of the representatives, and in the best interests of the University of Utah as a whole.

Mission, scope and key goals

The ANTC considers architecture and technology-related issues brought forth by faculty, students, staff, and researchers and seeks solutions that align with the University's mission and strategic goals, as well as represent the most appropriate decision for the University at large.

Scope

ANTC considers programs and initiatives that address central architecture, new technologies, funding, strategic and enterprise programs, and projects affecting units campus-wide, such as:

- Technical architecture
- Application architecture
- Data architecture
- Campus-wide IT policy
- New, current and retired UIT services (strategic fit, funding)
- Ubiquitous, commodity services
- Regulatory change and compliance
- Enterprise projects (big, strategic, cross-functional)
- Special central infrastructure needs
- Security plans and issues
- Integration into central systems

Out of scope issues include, but are not limited to:

- Strategic priorities of the functional groups, such as Student, Finance, HR, and other campus-wide applications
- Individual administrative and academic unit needs that are not common services
- Scheduling and managing UIT resources and operational decisions
- Overall UIT strategic plan

Goals

- Analyze, vet and obtain consensus on recommendations for the Strategic Information Technology Committee
- Charter targeted ad hoc working groups to explore and pose solutions

- Manage, approve, and recommend university architecture
- Obtain campus-wide input
- Take action on IT Risks
- Develop unified plans among IT groups on campus

Membership and structure

The dean or director of each college and identified business unit will select a technical representative to serve on behalf of the college or unit. The representative should be the IT director or someone with the greatest depth of understanding regarding IT architecture or the specific implementations of the college or area. A faculty member with an appropriate depth of understanding could also be chosen. The representative will collaborate with his or her administrative counterpart on the Strategic Information Technology Committee regarding matters before the ANTC.

All representatives are considered full members of IT governance and will receive the agendas and related information, as well as full access to governance digital resources. However, to make the voting process more manageable, areas are grouped into voting blocs as follows:

- One representative for Health Sciences (colleges/schools of Medicine, Health, Nursing, Pharmacy, Dentistry)
- One representative for the colleges of Science, Mines, Engineering, and Architecture
- One representative for the colleges of Social and Behavioral Sciences, Social Work, Fine Arts, and Education
- One representative for the colleges/schools of Business, Law, and Humanities
- One representative for Continuing Education, Marriott Library and Eccles Health Sciences Library
- One representative for Academic Affairs, Student Affairs, and Undergraduate Studies
- One representative for budget administration
- One representative for Human Resources, Financial and Business Services, and Facilities
- One representative for University Hospitals and Clinics
- One representative from the Information Security Office
- One representative from the Center for High Performance Computing
- Chief Technology Officer (Committee chair)

The voting rights (and thus the voting representative) will rotate among the areas once a year.

Responsibilities, roles and duties

All representatives are expected to review governance documents and participate in the evaluation and recommendation phases of the process. Representatives are also asked to act as the first line of communication regarding IT governance to the rest of their academic or administrative unit. Voting bloc representatives will contact the non-voting representatives in their group and other knowledgeable stakeholders in their unit to gather input for the full ANTC. Voting members are expected to attend all ANTC meetings and to cast a vote that

represents the collective view of the bloc he or she represents. Members also may be asked to serve on ad hoc committees or to find suitable stakeholders to serve on ad hoc committees.

Tenure/duration

Representatives serve on the ANTC at the discretion of the dean or director of his or her academic or administrative unit. There is no specified minimum requirement or maximum limit.

Agenda and meetings

The ANTC agenda is gathered and prepared by a governance liaison within University Information Technology and approved by the ANTC Chair. The committee meets once a quarter, but may meet more often or hold virtual votes if necessary. Meetings are considered open, though space may be limited based on location.

Reporting

Written agendas and meeting minutes are prepared by a governance liaison within University Information Technology and posted publicly on the Chief Information Officer's website.

Further detail

Additional information related to ongoing governance committee operations can be found in the operating guidelines.

Modifications

Changes to this charter must be approved either by the Strategic Information Technology Committee or the President's Executive Leadership Team.

Architecture and New Technology Committee operating guidelines***Introduction***

The Architecture and New Technology Committee (ANTC) is entrusted with raising, hearing, and discussing IT issues that affect network architecture, overall network service standards, or the adoption and implementation of significant new technologies. The ANTC is expected to make recommendations to the Strategic Information Technology Committee based on a consensus opinion of the representatives, and in the best interests of the University of Utah as a whole.

Purpose

The ANTC members will consider provided materials and information to help further discussion and form recommendations regarding a variety of topics and projects. The body is intended to include the viewpoints from across the University and to determine the most effective and appropriate path forward for IT projects and services. The ANTC is not expected to be concerned with the individual academic or administrative units' strategic plans or technology implementations unless those efforts affect the University's overall technology services or delivery or otherwise meet the thresholds established by IT governance.

