



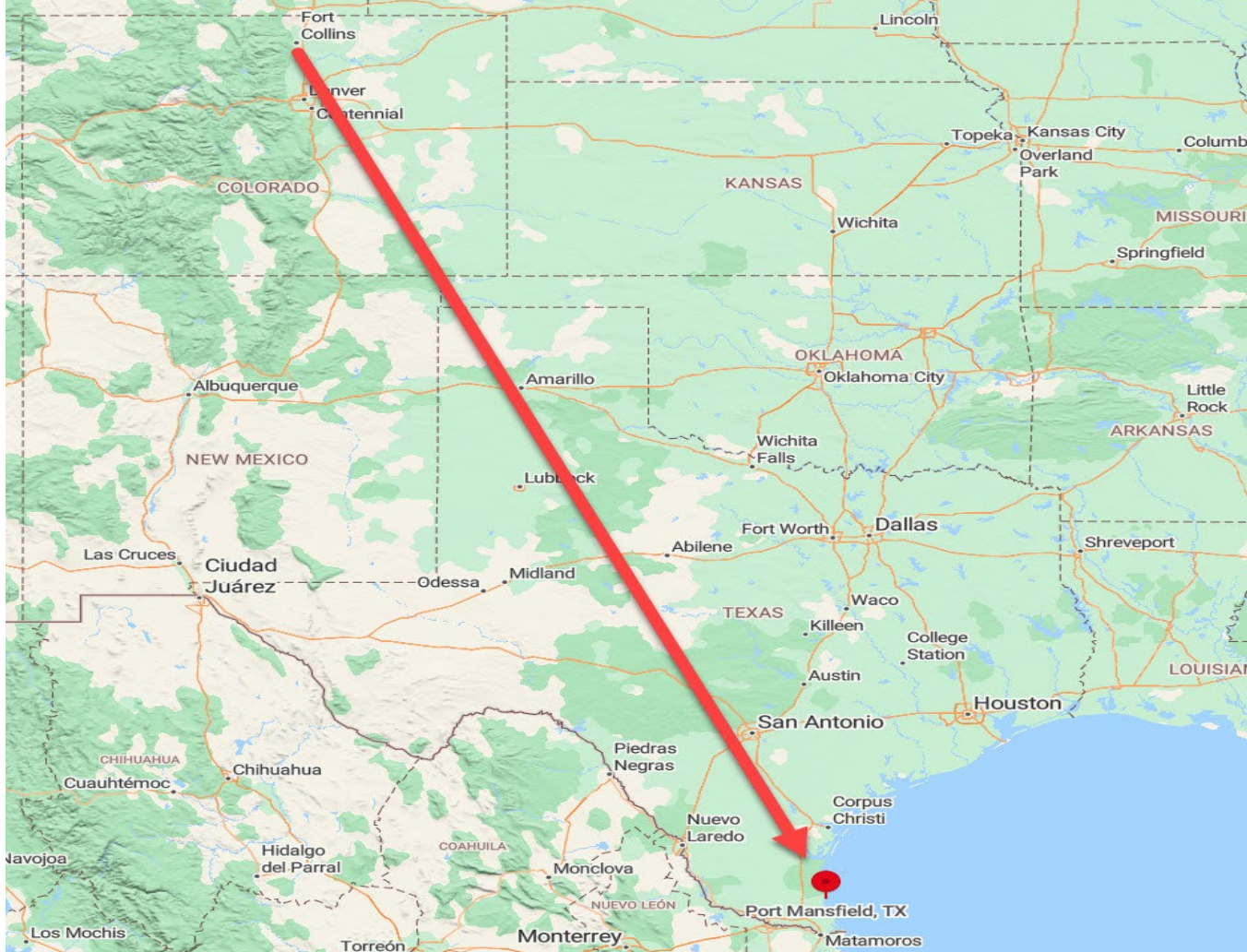
TEXAS A&M UNIVERSITY
Technology Services

