Why IT Governance

IT Governance ensures the results of the Universities projects and initiatives meet the strategic and operational requirements of the University. More specifically IT governance:

- Integrates campus strategic planning with IT strategic planning
- Sets campus-wide priorities for IT initiatives that are aligned with institutional goals and priorities.
- Provides process by which engagement with stakeholders is consistent
- Establishes priorities for technology investments that are aligned with institutional goals and priorities.
- Promotes transparency, accountability and dialogue about IT investments
- Has structures and processes that influence the direction and outcomes of technology services, policies and solutions.

What’s Involved in Governance?

There are three components that constitute IT Governance:

Structure

The structure component pertains to the IT activities, the way those activities support the goals of the university, and the people who manage those activities. The key questions that structure addresses are:

- What structural organizations will be created?
- Who will take part in these organizations?
- What responsibilities will they assume?
- Who makes decisions?

Structure components include mission, mandate, terms of reference, roles, conflict-resolution mechanisms, accountability, transparency, and constituent groups.

Process

The process component defines decision-making rights as well as paths and policies that are used to measure and control the way decisions are made and executed. The key questions that process addresses are:

- How are investment decisions made?
- What are the decision-making processes for proposing, reviewing, approving and prioritizing investments?

Process components include alignment, commitment, motivation, leadership and meaningful participation.

Communication

The communication component defines how the results of processes and decisions will be monitored, measured and communicated. They key questions that communication addresses are:

- How will the results of these processes and decisions be monitored, measured, and communicated?
- What mechanisms will be used to communicate and engage stakeholders?

Communication components include information sharing, meetings, stakeholder engagement and reporting.

Good Governance

Good governance is about managing and addressing challenges in governance by asking the questions:

- Are we doing the right things?
- Are we getting the benefits?
- Are we doing them the right way?
- Are we getting them done well?

Good Governance:

- Understands the values of constituents
- Articulates the mission well
- Maintains trust through communication, accountability and transparency
- Makes decisions that are guided by the core mission
- Proceeds and develops in a manner consistent with core values
- Defines roles clearly
- Develops the capacity to self-evaluate
Governance Design

The approach to renewing IT governance started with a set of objectives that identified “what” we are trying to achieve and “how” we are going to achieve this is summarized as:

- Make smart choices
  - Effective engagement & Analysis
  - Align within institutional vision
  - Futures-ready

- Make them quickly
  - Small, focus decision body
  - Rely on existing position authority

- Make them stick
  - Decisions and actions viewed as legitimate

- Make it happen
  - Resources identified & allocated
  - Clear responsibilities & Accountabilities

To ensure the success of these objectives, we need to:

- Ensure that all committees have clear charters including purpose, membership, communication, frequency, etc. (focusing on the right things).
- Ensure that all committees have clear reporting linkages and decision paths.
- Encourages the safe dialogue and debate on initiatives and sequencing/prioritization.
- Refine processes to ensure initiatives are proposed, reviewed and approved.
- Ensure the process is transparent, responsive, inclusive and effective.
- Ensure campus/stakeholder engagement occurs at the right level with the right stakeholders.

Approach to Governance Change

The initiative to renew our IT Governance started in Jan 2012. We engaged an external consultant who is familiar with Higher Education and has had extensive experience with IT Governance at numerous well known University's. The process for consultation, analysis and development was significant and included the following:

- Develop a set of objectives and approach
- Analysis of the existing governance structure
- Consultation with a subset of existing governance committees and members
- Consultation with Executive Council
- Consultation with Dean's Council
- Presentation to Senate
- Development and continuous revision of the proposed governance structure

At each stage of consultation, feedback has been incorporated.

The Road Ahead

With the new governance structure, there will be a transition period that will move us from our current governance structure to the new governance structure. During this transition, the following will be considered:

- Further consultation with all committees and sub-committees to inform people of the change and provide an opportunity for feedback.
- Committee and sub-committee chairs to review the existing terms of reference and developing new terms in accordance with a standard template. This review will include updates and development of:
  - Committee Context
  - Committee Scope
  - Mandate
  - Membership
  - Meeting Frequency

- Committees will be provided with information on processes and approaches in order to familiarize themselves with the new governance processes, alignment with annual budget cycles, use of project proposal and charter processes, engagement with the community and reporting requirements.

Evolution of Governance

As the context of our environment changes and the University changes, it is important to continually update our governance structure. The Priority and Governance Review Council (PGRC) is responsible for ensuring the effectiveness and efficiency of IT Governance.
IT Governance Committees

Board of Governors

Senate

Executive Council

Priority and Governance Review Council

IT Executive Committee

Academic & Student Services Committee (ASSC)
- Student Systems
- Teaching, Learning, Technology
- Academic & Student Services Administrative Systems

Administrative Systems Operations Committee (ASOC)
- Finance
- Human Resources
- Research Administration
- Facilities

Research Computing Advisory Committee (RCAC)
- Westgrid

Information & Technology Advisory Committee (ITAC)
- Campus Systems Council
- Identity Management
- Project Review
- Information Security & Privacy

Additional Sub-Committees as Required

*There are a number of linkages, inter-dependencies and cross-memberships between committee and sub-committees. These are not represented on this map to enhance readability.**
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IT Governance Membership

**IT Executive Committee**

Chair(s):
Vice-President Academic and Provost
Vice President Finance & operations

Advisor:
Chief Information Officer

**Priority and Governance Review Council**

Chair:
Vice-President Academic and Provost
Vice President Finance & operations

Membership:
Committee Chairs of:
ASSC
ASOC
RCAC
ITAC
Chief Information Officer

**Administrative Systems Operations Committee (ASOC)**

Chair:
AVP Financial Planning & Operations
Dean Council Representative

Membership:
Administrative Officer
Executive Director, Financial Services
AVP Human Resources
Executive Director, Facilities Management
AVP Research Operations
Director, Campus Services
Advancement Services/Foundations
Director, Institutional Planning & Analysis
Director, UVic Online
Chief Information Officer
Chief Privacy Officer
Manager, Office of the VPFO
Admin Assistant to AVPFO

**Academic & Student Services Committee (ASSC)**

Chair:
AVP Academic Planning
Dean’s Council Representative

Membership:
AVP Student Affairs
Executive Director, Student Services
Director, Technology Integrated Learning
Director, Learning & Teaching Centre
Faculty Member of Senate
Associate Dean
Registrar
Director, Academic & Administrative Services, University Systems
Director, Institutional Planning & Analysis
Chief Information Officer
Executive Director, Financial Services
Admin Assistant to AVPAP

**Research Computing Advisory Committee (RCAC)**

Chair:
Associate Vice-President Research
Deans Council Representative

Membership:
AVP Research Operations
Chief Information Officer (CIO)
Representative from University Library
Representatives from University Systems
Researchers from across the university

**Infrastructure & Technology Advisory Committee (ITAC)**

Chair:
University Librarian (Chair)
Dean’s Council Representative

Membership:
Associate Dean or Chair
Faculty Member
Staff member
Chief Information Officer
Director, Infrastructure
Director, UVic Online
Director, Academic & Administrative Services