IT GOVERNANCE PLANNING SUMMIT

Date: Tuesday, March 10, 2015
Time: 9:00am – 4:00pm
Loc: Student Center East, UIC Campus, Chicago, IL
Goal: To promote collaborative planning of and support for information technology governance and strategic planning

9:00 a.m. - 9:55 a.m. Continental Breakfast and Registration
Location: Illinois A/B

10:00 a.m. - 10:15 a.m. Opening Remarks | Avijit Ghosh, CEO for University of Illinois Hospital and Clinics
Location: Illinois A/B

10:15 a.m. - 10:35 a.m. Overview of 2013 IT Governance Planning Summit Outcomes
Overview of the Day’s Format, Goals, and Expectant Outcomes
Location: Illinois A/B

10:40 a.m. - 11:25 a.m. Panel Discussion: IT Governance at the University of Illinois
Location: Illinois A/B

11:25 a.m. - 11:30 a.m. Introduction to Breakout 1
Location: Illinois A/B

11:40 a.m. - 12:25 p.m. Group Breakout 1: IT Governance at the University of Illinois
Location: See Nametag, Group Assignments, and Map

12:25 p.m. - 1:05 p.m. Lunch
Location: Illinois A/B

1:05 p.m. - 1:25 p.m. Open Discussion of Breakout 1
Location: Illinois A/B

1:25 p.m. - 1:35 p.m. Overview of IT Strategic Planning at the University of Illinois
Location: Illinois A/B

1:40 p.m. - 2:25 p.m. Panel Discussion: IT Strategic Planning at the University of Illinois
Location: Illinois A/B

2:25 p.m. - 2:30 p.m. Introduction to Breakout 2
Location: Illinois A/B

2:40 p.m. - 3:25 p.m. Group Breakout 2: IT Strategic Planning at the University of Illinois
Location: See Nametag, Group Assignments, and Map

3:35 p.m. - 4:00 p.m. Open Discussion of Breakout 2 and Dessert Break
Wrap-up Presentation and Evaluation
Location: Illinois A/B
IT Governance Planning Summit

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**11:40am – 12:25pm**
Group Breakout One  
IT Governance at the University of Illinois

**2:40am – 3:25pm**
Group Breakout Two  
IT Strategic Planning at the University of Illinois
WELCOME to the 2015 IT Governance Planning Summit

Opening Remarks

Avijit Ghosh
CEO for University of Illinois Hospital and Clinics

University of Illinois - Chicago
Why are we here today?

Collaborate on IT Governance

- IT Governance defines the processes, components, structures, and participants for making decisions regarding the use of IT.

Collaborate on IT Strategic Planning

- IT Strategic Planning provides a framework for developing shared information technology strategies and initiatives at the University of Illinois.

Today’s Participants

(snapshot from 3/4/2015 registration counts)
Agenda Overview

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Follow-up on the 2013 ITG Summit

Focus:

- Sustaining *collaborative decision making* processes in ITG
- Improving *communication* to ITG constituents and between governance groups
- Identification of IT Governance *outcomes* and success measures
- Identification of *high priority* academic, research, and business strategies that IT must support for success
Follow-up on the 2013 ITG Summit

Major Topics of Discussion:
- Campus IT Strategic Plan Development
- Improvement of ITG Processes
- Communication and Transparency
- Integration of Governance Processes
- Understanding of Governance Processes
- Role of Governance
- Governance Representatives
- Prioritize and Implement Initiatives

Follow-up on the 2013 ITG Summit

Actions:
- Cross-pollination of membership intra and inter campus
- Initiative prioritization and funding at campuses and ITPC
- Strategic plan and governance integration
- Campus level bi-annual ITG events
Goals and Expected Outcomes for 2015 Summit

Collaborative discussion regarding IT Governance

- Discuss initial results of ITG processes throughout the university
- Explore potential improvements to ITG processes as they continue to evolve
- Involve ITG and non-ITG members in discussions about specific actions and prioritization

Collaborative discussion regarding IT Strategic Planning

- Consider current plans and processes for IT strategic planning at the campuses and UA
- Help ensure that IT planning aligns with university/campus/college plans and priorities
- Foster ongoing collaboration for IT strategic planning
Changes and Challenges

- Potentially deep budget cuts
- Changes in campus/university/state leadership
- New academic and admin priorities
- Board level pressures
- Quickly emerging technologies and constituent demand
- Mass-exodus of employees and institutional knowledge
**Long-range vs. Short-range IT Planning**

- Emerging crises and constant change encourages short-term solutions
- Focusing inward towards solving immediate short-term, and sometime long-term, problems
- Investing in long-term foundational capabilities is trumped by reactionary tactics
- Short-term planning is easier

**More Changes FY13-FY15**

- Major Leadership Changes
  - Governor
  - UI Board of Trustees Chair
  - University President
  - UIC Chancellor and Provost
- UI IT Leadership Team includes CIOs from UIF, UIAA, Health Affairs
More Collaboration in FY15

- Increasing the number of people working on shared initiatives
- IT groups and individuals working closer at all levels of the organizational chart
- Strategic planning and IT governance processes are more inclusive

EDUCAUSE Top 10 IT Issues 2015

1. Hiring/retaining/training qualified tech staff
2. Optimizing tech use in teaching and learning
3. IT fund model to support core, innov., & growth
4. Leveraging tech to improve student outcomes
5. Show business value of IT and how it can help institution achieve goals
6. Increase IT’s capacity for managing change
7. Support users – mobile, online, cloud, BYOD
8. Broad security policies for mobile, cloud, etc...
9. Develop flexible responsive enterprise archit.
10. Balancing agility, openness, and security
IT Planning and Governance in Response

Planning is Paramount
Integration of planning activities across the enterprise.

Academic Planning
Financial Planning
Integrated Planning
Facilities Planning
Information Technology Planning
Strategic Planning

“The continuous process of making present (entrepreneurial) risk-taking decisions systematically and with the greatest knowledge of the futurity; organizing systematically the efforts needed to carry out these decisions; and measuring the results of these decisions against the expectations through organized systematic feedback.”

Peter Drucker, Management: Tasks, Responsibilities, Practices
IT Governance
UI - Chicago

IT Governance Council

- Infrastructure and Security
- Education
- Research
- Administration

IT Governance
UI - Springfield

Academic Technology Committee

Provost Team

Dean’s Council

ITS Management Team
IT Governance
UIF / UIAA

Evolution

- IT Governance established
  - UIS: 1992
  - UIC: 2010
  - UIUC: 2011
  - UA: 2004
- IT Strategic plans developed
  - UIS: 2013
  - UIC: 2014
  - UIUC: 2013
  - UA: 2013 (AITS)
- Strategic plan execution and monitoring
- Iterative planning and adjustment
Current Strategic Plans

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Charges to ITG - *Example*

The responsibilities assigned to UIC’s ITGC are to recommend and monitor:
- IT Policies
- Strategic Directions
- Resource Allocation
- Collaboration
- Standards and Procedures
- Transparency
- Performance Measures
ITG and Strategic Plans

How does ITG best support campus strategic plan execution? How does IT increase the speed to implementation?

- Actionable examples from UIUC plan –
  1) Develop a research data service and accompanying research education initiative in the curation, use and dissemination of large amounts of data
  2) Develop a faculty profile-sharing database

- Less actionable without further definition (examples from UIUC plan) –
  1) Leverage technology to provide the best possible learning experience for Illinois students
  2) Increase international alumni outreach to increase financial and other support
Questions for Today

Group Breakout One

- What have been the most successful elements or initiatives of IT Governance for your group and/or campus?
- What are your lessons learned from the process over the past two years?
- What priorities are the ITG processes not addressing?

