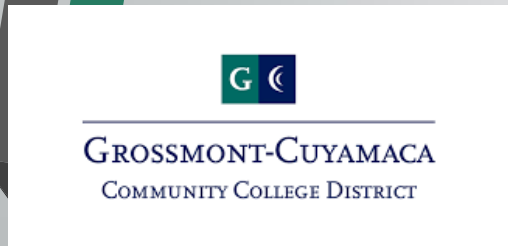# IT Governance Review Findings

Presented by Cambridge West Partnership, LLC

What is IT Governance and Why Have It?

Gartner Research on IT Governance

- According the Gartner Research IT governance is **"one of the most critical leadership disciplines required to enable organizations to execute on their operational and strategic goals".** In addition, Gartner notes that IT governance does two important things:
    1. **Guides stakeholders in recommendation making** to ensure the organization accomplishes their business outcomes (*external governance or policy & planning*), and
    2. **Determines how those goals and objectives are accomplished** (*internal governance or operations*).
- Gartner also notes the following important key concepts that make IT Governance successful:
    1. Design of the right IT governance structure which **works within the institutions culture**, and
    2. Implementation of the structure to operate IT governance as a **recognized enterprise process for recommendation-making.**
- Gartner notes that CISOs are often tasked by their leadership to implement an IT governance capability in their enterprises and that CISOs need to understand that their role is to help establish governance through leadership, decision rights and structures, and be the custodian of the processes not the owner. The owner for IT governance ideally is the Board of Trustees as defined in Board Policies.

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Review Process

- Strategic and Technology plans
- Charge of the various committees
- Accreditation information and evidence
- Committee membership
- Organizational charts
- Meeting notes
- IT Department project lists

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IT Governance Review Findings

There are several components of the current structure that may be delaying recommendations and causing frustration in the deployment of systems. The major concerns are:

- **Policy/Planning recommendations are being co-mingled with operational recommendations** which is over-burdening some groups and rendering others ineffective; both the Technology Coordinating Council and the Technology Advisory Committee are making strategy and operational recommendations/decisions
- The **functions for the Technology Coordinating Council and Technology Advisory Committee are not clear** and are duplicative in some cases
- The **Advisory Committees don't have a clear reporting relationship to any committee/council** that can move initiatives forward
- The **District Executive Council and the Student Instructional Success Committee both have technology items within their scope** leading to confusion as to the appropriate manner to send forth requests to the Chancellor
- There is **no formal process for flow of information from the College Technology Committees** which are constituency based through the governance process to the District governance committees/council
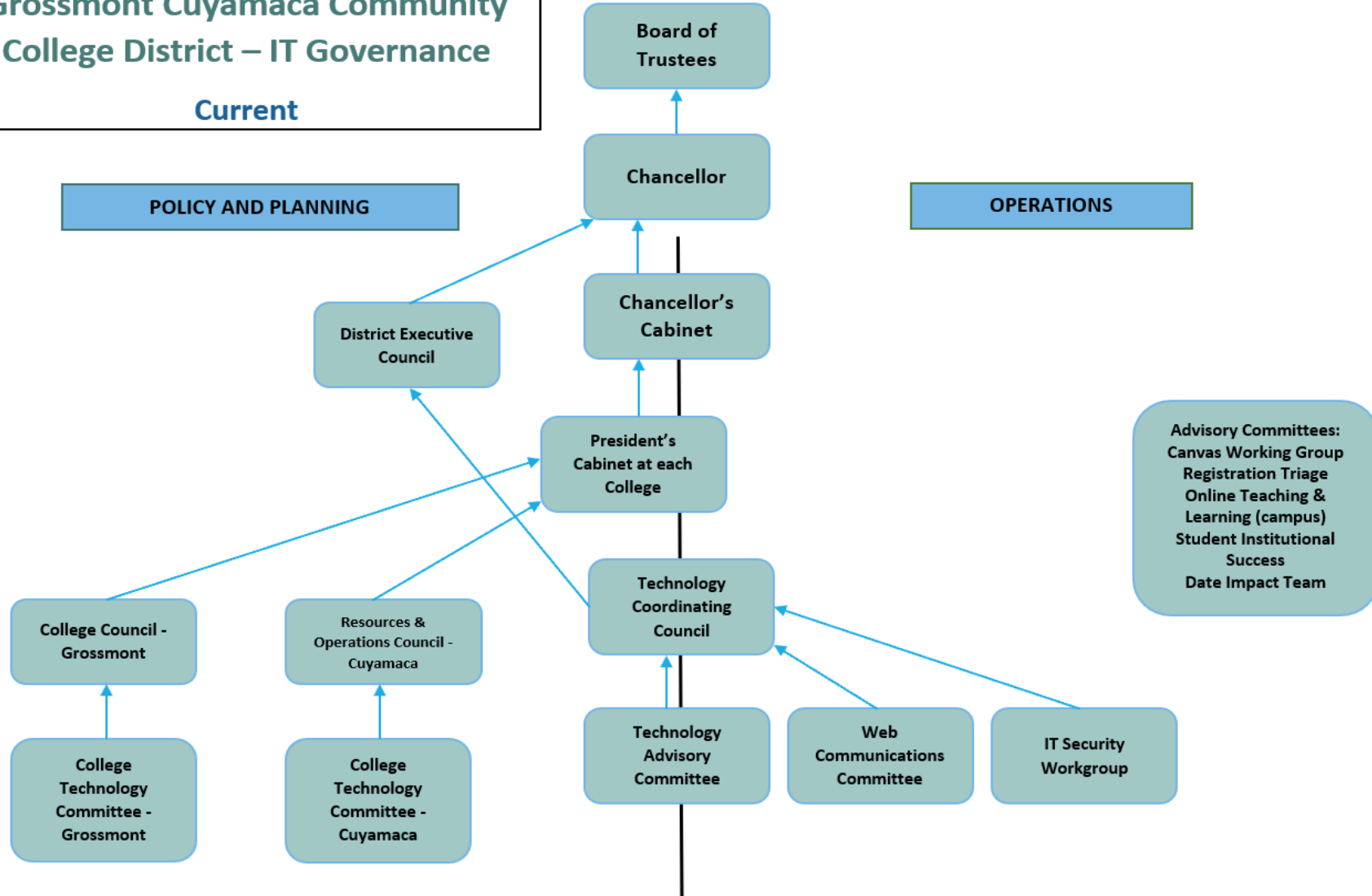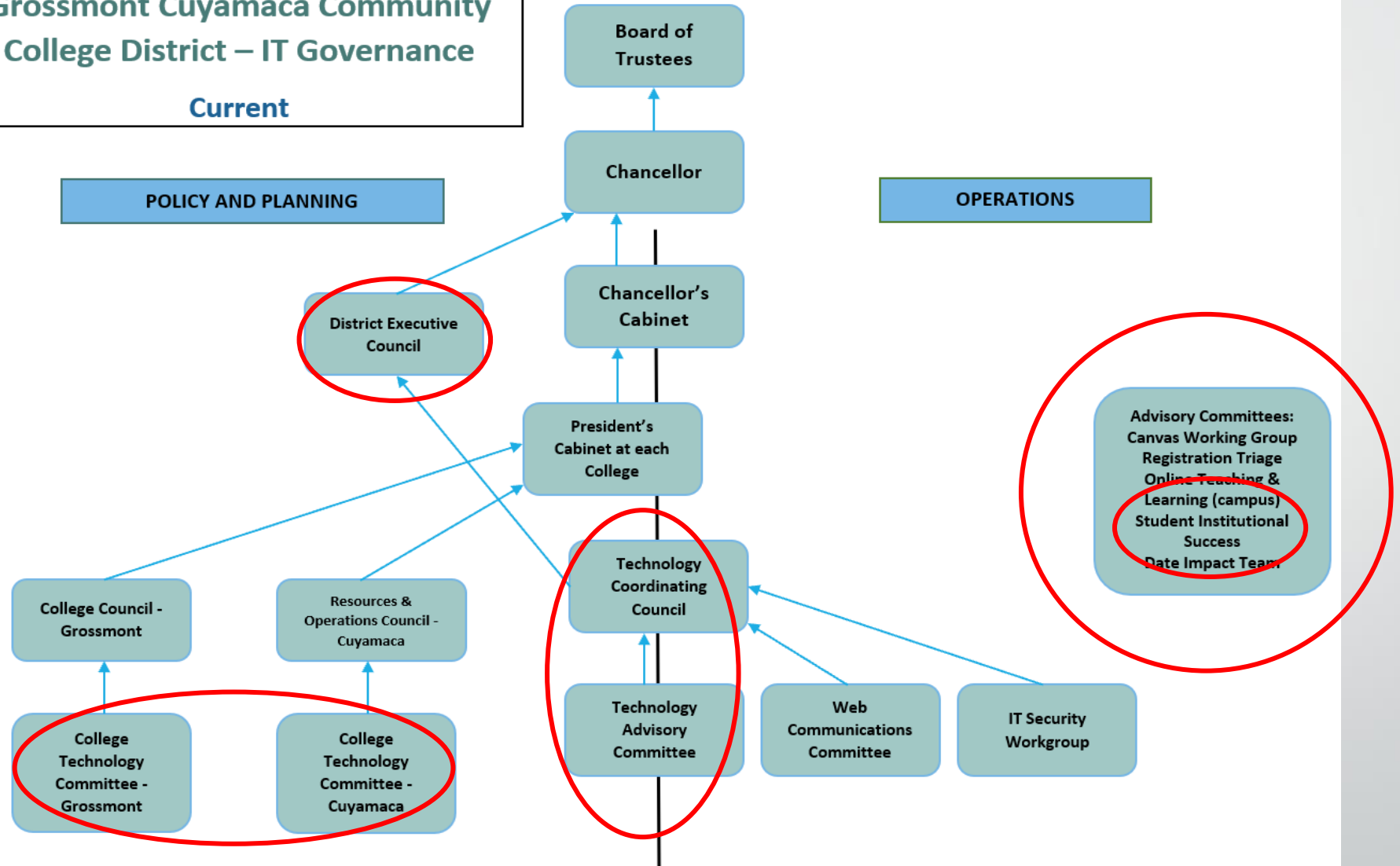
Current IT Governance Structure

