

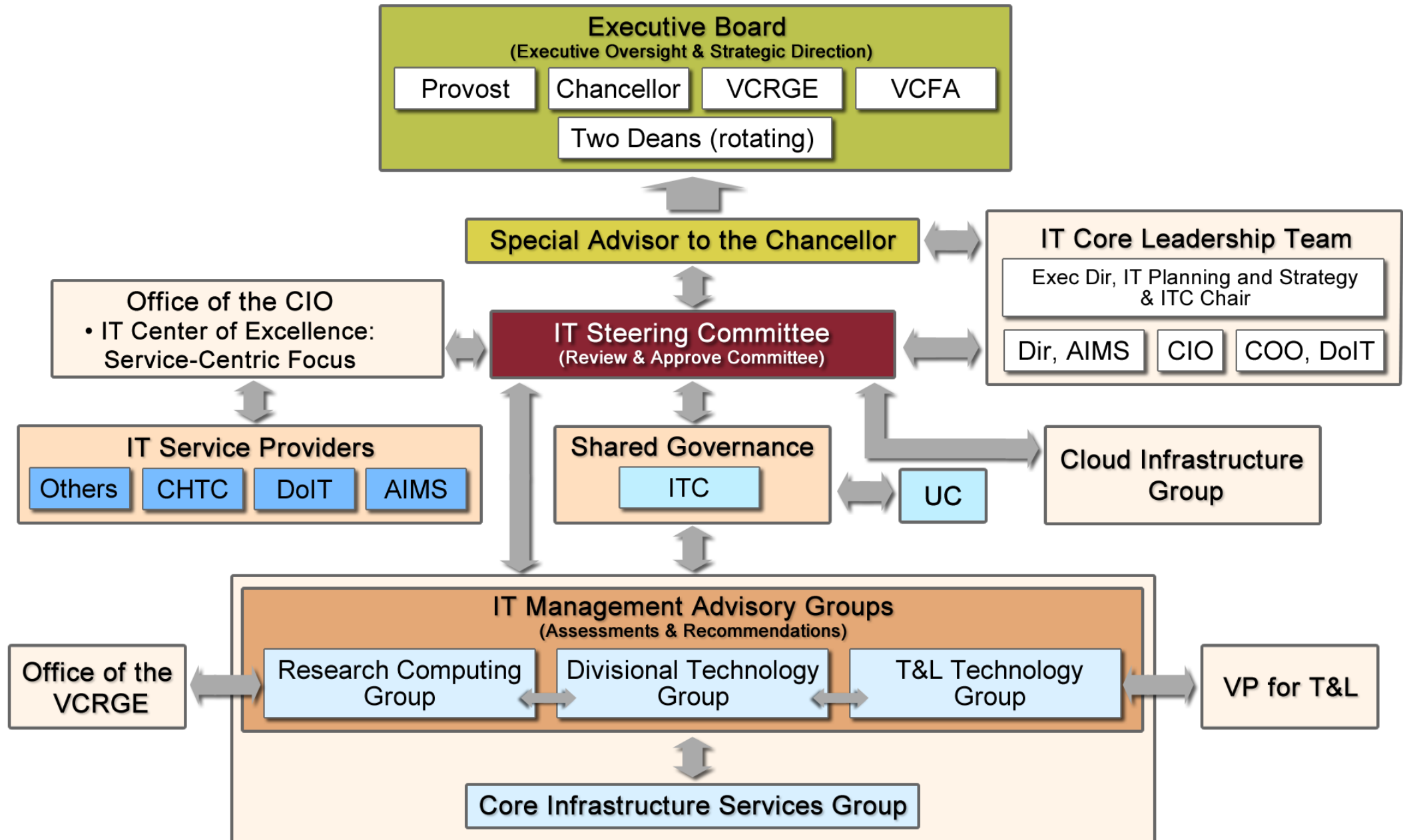
# IT Governance and Management Structure