Questions for Today

Group Breakout Two

- What are the strategic priorities for your organization? How does IT help you accomplish these priorities? What role does ITG play in accomplishing these organizational and IT goals?
- Re-examine the ITG charge/charter relative to the campus planning process. Are we operating as designed? Is there a need to refocus in any areas? What steps are needed for change?
- How do we measure the success of ITG initiatives that support the strategic plan?
Panel Discussion

Purpose of Panel Discussion

The goal of the discussion is to consider the current IT governance processes and explore successes, lessons learned, and opportunities for improved collaboration and effectiveness.
Panelist Introduction

**UIC**
- **Saul Weiner**
- Chair - ITGC Education
- Vice Provost for Planning and Programs

**UIC**
- **Phil Reiter**
- Chair - ITGC Infrastructure and Security Committee
- Executive Director of IT, College of Pharmacy

**UIS**
- **Vickie Cook**
- Academic Technology Committee
- Director, Center for Online Learning, Research and Service

Panelist Introduction

**UIUC**
- **Nancy O’Brien**
- Chair – Illinois ITG Administration Committee
- Professor, Social Sciences, Health, and Education Library

**UIUC**
- **Roy Campbell**
- Chair, Senate Executive Committee
- Professor, Engineering/Computer Science

**UIF / UIAA**
- **Kristin Cordova**
- Chair – Advancement Information Council
- Director for Information Governance
Panelist Introduction

Gloria Keeley
Chair – ITPC Finance Subcommittee
Assistant Vice President for Administrative Services

Michael Hites (moderator)
Senior Associate VP for AITS & CIO

Panel Discussion Topics

IT Governance
- Successes
- Process
- Collaboration
- Next Steps
- Q & A
Panel Discussion

Successes

Panel Discussion

Process
Panel Discussion

Collaboration

Panel Discussion

Next Steps
Panel Discussion

Q & A

IT Governance at the University of Illinois

Breakout Session One
Breakout Session One
Discussion Goal

Collaborate on how to make the current IT governance processes more effective.

Breakout Session One
Discussion Questions

- What have been the most successful elements or initiatives of IT Governance for your group and/or campus?
- What are your lessons learned from the process over the past two years?
- What priorities are the ITG processes not addressing?

Your group does not have to finish all the questions and you do not have to start at the first question.
Breakout Session One

2015 IT Governance Planning Summit

First

Last

Title

Department or College

Campus

IT Governance Involvement

Breakout One

Breakout Two

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Breakout Session One

Discussion Questions

- What have been the most successful elements or initiatives of IT Governance for your group and/or campus?
- What are your lessons learned from the process over the past two years?
- What priorities are the ITG processes not addressing?

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Lunch

Breakout Session One

Open Discussion
IT Strategic Planning at the University of Illinois

Panel Discussion

Charges to ITG - Example

The responsibilities assigned to UIC’s ITGC are to recommend and monitor:

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  1) Leverage technology to provide the best possible learning experience for Illinois students
  2) Increase international alumni outreach to increase financial and other support
Purpose of Panel Discussion

Discuss current IT strategic planning efforts across the University.

Panelist Introduction

**UIC**
- Cynthia Herrera-Lindstrom
  - Chief Information Officer
  - Executive Director, ACCC

**UIUC**
- Mark Henderson
  - Chief Information Officer

**UA**
- Michael Hites
  - Senior Associate VP for AITS & CIO
Panelist Introduction

Andrea Ballinger
Vice President and Chief Information Officer

Ilir Zenku
Assistant Vice President, Information Technology

Kelly Block (moderator)
Assistant VP for Portfolio and Process Management

Panel Discussion Topics

IT Strategic Planning

- Current State
- IT Governance Relationship
- Value
- Improvement
- Measuring Success
- Q & A
Panel Discussion

Current State

Panel Discussion

IT Governance Relationship
Panel Discussion

Value

Panel Discussion

Improvement
Panel Discussion

Measuring Success

Panel Discussion

Q & A
IT Strategic Planning at the University of Illinois

Breakout Session Two

Discussion Goal

The goal of the discussion is to ensure that IT Governance is supporting the execution of IT strategic plans in support of the mission strategies and needs of the University.
Breakout Session Two
Discussion Questions

- What are the strategic priorities for your organization? How does IT help you accomplish these priorities? What role does ITG play in accomplishing these organizational and IT goals?

- Re-examine the ITG charge/charter relative to the campus planning process. Are we operating as designed? Is there a need to refocus in any areas? What steps are needed for change?

- How do we measure the success of ITG initiatives that support the strategic plan?

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Discussion Questions

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- How do we measure the success of ITG initiatives that support the strategic plan?
2015 IT Governance Planning Summit

- Evaluations are located on your tables
- Your feedback will help us make improvements for subsequent events
- 2016 Campus-wide ITG events
- 2017 ITG Planning Summit – at UIUC

Thank You for your valuable contributions to today’s Summit!!
1. What have been the most successful elements or initiatives of IT governance for your group and/or campus?

2. What are your lessons learned from the process over the past two years?
3. What priorities are the ITG processes not addressing?
The Role of a Scribe

A scribe:
- Captures and records the proceedings of the breakout sessions to assure the group can accomplish their goals.
- Documents what is discussed during the workgroup sessions.
- Helps the group create lists of important points.
- Summarizes the issues from time to time as to ensure they are documented correctly.
- Documents all issues, ideas, solutions, and resolutions provided by the workgroup.

1. **What are the strategic priorities for your organization? How does IT help you accomplish these priorities? What role does ITG play in accomplishing these organizational and IT goals?**
2. Re-examine the ITG charge/charter relative to the campus planning process. Are we operating as designed? Is there a need to refocus in any areas? What steps are needed for change?

3. How do we measure the success of ITG initiatives that support the strategic plan?
UIC – Information Technology Governance Council

The UIC Information Technology Governance Council (ITGC) was created in the fall of 2011, based on a recommendation from the IT Task Force report that had been charged by Provost Tanner in 2010. The final report from the IT Task Force is available in PDF form: UIC ITTF Final Report.

The ITGC is the principal group that drives the IT governance process. The functional crosscutting committees (Education, Research, Infrastructure and Security, and Administration) report to the ITGC, and in turn the ITGC reports to the Provost. It advises the Provost and the UIC CIO.

The governance committees are the voice of the campus for IT related matters. The expectation is that all committee members are in communication with their colleagues and units. Unit concerns related to IT should be brought forward to committees. Members should relay committee discussions back to their units. The ITGC is responsible for addressing IT issues on campus and working to correct them.

The responsibilities assigned to UIC’s ITGC are to recommend and monitor:

• IT Policies
• Strategic Directions
• Resource Allocation
• Collaboration
• Standards and Procedures
• Transparency
• Performance Measures

The purpose of the ITGC is to:

• Create a process for evaluating and prioritizing major IT initiatives.
• Administer the overall campus IT governance process.
• Evaluate and recommend the creation, adoption and implementation, changes or updates of IT policies.
• Improve communication of IT policy.
• Ensure that information is available on the IT hardware, software and services available at UIC.
• Provide adequate and appropriate education, research, and administrative IT services and infrastructure.
• Evaluate and recommend IT funding levels, models and mechanisms.
• Evaluate the profile of the purchase of commodity IT hardware and software and make recommendations.
• Ensure that core services are provided in a robust, reliable, efficient and consistent manner.
• Ensure that UIC users are supported in a coordinated manner through IT decentralization, department contributions to IT services, and collaboration among centralized IT services.
• Evaluate and make recommendations for IT to improve IT training and professional development opportunities.
• Create a UIC IT strategic plan that aligns with UIC campus priorities.
• Coordinate the development and publication of college-level and campus-level IT plans and performance measurements.
• Develop governance practices that clearly differentiate and assign responsibility for governance, service delivery and departmental roles.
• Ensure that the planning and governance process is recurring with appropriate performance measures and regular reviews for effectiveness.
• Ensure college-level IT is able and encouraged to make optimal use of central IT services.
• Ensure that the governance model will leverage the information assets of UIC, reduce expenditures and improve operations.
• Ensure that an effective program is in place to manage the relationships between IT providers and the constituents that make up the UIC community.
• Provide necessary IT support for cross-campus programs.
• Work with Hospital and UTMT on IT-related issues.

This list will be reviewed periodically to ensure relevancy.

