

OneIT@Iowa

Project Charter



IT GOVERNANCE

Project Information

Project Team Leads: Maggie Jesse
Tim Shie

Project Manager: Romy Bolton

TeamDynamix Project Number: 241126

Project Overview

Governance refers to the mechanisms, processes and relations by which an organization is controlled and directed. Governance structures identify the distribution of rights and responsibilities among participants in the organization and includes the rules and procedures for making decisions. By improving IT governance, we will create an environment for better decision-making.

Project Purpose and Benefits to Campus

Develop an IT Governance structure that ensures that all stakeholders have appropriate input into enterprise IT decision and policy-making process, and that services meet campus needs in a timely and cost-effective manner. This new model must provide effective feedback for strategic and tactical measures, priorities, and service requirements.

Establish and support an enterprise level decision and policy-making structure that represents a single IT organization that in turn will promote collaboration and coordination across campus.

Develop a mechanism to identify and manage IT project portfolio. IT projects, or IT efforts to support projects, will be shared, managed and prioritized in relation to their scale and/or impact. Local projects will most often be managed and prioritized within the local unit. Larger-scale projects will be shared and managed at a higher level to increase efficiency by reducing duplication.

Develop a reporting mechanism to continuously monitor IT services, projects, budgets, and expenses, including personnel effort, in order to better inform business decisions.

Project Scope Statement

The scope of this project includes:

- Assess current Governance structure and identify opportunities for improvement.
- Establish and support an enterprise level decision and policy-making structure that represents one IT organization.
- Initiate and develop an effective process for identifying and prioritizing IT projects and services.
- Implement and manage a campus-wide IT project portfolio.
- Implement standard and consistent procedures for collecting IT project portfolio data.
- Develop a process for generating consistent reports that recognize IT budget and expenses, including personnel.
- Initiate and develop an effective process for monitoring strategic planning initiatives.

High-Level Requirements

- a) Complete a thorough evaluation of current Governance model and identify improvements that facilitate better communication and input from stakeholders. Broaden the scope of this governance model to include all campus IT activities.
- b) Establish and support enterprise level decision and policy-making structure that represents one IT organization.
- c) Develop and implement standard procedures for continuously identifying, collecting, and archiving data on IT projects and services.
- d) Create, develop and manage a campus-wide IT project portfolio database, in an effort to facilitate visibility and coordination of IT projects. Establish a mechanism for adding new projects and archiving old projects.
- e) Develop and implement a methodology for identifying and collecting IT expenses, including personnel effort. Develop accounting and human resource standards that allow for consistency across IT units, regardless of funding models.
- f) Generate reports to improve visibility, recognize IT efforts and expenses, and assist IT decision-making.
- g) Develop and implement a methodology for monitoring strategic planning initiatives.

High-Level Risks

- The timeline involved in establishing successful IT governance model is difficult to assess. IT governance impacts the entire IT organization and therefore requires input from all stakeholders.
- The University of Iowa has a variety of funding models, including external grants and contracts. Understanding the rules of engagement and compliance requirements with varying funding models is important to the success of IT governance.
- Time tracking will require change in culture, which may result in unsatisfactory results.
- New UI President and Cabinet will likely impact IT Governance and decision-making process.

Assumptions and Constraints

- All IT projects and services across campus that meet the defined criteria will be included in process.
- IT Governance and Project Management Office project teams will need to work together/collaborate, as there is overlap between the two projects.
- Standards for tracking all IT expenses will be developed for reporting purposes.
- IT Project Portfolio will be a campus-wide managed and coordinated effort.
- IT Project Management process will be a campus-wide managed and coordinated effort. The governance group will work in conjunction with the PMO team
- UI accounting structure (MFK) and Human Resource Information System (HRIS) will be utilized for tracking expenses.

Project Governance

- UI President
- Provost Office
- IT Council
- Deans and Associate Deans
- Administrative Leaders (Finance and Operations)
- CIO
- OneIT Steering Committee
- OneIT Leaders
- Service Owners and Council
- Governance Project Team
- Governance Advisory Team
- Project Management Office
- IT Communities – SCIT, ITAdmins, CITL

Anticipated Cost Savings Categories

Increased visibility into the IT budget and projects will influence behavior and create increased accountability, which in return will create cost savings. We project this increased visibility and accountability will result in a cost savings associated with the following:

- Elimination of duplicate projects
- Collaboration on certain projects
- Prioritization of project portfolio with associated criteria for project request approval
- Increased efficiency that comes from completing projects with greater predictability (i.e. on schedule and budget)

Additional benefits include:

- New IT Governance model anticipates the increasingly interdisciplinary nature of education and research, the evolving needs of our students, and the state of Iowa's need for a skilled workforce with core technical competencies.
- New IT Governance model will lead to better alignment within the IT campus community, including improved decision and policy-making.
- New IT Governance model will improve turnaround, success/completion rates, and efficiency through consistent processes and methodology.

Sub Projects

- IT Project Portfolio is a project dependency, which will be developed and designed by the Project Management Office.
- IT Procurement is a project dependency.
- Application Portfolio is a project dependency.

Major Goals

Develop draft (initial) IT governance structure/model

| Milestone | Due Date |
|--|--------------------|
| Solidify IT governance role and structure (chart), including an ongoing OneIT Steering Committee | July 1, 2015 |
| Develop a campus engagement plan regarding the new governance structure. | July 15, 2015 |
| Complete campus community engagement regarding new governance structure. | September 15, 2015 |

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Develop governance processes

| Milestone | Due Date |
|---|---------------------|
| Establish and support an enterprise level decision-making processes that represents one IT organization, including a process diagram. | TBD by Project Team |
| Approve and implement IT Project Portfolio. | TBD by Project Team |
| Establish methodology and criteria for collecting IT expenses. | TBD by Project Team |
| Design a standard set of reporting tools. | TBD by Project Team |

Develop governance policies

Schedule and Milestones TBD.

Project Team

Steve Fleagle, CIO
Joe Kearney, Associate Dean
Lori Cranston, Associate Dean
Steve Sawyer, Unit IT Leader
Doug Eltoft, Collegiate IT Leader
Jim Chaffee, Collegiate IT Leader

Stakeholders:

Refer to Stakeholder Registry

Key Dates

Target Start Date: 5/1/2015
Target Go-live Date: TBD
Charter Ratification Date 06/01/2015