- 1. Re-Structuring IT Governance and Management: Why Now?**
- 2. Transition Structure**
- 3. “Steady-State” Structure**
- 4. Tight Decision-Making Loop: Teamwork, Responsibility, Accountability**
- 5. Opportunities; Challenges; Guiding Principles**
- 6. Next Steps: Next 30-60 Days**

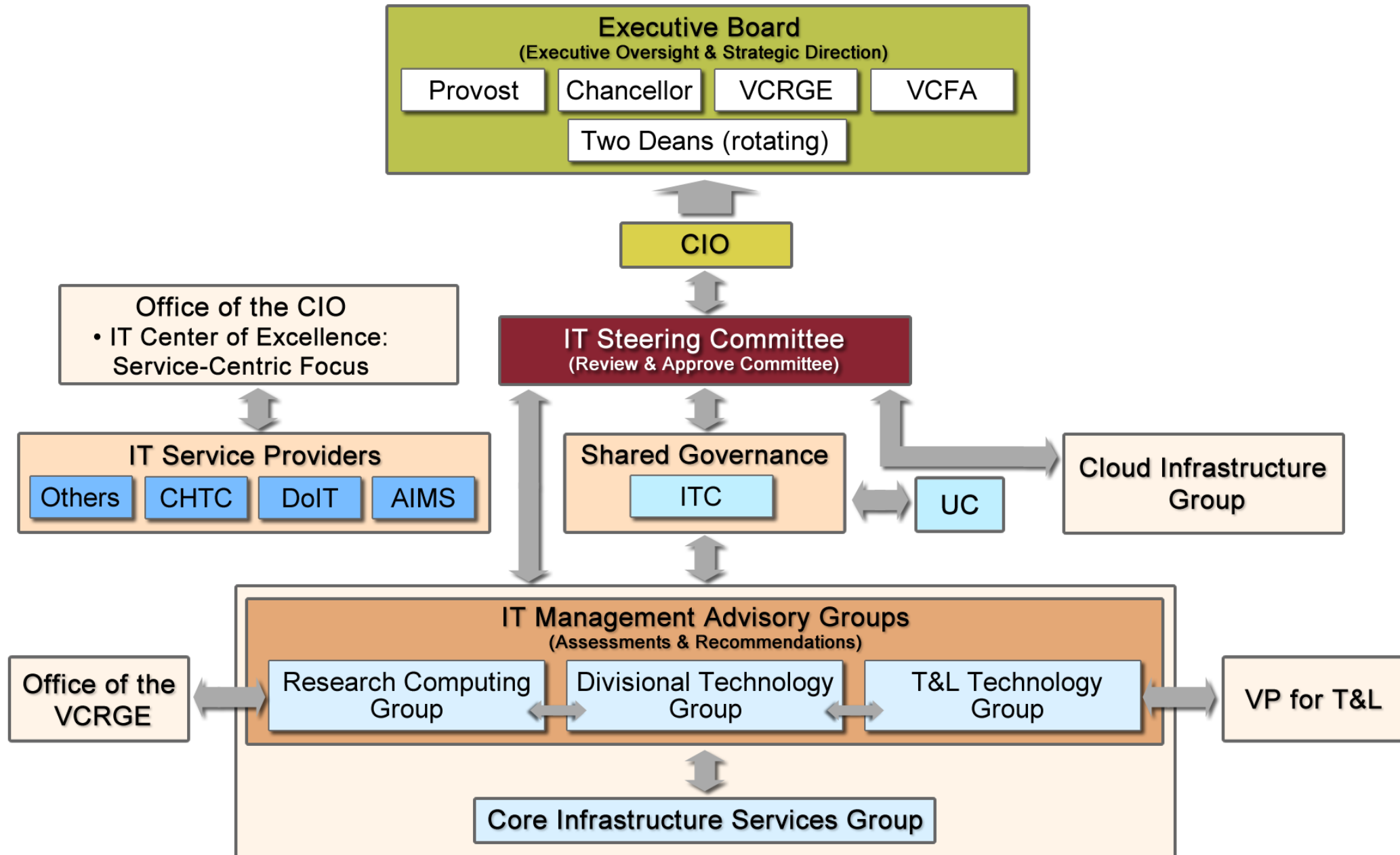
# **Re-Structuring IT Governance and Management: Why Now?**

