

Information Services & Technology Governance

A structure for engagement and
enterprise decision-making

What is IT Governance?

- "Specifying the decision rights and accountability framework to encourage desirable behavior in the use of IT."
 - Weill, P. & Ross, J. W., 2004, IT Governance: How Top Performers Manage IT Decision Rights for Superior Results", Harvard Business School Press, Boston

Why IT Governance?

- “. . . if we can’t do everything brilliantly at once—and we can’t—then we must make smart, difficult choices. We must make selective investments that will give us the biggest impact and which will do the most to improve the University’s overall standing in the years to come.”

- BU Strategic Plan, *Choosing to be Great*

BU IS&T Governance Model

University Leadership

Technology Executive Steering Committee

IT Service Area Committees

Administrative Systems & Reporting

Communication & Collaboration Systems

Support & Infrastructure

Research Computing

Teaching & Learning Technologies

Information Security & Business Continuity

IT Coordination
groups

IT Project Steering
Committees and
Teams

IT Users' Groups

Domain IT Portfolios

Charge

Technology Executive Steering Committee

- In consultation with University Leadership, the Technology Executive Steering Committee is the principal enterprise technology governance body at Boston University, including:
 - Review and approval of technology strategic plans
 - Review and approval of all technology projects over \$X, over X months of effort, or with major enterprise impact. Any project may be reviewed upon request of any member of the Technology Executive Steering Committee or of any service committee.
 - Prioritization of enterprise technology projects across service areas and resolution of conflicts between competing projects.
 - Review and recommendation of technology-related University policies to the University Policy Committee.

Membership

Technology Executive Steering Committee

- **Leadership:**
 - Executive Vice President, Joe Mercurio
 - Vice President for Information Service & Technology, Tracy Schroeder
 - University Provost, David Campbell
 - Provost, Boston University Medical Campus, Karen Antman

Membership

Technology Executive Steering Committee

- **Members:**
 - Victor Coelho, Associate Provost, Undergraduate Education
 - Peter Fiedler, Vice President, Administrative Services
 - Marty Howard, Vice President, Chief Financial Officer & Treasurer
 - Gary Nicksa, Vice President, Operations
 - Laurie Pohl, Vice President, Enrollment and Student Affairs
 - Andrei Ruckenstein, Vice President & Associate Provost for Research
 - Gina Sapiro, Dean, College and Graduate School of Arts and Sciences
 - Peter Smokowski, Associate Vice President, Administration (BUworks Project Executive)
 - Willis Wang, Deputy General Counsel
 - TBD, Boston University Medical Campus