Membership

The dean or director of each college and identified unit will select a technical representative, who should be an IT director or someone with the greatest depth of understanding regarding IT

architecture or the specific implementations of the college or area. A faculty member with an appropriate depth of understanding also could be chosen. All representatives are considered full members of the committee and will receive the agendas and information for each meeting. However, to make voting more manageable, areas are grouped into voting blocs as follows:

- One representative for Health Sciences (colleges/schools of Medicine, Health, Nursing, Pharmacy, Dentistry)
- One representative for the colleges of Science, Mines, Engineering, and Architecture
- One representative for the colleges of Social and Behavioral Sciences, Social Work, Fine Arts, and Education
- One representative for the colleges/schools of Business, Law, and Humanities
- One representative for Continuing Education, Marriott Library and Eccles Health Sciences Library
- One representative for Academic Affairs, Student Affairs, and Undergraduate Studies
- One representative for budget administration
- One representative for Human Resources, Financial and Business Services, and Facilities
- One representative for University Hospitals and Clinics
- One representative from the Information Security Office
- One representative from the Center for High Performance Computing
- Chief Technology Officer (Committee chair)

The voting rights (and thus the voting representative) will rotate among each bloc member once a year. Representatives serve at the discretion of the dean or director of his or her unit. There is no specified minimum requirement or maximum limit. The use of alternate representatives is discouraged. In the event a representative does not fulfill the duties as expected, the chair may ask the dean or director to consider a replacement representative. Membership changes should be communicated to the governance liaison and committee chair.

Role of members

All members will receive information and materials related to current or future agenda items. Members are expected to review the materials and make an informed decision based upon his or her knowledge of the subject, input from relevant members of his or her area, and the best interests of the University of Utah as a whole. Voting representatives are expected to contact non-voting representatives to gather the overall sentiment of the bloc and to vote accordingly. Non-voting representatives may attend meetings, and may speak or present to the broader group at the discretion of the chair. The time commitment for each member will vary based on the issues at hand, and also whether that member is asked to join ad hoc committees. Members are asked to spread information about governance discussions and recommendations amongst their colleagues, and to actively and engaged in the governance process.

Role of chair

The chair will fulfill not only the same role as other members, but also will work with other IT governance bodies to ensure the holistic IT governance process is meeting the needs of the University. The chair will approve the meeting agenda at least one week prior to each meeting, and will approve meeting minutes no later than one week after each meeting so that they may be publicly posted. The decision to allow guest speakers or presenters at ANTC meetings rests

fully with the committee chair. The chair also will call for a vote for recommendations, and will approve the recommendation summaries shared with other IT governance bodies.

Meetings

Meetings are held in a campus location at least once a quarter, but may occur more often if necessary. Representatives, both voting and non-voting, are provided with meeting materials and agendas in advance and are expected to come ready to discuss the topics. There may be guest speakers or presenters, approved by the chair, to offer additional insight or information. Members may ask questions or offer input freely. Meetings are considered open; however, attendance may be limited by available space. Virtual votes may occur if appropriate.

Voting, decisions and appeals

When the chair calls for a vote, members are to vote according to the decision reached by the representatives of his or her voting bloc. Recommendations require a favorable majority to be approved and passed on to another governance body. Requesters whose requests are denied may ask the chair for reconsideration at a later date or for consideration by the Strategic Information Technology Committee. The President's Executive Leadership Team also may ask the ANTC to reconsider both approvals and denials. The committee also may opt to request further information before making a decision, or may create an ad hoc committee to explore the topic. In the event of a split decision, the item will move to the SITC with a neutral recommendation and documentation supporting both favorable and unfavorable viewpoints.

Ad hoc committees

The ANTC may create an ad hoc committee to investigate a specific issue, technology, or solution at its discretion. Ad hoc committees may comprise any number or type of University stakeholders and are not considered standing committees. Ad hoc committees should count at least one representative of the standing governance committee among the members. The ad hoc committee may provide information to the ANTC in the form of a presentation or written report, as requested by the ANTC.

Information management and support

University Information Technology will provide support personnel and resources for the governance committee and process, including agenda and minutes documentation, secure document access, meeting coordination, printing or other information display needs, and other tasks as requested by the chair. A governance liaison will work with those requesting agenda items to ensure an adequate amount of information is available to the representatives before discussion of the item. This may include a business case, proposed project timeline, internal or external reviews, applicable research, or well-documented needs or problems for which a solution is sought. The liaison also will share information among committees as necessary.

