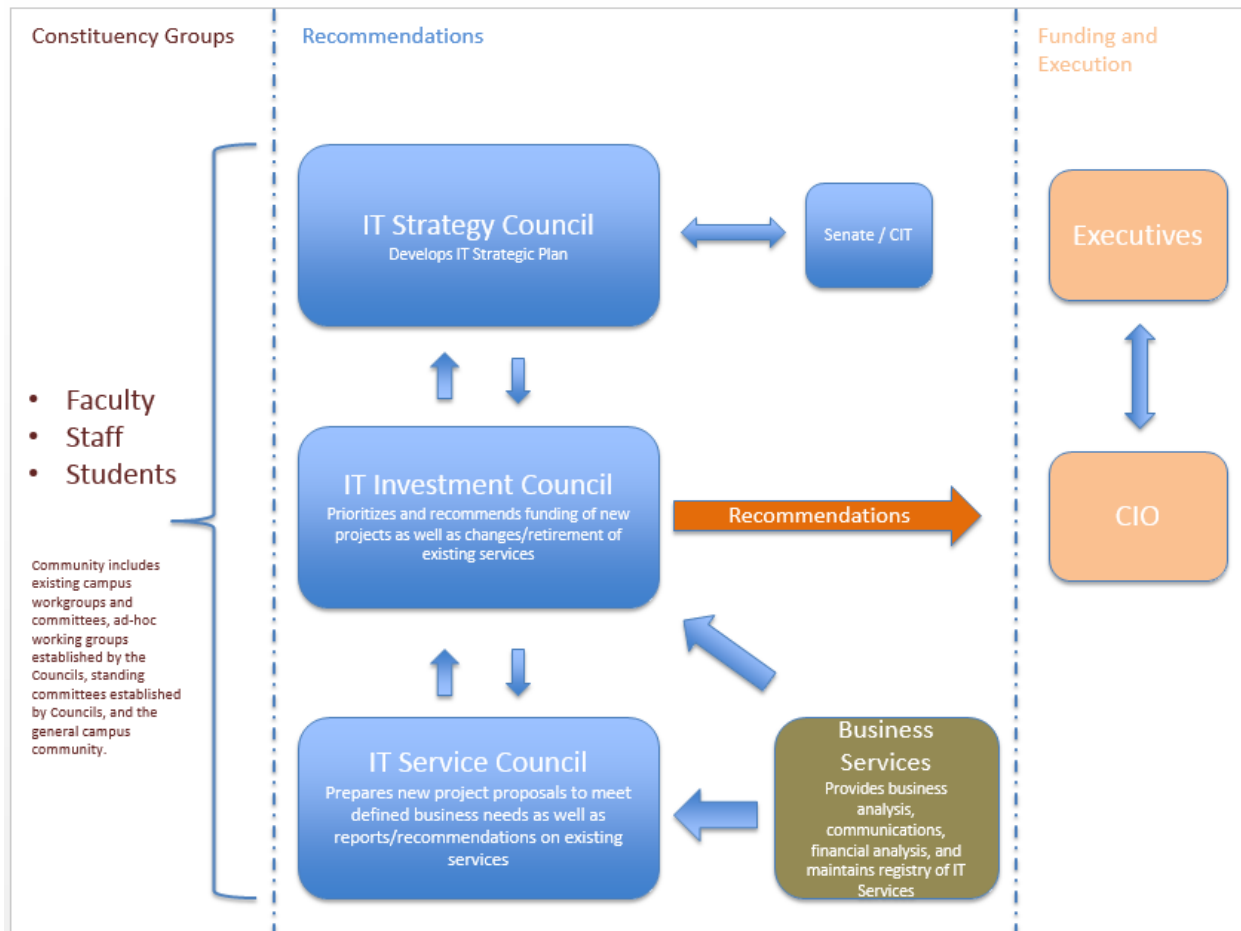


IT GOVERNANCE WHITEPAPER

Prepared by UC Davis Deans' Technology Council



IT Governance Whitepaper



Overview

Effective IT Governance at UC Davis is critical to aligning IT investments with Strategic Campus Initiatives. Essential components of effective IT Governance are engagement of key constituency groups, transparency into the process, and focus on strategic investments instead of IT Operations. While the focus of this document is on Governance and not Operations, IT Governance will not be successful at UC Davis unless significant changes are also made to IT Operations. Operational Excellence must be addressed separately.

IT Strategy Council

The IT Strategy Council is charged with developing a comprehensive campus-wide IT Strategic Plan that aligns with the UC Davis Strategic Plan and overall mission. This council works closely with the Academic

Senate to ensure alignment with shared governance. The group also reviews recommendations from the IT Investment Council to ensure compliance with overall direction.