The ITGC should aim at developing a shared service model that contains the elements of price transparency, service culture, good business process, standardization, continuous improvement and responsiveness, while providing an environment that encourages innovation and leadership in technology at all levels.

**UIS - Academic Technology Committee**

The Academic Technology Committee reviews policies involving academic computing and other technological services and work with other committees and groups within the campus community to monitor budget and planning implications of developments in this rapidly changing area.

The Committee shall consist of two faculty from the College of Liberal Arts and Sciences, one faculty member each from the other degree-granting Colleges and the Departments of Management Information Systems and Computer Science, one library representative (faculty or academic professional), one civil service staff person, one academic professional, and two students. Ex-officio members are the Associate Provost for Information Technology, the Director of the Office of Educational Technology, the
Director of the Office of Campus Technology Services, the Director of the Office of Technology Enhanced Learning, the Director of the Office of Web Services, the Director of the Office of Electronic Media, the Senior Online Coordinator, the Director of the Office of Registration and Records and other administrators as the Committee deems appropriate and reports to the Senate. Faculty shall be appointed to serve three-year staggered terms and may be reappointed.

**UIUC – Illinois IT Governance**

See Report of the Planning Committee for Information Technology Governance on the Champaign-Urbana Campus of the University of Illinois on following pages.

**UA – Information Technology Committee**

See charter on following pages.
Report of the Planning Committee for Information Technology Governance on the Champaign-Urbana Campus of the University of Illinois

September 19, 2011

Background

In May of 2011, the Provost and the Chancellor charged this committee with developing a new information technology (IT) governance structure for the University of Illinois, Urbana-Champaign (UIUC) campus. This new IT Governance structure must still comply with the decision-making processes established in the University Statutes: in particular, all IT governance proposals involving academic matters must be referred to the Provost's office, on the recommendation of the Senate. The new IT Governance structure outlined in this document also needs to take into account related groups and projects that pre-exist it and that will persist in the future. In what follows, we lay out a recommended structure, we propose elements of the charge to each of the committees in that structure, and we suggest the ways in which we think this structure should relate to existing IT groups and projects on this campus. We also recommend some existing IT-related committees that could be dissolved, because they duplicate responsibilities that would now be represented in our proposed governance structure.

In general, since we were asked to design a governance structure, we see the structure we are proposing as being executive rather than advisory, with the significant caveat that the IT Governance Committee (ITGC) itself will not directly control the budgets that it needs to call into play. Therefore, the authority of the ITGC must be underwritten by the Provost, the Chancellor, the CIO, the IT Council, and the Senate IT Committee. For that reason, each of those entities must be represented on the ITGC. We recommend a mechanism for ensuring representation for these and other stakeholders, in the section on Committee Appointments, below.

It is not only the campus-level budgets that need to respond to direction from the Governance Committee: a significant amount of the IT spending on this campus (in fact, the majority) is financed by the academic units. Therefore, it is important that those stakeholders are consistently represented, not only in the Governance Committee and its subcommittees, but also in a Council of their own. The planning committee for ITGC included a number of individuals who also serve on the Council of CIOs (a pre-existing group that calls together the heads of IT in each of the academic units on campus), and during the ITGC planning process Michael Hites and John Unsworth met with the entire IT Council, and worked with them to develop a charter for
that group that clarifies their role and responsibilities in the governance process. That charter is included, below, in a separate section, now renamed "IT Council" to reflect the fact that it has decided to expand its membership to include those who direct major IT operations outside of the academic units (student housing, major independent research centers like NCSA, etc.).

There are committees and processes throughout the campus and university that are important to the strategic and operational aspects of IT. For example, the Data Center Governance Committee, University Technology Management Team (UTMT), and the annual campus budget process all contribute to the prioritization and execution of IT initiatives. We recommend that the new ITGC be integrated with the existing structures in a manner that reduces duplication of effort, maximizes transparency, and expedites decisions related to IT strategies and operations. Additionally, we recommend that the UTMT membership and role be examined and modified to better align with the new IT governance groups throughout the university. There are also some existing committees that should be decommissioned, as their function will be directly replaced by proposed subcommittees of the IT Governance Committee: an example of this is the standing Committee on E-Learning, which will be redundant once the ITG subcommittee on Teaching and Learning is in place. There may be other standing committees that need to be reconsidered as well.

We also feel that, in order for the Governance Committee (and its five subcommittees) to function effectively, two FTE of support staff are needed. These staff, probably located in CITES, would provide administrative support (including scheduling, minutes, communications, planning for workshops etc.) and research support (fact-finding, institutional and inter-institutional research, assessment, etc.). By the same token, we feel the top-level Governance Committee should have a budget on the order of $500,000/year, to be used to fund projects that support priorities established in the governance process, and to match unit funds when doing so would encourage broader participation in such projects. We do not have a specific prescription or recommendation for the source of this funding: we note that the CITES operating budget of about $35M is fully committed.

Finally, we recognize that the structure, charters, and processes we are setting out here will (and should) be modified as a result of experience, so we recommend building assessment and modification of the governance committee itself into its charter. Specifically, we recommend that the Provost should annually appoint a small review committee with faculty, student, and staff representation: this group would receive and review a report from the Governance Committee, provide an evaluation of the work of the ITGC during the past year, and recommend changes to the ITGC's structure and function, as needed.
Committee Appointments

**Governance Committee appointments**

The Governance committee should consist of 13 individuals, including (1) campus CIO, (2) Deans appointed by the Council of Deans, one from a large college and one from a smaller School or College, (1) designated representative from the Academic Senate IT committee, (1) designated Library representative, (1) Provost's budget representative, (1) representative of the Vice Chancellor for Student Affairs, (1) student representative appointed by the Student Senate, and (5) topical committee chairs. The Committee should include two ex-officio representatives, one from the University Counsel's office, and one from Risk Assessment. In addition, there should be three ex-officio, non-voting members: Provost, Chancellor, and university Executive CIO. The Chancellor's office should be responsible for issuing the call for appointments, and for keeping track of term limits. CITES staff support (the 2 FTE mentioned above) should be responsible for other committee record keeping, scheduling, research, and communication.

**Topical subcommittee appointments**

Each topical committee should consist of 15 individuals, including representatives and/or delegates to be named (in numbers indicated parenthetically) by the Council of Deans (4), Provost's Office (2), Chancellor's Office (2), Academic Senate (4), the IT Council (2), and Student Senate (1). Each of these subcommittees should be chaired by a faculty member who is elected by the subcommittee from among its members, and at least half of the members of each subcommittee should be faculty. The Provost's office should be responsible for issuing the call for appointments, and for keeping track of required subcommittee demographics and the term limits of subcommittee members. CITES staff support would be responsible for other committee record-keeping, scheduling, research, and communication.

**Term limits**

Any appointed member of the IT Governance Committee or its topical subcommittees should serve no more than three consecutive years on that committee, and membership of the topical subcommittees should not overlap. During the first three years, some committee members should be appointed for less than three years, with the possibility of renewal, in order to create a situation that ensures that all committee members do not rotate off in the same year. After the initial three years, the only exceptions to term limits would be for individuals who serve as a result of their position. On the Governance Committee, that would include the CIO, the representative of the
Vice Chancellor for Student Affairs, and the Provost's budget representative. On topical subcommittees, that could include representatives of the Provost and Chancellor, and IT Council representatives.

Governance Committee

Membership of this committee is detailed under "Committee Appointments," above. IT governance consists of:

- the process by which we develop and endorse institutional decisions about IT systems and services,
- the people who are assigned the responsibility and accountability for the results of those decisions, and
- the organizations that participate in those decisions and their implementation.