Communications and reporting

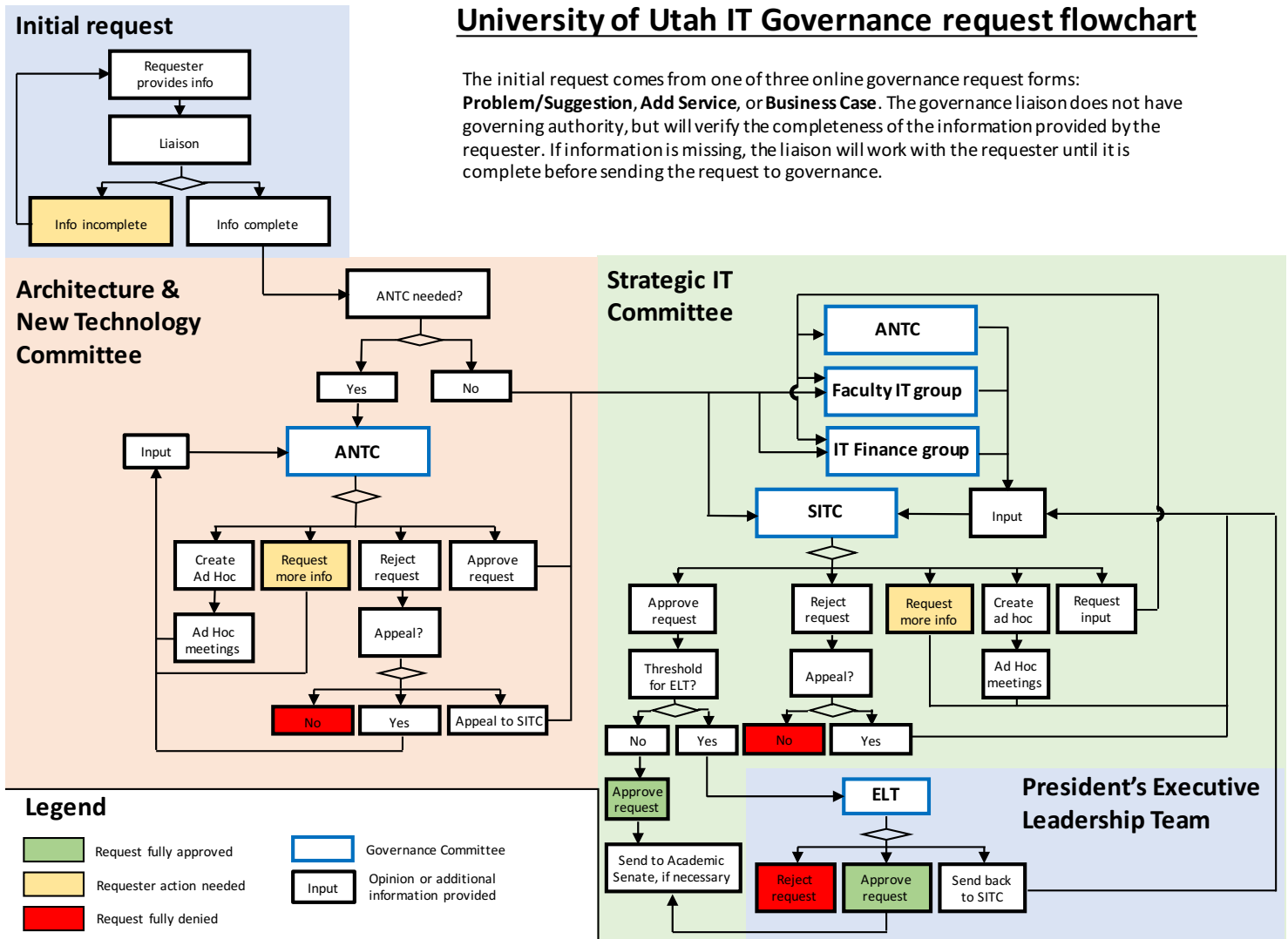
Agendas and minutes are posted on the Chief Information Officer's website. Feedback and requests for agenda items also can be handled there.

Changes to the operating guidelines

The operating guidelines may be updated as necessary with the approval of the ANTC.

University of Utah IT Governance request flowchart

The initial request comes from one of three online governance request forms: **Problem/Suggestion**, **Add Service**, or **Business Case**. The governance liaison does not have governing authority, but will verify the completeness of the information provided by the requester. If information is missing, the liaison will work with the requester until it is complete before sending the request to governance.



4. Review Requirements for Governance Items

Governance requests are made through the following online forms, found at cio.utah.edu/governance. Requesters must fill out this information completely before the request is presented to governance committees for consideration.

Problem/Suggestion form

Please use the following form to request IT governance investigate a problem or consider a suggestion for improvement. This form is not intended to be used for help desk services, such as password resets, or requesting minor changes to existing services. It is meant to provide input into broader IT issues across campus. If you have any questions, please contact [TBD]@utah.edu.