Current IT Governance Structure Issues

Recommendations

- **In the new proposed structure, Policy/Planning recommendations are handled by the constituency-based councils such as the Technology Coordinating Council.**

  - They **address strategy and policy/planning matters and are concerned with "what needs to be done"** regarding IT initiatives.

  - They perform activities such as recommending policy and creation/monitoring of technology plans.

  - The members of this council are concerned with strategy. These strategy focused councils/committees are **present both on the campuses and at the District**. At the District it is the **Technology Coordinating Council**. At the campuses this is the **College Technology Committees**.

  - The ideal structure has **cross-representation between the Technology Coordinating Council and the College Technology Committees**. College Technology Committees **send District-wide recommendations (i.e. a new Technology Plan they crafted or recommended new Policy) on to the Technology Coordinating Council** and **send local campus recommendations (i.e. prioritizing new classroom equipment) on to the College Council (Grossmont) or Resources & Operations Council (Cuyamaca) respectively.**

Recommendations

- **Operational decision making is separate and is conducted by committees that have the practitioners (such as A&R, Finance, HR staff, etc.) present** on the committees to address operational concerns. This is the **Technology Advisory Committee and subcommittees**. They can change how things are done operationally. These groups are **concerned with the "how it gets done"** related to the recommendations made by the policy and planning groups.

  - Their **focus is implementation of the work** that the District and campuses need completed. The Technology Advisory Committee has several advisory committees from which they get input. The Technology Advisory Committee is advisory to the Chief Technology Officer on operational matters.

  - Note that the **Student Institutional Success Committee is listed here only to depict that it should be advisory to the Chief Technology Officer only for technology matters** and other matters it addresses may have a different reporting mechanism.

  - The **Chief Technology Officer forwards requests through the operational structure (Chancellor's Cabinet) to the Chancellor and Board for action** as needed.

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Recommendations

- The **policy/planning and operational sides of IT Governance are connected by a regular report out of project prioritization/project status at both the Technology Coordinating Council and the Technology Advisory Committee** by campus groups sending information via campus President's to the Chancellor's Cabinet.

- For example, the **Technology Coordinating Council would develop a policy on equipment replacement, whereas the Technology Advisory Committee would prioritize the deployment of new equipment**.

- Another example, the **Technology Coordinating Council would identify a system need, whereas the Technology Advisory Committee would prioritize, select and implement the system**.

