Colorado State University - IT Governance Planning

Staff Workshop

17 May 2022

Agenda & Objectives

Session Objectives: To review the project scope and approach, illustrate the current state of IT Governance at CSU, review peer approaches to IT governance, and gain insights from stakeholders on opportunities for IT Governance at CSU.

5 min	Introductions & Objectives
5 min	Project Scope and Understanding
5 min	Current State
10 min	Peer Benchmarking
20 min	Discussion Questions - Workshops
5 min	Next Steps

Our Team

Elliot Felix
Principal-in-Charge
brightspot

Provides overall strategic direction, insight, leadership and facilitation

Allan Donnelly
Project Director
brightspot

Directs the project, leads the facilitation activities and deliverables

Razan Altiraifi
Senior Strategist
brightspot

Develops project content and supports facilitation and reporting

Edmond Cunningham
Subject Matter Expert
brightspot / Buro Happold

Provides subject matter expertise and strategic direction

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About brightspot

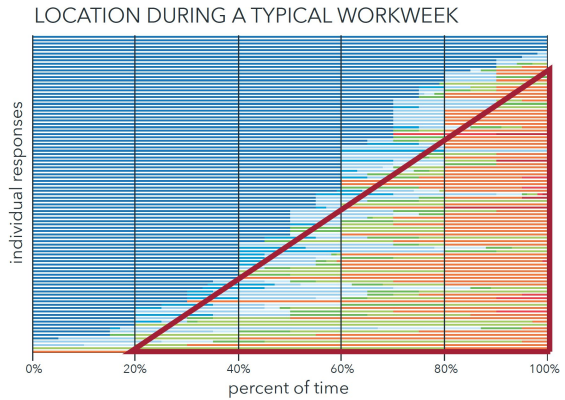
We are a strategy firm on a mission to create more engaging, equitable, and sustainable student experiences by transforming programs, people, and places.

Using an inclusive approach that combines design thinking with organizational change, we engage people, create a shared vision, imagine future experiences, and translate them into changes in offerings, operations, and organization.

Our Approach

Practical

Using quantitative and qualitative data to invent the future not benchmark the past.

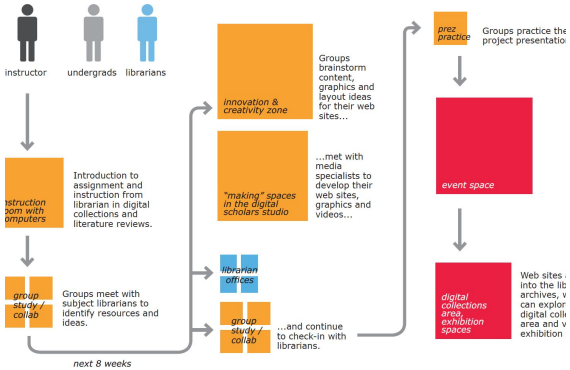


Inclusive

A participatory approach that builds consensus and enables organizational change.

Agile

An agile process that learns through prototypes and piloting to innovate and adapt.



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Project Understanding

CSU would like to move from an informal to formal approach to IT governance so that there is a *structured process* for making decisions about IT investments that includes *consultation with faculty, staff, and student users*.

The aim of this process is to ensure that IT is utilizing resources in the best interests of the CSU community.

This process should form a set of *governance groups*, specify which *decisions* they will provide input on, how, and at what cadence to formalize the *identification, intake, and prioritization* of IT systems and service enhancements. Given the systemwide purview, this project will be all-remote.

Project Objectives

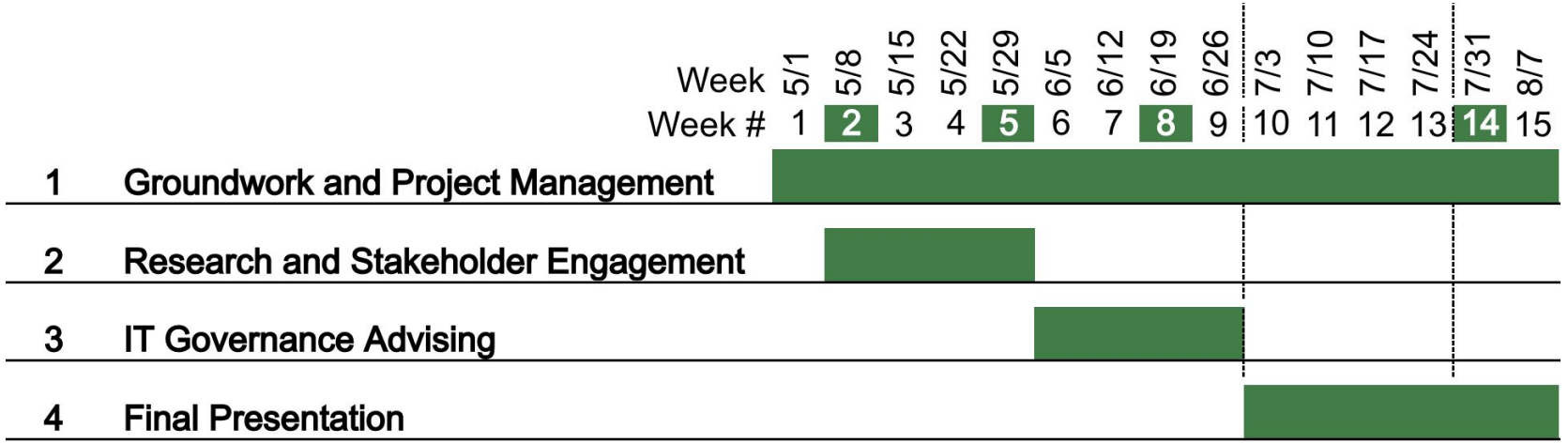
The objectives of the project are to

1. *Assess current structure* for IT governance at high-level building on work to-date,
2. *Gather input* from university stakeholders,
3. *Identify groups* for IT governance and formalize their operations in group *charters*, and
4. *Advise on communications* for the proposed IT governance structure to *increase awareness and alignment* among stakeholders about IT systems and service enhancements.

A note on the project scope:

> *This work will not answer all the questions that may arise related to IT governance at CSU. The goal is to develop a structure that will help you answer those questions as you move forward.*
>
> *IT Governance is a continually evolving venture and the framework developed here will help you make the best decisions about how to use shared resources for the entire CSU system.*

Project Approach & Schedule



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Current State

Project Goals & Guiding Principles

CSU IT Governance Goals:

1. A campus-wide assessment of existing IT governance and committee structures.
2. Develop a new IT governance structure.
3. Establish standardized processes for engaging IT governance groups in the prioritization of IT system and service enhancements.
4. Create a project intake and prioritization process for new IT initiatives.
5. Design an IT governance communications framework.

Desired Outcomes:

1. Alignment between IT investment and institutional/system-wide goals
2. Transparency into IT decision-making.
3. Prioritization of IT resources for campus and system
4. Development of policies, processes, and standards
5. Collaboration and engagement between Central IT and campus stakeholders

Principles of IT Governance:

1. Align IT with business goals and objectives
2. Establish clear accountability and decision-making.
3. Foster a culture of risk management.
4. Continuously evaluate and improve IT processes.
5. Ensure compliance with regulations and standards.
6. Foster transparency and communication.
7. Need for external input - best practices.

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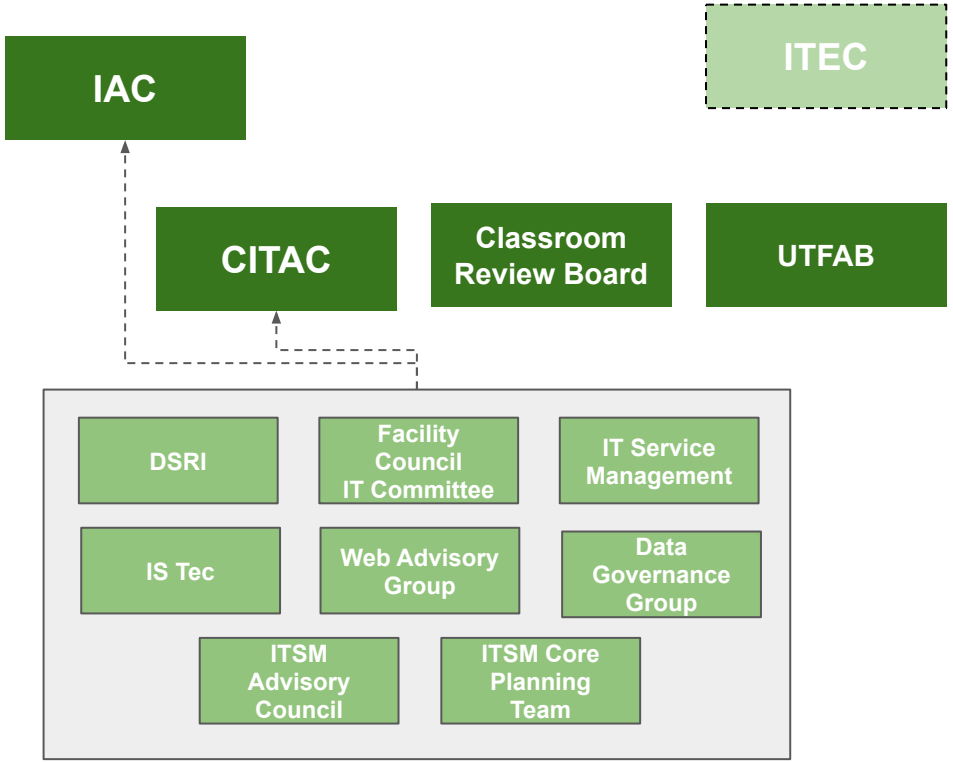
Current IT Governance Structure

- Information Technology Executive Committee (ITEC), used by the Provost and staffed by university officers, to *establish and maintain policy for and oversight* of the IT environment at the University, ITEC no longer meets
- IT Advisory Council (IAC)
  Is the main IT Governance body, considers matters of *policy, strategy, operations, and management* of the IT environment at the University
- College IT Administrators Council (CITAC)
  provide a unified *research and academic* point of view for IT governance, to *investigate* and potentially pursue IT-related projects, and to act as an *advisory group* to the deans for information technology issues.
- University Technology Fee Advisory Board (UTFAB)
  provides guidance and advice in the implementation and application of technology at Colorado State University
- Faculty Council's Committee on Information Technology *consults* on campus-wide IT policies, practices, and standards, *reviews and engages* in the campus-wide IT strategic planning process, and *makes recommendations for resource allocations* to the Vice President for IT to achieve university academic and research goals.