The IT Governance Committee has the following responsibilities:

- **Recommend IT Policies:** The Governance Committee should leverage the collective expertise and authority of its participants to enable it to make recommendations to executive leadership regarding IT policies, initiatives and services at all levels of the campus. Since the Governance Committee will represent all of the major stakeholders, and includes representatives of the Chancellor, the Provost, the Academic Senate, and (representing CITES and the IT Council) the CIO, the assumption should be that its recommendations will be accepted by campus leaders, even if the Governance Committee itself does not have budgetary authority.
- **Establish Strategic Priorities:** The Governance Committee should ensure that the strategic direction of IT aligns with the overall strategy and business needs of the Urbana campus. This will include setting priorities, recommending changes in funding levels or sources, and establishing high-level requirements.
- **Resource Allocation:** The Governance Committee should have a structured, rational and ongoing methodology to make recommendations on how to concentrate and deploy resources in support of initiatives that extend across functional and organizational boundaries.
- **Collaboration:** The Governance Committee should consider increased opportunities for horizontal and vertical collaboration and communication in specific IT specialties, academic and business functions, and at the enterprise level.
- **Standards and Policy:** The Governance Committee should provide guidance and have the authority to propose, select and promulgate IT
standards and policy that support greater efficiency and effectiveness through the increased shared use and interoperability of technologies, as well as ensuring the security of high risk data across the campus.

- **Transparency**: The Governance Committee should ensure that IT customers are aware of what services are available from which organizations and how to access those services. This should include services at the college level, as well as central IT.
- **Performance Measures**: Performance measures will change over time, but the Governance Committee should establish baseline metrics for IT projects and services so data can begin to be collected as soon as these projects or services begin.
- **Consultation**: The Governance Committee is responsible for advising and requesting comment from the IT Council and the Senate IT Committee, and other groups, as appropriate.
- **Approval**: The Governance Committee is responsible for acquiring the necessary approvals for policy changes that affect matters under the jurisdiction of constitutionally appointed university bodies, as described under the Statutes of the University of Illinois and other University governance documents (for example, matters relating to educational policy that might need approval by the University Senate).

### Research Subcommittee

*Recommended elements of a charge to this committee (to be finalized by the committee itself):*

The Research Subcommittee recommends how the University of Illinois at Urbana-Champaign should implement strategy, policies, processes, and services to support research computing. This committee will operate within, and leverage the framework of, the campus IT governance process, and it reports to the Governance Committee, of which its chair will be a member.

The Research Subcommittee brings together a broad group of campus constituents to discuss objectives for institutional research computing. It will review and make recommendations on the IT services needed for research, above and beyond the base level of common technology infrastructure. This may include cutting-edge networking, high-performance compute clusters, large-scale data storage, data curation, specialized consulting, etc. It may also speak to staffing, processes, and organization, in order to improve research computing decisions and services. This committee should concentrate on the functional requirements of the research community, and it should communicate regularly with the IT Council concerning infrastructure plans and choices that could improve or degrade the efficient delivery of needed research services. This committee is an opportunity for key
stakeholders across the University of Illinois at Urbana-Champaign to work together to create a robust and sustainable research-computing environment.

Objectives

- Evaluate the IT needs of the campus research community, including faculty, staff, postdocs, research graduate and undergraduate students.
- Develop and annually update a five-year strategic plan for research technology.
- Assess the impact of new information technologies on the research community and annually update a five-year plan for enhancing research cyberinfrastructure, including networking, data curation, data processing, and research computing expertise.
- Evaluate and prioritize specific research cyberinfrastructure needs and projects.
- Evaluate funding models for all aspects of research cyberinfrastructure.
- Develop and evaluate performance measures for research cyberinfrastructure.
- Develop plans and identify resources to ensure that shared research computing resources are adequate and up to date.
- Provide research perspectives and input to IT Governance Committee.
- Work with the IT Council to understand and identify resources for operating centrally managed research computing on campus.
- Work with the IT Council to maintain UIUC as a leader and innovator in research systems management and service.
- Absorb and apply best practices from other research-intensive institutions.
- Extract maximum value from vendors through partnerships, consortia, and alliances.
- Develop, maintain, and contribute to our relationship with regional, national and international high performance computing consortia.
- Expand the use of research computing to more researchers and to more research fields on campus.
- Develop and identify resources for hardware and software support for researchers.
Teaching & Learning Subcommittee

*Recommended elements of a charge to this committee (to be finalized by the committee itself):*

The Teaching and Learning Subcommittee will review and make recommendations on the information technology services needed for educational activities on the campus, above and beyond the base level of shared campus infrastructure. This committee recommends how the University of Illinois at Urbana-Champaign should implement academic technology strategy, policies, processes, and services to support excellence and innovation across all of its teaching and learning activities. This committee will operate within, and leverage the framework of, the campus IT governance process, and it reports to the Governance Committee, of which its chair will be a member.

This committee is an opportunity for key stakeholders across the University of Illinois at Urbana-Champaign to work together to create a robust and sustainable academic technology environment. This committee will work with a broad range of stakeholders as well as with other campus committees charged with looking at different aspects of the teaching and learning mission and will use input from those stakeholders and committees to make proposals concerning staffing, processes, organization, and technology to improve academic technology policy, decisions and services. The committee will bring together a broad group of campus contributors to discuss objectives and set priorities for academic technology. The committee will seek to broaden and deepen the campus’ understanding of how to educate through and with technology, and how to take advantage of the depth of expertise that we have, in staff and students as well as in faculty, at such a technology-rich university.

Objectives:

- Evaluate the information technology needs of faculty and students, and assess the impact of technologies on the educational mission of the university.
- Develop and annually update a five-year strategic plan for academic technology.
- Prioritize academic technology needs based on input from all campus stakeholders.
- Recommend new academic technology services, support systems, models, best practices and policies.
- Recommend new teaching and learning policies, practices, and provisions related to academic technology to the appropriate administrative and Senate committees.
• Communicate academic technology policies and provisions to faculty, staff, students and administration.
• Evaluate academic technology funding models.
• Develop and evaluate cost and performance models and measures for academic technology for all graduate and undergraduate courses.
• Identify and recommend cost-effective tools that integrate with existing student systems and support innovative teaching and learning.
• Evaluate the cost and effectiveness of the existing learning management systems and related services, and make recommendations for improvements.
• Plan and propose programs that build on the university's information technology strength and heritage to provide new modes of education and new opportunities for professional development.
• Coordinate academic technology practices and policies with national and international academic technology organizations.

Information Security and Privacy Subcommittee

Recommended elements of a charge to this committee (to be finalized by the committee itself):

The role of the Information Security and Privacy Subcommittee is to inform, comment, guide, and endorse campus information security and privacy related policies, procedures and initiatives. This committee recommends campus strategic direction on information-related security and privacy issues affecting students, staff, faculty, and activities that support the mission of the university. It will also monitor campus compliance with legislative requirements and ensure that campus initiatives are provided with the resources necessary to meet their compliance obligations. The committee will strive to improve the overall security posture of the campus, and to ensure that security and privacy are appropriately supported, funded and implemented within the campus community. This committee will operate within, and leverage the framework of, the campus IT governance process, and it reports to the Governance Committee, of which its chair will be a member.

Objectives:

• Develop, seek wide input, and recommend strategic direction to the Chief Privacy and Security Officer on university and campus-wide information security and privacy.
• Develop and annually update a five-year strategic plan for IT security and privacy.
• Communicate IT security and privacy policies and provisions to faculty, staff, students and administration.
• Review and coordinate university-wide information security and privacy-related policies, procedures, and initiatives, regardless of the office or sector responsible.
• Review campus-wide efforts and coordinate them with university-wide efforts to improve employee awareness of information security and privacy practices, regardless of the office or sector responsible.
• Prioritize IT security and privacy needs based on input from all campus stakeholders.
• Provide strategic input to key information security and privacy projects undertaken by the Office of Privacy and Information Assurance, as well as to offices having compliance or monitoring responsibilities for the information security and privacy of particular sectors.
• Advise campus and university administration on matters of information security and privacy, especially with respect to compliance requirements.
• Stay abreast of emerging information security and privacy issues and adjust strategy as necessary.

This committee will strive to ensure that information security and privacy efforts support the university's mission, improve the overall security and privacy of information at the Champaign-Urbana campus, appropriately balance risk with safeguards, and are appropriately supported, funded and implemented within the campus community.