A Maroon Narrative :

The Journey of IT Governance at Texas A&M University

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A Priceless Passage



A Priceless Passage



“Now, the rest of the story...” – Paul Harvey

- Like the Corps of Engineers listening to the community, IT Governance is meant to *enable the voice of the University community from diverse stakeholders*, to *guide technology outcomes* for the Institution. The process listens, sets a course, and takes action.
- The focus is Strategic, not operational, or project centric.
- The conversations are salted with phrases such as “Should We,” “What If,” “Why this is important,” or “What do we need to enable [insert goal here]...”
- For each committee, we don’t know what is underneath the surface of these hard topics, but if you start dredging, you might be surprised at the silver which floats to the surface.

Why ITG at Texas A&M? A confluence of factors...

1. Formal Report by TAMU-IT Advisory Committee advocating for new governance model.
2. The TAMU System wanted voice into major initiatives at TAMU.
3. Alignment to TAMU President strategic imperatives was required.
4. A New CIO at TAMU sought to find a way to enable the voice of the community.
5. 2016 Audit of TAMU central IT included a recommendation for a formal ITG program.
6. We had no long-term technology strategy, mostly reactive tactics.
7. Faculty felt that IT was disconnected from the process of guiding IT outcomes.



What we Needed...

- **University-Wide IT vision** that supports the mission, goals, & outcomes.
- **Best use** of the **IT investment with the funds we had**.
- A way to **advocate for important needs** that required additional funds.
- **Clear method** for establishing and updating **IT Policies, Architectures, & Standards**.
- **An IT Portfolio** Collection of University-Wide Services.
- **Optimized and aligned IT** services for Teaching, Research, & Learning.
- **Formal and diverse Input Structure** for existing IT services and products (e.g. Email, Network, Learning Management System, Enterprise Contracts).

How we did it...

- Comparison against multiple Vision 2020 peers
- Incorporated the ITAC – ITG Report
- Incorporated the TAMUS ITG Framework Guide
- Benchmarked heavily against three IT Governance Frameworks:
 - Univ. of California at Berkeley (Interviewed CIO)
 - Univ. of Texas at Austin (Interviewed CIO)
 - Univ. of Washington (Interviewed ITG Committee Members)
- Analyzed and aggregated information from numerous bodies of knowledge and ITG references

How we did it...

<u>Source</u>	<u>Framework Inspiration</u>
COBIT 5/ISO 38500	Governance vs. Management definition and writings.
GEIT	ITG Objectives
ITIL	Structural Definitions
Weill & Ross	Inputs/Outputs, Component Model
Educause ECAR Report	Committee Membership
UC Berkeley Framework	Framework 1 Committee Membership
UT Austin	Domains
UWash	Component Model Layers
Deloitte Report	Domain Focus

How we did it...Most Importantly

We talked to Faculty!!!

Identified 3 Faculty members to work with Dr. Juan Garza and Dr. Joshua Kissee to create the framework before it ever saw daylight. We made the model, and then...

How we did it...The Method

With model in hand, We talked to Faculty some more!!!

1. ITG Governance Event Attendees
(48 attendees – Faculty, Students, Staff, IT, Administrators
inviting leaders of existing committee members)
2. Direct interviews with committee chairs of related
committees.
3. Presented to the Council of Deans.
4. Presented to the Provost.
5. Distributed a University-Wide Survey.

How we did it...The Method

With model in hand, We talked to Faculty some more!!!

1. All sources of non-duplicated feedback were entered into a “decision-matrix” that resulted in 47 suggestions to the framework.
2. Each suggestion was reviewed by CIO and Provost Office appointee, with decisions and decision reasoning provided for each suggestion.
3. Approved suggestions were incorporated into the framework.
4. The decision-matrix was posted publicly for 4 months.