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Peer Benchmarking

Key Findings from Peer Review

- Adaptation for the unique circumstances of each University
- Clear distinction between roles of committees with charters etc.
- Good clarification between oversight, advisory, and operational committees
- Good distinctions between decision and financial rights
- Clear communications lines for inputting and outputting information between committees and the running of a good process for the University
- Evolution of capability rather than revolution
- Learning for continuous improvement and change

Peer Questions Considered

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2. What are the groups?
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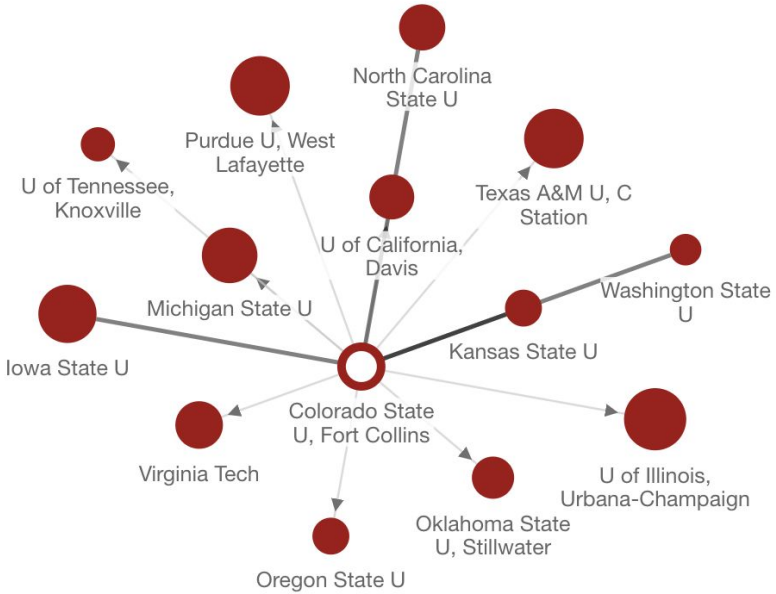

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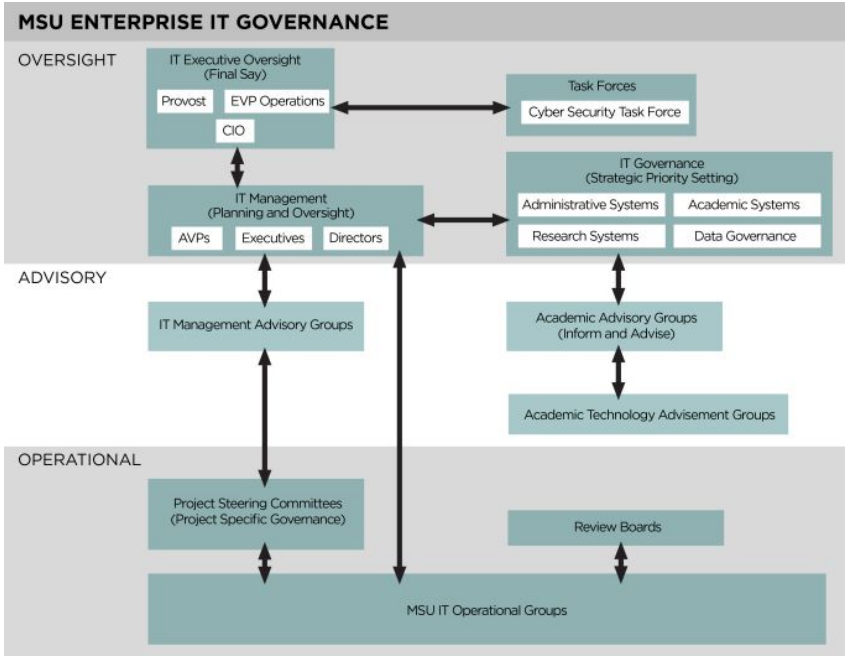

Michigan State University

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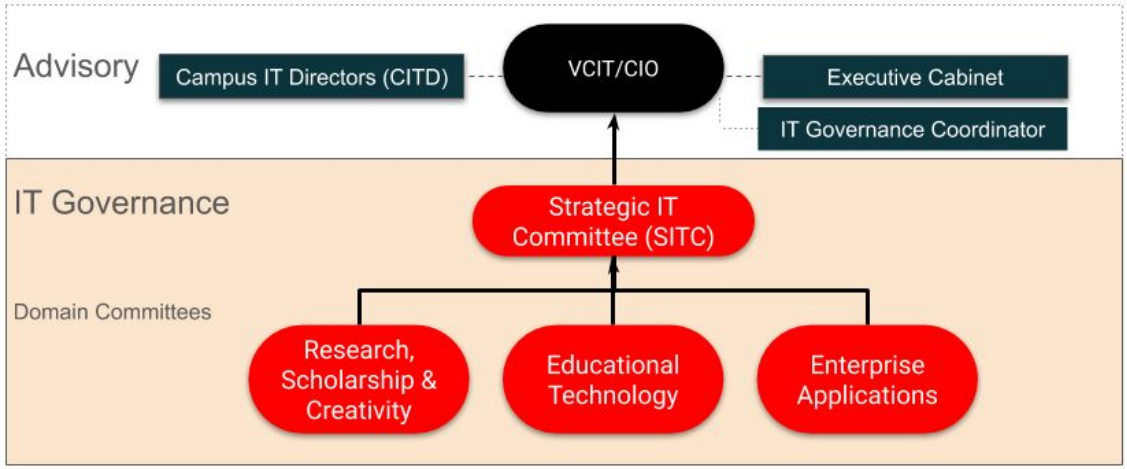

This diagram shows the current IT governance model and reporting structure.

NC State

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2. Established Groups & Committees

- Clear distinction between roles of committees with charters etc.
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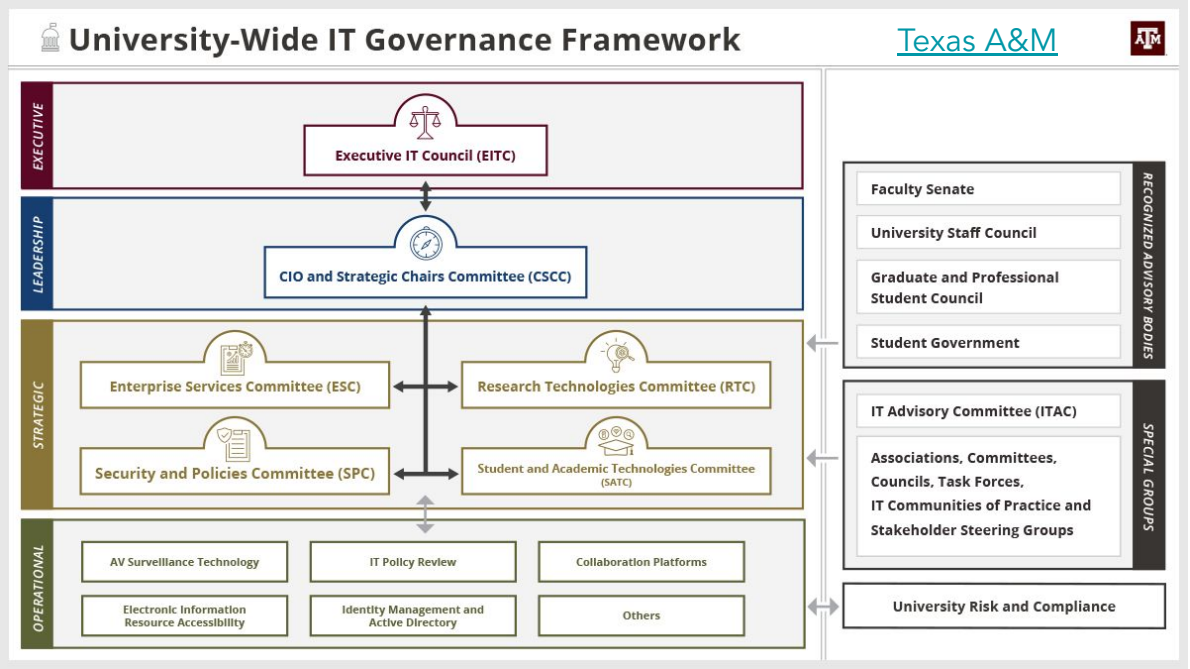
"Each committee was created to balance input from university stakeholders and the mission of the university to make strategic IT decisions within a defined scope."

- Texas A&M



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3. Communication Channels

- Clear communications lines for inputting and outputting information between committees and the running of a good process for the University

Clear communication channels and meeting cadence are established.

Meetings can be scheduled on a regular basis (monthly, semester) or as needed / requested.

"The IT Project Governance Group (PGG) meets on a monthly basis and is tasked with ensuring that new technology projects taken on by K-State are aligned with university goals and strategy, are adequately funded and staffed, and do not conflict with or overlap existing projects and initiatives. "

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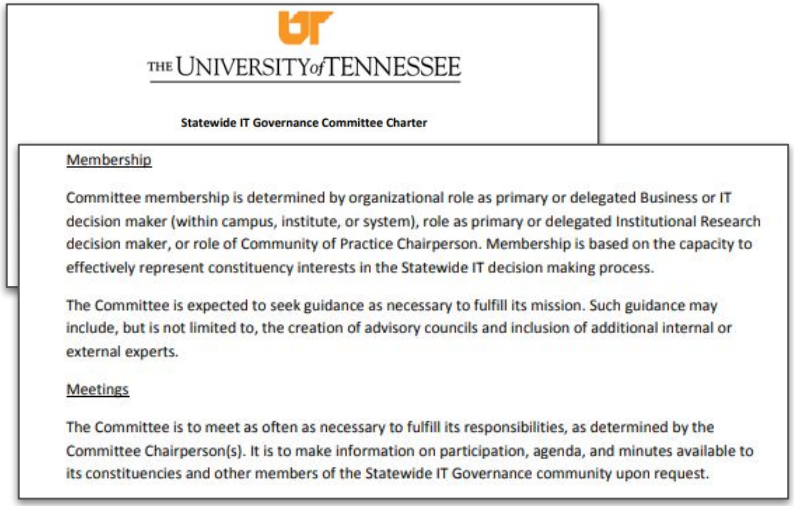

University of Tennessee

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4. Decision Making Authority

- Clear communications lines for inputting and outputting information between committees and the running of a good process for the University
- Good distinctions between decision and financial rights

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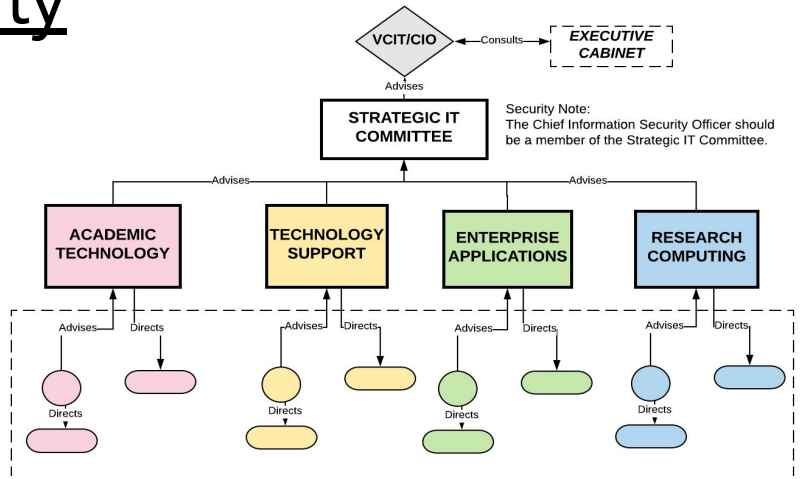

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Service changes	A	C	R	C
Technology solution selection	A, R	C	C	C
Service Direction	A, R	C	C	C

NCSU RACI matrix for service decisions

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4. Decision Making Authority

- Good distinctions between decision and financial rights

"IT Governance establishes and maintains processes that create transparency, clarity, accountability, and equity in strategic IT investments; ensures alignment to university strategic priorities; and documents outcomes of strategic IT activities.