Members are to fully own the process and results of this committee. Members will strive to ensure that the university-wide strategies promulgated by this committee support and complement sector-specific requirements and needs while still facilitating the widespread and appropriate use of information. This committee will have the authority necessary to fulfill the duties and responsibilities assigned to it in its charter or otherwise assigned by its executive sponsors. The Chief Privacy and Security Officer is responsible for reporting to campus and university administration on the activities of the Information Security and Privacy Subcommittee, and on general information security and privacy affairs.

**Outreach Subcommittee**

*Recommended elements of a charge to this committee (to be finalized by the committee itself):*

The purpose of the Outreach Subcommittee is to provide oversight and prioritization of campus IT policies, procedures and initiatives that are
related to public engagement and outreach activities (including, but not limited to, Extension). This committee is also responsible for recommending strategic direction for information technology activities that provide outreach to the general public, donors, alumni, corporations, and future students. These activities might include maintaining public web sites, blogs, unified communications, FAQ databases, search facilities, help facilities, directories, public/university initiatives such as UC2B, and public announcements related to IT. This committee will work with existing campus committees concerned with the teaching and learning mission and with outreach-related administrative support. It will use input from those committees to make proposals concerning staffing, processes, organization, and technology to improve the way IT decisions and services support outreach activities. This committee will operate within, and leverage the framework of, the campus IT governance process, and it reports to the Governance Committee, of which its chair will be a member.

Objectives:

• Provide campus leadership with advice concerning the content, consistency, and presentation of outreach provided through information technology.
• Develop and annually update a five-year strategic plan for IT in outreach and public engagement.
• Communicate outreach and public engagement IT policies and provisions to faculty, staff, students and administration.
• Prioritize outreach and public engagement IT needs based on input from all campus stakeholders.
• Propose new initiatives to improve outreach through information technology, in line with the university's land-grant mission.
• Recommend priorities for IT-related outreach programs and facilities.
• Assess and report on the costs and benefits of IT-related outreach.
• Recognize successful outreach projects and services.
• Discuss and monitor the impact of new information technology on outreach processes, policies, and standards.
• Communicate with faculty, staff, students and administration concerning IT-related outreach priorities and activities.
• Recommend new outreach policies and practices, as needed, to the appropriate administration and Senate committees.

The Outreach Subcommittee will review and make recommendations on the full range of IT services needed by faculty, staff and students to conduct seamless outreach programs (whether the faculty/staff are located on the Urbana-Champaign campus or in remote off-campus locations). The committee will also focus on the needs of the end-users of such services, wherever they may be located around the state, or around the world. It will
be particularly important for this committee to insure not only that the base level of shared campus resources are made available to remote faculty/staff and their clientele, to the maximum extent possible, but also to insure that plans are developed for using the latest IT tools and techniques in support of outreach activities and that they are regularly updated to reflect changing conditions and options. This committee should focus on how the Urbana-Champaign campus's IT resources, strategies, policies, processes, and services can most strategically support our total outreach activities.

This committee is an opportunity for all those who conduct outreach programs at the University of Illinois, Urbana-Champaign, to work together to create a robust and sustainable set of IT resources, strategies, policies, and processes for outreach. Major programs in the areas of agriculture, health and nutrition services, community and economic development, work-force preparedness, leadership development, youth-at-risk programming, and other areas of vital importance to state and national progress also need to be reflected in the membership of this committee.

Administration Subcommittee

Recommended elements of a charge to this committee (to be finalized by the committee itself):

The purpose of the Administration Subcommittee is to review and make recommendations concerning administrative information systems used by or proposed for the University of Illinois at Urbana-Champaign campus. The systems within this committee's purview include student, finance, human resources, facilities, advancement, and (in consultation with the research subcommittee) research administration. This committee will operate within, and leverage the framework of, the campus IT governance process, and it reports to the Governance Committee, of which its chair will be a member.

Objectives:

- Represent faculty, staff, and students in the selection and improvement of administrative IT systems.
- Develop and annually update a five-year strategic plan for administrative IT that shows how administrative information systems and services can leverage new information technologies.
- Communicate administrative IT policies and provisions to faculty, staff, students and administration.
- Propose new initiatives to improve administrative IT systems.
- Recommend priorities for administrative systems and services.
- Assess proposals for new administrative IT projects.
- Assess existing administrative IT projects.
• Consider and communicate the impact of changes in administrative systems on campus processes, policies, and standards.
• Annually review and provide a cost analysis of selected administrative information systems and services.
• Promote awareness of the comprehensive inventory of administrative information systems and services maintained by the IT Council, assist in keeping that inventory up to date, and work with the IT Council to develop procedures for evaluating unit-level services for elevation to the campus level.
• Define standards for administrative information systems and services, including risk analysis, quality of service, reliability, and usability.

The Administration Committee has as its particular responsibility the task of encouraging grass-roots innovation in administrative systems, which means that it needs to develop mechanisms for elevating successful unit-level experiments to campus-level services, with whatever incentives, re-coding, coordination, or integration that might require. This committee is also responsible for ensuring that major top-down administrative IT investments are properly vetted with faculty, staff, and students; that they actually save money overall, rather than simply decentralizing cost; and that they balance the administrators' need for information integration with research and teaching mission of the university.
IT Council Charter

The IT Council is an expansion of the former Council of Academic CIOs. Its members are IT leaders from across campus, representing the following units (appointing authority noted in parentheses): each college and school (College Deans); CITES (Executive Director of CITES); the Library (University Librarian); the Office of the CIO (Campus CIO); F&S (Executive Director of Facilities and Services); Vice Chancellor for Student Affairs reporting units (Vice Chancellor for Student Affairs); Vice Chancellor for Research reporting units (Vice Chancellor for Research); AITS (Associate Vice President of Administrative Information Technology Services); units not otherwise represented (Provost and/or Chancellor). The Council is committed to making flexible, timely decisions. To facilitate timeliness as well as effective aggregation of perspectives, it is expected that each area will endeavor to appoint a single representative to the Council. However, it is acknowledged that some areas may need to appoint multiple representatives. It is also acknowledged that guests (for subject specific expertise) and proxy representation are acceptable. Most decisions will be made by consensus, but in the event that a vote is required, each college or school will get one vote, and each other represented area will get one vote, regardless of the number of individuals appointed to the Council to represent them. Meetings will be held once per month with additional meetings called if necessary. The campus CIO will be the chair of the IT Council. A self-review of the IT Council will be performed annually to assess its membership and effectiveness.

The IT Council represents the entirety of IT spending and implementation on the campus of the University of Illinois at Urbana-Champaign. It focuses on making effective use of distributed and central IT resources at the campus and University level, in order to advance the strategic goals and the academic mission of the University of Illinois at Urbana-Champaign. The Council deliberates and acts in the interest of the whole campus, but it does so in the awareness that those interests are not always uniform across campus: it understands that important services may be found in the units, or centralized on campus, or at the enterprise/university level, or outsourced, and it realizes that complex cases may require a mixture of those approaches.

The IT Council will operate within, and leverage the framework of, the campus IT governance process. The Council is charged by and reports to the Chancellor. The IT Council is responsible for providing key background information and recommendations to the IT Governance Committee and for ensuring the implementation of decisions made through the IT governance process. The IT Council represents those units with final responsibility for the overall planning, development, and maintenance of the campus IT
infrastructure, including computational hardware, software, storage, and networking. The IT Council should create and periodically review a strategic plan for campus IT infrastructure, and it should recommend to the IT Governance Committee and/or the Senate IT Committee, as appropriate, strategies, policies, processes, and services related to campus IT infrastructure.