- Name
- uNID
- Title
- Department
- Email
- Phone
- Problem to explore or suggestion for improvement (Open text field, 1,000-word limit)
- Areas or users affected (open text field, 30-word limit)
- Estimated number of people affected (1-50, 51-250, 251-500, 500 or more) (radio button)
- Estimated level of priority (High, Medium, Low) (radio button)
- Would this have any effect on academic instruction? (yes or no radio buttons)
- Would this require a change or addition to University policy? (yes or no radio buttons)
- Additional information (Not required field, open text, 1,000-word limit)

Add Service Request form

Please use the following form to request IT governance consider adding a new IT service for general campus use. This form is not intended to be used for help desk services, such as password resets, or requesting minor changes to existing services. It is meant to provide input into broader IT issues across campus. If you have any questions, please contact [TBD]@utah.edu.

- Name
- uNID
- Title
- Department
- Email
- Phone

- Suggested service to add (Open text field, 30-word limit)
- How would this service benefit campus users? (Open text field, 1,000-word limit)
- Estimated number of people affected (1-50, 51-250, 251-500, 500 or more) (radio button)
- Estimated level of priority (High, Medium, Low) (radio button)
- How should this service be funded? (Centrally, By department, Per user, Other) (radio button)
- Would this have any effect on academic instruction? (yes or no radio buttons)
- Would this require a change or addition to University policy? (yes or no radio buttons)
- Additional information (Not required field, open text, 1,000-word limit)

Business case form

Please use the following form to present the business case for a request to IT governance. This form should explain in detail the research and rationalization for changing, adding, or retiring an IT service or product that has significant impact on the University's network or users. If you have any questions, please contact [TBD]@utah.edu.

- Name
- uNID
- Title
- Department
- Email
- Phone
- Service or product (Open text field, 30-word limit)
- Please describe the current need and how this service or product would be a benefit to the University. (Open text field, 1,000-word limit)
- Who would benefit most, and who else could potentially use this service or product? (open text field, 200-word limit)
- Estimated level of priority (High, Medium, Low) (radio button)
- What are the estimated one-time and ongoing costs associated with this service or product? (include hardware, software or subscription costs, staffing costs, upgrade costs, cost of migration from existing services, integration costs, etc.) (Could be an open field, or could be rows with two columns, one for line item and one for cost)
- How will this service be funded? (Centrally, By requesting department, Per user, Other) (radio button)
- What are the deliverables should the University approve this product or service? (open field, 300-word limit)
- What are the estimated savings, if any, directly related to this product or service? (open field, 1,000-word limit)
- How can the University track whether the product or service is successful? (What key performance indicators, statistics, savings, etc. could be measured?) (open field, 300-word limit)
- Would this have any effect on academic instruction? (yes or no radio buttons)
- Would this require a change or addition to University policy? (yes or no radio buttons)

- Would this require access to sensitive University data or systems (PeopleSoft, HIPAA, FERPA, PCI, etc.)? (Yes or no radio button)
- If Yes, has the Information Security Office performed a security audit of this product or service? (Yes or no radio button)
- What technologies or systems will be used or affected by this product or service? (open text field, 1,000-word limit)
- Does this product or service require integration with University data located in another system? (Yes or no radio button)
- If Yes, what information is required? (open field, 300-word limit)
- Have you determined whether a similar product or service is already in use at the University? If yes, what product and why is it not suitable for your needs? (Open field, 500-word limit)
- What other products or services did you consider? Briefly describe the reason those options were not selected. (Open field, 500-word limit)
- Are there any additional University areas involved in the exploration of this product or service? (Please list contact information if available) (three rows of three columns: name, department, email)
- What is the estimated timeline and implementation plan for this product or service? (open field, 500-word limit)
- What could happen if this product or service is not approved by IT governance? (open field, 500-word limit)
- Additional information (Not required field, open text, 1,000-word limit)

5. Topics likely to come up in future governance meetings

- a. Deloitte recommendations that affect campus
 - i. Increase IT/mission alignment
 - ii. Standardize IT architecture
 - iii. Strengthen IT risk management
 - iv. Reduce campus vulnerabilities
 - v. Enhance IT spend management
 - vi. Develop ubiquitous service strategy
 - vii. Consolidate data centers and server rooms
 - viii. Enable a seamless student experience
- b. Campus-wide strategic plan
- c. Certificate management on campus

6. Setting future meeting dates/times

Decisions to be made for both SITC and ANTC:

- Location (Dumke at EBC, or something more central?)
- Consistent day (ie: Third Thursday of the month)
- Time of day (Morning, afternoon)
- Frequency (Monthly for first six months and then reassess?)
- Lead time for agenda/materials delivery (Is one week prior sufficient?)

7. Open floor

Any issues that need to be discussed here publicly before we next meet?