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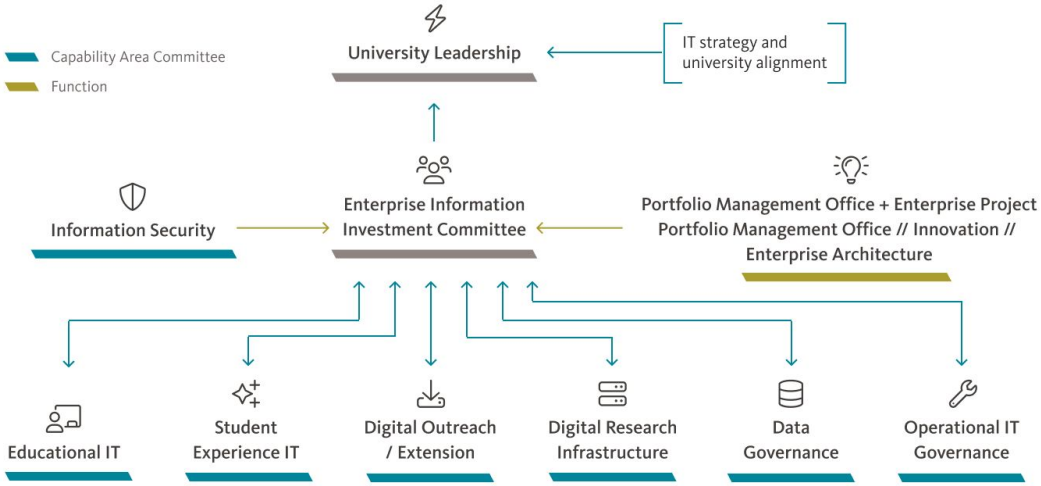

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5. Project Intake & Prioritization

- Good distinctions between decision and financial rights

"Project Requesters and IT Analysts collaborate on executive summary, scorecard, and financial/labor hours summary to assist PGG in evaluating and determining project priority. The goal of prioritizing projects is to staff the highest priority projects first, based on individual team availability. Below are the descriptions of the PGG priority options.

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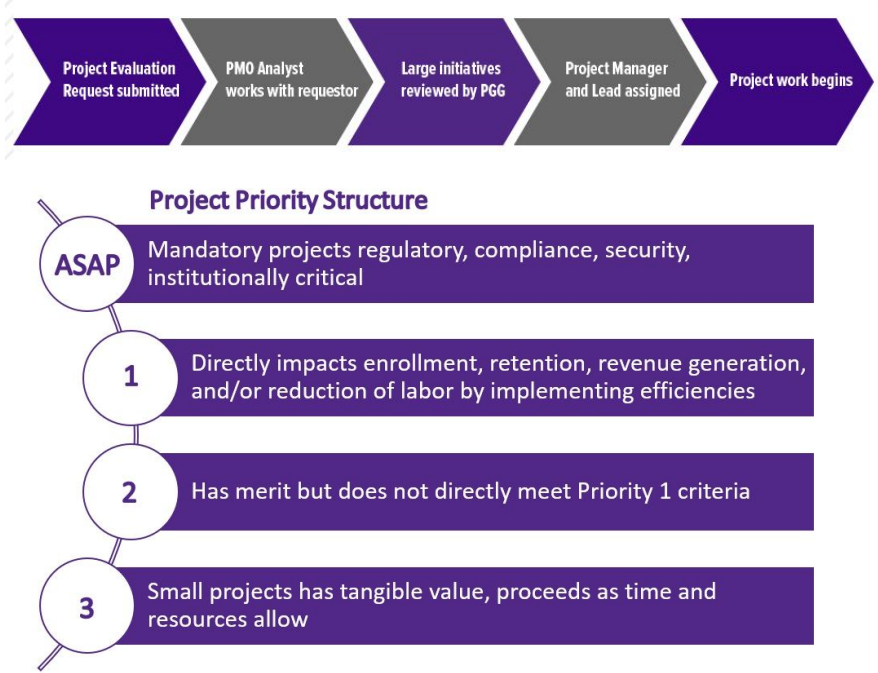

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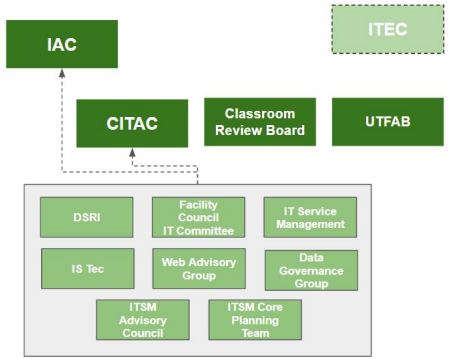
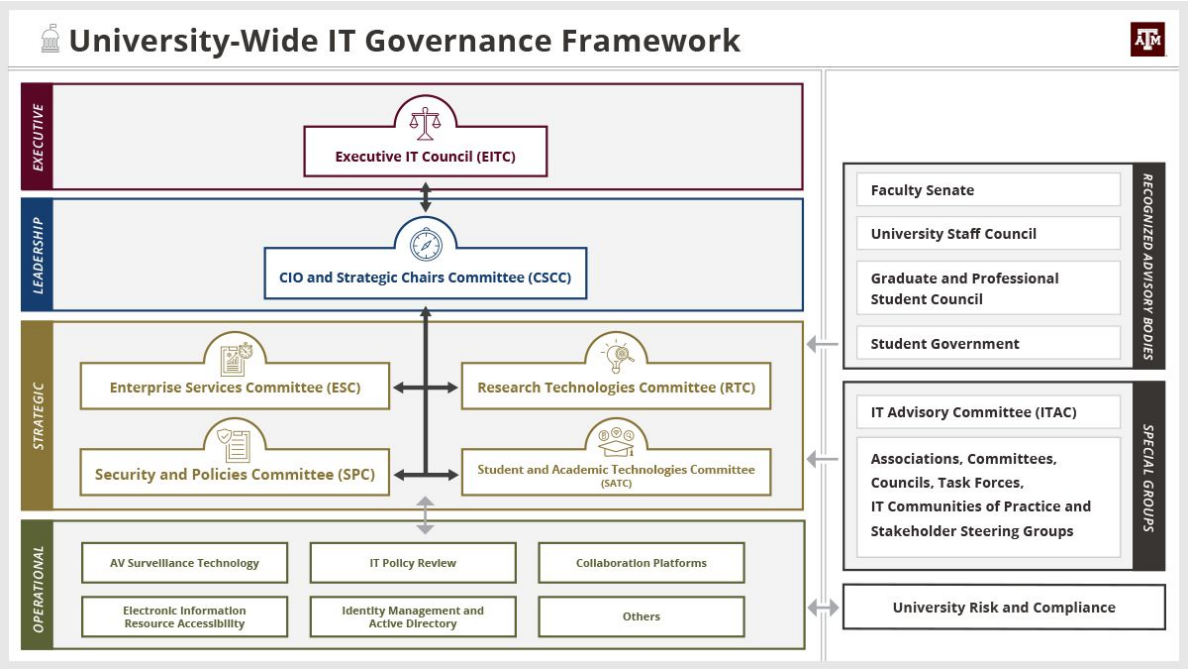
Discussion

1. Groups

- What groups exist today?
- Where are the gaps?
- What could be improved?





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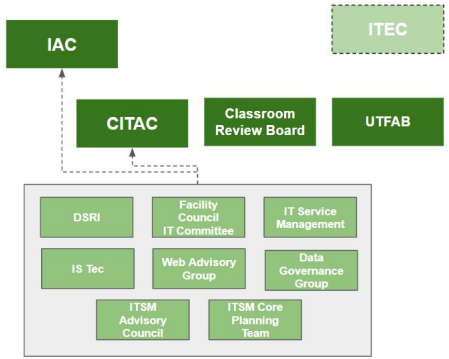
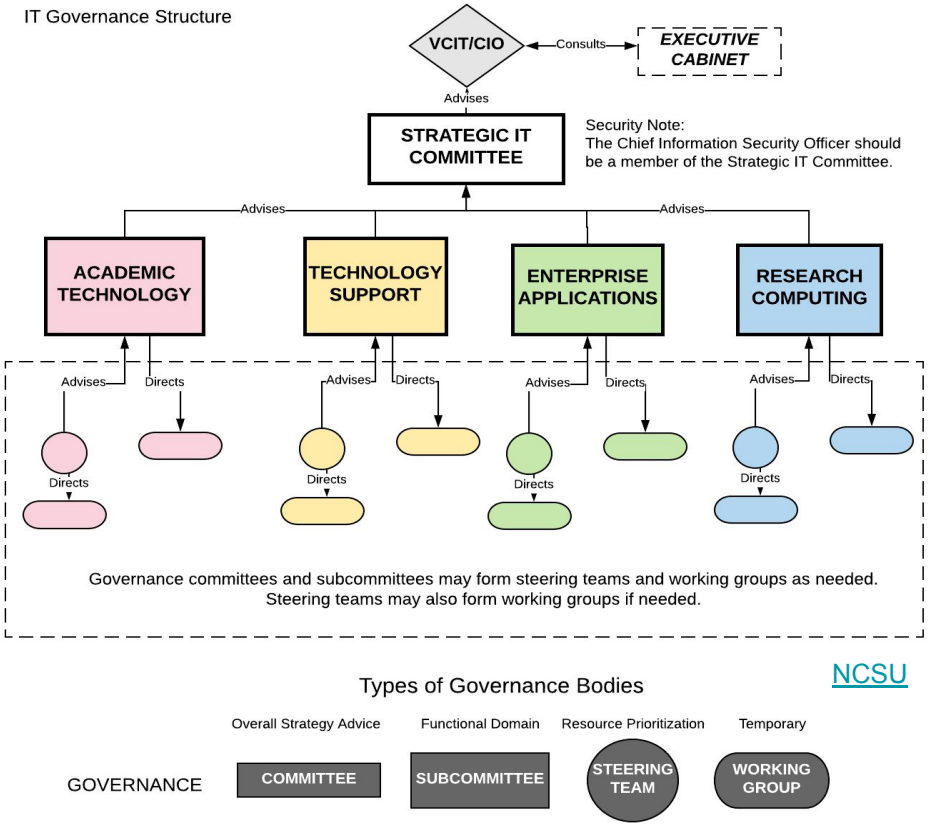
2. Communication

- How do they communicate with each other and with CITAC, IAC, and ITEC?