Objectives/Responsibilities:

- Create a 3-5 year Infrastructure Strategic Plan that aligns with the campus strategic plan and meets the needs and recommendations of the five topical committees and the IT Governance Committee.
- Provide representative membership from the campus IT Council on each of the IT Governance topical committees.
- Work with similar councils on other University campuses.
- Serve as an advisory committee to CITES and the campus CIO.
- Serve as an advisory committee to AITS and the UTMT.
- Act as a communication channel between IT Governance and the campus IT community.
- Work in concert with the IT Governance Committee to define essential core services and service levels.
- Create and maintain an inventory of IT services across campus, and work with the Administrative subcommittee of the IT Governance Committee to identify unit-level services that are candidates for elevation to the campus level, and campus-level services that have outlived their usefulness.
- Manage major IT initiatives, often through Council members – e.g. Unified Communications, Data Center Consolidation, Data Storage Task Force, etc.
- Develop and maintain an model for outsourcing services with savings and without losing functionality or creating unacceptable risk. This model should include a legal framework and a procurement process.
- Identify and recommend economies of scale for campus IT spending. This should include administrative, research, and educational computing, as well as services developed by campus units and offered to other units.
- Recommend new infrastructure initiatives, policies, and practices to the appropriate administration and Senate committees.
- Communicate infrastructure policies and provisions to faculty, staff, students, and administration.
- Evaluate, recommend, and, when appropriate, initiate projects for infrastructure improvements.
- Evaluate and recommend funding models for core services.
- Work with the UTMT CAV on University infrastructure policy and design.
• Coordinate the development and evaluation of performance metrics for campus IT infrastructure.
• Create operational subcommittees when needed.
• Provide regular progress reports to the IT Governance Committee and others as requested.
• Communicate with and seek input from campus IT professionals on IT Council priorities, directions, and decisions.
• Work with the IT Governance Committee and relevant subcommittees to define acceptable risk and cost for cyberinfrastructure, and to deliver cyberinfrastructure that meets campus needs at acceptable levels of risk and cost.

Summary of Represented Areas:

<table>
<thead>
<tr>
<th>Unit/Area</th>
<th>Appointing Authority</th>
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</thead>
<tbody>
<tr>
<td>Each college/school</td>
<td>College Deans</td>
</tr>
<tr>
<td>CITES</td>
<td>Executive Director of CITES</td>
</tr>
<tr>
<td>Library</td>
<td>University Librarian</td>
</tr>
<tr>
<td>Office of the CIO</td>
<td>Campus CIO</td>
</tr>
<tr>
<td>F&amp;S</td>
<td>Executive Director of Facilities and Services</td>
</tr>
<tr>
<td>Vice Chancellor for Student Affairs reporting units</td>
<td>Vice Chancellor for Student Affairs</td>
</tr>
<tr>
<td>Vice Chancellor for Research reporting units</td>
<td>Vice Chancellor for Research</td>
</tr>
<tr>
<td>AITS</td>
<td>Associate Vice President of AITS</td>
</tr>
<tr>
<td>Units not otherwise represented</td>
<td>Provost and/or Chancellor</td>
</tr>
</tbody>
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Information Technology Priorities Committee (ITPC)
Charter
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1 Role

The Information Technology Priorities Committee (ITPC) process functions to provide a common approach to solicit, review, prioritize and execute information technology projects involving University Administration (UA) information technology resources including:

- Any project that involves resources from a UA unit, or campus based unit that plans to offer an administrative system for the entire campus.
- Any project that will interface with an Enterprise system.
- Any project that is administrative in nature, and wishes to utilize funding from the central pool of administrative information technology dollars allocated by the Academic Affairs Planning Committee (AAPC).

Enterprise and campus level systems affect all units, so the ITPC process has an impact across the University. For example, a front-line academic unit will be directly and indirectly affected by changes in major systems such as Banner and the Enterprise Data Warehouse. However, there are some administrative information technology areas that are not directly within ITPC's scope. For example, the ITPC process is not related to independently developed administrative systems housed in front-line academic units (responsibility of the unit), administrative technology in the Medical Center (Med Center administration) or certain campus-wide administrative applications (campus CIOs). Where there are questions about the scope of ITPC on any general area or specific initiative, the issue should be brought to the attention of the ITPC Chair.
2 Structure

The ITPC reports directly to AAPC. In addition to the central committee there are four functional subcommittees: Finance, Human Resource, Business Intelligence / Performance Management, and Student. These subcommittees function to make recommendations for projects that fall within their respective domains. For projects that do not fit into one of the three functional groups, these projects will be reviewed periodically by a cross-functional group derived from the subcommittees and other constituencies.

3

4 Membership

The ITPC membership will be reviewed on an annual basis and will be adjusted by the committee’s chair with consultation with the committee’s members and AAPC representatives. The subcommittees govern their own membership and this is reviewed on an annual basis with adjustments approved by the full subcommittee. The cross-functional group overall membership is reviewed and approved annually by ITPC with the various groups nominating members on an annual basis.

ITPC Membership

• *Chair: Michael Hites, Senior Associate Vice President for AITS and CIO
• Andrea S. Ballinger, CIO Alumni Association, UA
• Brian Catherwood, Technical Analyst, Office of Records and Registration, UIS (interim member)
• Cynthia Herrera Lindstrom, CIO, ACCC, UIC
• Dedra (Dee Dee) M. Williams, Assistant Vice President, Academic Affairs, UA
• Dibyen Majumdar, Senior Associate Dean, LAS, UIC
• Dimuthu Tilakaratne, Assistant Vice President of Decision Support, AITS, UA
• Farokh, Eslahi, Associate Provost / Information Technology, UIS
• Ilir Zenku, AVP Health Information Services, UIC
• Jaclyn Finch, IT Governance Council - Administration (Chair), UIC
• Jan Novakofski, Associate Vice Chancellor for Research for Compliance & Professor, Animal Sciences, UIUC
• Kevin Browne, Vice Provost for Academic and Enrollment Services, UIC
• Kristi Kuntz, Assistant Provost for Undergraduate Academic Affairs, UIUC
• Kristy Kuzmuk, Director of Research Operations, UA
• Laurel Newman, Chair – Department of Management; Director, Online Programs, UIS
• Mark Henderson, CIO Urbana Campus, UIUC
• Maureen Parks, UA, Executive Director and Associate Vice President for Human Resources, UA
• Michael Bass, Senior Associate Vice President, Office of Business and Financial Services, UA
• Nancy O’Brien, Professor, Social Sciences, Health, and Education Library, UIUC

Finance ITPC Subcommittee Membership

• *Chair: Gloria Keeley, Assistant Vice President Admin Services
• Deb Huisinga, Assistant Dean, School of Social Work, UIC
• Gerard Joseph, Associate Provost for Budget and Administrative Planning, UIC
• Jocelyn Pamintuan, Assistant Dean for Admin, Great Cities Institute, College of Urban Planning and Public Affairs, UIC
• Joe Vitosky, Capital Programs, Assistant Vice President
• Mary Ellen Korman, VP Resource Planning and Management, UIC
• Michael Bloechle, Director Business Services, UA UIS
• Michelle Rome, Manager of App Dev & Reporting, LAS Administration, UIUC
• Patrick Patterson, Controller, UA
• Ginger Velazquez, Interim AVP for Business and Finance, UA
• Thomas Warfield, Institutional Research Analysis, VP Budget and Resource Planning, UIC
• Vanessa Peoples, Executive Director, Grants and Contracts, UA UIS

Human Resources ITPC Subcommittee Membership

• *Chair: Tony Kerber, UA, Senior Director of Human Resources Information Systems Strategy
• Elyne Cole, UIUC, Associate Provost for Human Resources
• Cindy DeBrock, UIUC, Associate Director, Academic Human Resources
• Robert Crouch, UIC, Asst. VP for Human Resources
• Jack McEnery, UIC, Director of HR Shared Services
• Jami Painter, UHR, Asst. VP for Human Resources
• Maureen Parks, UA, Human Resources: Associate Vice President for Human Resources
• Patricia Sims, UIS, Assistant Provost
• Deb Stone, UIUC, Director of Academic Human Resources
• Laura Alexander, UIS, Sr. Director of Human Resources
• Angela Yudt, UIC, Director, Faculty Affairs HR

