

IT GOVERNANCE AT COLORADO STATE UNIVERSITY

I. Introduction

In the 1980's and early 1990's, IT environments experienced decentralization; the little interaction between the decentralized and centralized environments required at that time was accomplished in an ad hoc fashion. However, in the 1990's, as technologies became more interdependent, additional coordination and oversight were required. This was accomplished at Colorado State University (CSU) by both a charge to Academic Computing and Networking Services (ACNS) to coordinate the IT environment, and constitution of the Information Technology Executive Committee (ITEC) that is responsible for the IT oversight and policy at the University. Today, technology is even more interdependent, indeed in some cases overlapping, and greater integration is desirable. This greater degree of integration shall be accomplished via a formal IT governance structure. This document describes such a structure for IT governance at CSU, important to ensure efficient and effective delivery of IT services.

The Senior Vice President (SVP) is responsible for the IT environment at Colorado State University. The SVP chairs the Information Technology Executive Committee (ITEC) that is responsible for IT policy and oversight of the IT environment. The ITEC Advisory Council (IAC) is chaired by the Associate Vice President for Information and Instructional Technology (AVPIIT). The IAC supports the ITEC by preparing strategic and policy IT matters for its consideration, and bringing to it other matters that are of an operational nature as described below. The IAC is supported by various ad hoc committees, also described below, that are constituted and sustained as needed.

Students are also responsible for governing elements of the IT environment, through the Charges for Technology (CFT) and the University Technology Fee Advisory Board (UTFAB) activities. These governance activities are described elsewhere and are not repeated herein.

Additional detail on the functions of the ITEC and the IAC are given below.

II. The Information Technology Executive Committee (ITEC)

The SVP utilizes the Information Technology Executive Committee (ITEC), staffed by university officers, to establish and maintain policy for and oversight of the Information Technology environment at the University.

A. Membership of the ITEC

Voting members of the ITEC are:

- Senior Vice President (chair);
- Provost/Academic Vice President;
- Vice President for Administrative Services;
- Vice President for Development and University Advancement;
- Vice President for Student Affairs; and
- One representative from the Council of Deans (nominated by the Provost and appointed by the SVP).

A quorum shall consist of four voting members that shall be necessary for action. Items are to be decided by majority vote. In the case of a tie, the vote shall be determined by the vote of the chair. In the case of a tie where the chair does not vote or abstains, the motion shall fail.

The AVPIIT is an ex-officio, non-voting member of the ITEC. Additional attendees will be invited to specific ITEC meetings, so as to facilitate the conduct of ITEC's business.

B. Scope of Activities

The ITEC's scope of authority include:

Information Technologies, such as:

Computing (mainframes, servers, desktop computers, applications, etc.); and

Communications (voice, video and data);

Instructional Technology;

Information Services; and

Information Technology infrastructure.

The ITEC is responsible for information technology policy at the University. The ITEC is also concerned with technology change as it affects instructional methods, research, outreach, and administrative processes. The ITEC also serves as the university committee responsible for matters concerning Charges for Technology.

The ITEC receives input directly from the ITEC Advisory Council (IAC). The ITEC also seeks input and counsel from various other sources such as the Council of Deans, Faculty Council and its committees, various other CSU committees (Associate Deans, Campus Administrative Advisory Group, etc.), technology managers, and interested and qualified individuals. Normally, the ITEC approves information technology policy for the University. Where policy requires approval by the President and/or the Board of Governors of the CSU System, the ITEC will consider the policy, and forward a recommendation to the President's Cabinet for its consideration.

Finally, the ITEC develops and maintains an information and instructional technology vision and strategic plan for CSU which is integrated with the university strategic planning and budgeting process.

III. The ITEC Advisory Council (IAC)

The ITEC is advised by the ITEC Advisory Council (IAC) that functions at the ITEC's direction. The IAC considers matters of policy, operations and management of the IT environment at the University. Matters of policy are reviewed and referred to the ITEC for its consideration and possible action.

A. Membership of the IAC

The IAC is comprised of:

Associate Vice President for Information and Instructional Technology (chair);

Director of Academic Computing & Networking Services;

Director of Information Systems;

Director of Office of Instructional Services;
Vice Provost for Undergraduate Studies;
Assistant Vice President for University Relations;
Dean of the Libraries, or representative appointed by the Dean of Libraries;
One member from each the Academic Colleges, nominated by the Dean of each college and appointed by the Provost;
One member appointed by the Vice President for Administrative Services; and
One member appointed by the Vice President for Student Affairs.