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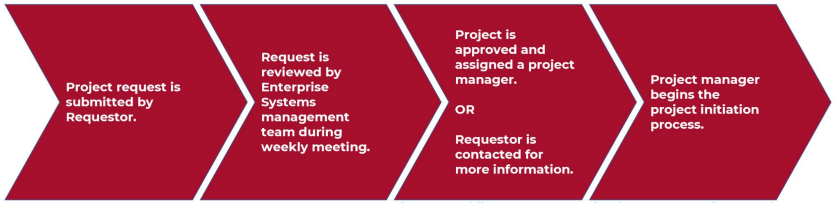
3. Project Intake & Prioritization

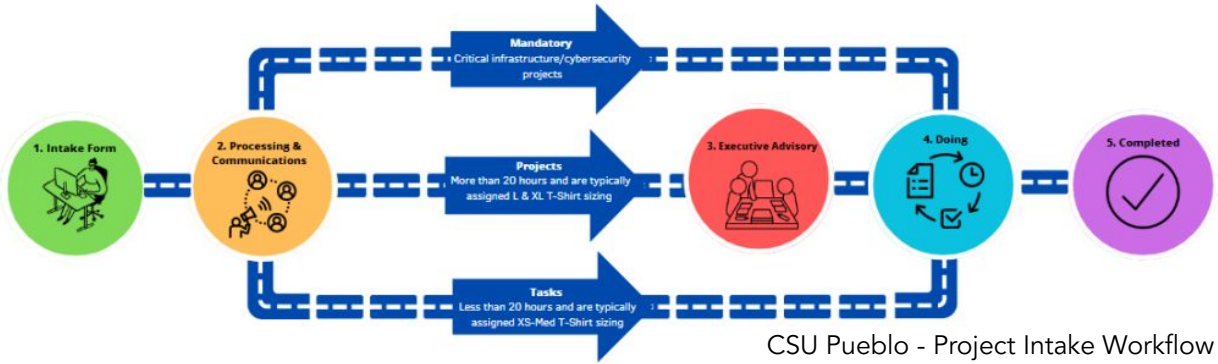
How is the current project intake and prioritization process structured?

What works well and how might it be improved?

https://www.k-state.edu/it/projects/



https://its.wsu.edu/esg-projects/



CSU Pueblo - Project Intake Workflow

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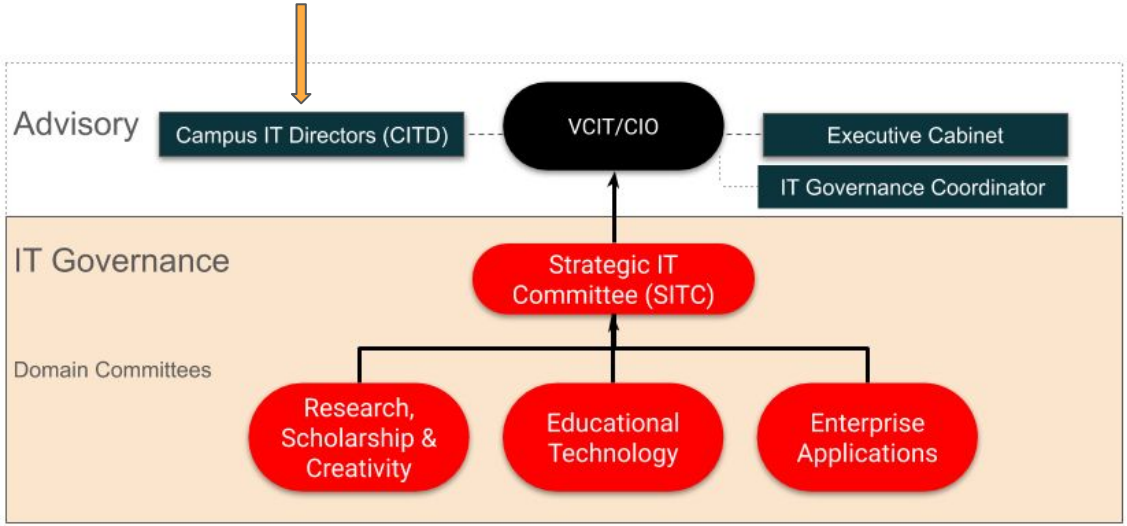
4. IT Needs

What happens when a faculty or college needs something from IT?

Who do users go to for IT needs?



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Next Steps

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Stakeholder Workshops (5/17)

- Separate meetings with students, faculty, and staff to learn more about the current state and discuss opportunities for IT governance

Synthesize Findings

- brightspot will compile and summarize findings from this meeting and stakeholder workshops

Findings Review with Core Planning Team (week of 5/29)

- Next engagement with this group will happen toward the end of May and will be a collaborative work session to review findings and workshop IT governance framework

Thank you!

Appendix

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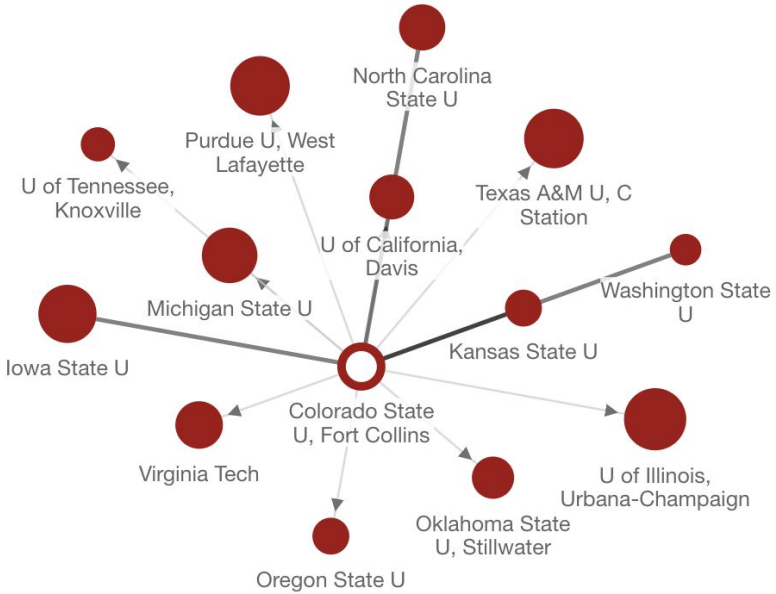

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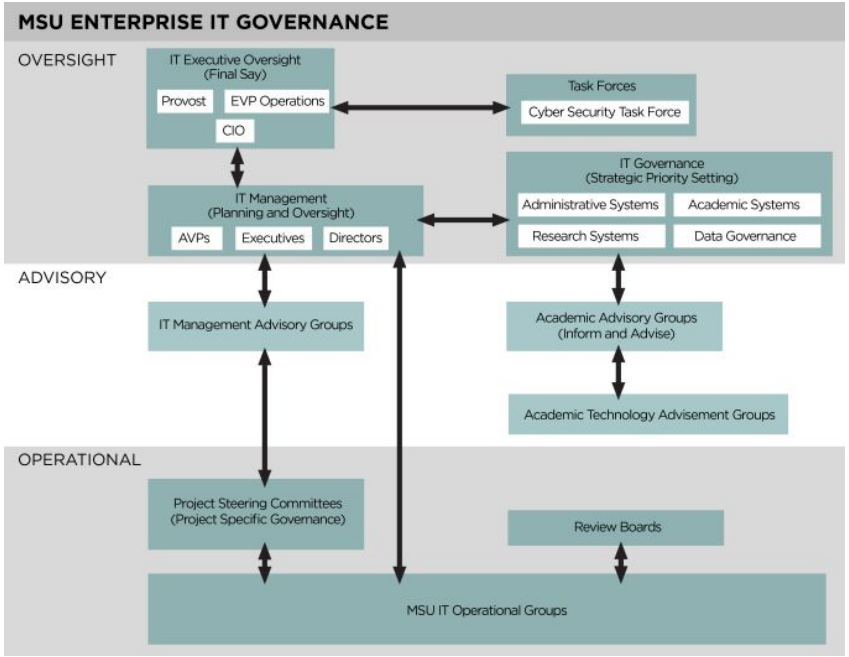

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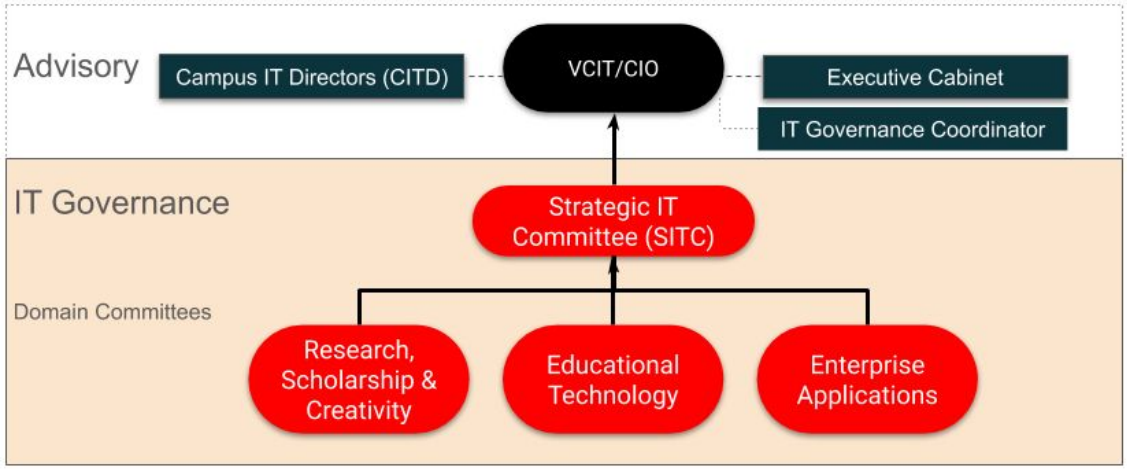

