

Information Technology Governance Framework, FSCJ

One of the biggest risks and concerns of top management today is failing to align Information Technology (IT) to real business needs, and a failure to deliver, or be seen to be delivering, value to the business. Since IT can have such a dramatic effect on business performance and competitiveness, a failure to manage IT effectively can have a very serious impact on the college.

IT has a pivotal role to play in improving college governance practices, because critical business processes are automated and directors rely on information provided by IT systems for their decision making. With the growth of direct connection between FSCJ and its constituents (students, faculty, staff, suppliers, The State), more and more focus on how IT can be used to add value to business strategy, the need to effectively manage IT resources and avoid IT failures and poor performance has never been greater.

The current climate of cost reduction and budget restriction has resulted in new norm – there is an expectation that IT resources should always be used as efficiently as possible and that steps are taken to organize these IT resources ready for the next cycle of enrollment and new IT developments. A key aspect of these factors is the increasing use of third party service providers and the need to manage these suppliers properly to avoid costly and damaging service failures.

IT Governance is not just an IT issue or only of interest to the IT function. In its broadest sense it is a part of the overall governance of FSCJ, but with a specific focus on improving the management and control of Information Technology for the benefit of the primary stakeholders. Ultimately it is the responsibility of the President to ensure that IT along with other critical activities is adequately governed. Although the principles are not new, actual implementation requires new thinking because of the special nature of IT.

IT Governance spans the culture, organization, policy, and practices that provide for IT management and control across five key areas:

- **Alignment** – Provide for strategic direction of IT and the alignment of IT and the business with respect to services and projects.
- **Value Delivery** – Confirm that the IT/Business organization is designed to drive maximum business value from IT. Oversee the delivery of value by IT to the business, and assess ROI.
- **Risk Management** – Ascertain that processes are in place to ensure that risks have been adequately managed. Include assessment of the risk aspects of IT investments.
- **Resource Management** – Provide high-level direction for sourcing and use of IT resources. Oversee the aggregate funding of IT at enterprise level. Ensure there is an adequate IT capability and infrastructure to support current and expected future business requirements.
- **Performance Measurement** – Verify strategic compliance, i.e. achievement of strategic IT objectives. Review the measurement of IT performance and the contribution of IT to the business (i.e. delivery of promised business value).

IT Governance is not a one-time exercise or something achieved by a mandate or setting of rules. It requires a commitment from the top of the organization to instill a better way of dealing with the management and control of IT. IT Governance is an ongoing activity that requires a continuous improvement mentality and responsiveness to the fast-changing IT environment. IT Governance can be integrated within a wider Enterprise Governance approach, and support the increasing legal and regulatory requirements of College Governance.

IT Capital Investment or Project Approval Process

Overview

The IT Capital Investment process allows the IT Governance committees to review, compare and prioritize information technology requests collectively. The IT planning process includes all college domains: Administration, Security and Privacy, and Teaching and Learning.

The process can be used when a unit is seeking funding, or when a unit has an idea or service it believes has broader use. Sharing plans and information across units will bring synergies and dependencies to light, resulting in more consistency across departments, improved quality, reduction in duplicate solutions and more effective use of available funding. A unit should use the IT Capital Investment Request process when proposing an information technology investment that may have broader use across multiple units. For proposal submissions and other IT Capital Request process timelines, visit the CIO website at ibd.CIO.FSCJ.edu. the actual request form should be an electronic form in either Jira or ServiceNow. This detail will be worked out as part of the Project Proposal Intake, Evaluation, and Tracking policy.

This periodic process:

- Provides a portfolio view of all requests, ensuring FSCJ's limited resources are used to support the highest priority IT needs and best ideas
- Provides visibility to funding needs over multiple years
- Aligns IT investments to FSCJ's strategic plans so that we remain competitive
- Fosters more unit collaboration and transparency
- Provides visibility into unit-driven innovation efforts to create awareness and support
- Allows IT services to be optimized, reused, and extended to become common good or toll services with maturity
- Ensures a sound infrastructure foundation for mission unique solutions
- Integrates/Aligns unit plans to the college enterprise architecture roadmaps and support services where appropriate
- Provides a sustainable way to avoid using college dollars to create duplicate services

The Process

Submit FSCJ IT Project Request Form for each project request to the Office of the CIO Portfolio & Project Management Office (OCIO PPMO). The OCIO PPMO will collect and distribute requests to the IT governance committees as appropriate and track decisions. **This needs to be a new office under IT.**

- Enterprise Architecture will work with the domains and make recommendations for optimizing solutions where appropriate
- Domain committees will review all submissions against their domain strategy, then collaborate and prioritize their own lists.
- IT Leaders Committee aligns proposals to Enterprise Architecture, support model, and IT Capital Plan, then make recommendations.
- IT Council Committee aligns proposals to FSCJ strategy, IT Capital Plan, policy, and principles, then makes recommendations.
- Submit collective recommendations to IT Executive Committee for decision.
- Decisions regarding how many investments can be funded.