Student ITPC Subcommittee Membership

• Chair: Rod Hoewing, Interim Registrar, UIUC
• Brian Catherwood, Technical Analyst, Office of Records and Registration, UIS
• Brian Clevenger, Director of Records and Registration/Registrar, UIS
• Brian Roessler, Assistant Dean Student Affairs College of Liberal Arts and Sciences, UIC
• Carolyn Schloemann, Director, Financial Assistance, UIS
• Daniel Mann, Director of Financial Aid, UIUC
• Fernando Planas, Director of Admissions, UIS
• Kathy Martensen, Assistant Provost for Educational Programs, Office of the Provost and Vice Chancellor for Academic Affairs, UIUC
• Kathy Ryan, Assistant Dean, Academic Affairs, UIUC
• Malinda Lorkovich, Managing Director of Admissions, UIC
• Mike Kamowski, Director Office of Student Systems Services, UIC
• Phillip Geil, Professor, Materials Science and Engineering, UIUC
• Rob Dixon, Registrar, UIC
• Timothy Opgenorth, Director of Financial Aid, UIC

Business Intelligence/Performance Management ITPC Subcommittee Membership

• *Chair: Dimuthu Tilakaratne, Assistant Vice President of Decision Support, AITS
• Laura Dorman, Director, UIS Office of Institutional Research
• Amy Edwards, Assistant Provost and Director, Management Information, UIUC
• John Evans, Assistant Vice President, Planning and Budgeting
• Gloria Keeley, Assistant Vice President Admin Services, OBFS
• Tony Kerber, Senior Director of Human Resources Information Systems Strategy, UHR
• Mandy Bodine, Assistant Director of Business Information, AITS
• Lance Kennedy-Phillips, Associate Vice Provost and Director, VP Budget and Resource Planning
• Tyler Fitch, U of I Foundation Administrator
• John Rossi, Executive Assistant Dean, UIUC College of Law
• Kevin Shalla, IT Manager, Admin Coordinator, Vice Provost Academic and Enrollment Services Administration, UIC
• Gerard Joseph, Associate Provost Budgeting and Admin Planning, VC Academic Affairs, UIS
• Bruce Vojak, Associate Dean for Administration, UIUC College of Engineering
• Michelle Rome, Manager of App Dev & Reporting, LAS Administration, UIUC
• Andrea Ballinger, CIO, U of I Alumni Association
• Ilir Zenku, Assistant Vice President for Health Information Systems, VP of Health Affairs
• Susan Gerini, Associate Director Information Management, UHR
• Mike Wonderlich, Associate Director BIA, AITS

Cross-functional Group Membership

*Note: The membership of the cross-functional group must contain 50% campus representatives and also have representation from each campus. The current voting membership breakdown is 6 campus representatives and 6 UA representatives.*

• Chair: Michael Hites, Associate Vice President AITS
• Kelly Block, Assistant Vice President for Portfolio and Process Management, AITS (non-voting)
• Richard Harris, Assistant Vice President, Application Development, Support, and Data, AITS
• Stephanie Dable, Director of Technical Application Management, AITS (non-voting)
• Rick Getty, Interim Assistant Director Information Solutions, AITS
• Gloria Keeley, Assistant Vice President Admin Services, OBFS
• Pat Patterson, Controller and Senior Assistant Vice President, OBFS
5 Authority

The ITPC is a project selection, advisory and prioritization group. It makes selection decisions and recommendations (depending on project size) on administrative information technology projects. This authority is established by AAMT. ITPC is not directly responsible for implementation of selected projects; however, individual ITPC members may oversee implementation efforts in their own units.

6 Responsibilities

The foremost responsibility of all direct participants in the ITPC process is to select administrative IT work that provides the most value and is looking out for the best interests of the university. The other principal responsibilities and functions of the AAPC, central ITPC, subcommittees and cross-functional group include:

AAPC

➢ Oversight
  o Provide funding for the ITPC process.
  o Provide high-level oversight of ITPC operations and endorse the role and responsibilities of the process.

➢ Review - Provide review of ITPC project proposals.
  o Level 3 projects – 5,000+ hours of total effort or $250,000 in requested ITPC funding. For level 3 projects ITPC provides an advisory review with recommendation provided to AAPC for final review.

➢ Strategy – Provide input to the ITPC regarding campus initiatives that would benefit from the application of administrative information technology.

ITPC

➢ Oversight
  o Provide oversight for the ITPC process and its functions on an ongoing basis.
  o Monitor resource demand and capacity on an ongoing basis and utilize that information to adjust capacity levels and advise project approval decisions.
  o Annually review and confirm membership of ITPC and subcommittees with the Provosts and Vice Presidents. Identify skills and experience needed for membership to fill positions.
- **Review** - Provide review of ITPC project proposals. ITPC projects are classified differently based on the effort and cost associated with the project. Projects are subject to increasing levels of scrutiny based on their resource requirements.
  
  o Level 1 project – 250 to 849 hours of total effort and up to $100,000 in requested ITPC funding. Note that any projects requesting ITPC funding, even if less than 250 hours of effort require ITPC review and approval. For level 1 projects, ITPC provides cursory review for informational purposes only. Subcommittees hold final approval authority for Level 1 proposals up to the dollar and effort limitations imposed by ITPC.
  
  o Level 2 project – 850 to 4,999 hours of total effort or $100,000 to $249,999 in requested ITPC funding. For level 2 projects, ITPC has final review authority. Subcommittees review level 2 projects in an advisory role to ITPC.
  
  o Level 3 project – 5,000+ hours of total effort or $250,000 in requested ITPC funding. For level 2 large projects ITPC provides an advisory review with recommendation provided to AAPC for final review.

- **Strategy** - Work with university leadership groups to determine how administrative information technology projects can be deployed in support of university and campus strategic initiatives. Provide guidance to the ITPC subcommittees and other stakeholders to solicit project proposals that fit these strategic requirements.

- **Communicate**
  
  o Execute a formal Communication Management Plan for the ITPC process to address all stakeholder information needs.
  
  o Develop and distribute an annual report that outlines what has been accomplished during the fiscal year and how that accomplishment compares to demand.

### ITPC Subcommittees

- **Review** - Provide review of ITPC project proposals.
  
  o Level 1 project – 250 to 849 hours of total effort and up to $100,000 in requested ITPC funding. Subcommittees hold final approval authority for Level 1 proposals up to the dollar and effort limitations imposed by ITPC. These are forwarded in summary fashion to ITPC for informational purposes only.
  
  o Level 2 project – 850 to 4,999 hours of total effort or $100,000 to $249,999 in requested ITPC funding. For level 2 projects, subcommittees review level 2 projects in an advisory role to ITPC. ITPC has final review authority.
  
  o Level 3 project – 5,000+ hours of total effort or $250,000 in requested ITPC funding. For level 2 projects, subcommittees review level 2 large projects in an advisory role to ITPC. ITPC provides an advisory review with recommendation provided to AAPC for final review.
  
  o Conduct project review and selection in the context of any resource boundaries provided by the central ITPC.

- **Prioritize** - Provide a prioritization of all approved projects not yet started on a quarterly basis. This prioritization is utilized to guide the scheduling of projects.

- **Strategy**
o Obtain input on a systematic basis from front-line college and department units to identify needs that may be addressed within the ITPC process.
o Identify and work systematically with campus level committees to help identify business issues important to front-line units that may be addressed within the ITPC process.
o Discuss cross-campus development of templates and share techniques for encouraging cross-campus coordination.

➢ Communicate - In accordance with the Communication Management Plan, communicate with stakeholders appropriately.

ITPC Cross-Functional Group

➢ Review - Provide review of ITPC project proposals. The results of these reviews will be recommendations to ITPC regarding approval and prioritization. Projects subject to this review include:
o Cross-functional templates where the scope of the project crosses across the lines of Finance, HR and Student.
o Technology projects that are not mandatory.
o Business Intelligence/Performance Management projects that do not clearly belong in one of the functional areas.
o Any and all other projects that do not have a direct route through one of the established functional subcommittees. No templates are permitted to proceed directly to ITPC without preliminary review.