Charge

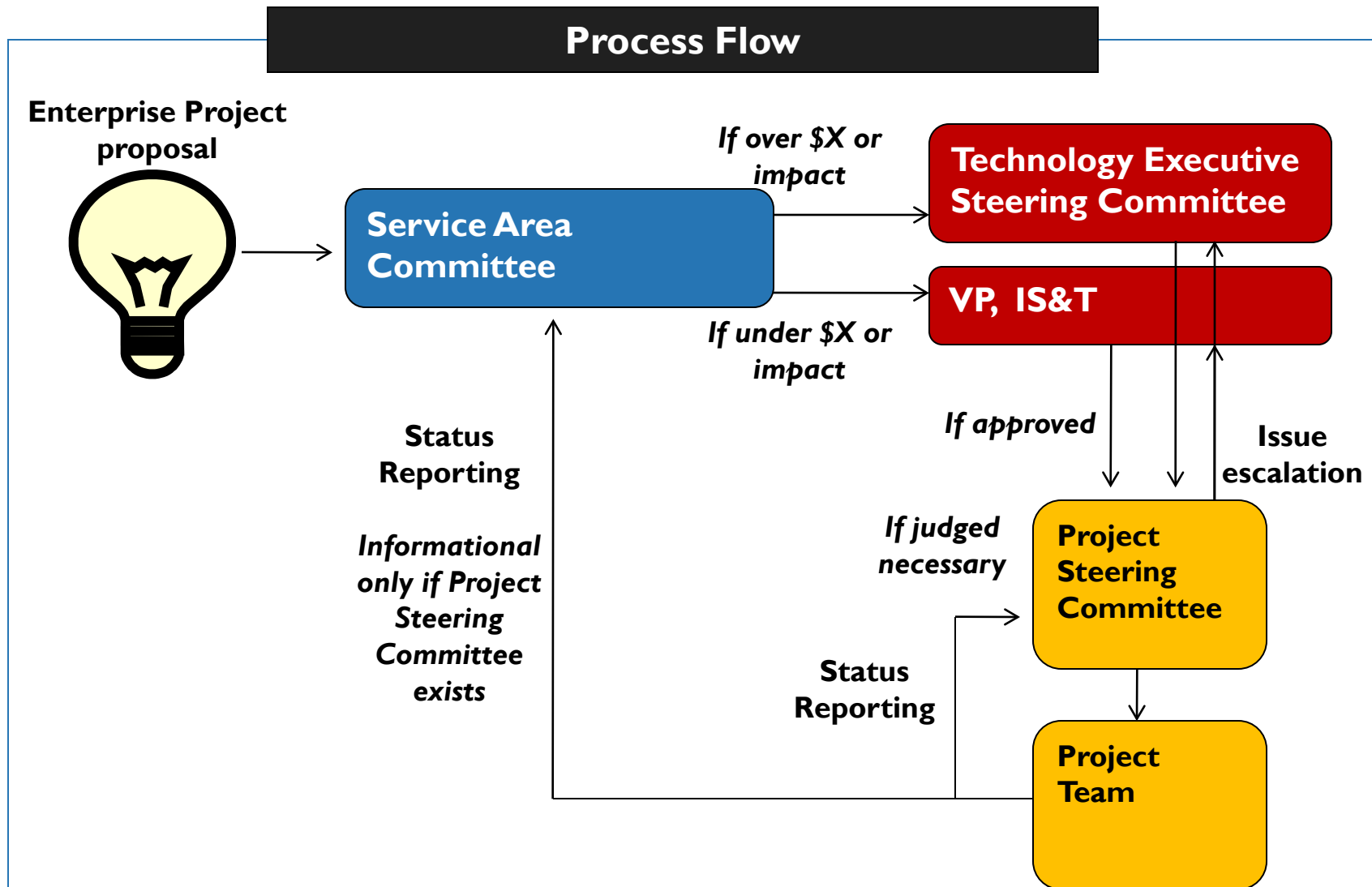
Technology Service Area Committees

- Participate in development of technology strategic plans
- Review and recommend related projects to the VP IS&T and/or Technology Executive Steering Committee
- Provide oversight for active related enterprise projects
- Review and recommend standard technologies, tools, and processes
- Coordinate needs assessment and the development of shared resources
- Serve as the client representative for establishing and maintaining service level agreements with BU IS&T
- Review summarized technology client satisfaction survey outcomes related to services in their purview.
- Review and recommend related policies to the Technology Executive Steering Committee.

Membership and Meetings

Technology Service Area Committees

- Members serve 2 year renewable terms
- Faculty, staff and students represented on all committees
- Committees meet monthly or bi-monthly, as determined by the chairs, based upon the agenda
- Members may participate in meetings via voice and/or web conferencing
- Discussion and action may take place online via email or a collaboration site



Administrative Systems & Reporting

The Administrative Systems & Reporting Committee supports excellence in administrative services at BU

- **Co-chairs:**
 - Peter Smokowski, Associate Vice President, Administration
 - Laurie Pohl, Vice President, Enrollment and Student Affairs
- **Support:**
 - TBD, Assistant VP, IS&T, Applications. Additional IS&T staff as needed.
- **Members:**
 - 8-10 representatives from major administrative service areas, to be named by the Executive Vice President
 - 3 representatives from schools and colleges, including the medical campus, to be named by the Provosts.
 - 1-2 students