The Criteria

IT capital investments are made to create assets (IT services) that: have future value, are expensive; are interrelated with other assets; and require a longer planning horizon. IT capital planning is used when an organization wants to plan together to achieve economies of scale, sequence investments to avoid rework, achieve interoperability and integration, or meet larger strategic needs. Using capital requires planning, communication, and coordination across the enterprise. In summary, criteria for submitting proposals in the IT capital investment process include:

- Project/Service has (or potentially has) broad use across the institution (or with a significant community within the institution)
- Project/Service requires significant investment
- Project/Service requires broad or high-level sponsorship
- Project/Service could potentially eliminate unnecessary redundancy
- There's opportunity to leverage purchasing power (negotiated volume discounts) for equipment, licensing, or services
- Implementation of service requires the use of IT human resources across the college

Proposals should be submitted if:

1. They meet one or more of the criteria above, and
2. They require full or partial funding, or
3. You are sharing an idea to see if others across campus have a similar need/interest

Proposal Evaluation Criteria

Proposals will be evaluated across the following items:

- Alignment with college strategy
- Alignment with domain strategy (when existing)
- Alignment with IT architecture
- Impact on FSCJ
- Sponsorship
- Available funding

IT Governance in the Context of Other IT Processes

IT governance, guided by FSCJ strategies, works to ensure the right projects are selected to support the needed portfolio of services. The CIO provides portfolio management services to support IT governance. This includes:

- Tracking proposals from the idea stage through proposal evaluation
- Ensuring projects are weighed against each other relative to strategic alignment, technology alignment, value, and risk to ensure the portfolio is risk balanced
- Ensuring projects are resourced before development (over-allocation of resources is common in IT and the primary cause for schedule delays and cost over-runs)
- Ensuring active projects are periodically reviewed for progress, and revised or stopped if necessary
- Ensuring metrics relevant to IT governing committees are provided

Project Approval Process

To be delivered once IT Governance structure is approved but would follow the model below.



IT Governance Membership

The effectiveness of IT governance is dependent on those who participate. The governing structure's ability to quickly respond to IT issues requires a clear ownership of responsibility and decision-making authority within the governance structure. IT governance is a highly collaborative process requiring interdisciplinary participation. The IT governance framework is a cross-functional team consisting of representatives from administration, academic units and departments across the college and IT leaders. This structure includes the following:

IT Executive Committee

The IT Executive Committee makes enterprise-wide IT decisions and is charged with the following:

- Authors and approves the IT guiding principles
- Approves changes in the strategic plan
- Reviews domain strategy and project proposals
- Approves domain IT investment allocations and management reserve
- Approves service layer designation changes
- Approves funding model changes
- Makes annual selection of domain stewards and IT committee chairs (Domain stewards are Functional Department Directors)

ERP Steering Committee – This is a subset of IT Leaders, and Administrative Domain Leaders

The IT Council Committee focuses on decisions such as IT funding and resources. The committee is charged with the following:

- Recommends IT guiding principles
- Recommends resource allocations for domains
- Reviews domain strategy and recommends priority projects across the domains
- Reviews and recommends service layer designations

IT Leaders Committee – This is solely IT driving, instructional technology, and topology

The IT Leaders Committee focuses on decisions such as IT policy, IT architectures and IT infrastructure. The committee is charged with the following:

- Develop and recommend IT strategy for the college
- Develop and recommend IT architecture to support services for the domains
- Review architecture exceptions
- Review domain strategies and make recommendations from an IT perspective on priority projects across the domains
- Reviews and recommends service layer designations

Domain Committee, with sub-domain committees including:

Domain committees are responsible for developing strategy, identifying strategic investments, and managing their service portfolio.

- Alumni & Development
- Physical Operations
- Finance, Human Resources
- Integration Communication and Relationship Management
- Research Administration
- Student Administration (includes sub committees)
 - Admissions and Records
 - Financial Aid
 - Bursar
 - Advising
 - State Reporting
- Security and Privacy Domain
 - A subset of the Data Governance group

The domain committees are charged with the following:

- Develop the overall strategy for each domain
- Identify IT services needed to support the college strategy
- Identify and prioritize projects to develop, enhance or retire services
- Make recommendations on service level designations

IT Governance Administration

As IT governance is a collaborative process and as IT Services recognizes that transparency is necessary in building a trusting relationship with the FSCJ community, the IT governance structure regularly communicates information, including: the IT vision and guiding principles; IT strategies and initiatives; IT funding; IT architecture; IT governance meeting schedules, minutes, and outcomes. The CIO will provide facilitation, coordination, and information tracking services for the IT governance committees.