➢ Prioritize for review/approval – On a quarterly basis, prior to the scheduled ITPC meeting, provide to ITPC a prioritization across all projects scheduled for ITPC review at its next meeting. This is to provide guidance to ITPC regarding funding and resource allocation across functional areas.

➢ Prioritize for scheduling – On a quarterly basis, utilizing the prioritizations provided by the functional subcommittees, prioritize the top 10 projects for scheduling among all projects in the queue. This information is to be provided to ITPC for informational purposes and to the project scheduling offices to be utilized in scheduling.

➢ Communication – As this group reviews all projects for prioritization purposes, the chairs of the subcommittees will provide summary overview information from the cross-functional group back to the subcommittees to raise awareness of other initiatives. At the cross-functional group meetings, the subcommittee chairs should represent their constituencies to better inform the group of projects or actions in their functional areas.

7 Operations

Meeting Logistics

The ITPC meets on a quarterly basis. Subcommittees meet on a monthly basis. The cross-functional group meets on a quarterly basis. In addition, a separate annual one day ITPC retreat will occur near the fiscal year-end. The location of the retreat will either occur at a central location or will rotate between the campuses. Additional meetings may occur as the Team or its Chair deems advisable.
The Teams will publish minutes of its proceedings on the ITPC website. The ITPC members will be furnished copies of the minutes of each meeting.

The committees are governed by the following rules for meetings:

- Meetings are normally held with remote video linking between Chicago, Springfield and Urbana.
- Certain actions can be taken without meetings with review and approval of the group.
- Agenda items are to be submitted to the chair at least 10 days prior to the scheduled meetings. The meeting package will be distributed to the committees one week in advance of the scheduled meetings.
- At committee members’ discretion, they may send a substitute attendee in their place and empower them with the right to vote on proposals. Committee members with a high absentee rate should be replaced as appropriate.
- If there are no agenda items for a scheduled meeting, the chair may cancel the meeting.
- For voting matters, a simple majority rules.

The ITPC is authorized to adopt its own rules of procedure, as long as the procedures are consistent with (a) the provisions of this Charter, (b) the provisions of the Bylaws of the University, or (c) the laws of the State of Illinois.

**Mandatory Projects**

ITPC projects may be mandatory or discretionary. Mandatory projects are those mandated by the Board of Trustees or regulatory bodies or systems projects that must be pursued to maintain the integrity of the application infrastructure (such as system upgrades). Discretionary projects are those that add new or improved functionality but are not required. Within project proposals, the elements of a project that are mandatory versus discretionary should be clearly distinguished.

Mandatory projects do not require formal approval by the ITPC committee or AAPC. Projects evaluated as mandatory by the Application Portfolio Coordinator – AITS, will be reviewed by the ITPC Cross-functional group to confirm the assessment of their mandatory nature and provide input on the scheduling of these projects. These approvals are communicated to the ITPC at the next meeting for their review.

**8 Calendar**

The meeting calendar for FY15 and FY16 is maintained on the ITPC web site at [https://www.itpc.uiuinois.edu/](https://www.itpc.uiuinois.edu/). To view meetings and deadlines for proposal submission, select the Committee Review Schedule menu. A screen shot of the schedule as of 3/4/2015 is included below:
Major Events

There is a normal business cycle to the activities of the ITPC process throughout the year. Significant events are highlighted below:

<table>
<thead>
<tr>
<th>Quarter 1 – July - September</th>
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<td>• Normal operations – all committees meet as scheduled</td>
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<tr>
<th>Quarter 2 – October - December</th>
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<tr>
<td>• Subcommittees solicit large project proposals for next fiscal year</td>
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<tr>
<th>Quarter 3 – January – March</th>
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<tr>
<td>• ITPC subcommittees select large project proposals for next fiscal year</td>
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<th>Quarter 4 – April – June</th>
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<tr>
<td>• ITPC reports to AAPC regarding plans and resource requirements for the next fiscal year</td>
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<tr>
<td>• AAPC selects the next fiscal year large projects</td>
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<tr>
<td>• ITPC compiles the Annual Report</td>
<td></td>
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<tr>
<td>• All committees select members for next fiscal year</td>
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## Document History:

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<th>Date</th>
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<tr>
<td>2.4</td>
<td>3/4/15</td>
<td>Updates for membership changes and revised calendar.</td>
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<tr>
<td>2.3</td>
<td>8/15/12</td>
<td>Updates for membership changes, changed AAMT to AAPC, added BI/PM subcommittee, and updated dates</td>
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<td>2.2</td>
<td>8/18/10</td>
<td>Updates for membership changes</td>
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<td>2.1</td>
<td>11/17/09</td>
<td>Updates for membership changes</td>
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<tr>
<td>2.0</td>
<td>08/26/09</td>
<td>FY10 Draft for FY10 ITPC Review</td>
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<tr>
<td>1.0</td>
<td>10/10/08</td>
<td>Final draft approved by AAMT.</td>
</tr>
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CAMPUS IT GOVERNANCE

University of Illinois at Urbana Champaign (UIUC)

IT Governance Committee
IT Governance is a group of interconnected committees that evaluate and recommend IT directions in support of research, teaching and learning, and outreach. IT Governance is faculty-driven but includes participation from students, staff, and administrators in an on-going effort to align IT resources and capabilities with campus needs. Information on the structure, objectives, and sub-committees can be found at http://itgov.illinois.edu.

IT Council
The IT Council recommends strategic directions and policies, priorities, and initiatives related to the campus IT infrastructure. The Council is responsible for providing key background information and recommendations to the IT Governance Committee and for ensuring the implementation of decisions made through the IT governance process. More information can be found at http://itgov.illinois.edu/committees/it-council.

University of Illinois at Chicago (UIC)

IT Governance Council
The UIC Information Technology Governance Council (ITGC) was created in the fall of 2011, based on a recommendation from the IT Task Force report that had been charged by Provost Tanner in 2010. The primary recommendation was to create a Governance Council, reporting to the Provost, with multiple subcommittees and expertise in a range of functional areas. Information on the structure, objectives, and sub-committees can be found at http://itgovernance.uic.edu.

University of Illinois at Springfield (UIS)

Academic Technology Committee
The Academic Technology Committee reviews policies involving academic computing and other technological services and works with other committees and groups within the campus community to monitor budget and planning implications of developments in this rapidly changing area. More information can be found at http://www.uis.edu/ITS/about/ITGovernance.html.

UNIVERSITY IT GOVERNANCE

University IT Leadership Team (UI IT LT)
The University IT Leadership Team (UI IT LT) is comprised of the campus- and university administration- level CIOs at the university. This group articulates the Information Technology strategic direction for the University of Illinois, serves as a conduit for identifying areas where enterprise-wide policies and standards should be developed, and fosters the development of these standards. More information can be found at http://www.uillinois.edu/itlt.

Information Technology Priorities Committee (ITPC)
The Information Technology Priorities Committee (ITPC) is the primary body that is responsible for evaluating administrative information technology initiatives from project inception through the end of a project's lifecycle. More information can be found at http://www.itpc.uillinois.edu.
UNIVERSITY IT GOVERNANCE

UA IT Council
The University Administration Information Technology Council (UA IT Council) fosters collaboration and cooperation throughout UA and leverages UA IT services to better serve both UA and the University campuses. The UA IT Council assists in identifying shared priorities for IT within UA and seeks opportunities for cost savings or avoidance. The UA IT Council provides governance to recommend UA IT policy, creates common UA IT procedures, and provides input to University committees, such as the University IT Leadership Team (UI IT LT). More information can be found at https://www.uillinois.edu/cio/it_governance/ua_it_council.

Advancement Information Council (AIC)
The Advancement Information Council (AIC) enhances collaboration among the U of I Alumni Association, U of I Foundation, and the Campus Development/Advancement Offices related to high level Advancement Technology priorities and initiatives. More information on their current collaborative efforts can be found at http://web.uillinois.edu/advanceillinois.