- 1. Retirement of the CIO**
- 2. Completion of IT Spending Exercise (for 2015)**
- 3. Mike Lehman's willingness to continue to serve after stepping down from Interim VCFA position and after completing IT Spend Exercise.**
- 4. New VCFA arriving to UW-Madison.**
  - These changes present an opportunity to re-evaluate the campus IT position, structure, governance, decision making, IT priorities, and funding.**
  - Replacement CIO will be recruited after completing the new governance structure. We will be able to recruit high-caliber CIO; s/he will be in a better position to be successful.**

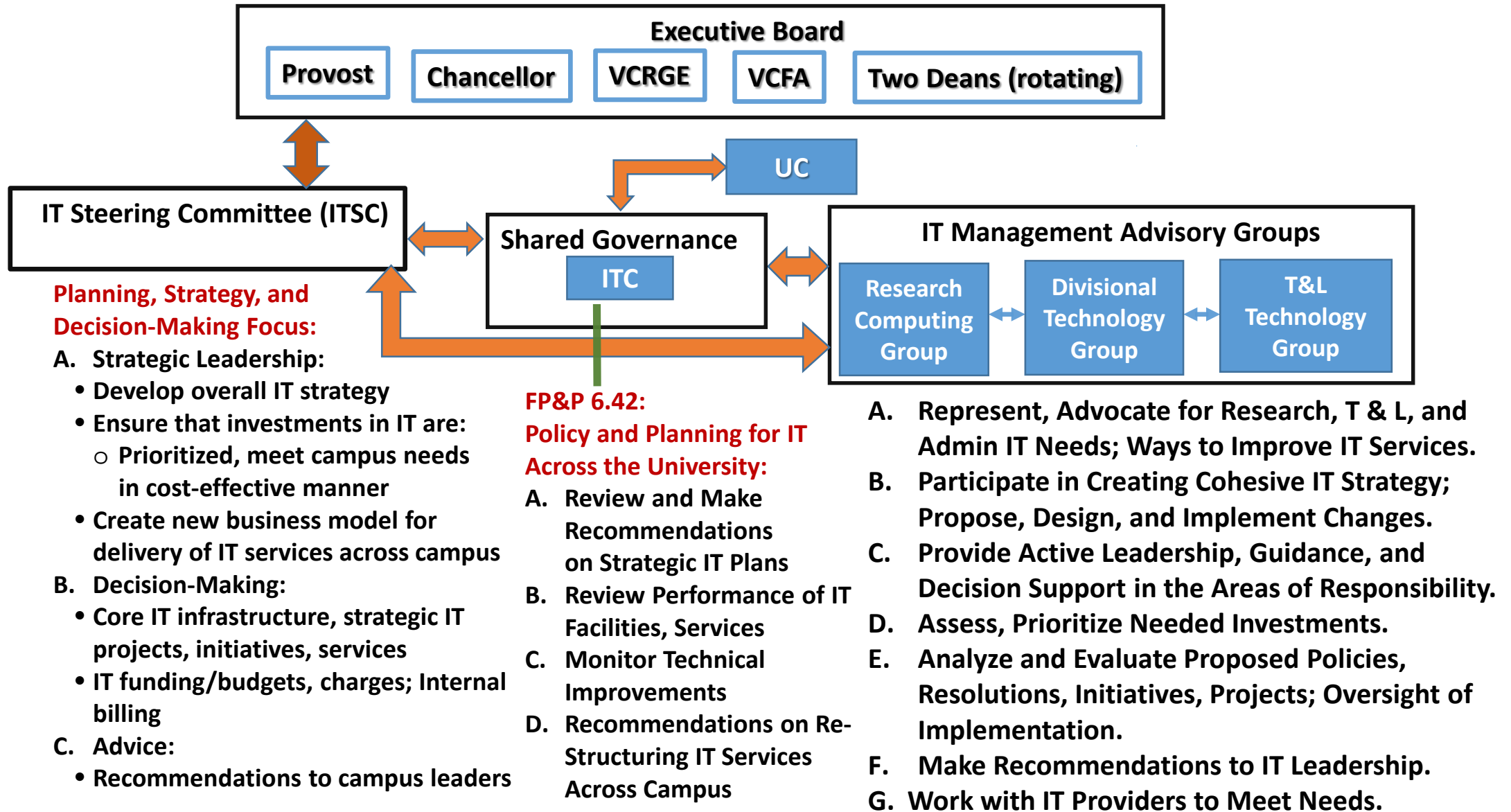
# IT MANAGEMENT AND GOVERNANCE STRUCTURE