A quorum of the IAC shall consist of a majority of voting members and shall be necessary for action. Non-operational matters are to be decided by two-thirds majority vote. In the case of a tie, the vote shall be determined by the vote of the chair. In the case of a tie where the chair does not vote or abstains, the motion shall fail.

B. Scope of Activities

All matters of policy, strategy, and management of the IT environment should be reviewed by the IAC and forwarded to the ITEC for its consideration. Normally, the IAC prepares or revises drafts of policy, strategy, and management of the IT environment, circulates them widely for consideration by interested parties at the University, and reviews them at its meetings. The IAC then develops a recommendation for the ITEC and forwards the matter to the ITEC for its consideration.

The IAC also considers operational aspects of the IT environment. On operational matters where consensus is achieved, via a two-thirds vote required for approval of an item, the IAC may take action unilaterally. Alternatively, if a two-thirds majority is not achieved, a motion to refer the matter to the ITEC for its consideration may be made, and approved by a one-third vote. Should a one-third vote not be attained on an item, then individuals may bring the matter forth via other channels to their representative on the ITEC.

The IAC seeks input and counsel from various sources including technology managers, ad hoc committees such as, among others, the University Information Technology Support Services (UTISS) committee, the University Instructional Technology Committee (UITC), and interested and qualified individuals. Matters to be considered by the IAC are to be forwarded to the AVPIIT for inclusion on the IAC's agenda.

The IAC may constitute and charge subordinate ad hoc committees as necessary to meet its objectives.

IV. Other IT Committees

Various other committees are concerned with IT. Normally, these other committees address operational matters that pertain to their own IT environments. To ensure efficiency and effective IT governance, such other IT committees are generally not to proliferate and are to be focused on particular issues. Chairs of these committees are responsible for ensuring that matters of IT policy and operations are brought to the IAC for its review, and consideration for the ITEC's attention.

IT committees that are of importance to the University include, but are not limited to:

Ad hoc committees – Ad hoc committees of users of specific applications may be constituted as needed.

Classroom Review Board (CRB) – the CRB is responsible for the general assignment classrooms, and peripherally responsible for the departmental labs. This includes instructional technology, especially computer projection equipment and Internet access. The Director of OIS is responsible for convening and chairing the CRB committee. Members of the Classroom Review Board shall be nominated annually by the Director of OIS and approved by the Provost.

Campus IT Security Technical Advisory Committee – This committee is responsible for investigating IT security technologies and periodically evaluating current practices and policies. It is also responsible for disseminating information to the campus.

Windows Security Committee – This committee is tasked with developing a set of best practices for securing MS Windows workstations and servers. This effort is expected to be continual and evolving.

University Charges for Technology (UCFT) Committee – The UCFT committee is responsible for coordinating Charges for Technology (CFT) activities including responsibility for: 1) maintaining the policies for the Charges for Technology activity in the CFT Manual, 2) assembling the annual CFT reports from the Colleges into an annual report that shall be submitted to the ITEC for its approval, and 3) assembling the annual report on the magnitude of the charges and any proposed increases. The Director of ACNS is responsible for convening and chairing the UCFT committee, and shall be a non-voting member. Membership of the UCFT committee shall be one student and one staff member from each college. The student member shall be appointed by the student governing body of the college, and failing that, by the Dean of the college. The staff member shall be responsible for coordinating the college's CFT activities, and shall be appointed by the Dean of the college.

University Instructional Technology Committee (UITC) – the UITC is responsible for coordinating instructional technology, including recommended standards concerning instructional technology and central course management systems. Participation in the UITC is open to interested individuals.

University Technology Fee Advisory Board (UTFAB) – the UTFAB is constituted under the auspices of the Associated Students of Colorado State University (ASCSU) and operates according to its bylaws.

University Information Technology Support Services (UITSS) committee – the UITSS committee is responsible for coordinating a broad range of information technology matters, including recommended standards for information technology, IT networking on campus, including management and operations of local area networks, IT networking infrastructure, and matters concerning IT security. IT matters of a general nature are to be the subject of the UITSS

committee, particularly regarding coordination and information sharing. Participation in the UITSS is open to interested individuals.

IV. Responsibility for This Document

The Information Technology Executive Committee (ITEC) is responsible for this document, including adoption, modifications and changes. Changes to this document are to be widely reviewed by the campus, including the IAC and the General Counsel, prior to being taken to the ITEC for final approval.

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