Meetings

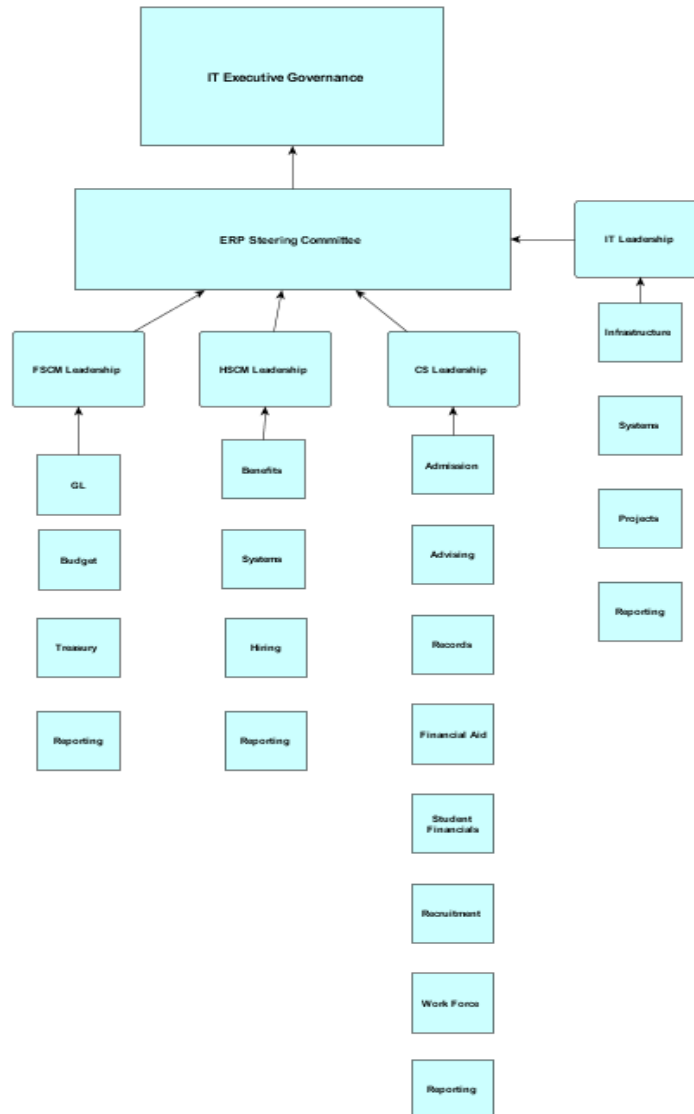
IT governance committees meet periodically. Domain committee chairs provide regular updates to the IT Council.

Reporting

Committees are responsible for providing strategy updates and plans to the OCIO, IT Leaders, IT Council, and IT Executive Committee. The OCIO Portfolio & Project Management office provides quarterly project portfolio review and financial status reports to all strategic governance committees.

Committee Name	Member
IT Executive Committee	
Chair, CIO	Ron Smith
Enterprise Apps	Christopher Martin
Enterprise Arch	Jeff Foster
Program/Project Management	Bob Lawson
Finance	Albert Little
Finance	Anita Kovacs
Human Resource	Mark Lacey
Institutional Effectiveness	Marie Gnage
WFE/Online	Jana Kooi
Academic Affairs	John Wall
Faculty Senate	John Woodward
Student Services	Christ Holland
ERP Steering Committee	
Program/Project Management	Bob Lawson
Student Administrative Systems	Matthew Davis
Student Administrative Systems	Ixchel Baker-Tate
Student Administrative Systems	Darlene Pike
Faculty Senate	John Woodward
Financial Systems	Anita Kovacs
Financial Systems	tbd
Human Resources	Mark Lacey
Human Resources	tbd
IT Infrastructure	Chris Martin
Call Center	Rust Gardner
State Reporting	Theresa Chensey
Workforce Education	Cedrick Gibson
Online College	Robert Green
IT Leaders Committee	
Interim CIO	Ron Smith
Network	Pete Snell

