Goals and Principles

Effective structures tend to share a common set of goals and principles. These goals and principles will form the framework for defining how information technology policies, resources and architectures are established, deployed, managed, and enforced.

- Establishing a shared vision of how information technology\(^1\) can add value to the institution
- Establishing a advisory structure for Information Technology Services (IT Services) that aligns with the university-wide governance structure
- Providing input on information technology priorities in resource allocation
- Establishing information technology goals, and the strategies for achieving those goals
- Establishing principles and guidelines for making information technology decisions and managing initiatives
- Establishing, amending and retiring, as necessary, institutional information technology and other technology related policies
- Determining the distribution of responsibility between Information Technology Services (IT Services) and end users
- Establishing and communicating institutional information technology priorities
- Providing feedback on the management of institutional information technology initiatives
- Providing a vehicle through which members of the end user community participate and advise in information technology planning and decision-making
- Providing the means by which assessments of, or feedback on the success of the governance structure itself, progress toward implementing the information technology strategic and tactical plans, and the state of such critical success factors as communications between and among information technology related organizations can be gathered

A suggested Information Technology Advisory Committee (ITAC) for Wilkes University has been organized with those fundamental goals and principles in mind.

Statement of Purpose

The purpose of this suggested policy is to establish a uniform and integrated structure for considering information technology matters in order to: (1) advise executive level strategic management decisions involving information technologies, (2) advise on direction and priority based on the university’s strategic plan for information technology and related resource allocations in a timely manner, (3) recommend policies and procedures that will be implemented by Information Technology Services, and (4) establish a mechanism for measuring effectiveness on implementation of strategic and tactical technology plans.

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\(^1\) By convention, using the lower case ("information technology" or "information technology services") refers to all technology considerations regardless of departmental domain. Upper case ("Information Technology Services") refers to the IT Services organization itself. One important exception is titles: “The Information Technology Governance Structure” refers to all technology matters, not the IT Services organization itself.
Diagram of the Advisory Structure

The organizational structure depicted below provides for a flow of information, collaboration, and decisions that is integrated and supports both operational level activities and executive level needs. It also provides for feedback on the implementation of the Information Technology Strategic Plan by providing for collaboration on tactical and project plans while viewing the Strategic Plan as a “living document” that will require adjustment from time to time. This structure is also designed to enable multi-year planning and resource allocation to fund strategic and tactical initiatives.

Although not a formal part of the advisory structure, the diagram depicts an Information Technology Forum. The forum will serve as a quarterly opportunity for any community members to meet with IT Services personnel to express views, receive updates, and discuss any matters. It provides an important supporting role to the whole process.

It is critical that the Information Technology Advisory Committee (ITAC) align with the existing systems of Wilkes University. The following diagram helps to illustrate the integrated but distinct roles of the structure’s components and how they converge at the executive staff level of university leadership. The ultimate outcome of this integrated approach is to provide the executive leadership of the university with the best possible combination of advice and counsel on information technology as a major success factor in achieving Wilkes University’s mission.
Wilkes University Information Technology Advisory Committee

Charge to the Information Technology Advisory Committee (ITAC)

The charge to the ITAC is to assist and advise the Vice President in setting priorities and determining the direction for information technologies in the advancement of the university’s strategic plan. The committee will assist in setting long-range strategic priorities, recommending policies, and supporting the use of information technology within the university. The committee has executive-level input of the implementation of the Information Technology Strategic Plan and its associated tactical plans.

The ITAC reports and is chaired by Vice President of Finance and Support Operations. Additionally, the Chairs of each of the standing committees serve on the Information Technology Governance Committee.

The ITAC meets monthly and at other times as deemed necessary by the committee’s Chair.

The Responsibilities of the ITAC

- Review and advise on a strategic plan for the use of information technology within the university, coordinated with the university’s strategic planning process;
- Review and advise on annual tactical plans, work plans, time-frames, and budgets developed by IT Services to guide implementation of the Strategic Plan;
- Make recommendations on the allocation of financial resources to enable approved plans and their associated budgets;
- Review and advise on appropriate policies and procedures recommended by the Subcommittees and Information Technology;
- Resolve information technology issues referred to the Committee by its Subcommittees, and make recommendations for resolution.
- Advise on priorities for information technology endeavors and recommend such
- Ensure an annual evaluation of the institution’s effectiveness in implementing its strategic plan for information technology and its provider SunGard Collegis and
- Provide guidance and feedback to Information Technology Services on the implementation of ITAC decisions.
Membership on the ITAC:

The positions cited below are named or position to serve on the ITAC on a permanent and ongoing basis. “Designees” are permitted where indicated but if they are used, they serve as the direct “voice” of the person/position named to serve on the committee. They do not serve as a representative of the organization in question.