Key Objectives:

- Develops IT Strategic Plan that aligns with Campus strategic plan and overall mission.
- Coordinates with Academic Senate on strategy
- Ensures projects and services recommended by Investment Council adhere to UC Mission and Strategic Plan
- Develops/Reviews IT Policies

Members:

- Chief Information Officer
- Chief Information Officer, UCDCMC
- Chief Information Security Officer
- Chief Financial Officer
- Chair of the Academic Senate
- Chair of the Academic Senate Committee on Information Technology
- Dean (2 representatives)
- University Librarian
- Vice Chancellor for Research
- Vice Chancellor for Student Affairs
- Vice Chancellor for Human Health Sciences
- Staff Assembly (one representative)
- ASUCD (one representative)
- GSA (one representative)

IT Investment Council

The IT Investment Council is charged with prioritizing and recommending funding of new projects as well as retirement of existing services to the Chief Information Officer. Working from the IT Strategic Plan and input from constituency groups, the IT Investment Council works closely with the IT Service Council to develop targeted IT Services to meet critical campus needs.

Key Objectives:

- Collects input from constituency groups and identifies broad campus needs
- Directs requests for IT projects to address components of the IT Strategic Plan to IT Service Council
- Reviews submissions from Service Council and prioritizes IT projects and services
- Recommends funding of new projects to CIO
- Recommends retirement of old services to CIO

Members:

- Dean (1 representative)
- Chief Financial Officer
- Faculty (2 representatives)
- Assistant Dean (2 representatives)
- Senior Advisor (2 representatives)
- Chief Financial Officer, UC Davis Health System
- ASUCD Representative
- GSA Representative
- Chair of IT Service Council

IT Service Council

The IT Service Council is charged with developing comprehensive IT Project Proposals that address critical business needs as identified by campus constituencies and in alignment with the IT Strategic Plan. Proposals are developed and sent to the IT Investment Council for review and recommendation to the Chief Information Officer. The council works closely with a dedicated group of professionals that provide Business Analysis, Service Costing, and Financial Modeling services for all project proposals.

Key Objectives:

- Prepare proposals for IT projects that address critical business needs as defined by Investment Council and constituency groups
- Work with technical constituency groups to understand infrastructure issues and needs
- Evaluate existing services for effectiveness and efficiency
- Recommend retirement of existing services to IT Investment Council

Members:

- IT Leads from each College and Major Functional Area representing Deans and Vice Chancellors
- Service Managers of Major Campus IT Systems

Business Services

The Business Services group provides expertise in Business Analysis, Financial Analysis, Project Management, and Communications to aid in the development of detailed Project Proposals. High-quality evaluations are necessary for determining best of breed solutions to complex University issues. The Business Services group will aid in the gathering of requirements from key constituent groups, assist with detailed alternatives analysis, and ensure proposals include the total cost of ownership to the campus. The group will also develop detailed reports about existing IT investments and provide status updates on project effectiveness.

Business Analysis

For business needs surfaced from campus constituencies, business analysis is needed to understand the

scope and impact of the business needs, evaluate existing processes and systems, and explore alternatives.

Communications

Successful projects start with engaging customers and ensuring transparency through the entire process.

Financial Analysis

Calculating total cost of ownership (TCO) and return on investment (ROI) for proposed services is critical to making informed, strategic decisions regarding those services.

Project Management

The campus IT environment is of sufficient complexity that most projects require formal project management to ensure successful implementations.

Registry of IT Services

IT Services are delivered from various IT Organizations throughout campus. A comprehensive list of available IT Services must be maintained to aid in identification of broad campus-wide business needs and available solutions. For services within the scope of IT Governance, an ongoing total cost of ownership must be maintained to facilitate informed decision-making.

Campus Constituency Forums

While all components of the governance model must be responsive to the needs of the campus community, the constituencies that comprise the core missions of the university require formal representation. Ultimately, the various councils will need to evaluate which forums are needed to ensure adequate representation of the needs of the community. The following forums are suggestions but should be evaluated further:

Student Experience Forum

The charge of the Student Experience Forum includes educational/instructional technology, systems that impact the quality of education and student life, etc. As a student-centric institution, UC Davis must consider the impact of our technology decisions on our student population.

Research Technology Forum

The charge of the research technology forum includes high performance computing, research software licensing, etc.

Administrative Technology Forum

The charge of the administrative technology forum includes the coordination of enterprise-wide systems, such as financial, student, and personnel.

IT Infrastructure Forum

The charge of the IT Infrastructure Forum includes IT-facing (vs customer-facing) IT infrastructure components such as the campus network and middleware systems.

Additional Steps

The following are also important to aid a successful IT Governance process:

- Create and publish a comprehensive inventory of centrally supported IT Services including service costs
- Review and update campus policies regarding IT Investments and Governance
- Develop operational service management model
- Develop change management policies for centrally managed services
- Provide adequate administrative support staff for all councils, which will help facilitate transparency and clear communications between the various councils and the community

UC Davis IT Governance