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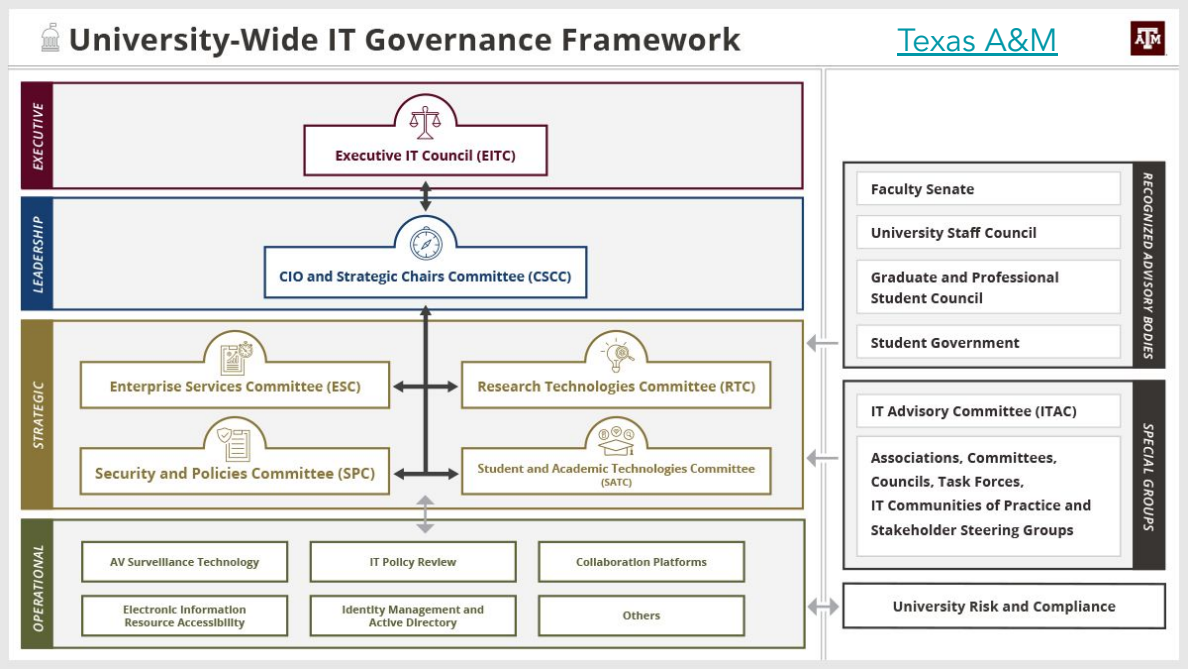

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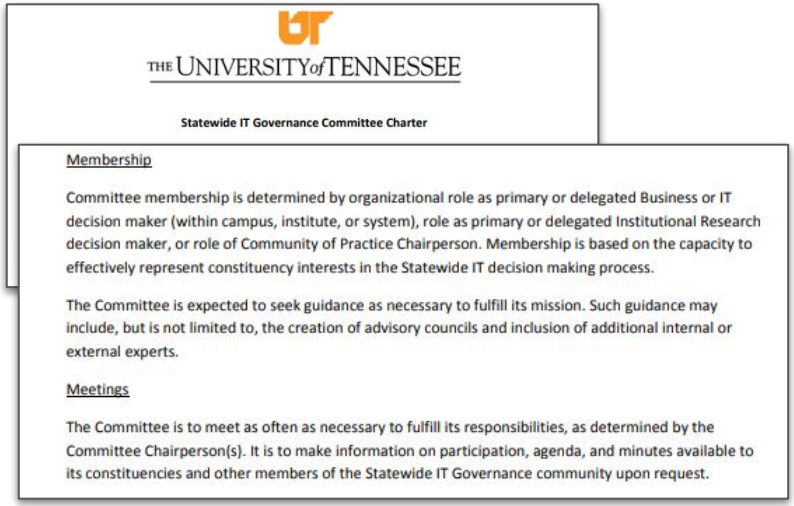

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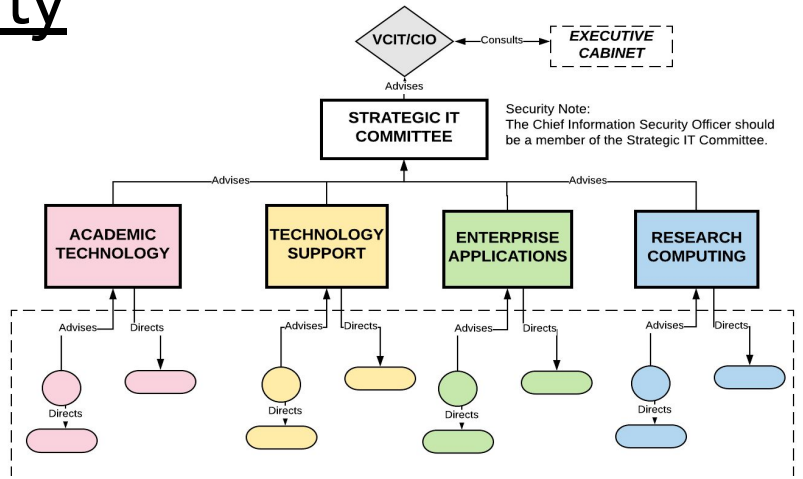

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NCSU RACI matrix for service decisions

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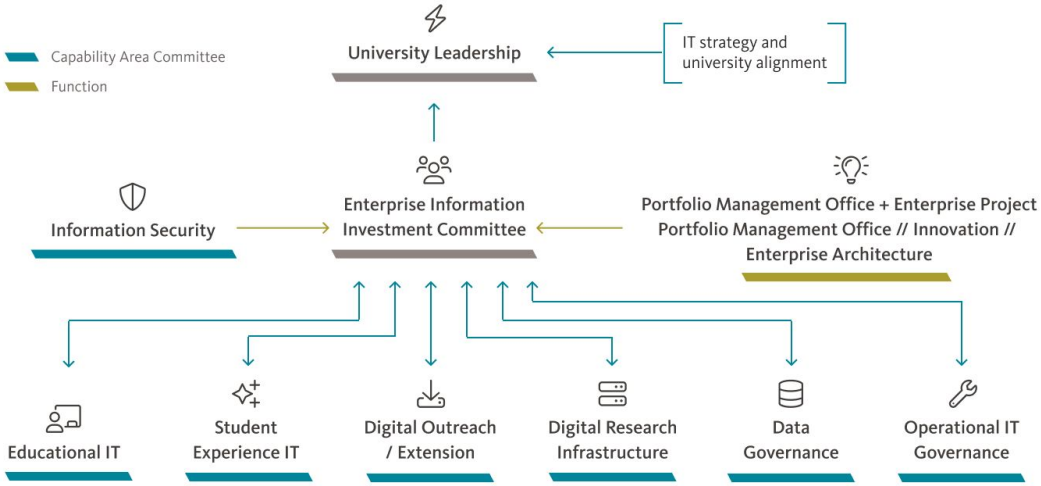

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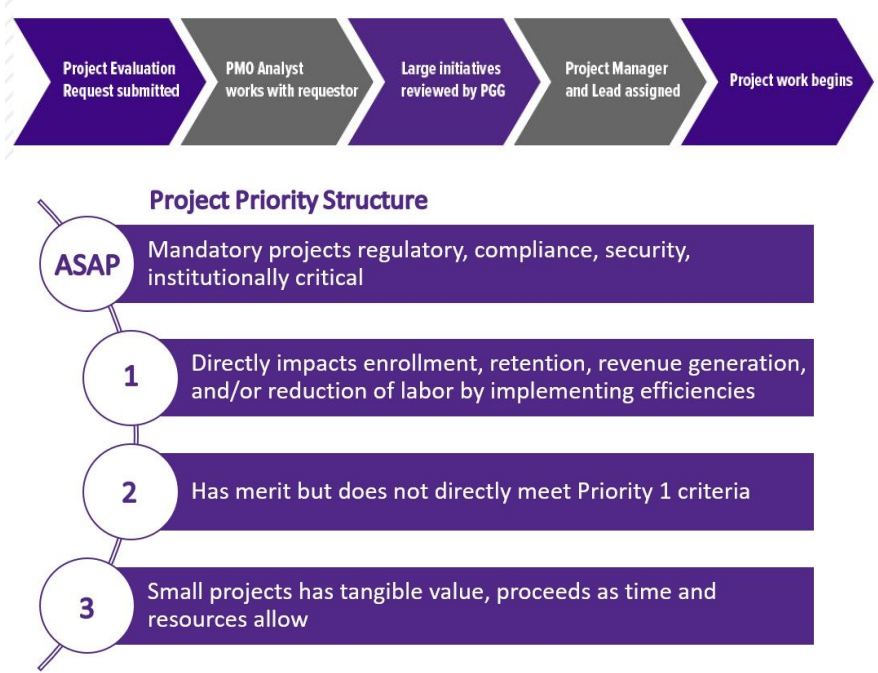

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Notes on Peer Benchmarking

- Enterprise group exists within many of the peers, this resonates for CSU
- Thinking about investing in larger tools, thinking about solutions that could work for broader groups
- Alignment and overlap in the things that are working well for others
- Current strategic plan at CSU aligns with what is shown in the peers, domains are focused and don't overlap, sending information to strategic management team that is laterally supported by groups or committees,
- Student success group as an example, parametal approach with lateral support necessary
- Compliance and accreditation and project prioritization elements are important elements for CSU
-

- Intrigued about governance related to financial research, that sort of aligns with CSU piecemeal approach,

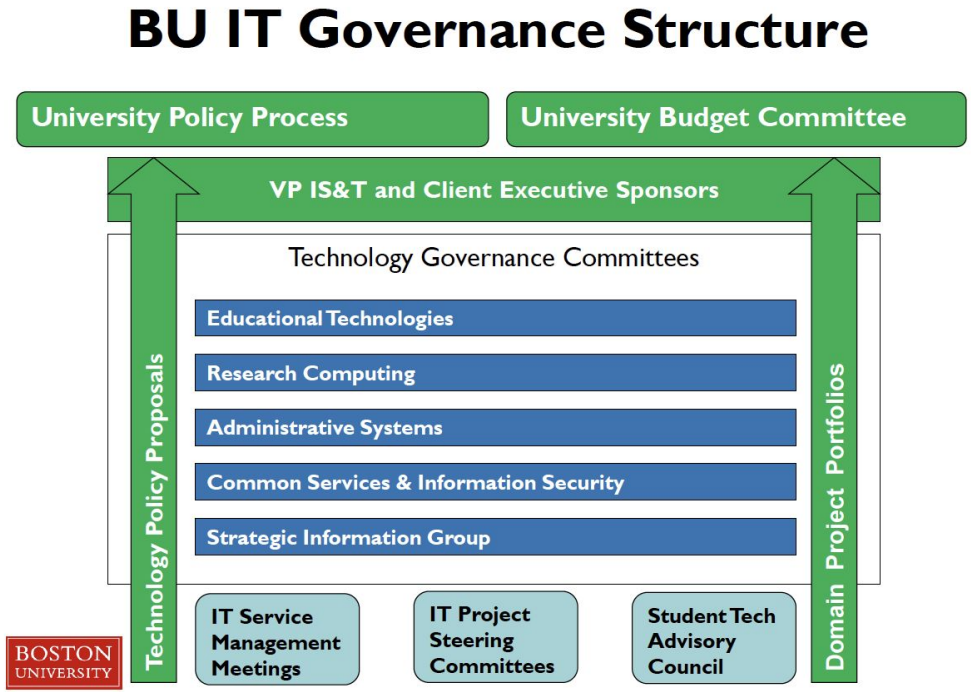
Appendix

Peer Benchmarking

Boston University

Why is this relevant to CSU?

In some ways this structure encompasses a lot of the info flow for projects and change in the context of overall University policies. We do need to understand CSU's University policies and not run into obvious roadblocks where we potentially contradict these generic policies.