**Nov, 2016 –
Mar, 2017**

March - May

**June -
October**

**November 2017
– January, 2018**

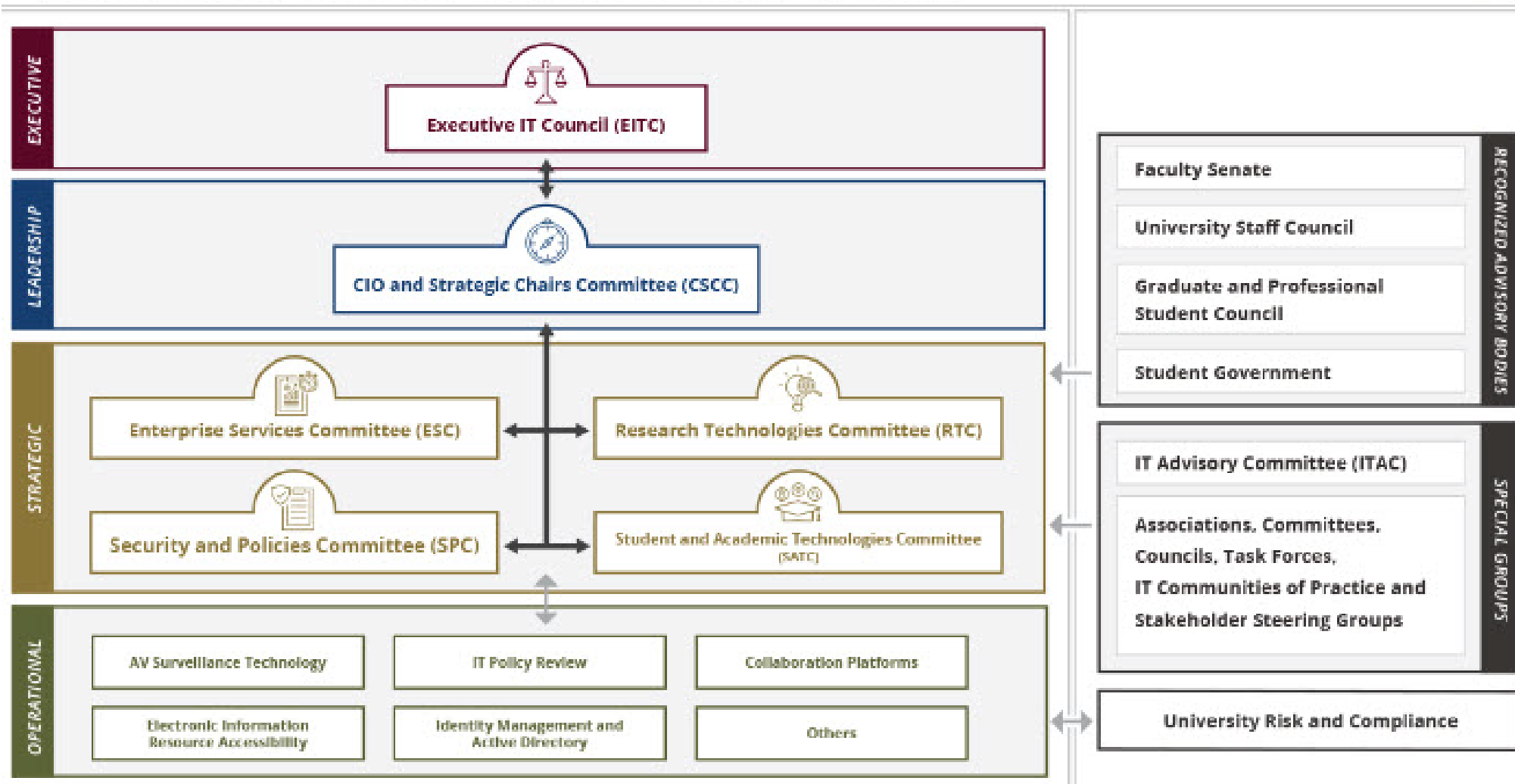
- Project Kick-Off by CIO
- Research & Benchmarking of Peer Institutions
- Framework Development & Refinement Cycle