- Implementation of this structure would **greatly improve recommendation/decision making capacity.** This structure needs to be discussed and adopted and once that is complete **widely communicated to all who might want to acquire technology or request projects**.
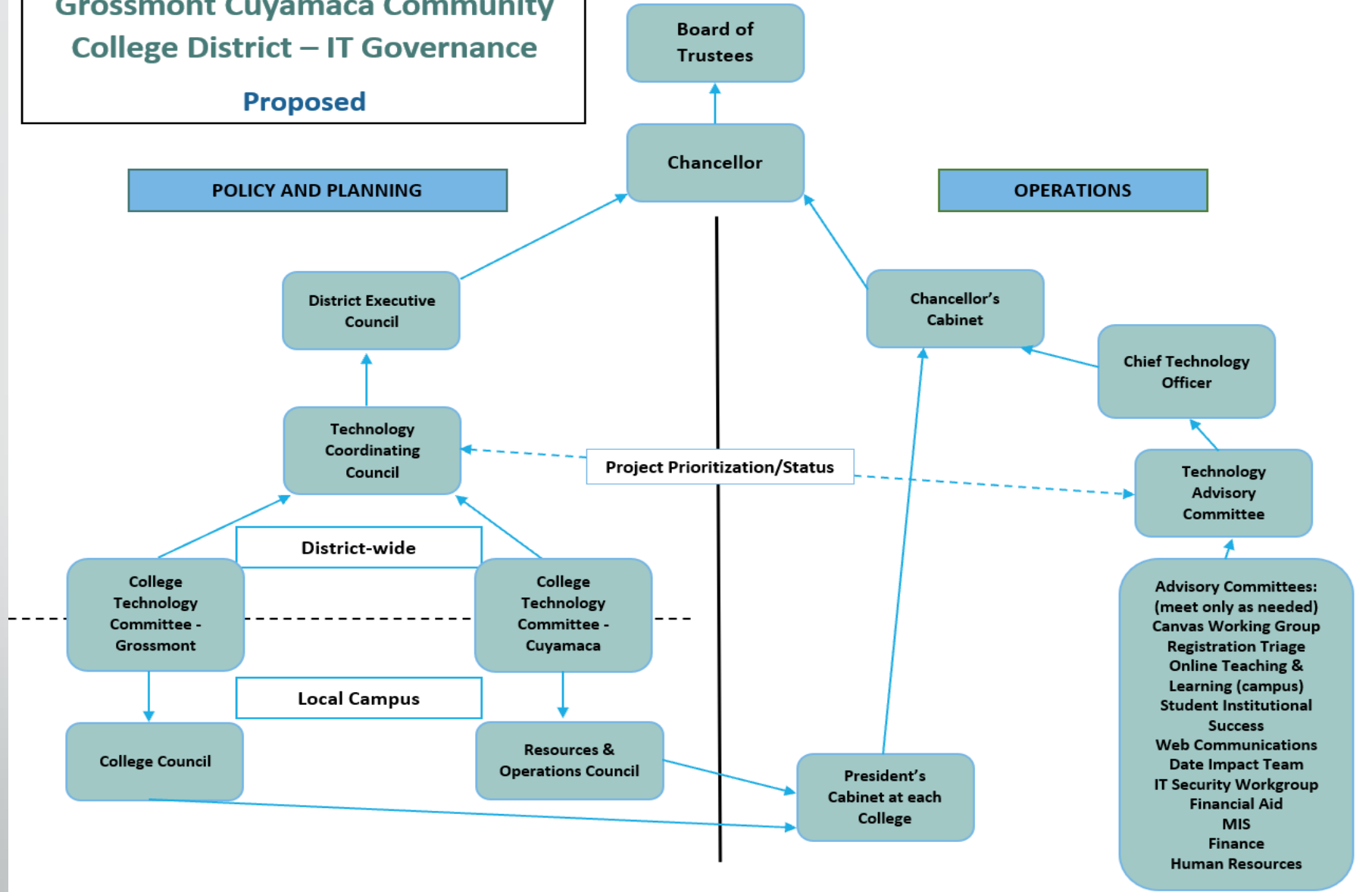
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Proposed

✓ **Discuss the recommendations in the respective committees**

✓ **Determine the optimal structure based on discussions**

✓ **Implement the new structure**

Next Steps

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Discussion & Questions