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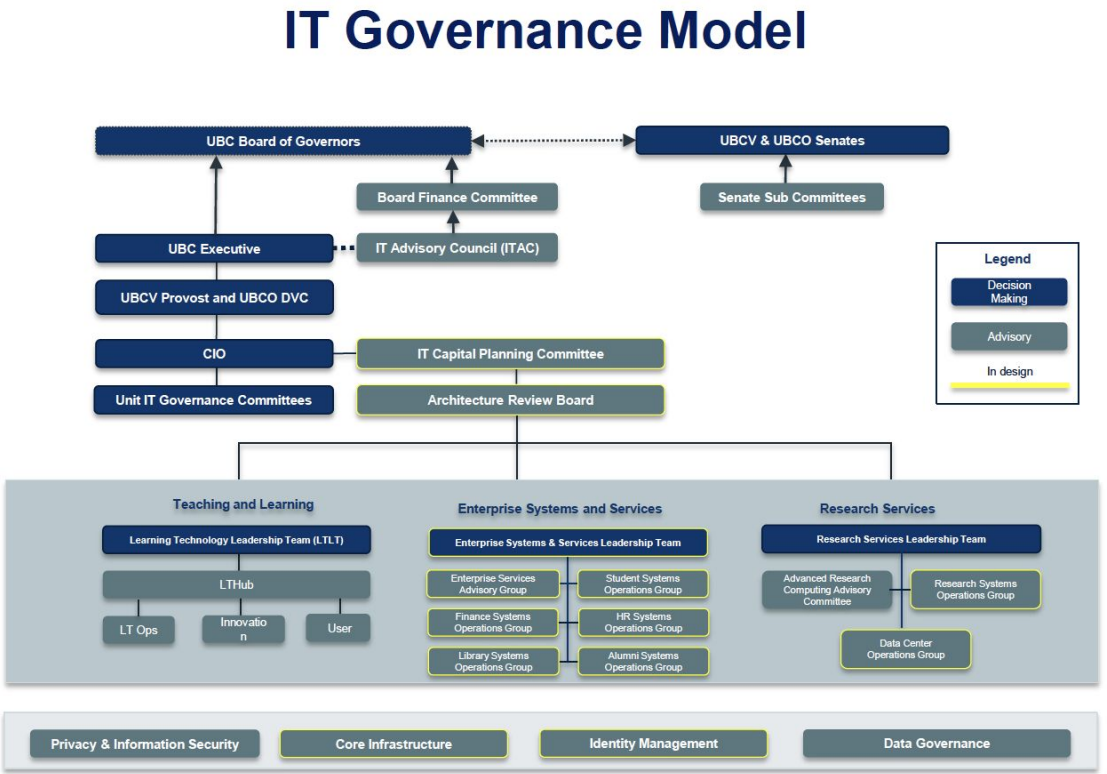
University of British Columbia

Why is this relevant to CSU?

The difference highlighted here between decision making and advisory groups needs to be articulated in CSUs model. A way to do this is looking at the financial approval process today and adapt.

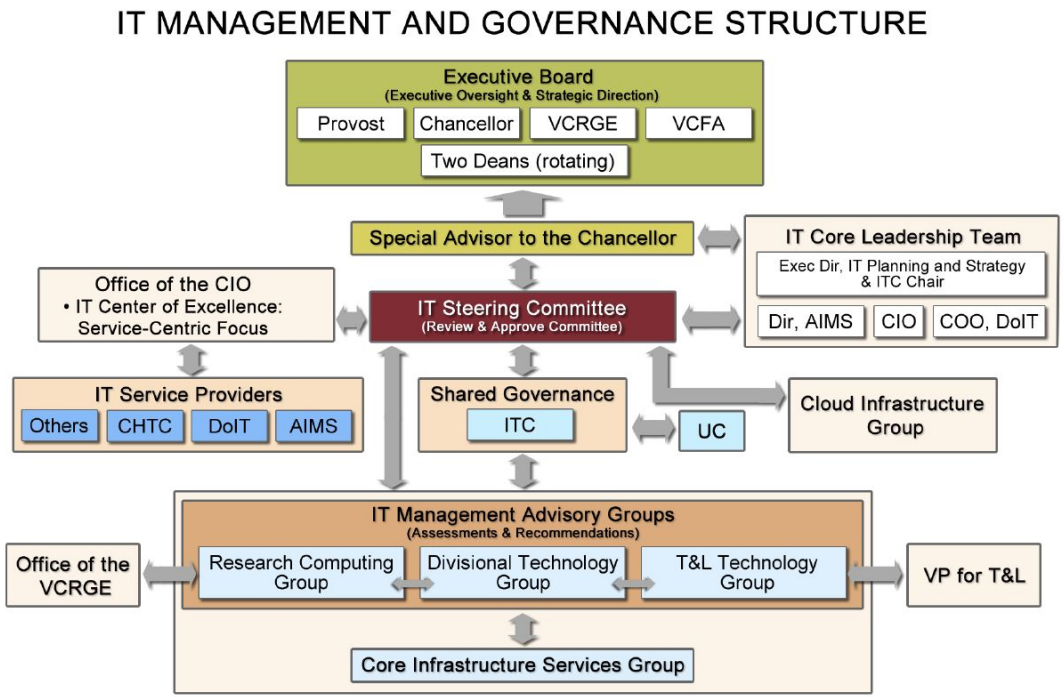


BRIGHTSPOT

University of Wisconsin

Why is this relevant to CSU?

CSU's policies for infrastructure, security, applications needs to be derived in the governance groups and then managed accordingly as part of the advisory input.

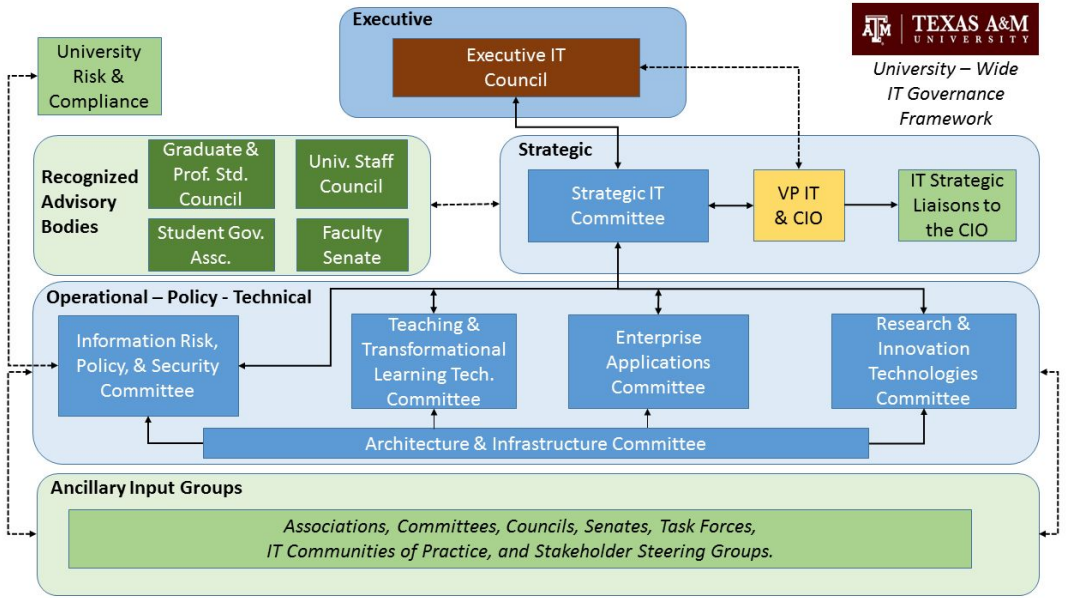


BRIGHTSPOT

Texas A&M

Why is this relevant to CSU?

The operational - policy - technical groupings are needed in CSU - the naming and charters etc will probably be adapted from whatever groups/committees exist today.

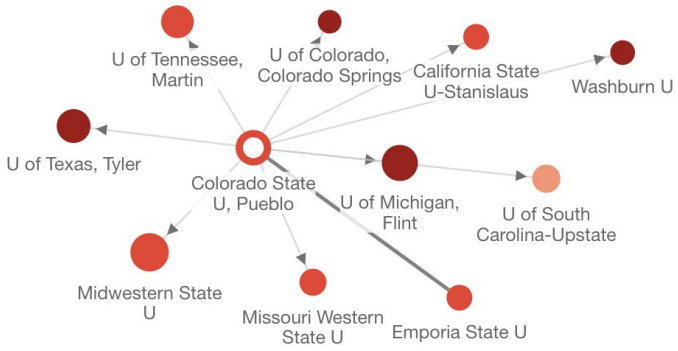


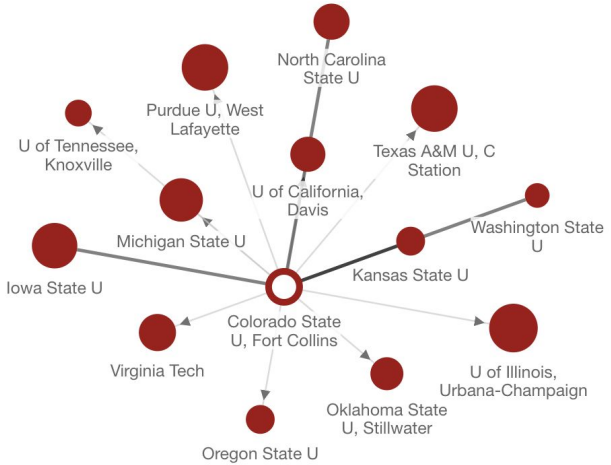
BRIGHTSPOT

CSU Peer Institutions

Iowa State University (Ames, IA)
Kansas State University (Manhattan, KS)
Michigan State University (East Lansing, MI)
North Carolina State University at Raleigh (Raleigh, NC)
Oklahoma State University-Main Campus (Stillwater, OK)
Oregon State University (Corvallis, OR)
Purdue University-Main Campus (West Lafayette, IN)
Texas A & M University-College Station (College Station, TX)
The University of Tennessee-Knoxville (Knoxville, TN)
University of California-Davis (Davis, CA)
University of Illinois at Urbana-Champaign (Champaign, IL)
Virginia Polytechnic Institute and State University (Blacksburg, VA)
Washington State University (Pullman, WA)

https://www.ir.colostate.edu/home/bog-peers/





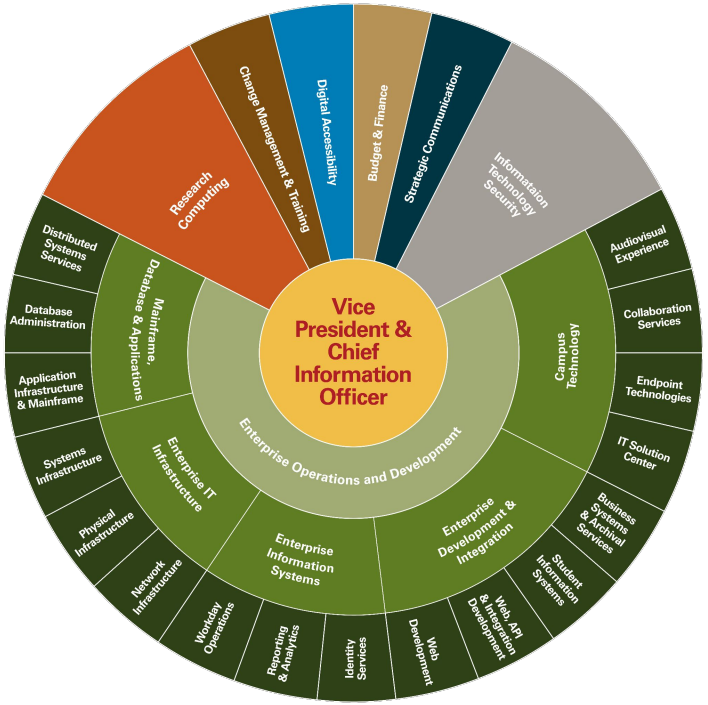
BRIGHTSPOT

Iowa State University

The Information Technology Services department functions as the university's central IT unit, responsible for technologies and services that are used broadly across campus along with diligent IT support.