Committee Name	Member
Executive Director (Analysis)	Chris Martin
Executive Director (Development)	Herman Moller
Security	John Slevin
Infrastructure	Jeff Foster
Domain Committees	
Student Services	
Financial Aid	Ixchel Baker-Tate
Bursar	Darlene
Recruiting	Allen Case
Admissions & Records	Matthew Davis
Academic Advising	Erin Richman
Student Success	Melanie Miller
State Reporting	Theresa Chesney
Project Management	Melanie Clark
Workforce Education	Cedrick Gibson
IT Services	Chris Martin
Institutional Effectiveness	Gregory Michalaski
Financials	
Accounts Payable	Shallyn Kenney
Purchasing	Randi Brokvist
Bursar/Receivables	Darlene Pike
Project Management	Melanie Clark
Financial Reporting	Anita Kovacs
Payroll	Mary Ann Thompson
Project Costing and Grants	Jamica Bush
Budgeting/Auxiliary	Steve Stanford
Financial Infor Systems	Jyoti Rai
Human Resources	
Recruiting and Hiring	Barbara Hunter
Benefits	Judy Robbins
Project Management	Melanie Clark
Payroll from Finance	Mary Ann Thompson
State Reporting	Theresa Chesney
Institutional Effectiveness	Gregory Michalaski



Data Governance

Every day, thousands of gigabytes of data pass through the FSCJ servers. To ensure that data is managed as a material asset the College has established a data governance program with the goals of ensuring that data provides value, meets compliance requirements, and risks are managed appropriately. Data governance plays a central role in the control and distribution of important information within the College. Without data governance, people may not know who to go to for answers to their questions, and may receive and/or circulate incorrect information. Communications can also become point to point and randomized, and people may rely merely on informal collaboration for the College to operate properly, which can be risky.

Data governance is a process by which data is classified (Discovery), standards and protocols developed (Define), standards and protocols applied (Apply), and evaluated (Monitor and Measure). Data governance helps address these risks. The program consists of Data Owners, Data Stewards, Data Custodians, and Data Users. Data governance plays an integral role in the broader

IT Governance structure and members of the Council of Data Owners are generally also members in the IT Governance structure so there is overlap.

Discover

Are the processes that capture the current state of an organization’s data lifecycle, dependent business processes, supporting organizational and technical capabilities, as well as the state of the data itself. Leverage insights derived from these steps to define the data governance strategy, priorities, business case, policies, standards, architecture, and the ultimate future state vision. This process runs parallel and is iterative to the Define process stage as Discovery drives Definition, and Definition drives more targeted focus for Discovery.

Define

Are the processes to document data definitions and business context associated with business terminology, taxonomies, relationships, as well as the policies, rules, standards, processes, and measurement strategy that must be defined to operationalize data governance efforts. This process runs parallel and is iterative to the Discover process stage as mentioned above.

Apply

Are the processes that aim to operationalize and ensure compliance with all the data governance policies, business rules, stewardship processes, workflows, and cross-functional roles and responsibilities captured through the Discover and Define process stages.

Measure and Monitor

Are a set of processes that:

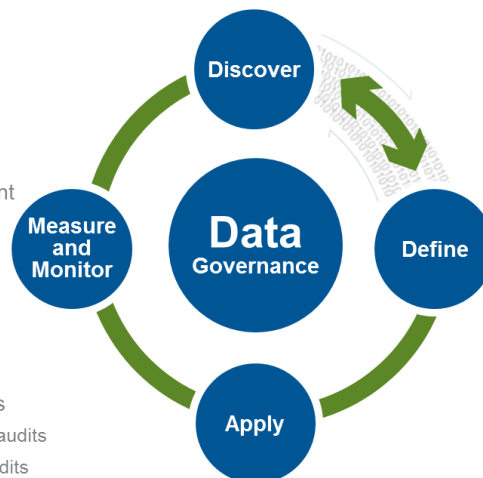
- capture and measure the effectiveness and value generated from data governance and stewardship efforts,
- monitors compliance and exceptions to defined policies and rules, and e
- enables transparency and auditability into data assets and their life cycle.

Discover

- Data discovery
- Data profiling
- Data inventories
- Process inventories
- CRUD analysis
- Capabilities assessment

Measure and Monitor

- Proactive monitoring
- Operational dashboards
 - Reactive operational DQ audits
 - Dashboard monitoring/audits
- Data lineage analysis
- Program performance
- Business value/ROI



Define

- Business glossary creation
- Data classifications
- Data relationships
- Reference data
- Business rules
- Data governance policies
- Other dependent policies
- Key Performance Indicators

Apply

- Automated rules
- Manual rules
- End to end workflows
- Business/IT collaboration

Data Governance Membership

To fully appreciate the complexity of data in today's cloud based and multi-faceted system work place that it is important to recognize the types of data ownership, custodianship, stewardship, and data users. Each of these categories of data members have responsibilities and expectations that need to be assessed, met, and secured. The sheer amount of data makes single point management untenable and requires smaller units (Data Management Groups) to feed meta data and data specifications to the parent Data Owner.