- Vice President for Finance and Support Operations (Chair)
- The Chairperson of the Administrative Process Committee
- The Chairperson of the Instructional Technology Committee
- Vice President of Human Resources
- Dean of Graduate and Continuing Education
- Provost/Associate Provost
- Vice President of Enrollment Services and Marketing
- Chief Information Officer, IT Services
- Regional Manager of SunGard Collegis
- Dean Student Affairs
- Dean College of Arts, Humanities and Social Sciences

Charge to the Subcommittees

The charges to each of the Subcommittees are identical for their respective functional areas of concern. Each Subcommittee will perform the bulk of the analysis in its area of focus based on the IT Strategic Plan and present their recommendations to the ITAC for action. The subcommittees serve as operational level forums for review and discussion of ongoing technology related matters in collaboration with IT Services personnel. They work with IT Services on the development of tactical and implementation plans for the IT Strategic Plan. They also serve as primary communication vehicles with their constituencies in the WU community on technology related matters.

The Chairs of the Subcommittees are additionally charged with coordinating the business of their committees with each other to ensure that important levels of cooperation and coordination are maintained while ensuring that matters are not in two committees that need only be addressed by one, and conversely that matters that should be addressed by both committees are so addressed.

The Subcommittees meet monthly on a regularly scheduled basis and at other times as deemed necessary by the chair, or by the chair of the ITAC.

The Responsibilities of the Subcommittees

- Collaborate and implement with IT Services multi-year university-wide plans for information technology services linked to the IT Strategic Plan;
- Consider and recommend major policy needs for the ITAC’s consideration;
- Analyze needs and identify incomplete services;
- Recommend priorities for information technology endeavors;
- Communicate to its constituencies on subcommittee activities;
- Serve as the primary consultative interface between IT Services and its constituent community;
- Carry out an annual evaluation of its effectiveness in advancing the IT Strategic Plan

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• Provide feedback on IT Services performance on an annual basis.

Membership on the Subcommittees

The chairs of the subcommittees are appointed by the Vice President for Finance and Support Operations or his designee. Recommendations on membership as described below are subject to the President’s confirmation as well. In all cases terms are annual.

• Membership of the **Instructional Technology Committee** shall consist of members appointed/elected by the faculty. The current membership is listed in Exhibit A.

• Membership of the **Administrative Process Committee** shall consist of representative from various departments. The current membership is listed in Exhibit B.

Ad Hoc and Local Committees

At appropriate times, it may be necessary for the ITAC or its subcommittees to establish ad hoc committees for specific issues or projects. Ad hoc committees will be given specific, written charges and will be convened for a specified period of time. When their assignment is completed they are disbanded. It is important that the role, responsibilities, and time frames for these groups are clearly stated and that their work be carefully monitored to ensure they work within the scope intended.

Enabling Policies and Procedures

Each of the committees in the governance structure sets their own operational level procedures and guidelines consistent with the policies and procedures contained herein. These will include the method by which constituencies will be informed of committee activities, decisions, and recommendations. The operational guidelines for the subcommittees are subject to review and approval by the ITAC. The operational guidelines for the ITAC are subject to review and approval by the President.

Communication to the Community

The strategic, tactical, and implementation plans created and modified by the advisory structure will be posted Information Technology Services web pages for community access.

Modifications to the Advisory Structure

Refinements to this governance structure and its policies, committee membership, and the like may be made from to time to time by the Vice President at his discretion, and with appropriate consultation. Fundamental changes to this structure and the governance process will be made through a consultative process determined by the Vice President.

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Appendix A. Instructional Technology Committee Membership

ITC Membership:

ITC Chairperson:
Ken Klemow.

Appendix B. Administrative Process Committee

Administrative Process Membership:

Carol Murray, Ann Noon, Justin Kraynack, Mary Lorusso, Rachael Lohman, Susan Hritzak, Christina Bawuah, Melanie Mickelson, Michael Speziale, Pam Fendrock, Sandra Carroll, and Bill Behm.

APC Chairperson:
Mike Salem