- 1st Draft Release to University
- ITG Stakeholder Feedback Event
- Survey to University
- Analysis & Incorporation from all feedback channels

- New Baseline Version approved by CIO, Provost, & President
- All appointees selected over summer
- ITG Kick-Off Event on September 22, 2017

- 1st Official Meeting of each Committee during November/December
- Selection of Chairperson's, Parliamentarian's, and initial needs to address in FY18
- Release of ITG Website
- IT Climate Survey





<https://it.tamu.edu/leadership/it-governance/index.php>

Who did what? A sampling of strategic objectives



INFORMATION RISK, POLICY, AND SECURITY COMMITTEE

- + Assess security risks and identify security tools to be standardized across the university.
- + Identify strategies for applying HIPAA, including protecting PHI and PII data.
- + Identify strategies for addressing the impact of Controlled Unclassified Information (CUI).
- + Develop security program designed to raise the security posture of the university.

Who did what? A sampling of strategic objectives



ENTERPRISE APPLICATIONS COMMITTEE

- + Analyze current landscape of IT services provided across campus.
- + Examine communication and collaboration tools across the university.
- + Support regulatory and security compliance through centrally funded tools.
- + Develop central procurement process for IT resources.

What we learned...The Spanish Silver



Pop Quiz...



Hi, I'm a cute puppy. Don't you love me?

I need:

- Food
- Water
- Exercise
- Healthcare
- Love

Pop Quiz...



Hi, I'm a Server. You rely on me, right?

I need:

- Patching
- Backups
- Storage
- Power and Redundant Power
- Cooling
- Frequent Configuration/Changes

Pop Quiz...



Hi, I'm your car. You count on me, right?

I need:

- Fuel
- Periodic Cleaning
- Maintenance (Oil changes, tire rotations, etc.)
- Insurance
- Repairs when I break
- Fluids
- You get the point

Silver Coin #1

- Hire/Appoint a dedicated FTE to manage the IT governance program and ideally, have that person be part of the process to establish the program.
- They will:
 - Manage committee member appointments
 - Set strategic agenda topics with committee chairs
 - Communicate committee outcomes with the Institution
 - Coordinate the meeting dates/times/locations
 - Provide periodic reports on progress
 - Interface with CIO and campus leaders
 - Ensure topics that crossover multiple committees are not isolated
 - Provide continuity for the program between leadership changes

Silver Coin #2

- Don't mess with other committees that exist today, work with them!
 - Develop processes to move topics between those groups and the ITG committees you establish
 - Appoint members from those committees onto your ITG committees. A great place for important representatives to come from and crossover.
 - Respect their work and don't consume it. Two different groups talking about the same topic will have different dialogue, thoughts, positions on that topic based on the members and what they represent.

Silver Coin #3

- Perfection up front is not the goal
 - Whether you have 1 committee or 5, it doesn't matter.
 - You will adjust and learn from the conversations, go where the needs are.
 - ITG changed at TAMU from its original state, it will at CSU.

Silver Coin #4

- Pick good chairpersons
 - Identify people who care and are willing to spend the time.
 - Give the chair and the committee a problem to solve! Use them and their insight to tackle tough issues.
 - Guard yourself against forming groups focused on the negative. It will become a complaint department and people will not want to come over time.

Silver Coin #5

- Find Quick Wins
 - Focus on selecting a replacement product or service with the committee that people were unhappy about (e.g. Learning Management System, to Adobe or not to Adobe, Teams vs Zoom, a security policy, etc.). Show a result!
 - Honor the people who made the win happen by communicating that to the community. Faculty, staff, and students, like most humans, appreciate recognition. Give it to them!

A final tip...

Charge Forward Rams!

Start somewhere and don't let good be the enemy of great. It will be hard, but many others have gone before you and it will be ok, I promise. Just think about puppies!



Thank You!

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