DATA OWNER

Appointed by the President, or delegates of the Council of Data Owners, Data Owners are accountable for managing, protecting, and ensuring the integrity and usefulness of College data. In addition to upholding College policies and state/federal law, Data Owners are responsible for identifying the sensitivity and criticality of data. This is typically a Line of Business (LOB) executive (i.e. Vice President of Institutional Effectiveness, or designee).

DATA CUSTODIAN

Data Custodians have control over a data asset's disposition whether stored, in transit, or during creation. They are usually associated with IT units within the College, and typically have modification or distribution privileges. Because they take such a hands-on role, Custodians carry a significant responsibility to protect data and prevent unauthorized use.

DATA STEWARD

Although they often have custodial responsibilities, Data Stewards are distinguished by having delegated decision-making authority. They may represent Data Owners in policy discussions, architectural discussions, or in decision-making forums.

DATA USER

Data Users create and control College data, and share responsibility in helping Data Stewards and Custodians manage and protect data. Data Users can consist of any individuals or College units that create or manage sets of College data.

DATA MANAGEMENT GROUPS

Data Management Groups (DMGs) are an integral part of data governance. Among several functions, DMGs aid in developing processes to assure confidentiality and security of data by managing access to and usage of data. They also assist in governing the risks that pose a threat to College data and data owners. These groups consist primarily of Data Stewards and Data Custodians.

When College Units (*Data Users*) create shared data repositories they take on responsibilities as *Data Custodians*. As such, units must work with *Data Stewards* to ensure that they understand external regulatory and College policy compliance requirements. In addition to ensuring adequate safety procedures are being upheld, it is the duty of the *Data Steward* to understand business needs of the College unit and facilitate appropriate access to the required data. *Data Owners*, managed by the Council of Data Owners, oversee the actions of the *Stewards*, and make sure that the data maintains a level of quality, protection, and effectiveness.

The Council of Data Owners

The Council advises the President that the College is taking appropriate measures to ensure data quality and ensure compliance with relevant regulations and policies. The Council members, appointed by the President, work to resolve conflicts where data overlaps between multiple data owners.

Business Domain	System Administration
Student Administration	Vice President Student Services (Chris Holland), Registrar (Jamie Disare), AVP Student Advising (Erin Richman), Director Financial Aid (Ixchel Baker-Tate), Bursar (Darlene Pike), Director College Reporting (Theresa Chesney), Chief Information Security Officer (vacant), Project Management (Melanie Clark)
Employee Information	Vice President Business Services (Al Little), Chief HR Officer (Mark Lacey), Director Payroll (Mary Ann Thompson), Director College Reporting (Theresa Chesney), Director Compensation & Benefits (Judy Robins), Chief Information Security Officer (vacant), Project Management (Melanie Clark)
Faculty Information	Provost (John Wall), Director College Reporting (Theresa Chesney), Project Management (Melanie Clark)
Financial Resources	Vice President Business Services (Al Little), AVP Finance (Anita Kovacs), Director Purchasing (Randi Brokvist), Director Treasury (Judy Chaitan), Chief Information Security Officer (vacant), Director College Reporting (Theresa Chesney), Project Management (Melanie Clark)

Business Domain	System Administration
<p>Institutional Effectiveness & Reporting</p>	<p>Vice President Institutional Effectiveness & Advancement (Marie Gnage), AVP Institutional Effectiveness & Advancement (Carrie Henderson), Director College Reporting (Theresa Chesney), Project Management (Melanie Clark)</p>
<p>Campus Resources, Services & Facilities</p>	<p>Vice President Business Services (Al Little), CIO (Ron Smith), Chief Information Security Officer (vacant), Director Risk Management (Debbie Monnseratt), AVP Facilities (James Huser), Director College Reporting (Theresa Chesney), Project Management (Melanie Clark)</p>

A data governance initiative must build competencies, assign roles and responsibilities, and invest in technologies to enable these core processes no matter the scope and scale of your business objectives. A pilot data governance project focusing on improving the quality or security of a single data item, phone number as an example, should follow the same approach as a holistic data governance function that’s managing all business-critical data assets. The difference of course is the level of effort, time, resources and enabling technologies required to effectively deliver business value. The process to validate, cleanse, improve, and monitor the quality of ‘phone number’ in a single application for a single business unit – while far from being a miniscule task -will be significantly less effort than managing hundreds, thousands or more business critical data entities across the entire college.