Communication & Collaboration

The Communication & Collaboration Systems Committee enables efficient, effective communication and collaboration at BU

- **Co-chairs:**
 - Gina Sapiro, Dean, College and Graduate School of Arts and Sciences
 - Steve Burgay, VP, Marketing & Communications
- **Support:**
 - Michael Krugman, Associate Vice President, IS&T. Additional IS&T staff as needed.
- **Members:**
 - 6-8 representatives from major administrative service areas, to be named by the Executive Vice President
 - 6-8 representatives from schools and colleges, including the medical campus, at least half of whom are faculty, to be named by the Provosts
 - 1-2 students

Research Computing

The Research Computing Committee supports groundbreaking, computationally intensive research at BU

- **Co-chairs:**
 - Andrei Ruckenstein, Vice President & Associate Provost for Research
 - Ron Corley, Associate Provost for Research, Medical Campus
- **Support:**
 - Glenn Bresnahan, Director, Scientific Computing & Visualization. Additional IS&T staff as needed.
- **Members:**
 - 5-8 faculty from different schools and colleges, including the medical campus, to be named by the Provosts.
 - 3-5 staff to be named by the Provosts.
 - 1-2 students, including at least one graduate student

Support & Infrastructure

The Support and Infrastructure Committee works to ensure the quality of client support services, desktop computing resources, and technology infrastructure

- **Co-chairs:**
 - Peter Fiedler, Vice President, Administrative Services
 - Michael Krugman, Associate Vice President, IS&T
- **Members:**
 - 5-8 representatives from major administrative service areas, to be named by the Executive Vice President
 - 5-8 representatives from schools and colleges, including the medical campus, at least half of whom are faculty, to be named by the Provosts
 - 2 staff from IS&T
 - 1-2 students

Teaching & Learning Technologies

The Teaching & Learning Technologies Committee fosters the use of technology to improve the quality of teaching and learning at BU

- **Chair:**
 - Victor Coelho, Associate Provost, Undergraduate Education
 - John Wiecha, MD, Medical Campus
- **Support:**
 - Domenic Screnci, Executive Director for Educational Media & Technology. Additional IS&T staff as needed.
- **Members:**
 - 8-12 faculty from different schools and colleges, including the medical campus, to be named by the Provosts.
 - 3-5 staff to be named by the Provosts
 - 1-2 students

Information Security & Business Continuity

The Information Security & Business Continuity Committee supports the safeguarding of information and the continuous availability of systems at BU

- **Co-chairs:**
 - Bill Long, Associate VP, Internal Audit
 - Christy Talley, Associate General Counsel
- **Support:**
 - TBD, Information Security Officer, IS&T
- **Members:**
 - 5-8 representatives from major administrative service areas, to be named by the Executive Vice President
 - 5-8 representatives from schools and colleges, including the medical campus, to be named by the Provosts
 - 2 staff from IS&T and 1-2 students

Domain Portfolios

- A “Domain” is a major administrative or academic area of responsibility led by a VP, Dean, or Strategic Program Director
- Domain projects are categorized by technology service area
- Summary listings are provided to service area committees for review
- Service area committees and/or Technology Executive Steering Committee review and govern projects if over cost, impact, or risk thresholds



Other groups

- Current coordination groups for specific client groups or topic areas may continue so long as they are needed.
- Fewer dedicated project steering committees should be needed in the future for individual projects governed by service area committees.
- Users' groups to continue, meeting as needed.

**IT Coordination
groups**

**IT Project Steering
Committees and
Teams**

IT Users' Groups

Expected Outcomes

- Broad community understanding of the governance structure
- Development of an approved strategic plan for IS&T
- Development of a well understood enterprise technology project portfolio
- Development of shared services and service level agreements
- Increased overall client satisfaction with IS&T