# IT MANAGEMENT AND GOVERNANCE STRUCTURE



# Tight Decision-Making Loop: Teamwork, Responsibility, Accountability



# **Opportunities; Challenges; Guiding Principles**

- 1. Integrated, Holistic View of Central and Distributed IT Services and their Delivery Across the Campus**
- 2. Opportunities, Challenges**
- 3. More Effective Decision-Making, Governance and Management**
- 4. Inclusive, Participatory, and Transparent IT Governance and Decision-Making**
- 5. Collaborative Governance and Decision-Making: Teamwork**
- 6. Strong Representation of Faculty**
  - 6.1. Faculty on the ITC**
- 7. Comprehensive IT Strategy**
- 8. Commitment to Innovation and Continuous Improvement: Strategic Initiatives to Achieve Goals**

# **1. Integrated, Holistic View of Central and Distributed IT Services and their Delivery Across the Campus**

- **Cohesive IT governance structure and change management processes: Better support of core missions of Teaching and Learning, Research; of operations and management of divisions/units.**
- **Currently:**
  - **Fragmented governance, decision-making, and management.**
  - **Not effective for creating a cohesive IT strategy, prioritization of investments, identifying opportunities for improvements, cost savings, and more.**

## **2. Opportunities; Challenges**

- **Create a comprehensive IT strategic plan: Focus on service, value.**
- **Prioritize IT investments:**
  - **Better coordination of investments.**
  - **Ensure that investments in IT are both effective and efficient, and meet campus needs in a cost-effective manner.**
- **Need for new funding/budget model.**
- **Increase service levels and potentially reduce costs by working more closely together.**
- **Better security.**



### **3. More Effective Decision-Making, Governance, and Management**

- **Better decision-making processes:**
  - **Teamwork: IT Steering Committee (ITSC); ITC; IT Management Advisory Groups.**
- **Decisions on Core IT infrastructure, strategic IT projects, initiatives and services.**
- **Currently: Governance (ITC) and advisory groups (MTAG, TLT-MAG):**
  - **Lack the resources, organization, personnel, time necessary for effective decision-making.**
  - **No authority to implement decisions, resolutions.**
  - **No direct access to campus leaders.**

## **4. Inclusive, Participatory, and Transparent IT Governance and Decision-Making**

**Who is Involved in the Process?**

**Broad representation and engagement of all stakeholders in IT investments and strategic decisions:**

- **“Voice of the customer:”**
  - 3 IT Management Advisory Groups – Divisional, Teaching & Learning, and Research:**
    - **Representation and advocacy of technology needs to support the core missions of teaching & learning and research, and administrative functions.**
    - **10 out of the 15 members of ITSC: representatives of IT Management Advisory Groups.**

# Who is Involved in the Process? (continued)

- **Shared governance and faculty participation:**
  - **ITC, UC: Commitment to shared governance. Continuous engagement of the UC.**
  - **Strong representation of faculty (see below).**
- **Central and divisional campus leadership:**
  - **Central leadership:**  
**Broad executive oversight from the Chancellor, Provost, Vice Chancellor for Research and Graduate Education (VCGRE), the Vice Chancellor for Finance and Administration (VCFA), the Vice Provost for Teaching and Learning (VP T&L), and deans.**
  - **Divisional leadership:**  
**Divisional officials participate in the IT Management Advisory Groups.**