ITS also cooperates with local or collegiate IT units that often offer discipline-specific services and support.

ITS employees comprise more than 20 teams with various focuses, as detailed in the organizational chart:



https://www.it.iastate.edu/teams

BRIGHTSPOT

Iowa State University

Process and Governance Structure

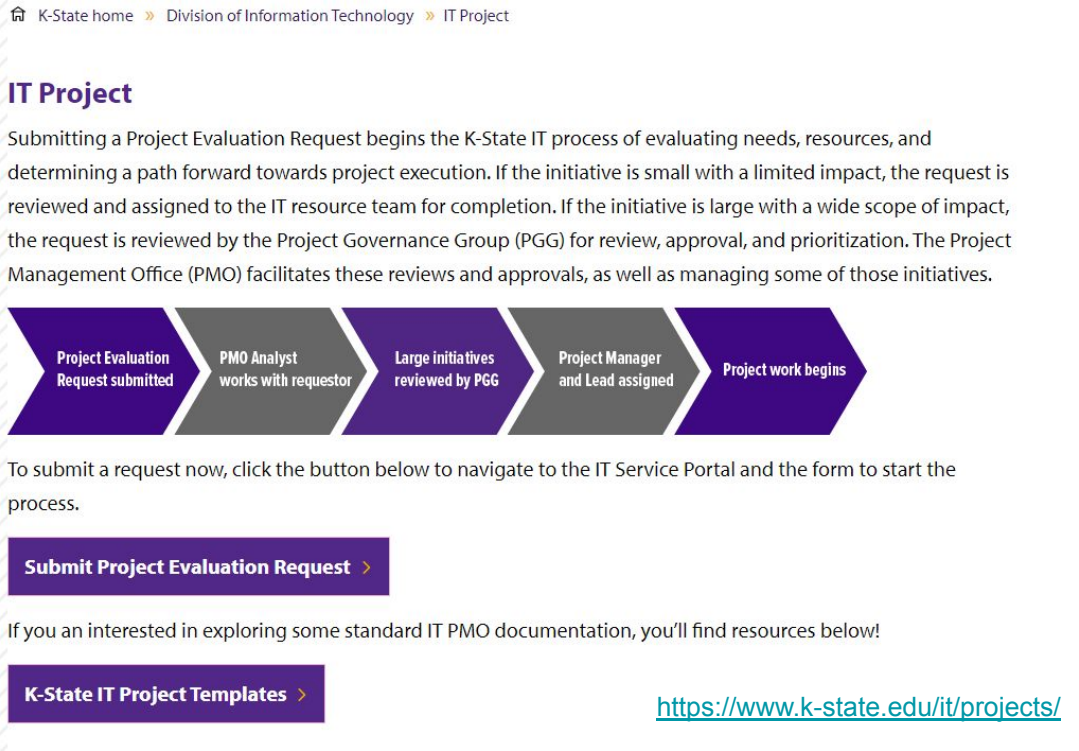
- The assessment will be guided by a Steering Committee, confirmed by the Provost
- To ensure broad campus involvement in the assessment process, a Representative Committee has been formed from community members across campus.
- The Steering Committee has engaged an independent consulting firm to assist in the assessment. The consultants will assist the committee through various activities, including:
    - Gather data via one-on-one interviews with administrators and key stakeholders
    - Conduct focus groups with faculty, staff and students to collect their input
    - Conduct a campus-wide survey of faculty, staff and students
    - Conduct workshops with the Steering Committee and selected stakeholders to provide background information on national trends
    - Provide a summary report

https://learn.provost.iastate.edu/governance

Kansas State

Why is this relevant to CSU?

As part of our deliverables is the process for project intake - request, evaluation and approval to proceed. This requires committees with decision authority and advisory roles to be part of this process. Maybe we create a RACI for those activities as well.



K-State home » Division of Information Technology » IT Project

IT Project

Submitting a Project Evaluation Request begins the K-State IT process of evaluating needs, resources, and determining a path forward towards project execution. If the initiative is small with a limited impact, the request is reviewed and assigned to the IT resource team for completion. If the initiative is large with a wide scope of impact, the request is reviewed by the Project Governance Group (PGG) for review, approval, and prioritization. The Project Management Office (PMO) facilitates these reviews and approvals, as well as managing some of those initiatives.

To submit a request now, click the button below to navigate to the IT Service Portal and the form to start the process.

Submit Project Evaluation Request ›

If you an interested in exploring some standard IT PMO documentation, you'll find resources below!

K-State IT Project Templates ›

https://www.k-state.edu/it/projects/

BRIGHTSPOT

Kansas State

"The IT Project Governance Group (PGG) meets on a monthly basis and is tasked with ensuring that new technology projects taken on by K-State are aligned with university goals and strategy, are adequately funded and staffed, and do not conflict with or overlap existing projects and initiatives.

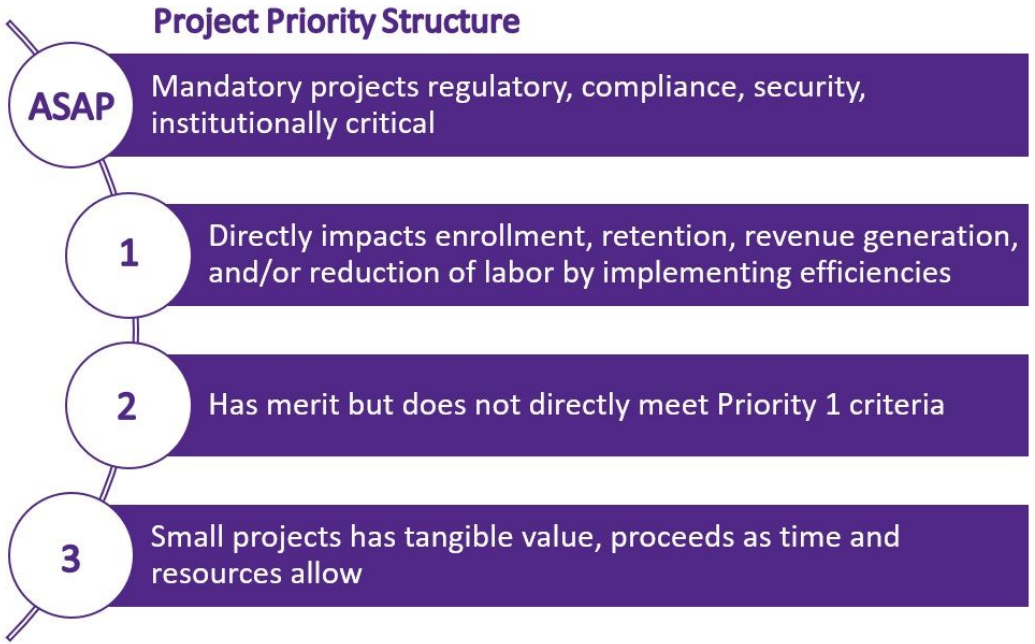
"This will help IT organizations maintain strategic focus, ensure optimal resource utilization, and streamline project completion, improving product and service delivery. PGG consists of representatives from across the University that can provide institution-wide vision on technology projects and have a vested interest in the success of IT projects at K-State."

https://www.k-state.edu/it/projects/

Kansas State Priority Structure

"Project Requestors and IT Analysts collaborate on executive summary, scorecard, and financial/labor hours summary to assist PGG in evaluating and determining project priority. The goal of prioritizing projects is to staff the highest priority projects first, based on individual team availability. Below are the descriptions of the PGG priority options.

Projects can be re-prioritized at the request of PGG or the Project Sponsors. Approval of reprioritization will have an impact on project deliveries and resourcing."



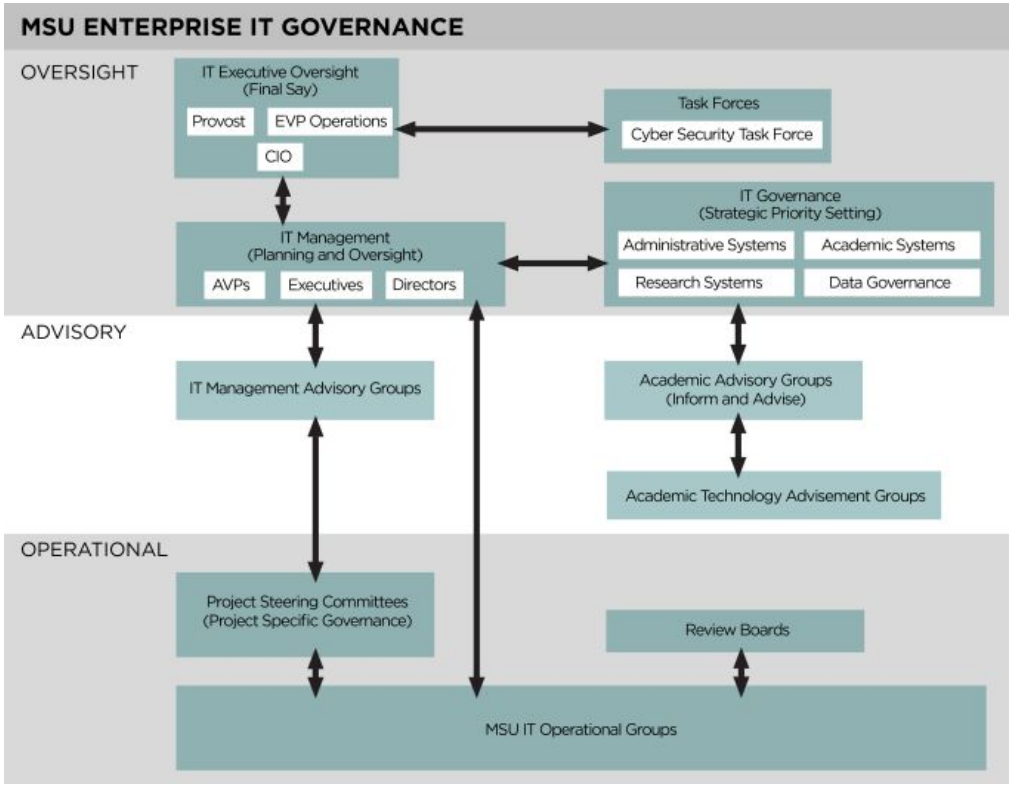
https://www.k-state.edu/it/projects/pgg.html

BRIGHTSPOT

Michigan State University

Why is this relevant to CSU?