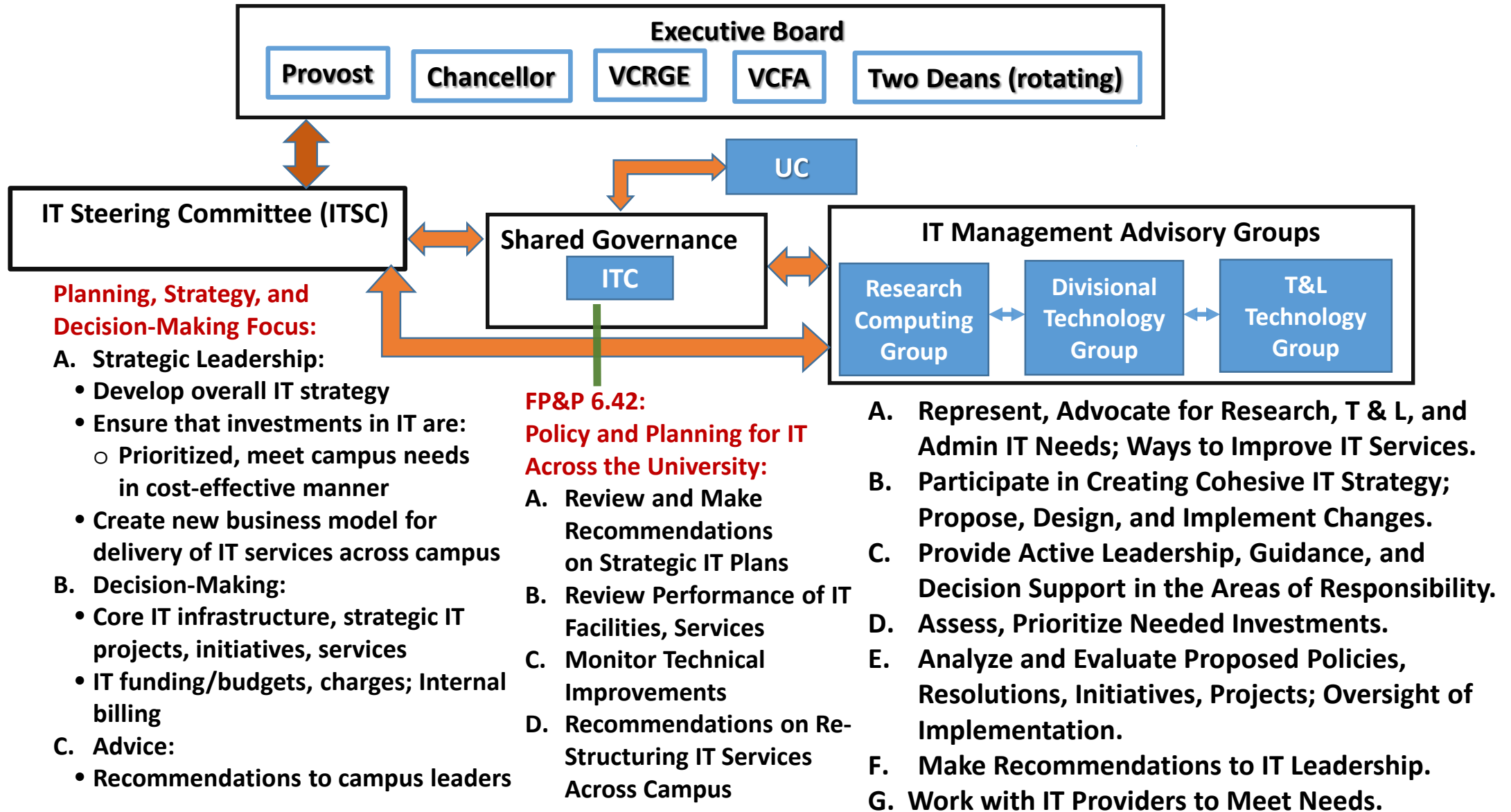
## **Who is Involved in the Process? (continued)**

- **Central and divisional IT leadership:**
  - **Divisional IT Management Advisory Group (DTAG):** Divisional CIOs/IT leaders.
  - **Central IT leaders:** CIO, COO, others.

## **5. Collaborative Governance and Decision-Making: Teamwork**

- **Teamwork: Close coordination and communication between ITSC, ITC, IT Management Advisory Groups, IT service providers.**
- **Tight decision-making loop; responsibility and accountability.**

# Tight Decision-Making Loop: Teamwork, Responsibility, Accountability



# Decision-Making Process

- **Initiation:**
  - **Decisions, initiatives, projects:** May be initiated by any committee, advisory group, service-provider group.
- **Analysis:**
  - **Iterative evaluation and analysis involving the ITSC, ITC, and the appropriate IT advisory group(s) and service-provider group(s).**
- **Decision-making:** Typically, by ITSC.
- **Approval:**
  - **Decisions with policy and strategic implications:** Discussed and approved by the ITC, sent to the UC, Faculty Senate.

## **6. Strong Representation of Faculty**

- **ITC:**
  - **The number of faculty has been doubled.**
  - **Faculty with significant experience in governance.**
- **ITSC:**
  - **About 40% of the members are faculty.**
- **Research Computing, T&L Groups:**
  - **Mostly faculty.**



## 6.1. Faculty on the ITC

- Murray Clayton
- Christina Kendziorski Newton
- Michael Kissick
- Rafael Lazimy
- Robert Nowak
- Joe Salmons
- Jordan Schmidt
- Linsey Steege
- Rand Valentine
- Philip Barak
- Dane Morgan
- Grant Petty
- Catherine Arnott Smith
- Bill Tracy
- Dee Warmath

# 7. Comprehensive IT Strategy

- **New business model/culture for delivering IT services across the campus:**
  - **Service-centric focus:**
    - **Focusing on the value that IT services provide and that allow close alignment with the University mission and objectives.**
    - **Goal: Increase value.**
    - **A shift in thinking: Away from managing applications and technologies and toward managing services, increasing value.**
- **Bottom-up strategic planning process:**
  - **Each group/area will develop its strategy and priorities.**
  - **These will be incorporated in overall and cohesive strategy.**

## **8. Commitment to Innovation, Continuous Improvement: Strategic Initiatives to Achieve Goals**

- **Service Catalog:**
  - **Opportunities for efficiencies, consolidation, economies of scale (cost savings).**
  - **Evaluate services: centrally delivered, locally (distributed)?**
  - **Focus on value.**
- **Cloud Infrastructure Group:**
  - **Progress toward a service-centric focus requires the development of a cloud services strategy.**
  - **Cloud services and technologies offer opportunities for value-adding features such as scalability, flexibility, reliability, and uptime that are hard to provide on premises.**
  - **Work with IT service providers and with users and business leaders to:**
    - **Evaluate cloud-based solutions.**
    - **Design and implement a cloud-based strategy.**

## **8. Commitment to Innovation, Continuous Improvement: Strategic Initiatives to Achieve Goals (continued)**

- **IT Center of Excellence/IT Quality Assurance:**
  - **Envisioned as playing a leading role in creating and implementing a service-centric focus.**
  - **Integrative, holistic approach to evaluating customers' IT needs.**
  - **Quality and value: To ensure that IT services meet customer needs and are delivered in a cost-effective way.**

# **Next Steps: Next 30-60 Days**

- 1. Creating and staffing the IT Management Advisory Groups, ITSC.**
- 2. Creating charters of all groups.**
- 3. Initial meetings of groups.**
- 4. Creating a process for strategic IT planning.**
- 5. Starting work on creating the Cloud Infrastructure Group.**
- 6. Starting work on crafting IT strategy**