Think the layering here is a useful way of articulating accountability for the Governance process - we might want to do the same.



https://web.archive.org/web/20210818112957/https://tech.msu.edu/about/it-governance/

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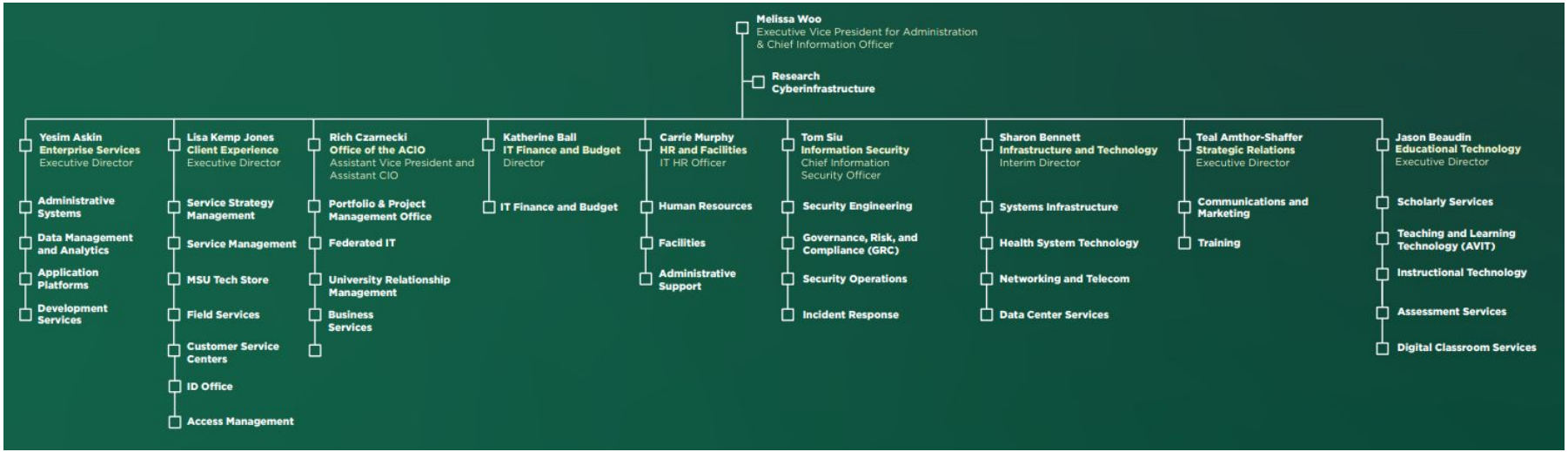
Michigan State University

IT Organizational Chart:



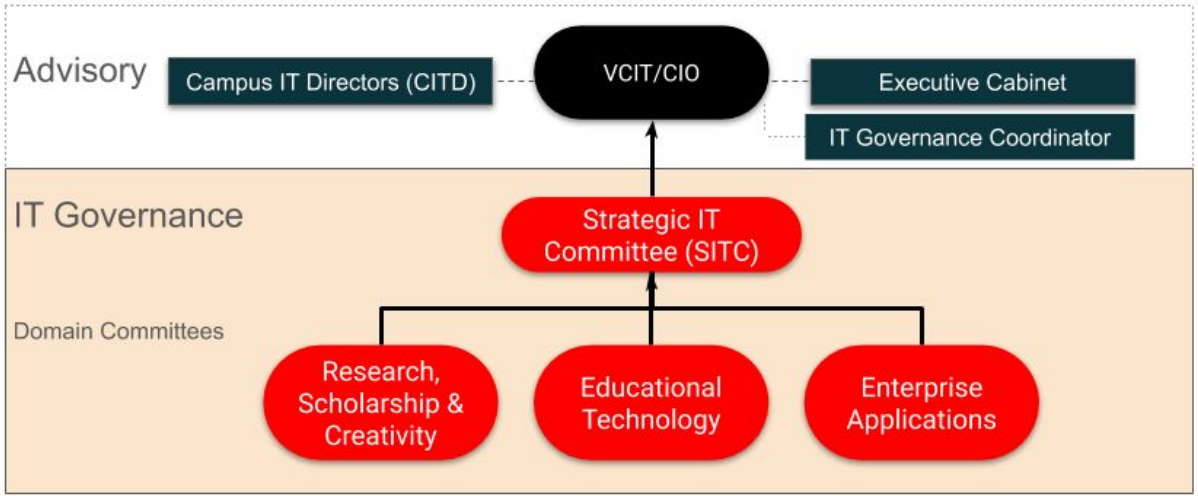
https://tech.msu.edu/wp-content/uploads/2023/02/2023-IT-org-chart-2.24.23.pdf

BRIGHTSPOT

North Carolina State University

"The most recent changes to the IT governance structure resulted from a study spawned by the university's IT Strategic Plan.

This governance structure is evaluated on a regular basis, typically as part of an annual review the CIO has with the committee chairs."

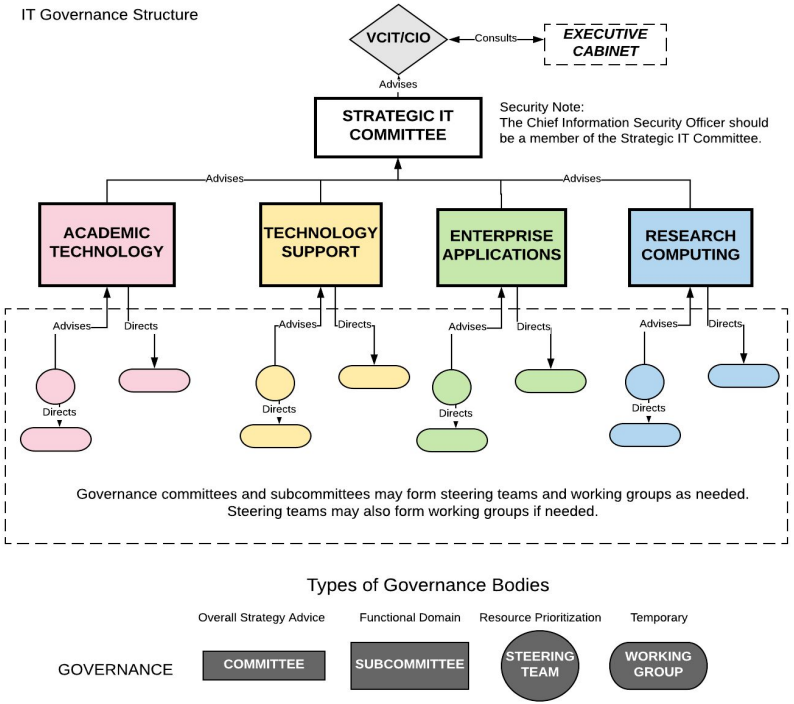


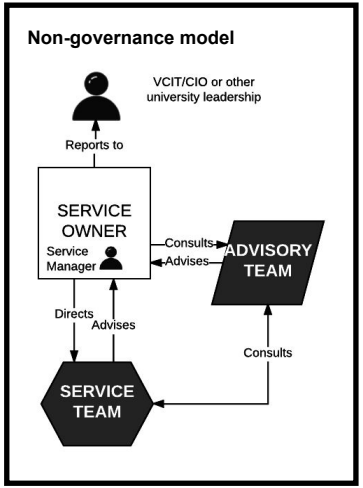
https://oit.ncsu.edu/governance-strategy/it-governance/

BRIGHTSPOT

North Carolina State University

"Governance plays a strategic role rather than an operational role, and should be consulted regarding new service development, the selection of technology solutions, and the direction of the service as well as service changes that meet the criteria that would bring them before governance"





https://oit.ncsu.edu/governance-strategy/it-governance/

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North Carolina State University

A summary of the roles of non-governance and governance can be seen in Table 1. For some services, steering teams which are part of IT governance may also fulfill the functions of an advisory team. The RACI model identifies who is Responsible, Accountable, Consulted and Informed on decisions.

- Responsible: entity responsible for doing the work to implement a decision
- Accountable: entity that is held accountable for a decision
- Consulted: entity that has input into a decision
- Informed: entity that is informed about a decision that has been made

Table 1. RACI matrix for service decisions

Decision	**Service Owner**	**Advisory or Steering Team**	**Service Team**	**IT Governance**
Service configuration	A	C	R	--
Service operations	A	C	R	I
Functional requirements	A	R	C	I
Service changes	A	C	R	C
Technology solution selection	A, R	C	C	C
Service Direction	A, R	C	C	C

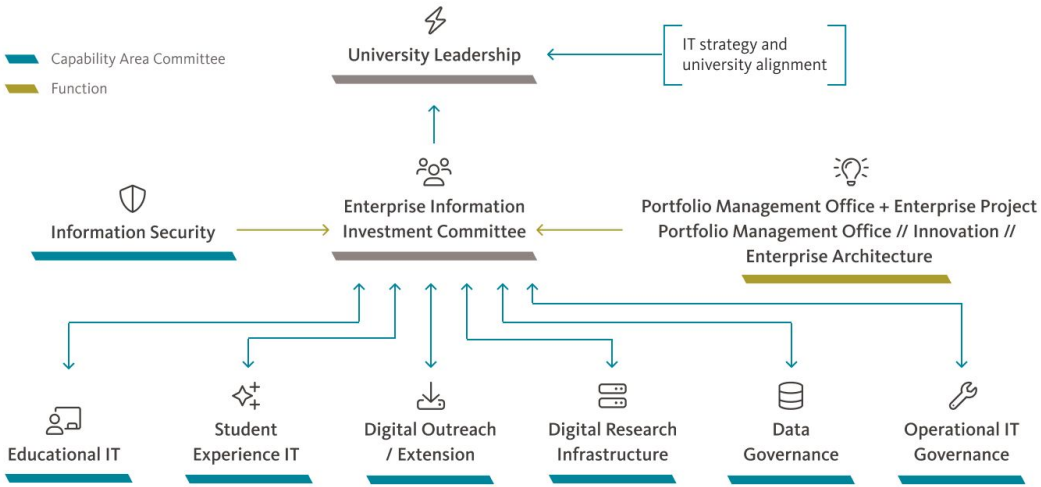
NC State IT Governance Redesign v2.1 (Final - Public Release)

BRIGHTSPOT

Oregon State University

"IT Governance establishes and maintains processes that create transparency, clarity, accountability, and equity in strategic IT investments; ensures alignment to university strategic priorities; and documents outcomes of strategic IT activities.

The Enterprise Information Investment Committee (EIIC) is composed of OSU community members from across the university who represent the primary areas where IT investments will be made based on OSU SP 4.0 and IT Strategic Plan 2023. Members include those representing teaching, learning, research, extension and administration."



https://uit.oregonstate.edu/governance

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Purdue University

Project Management and Project Portfolio Management

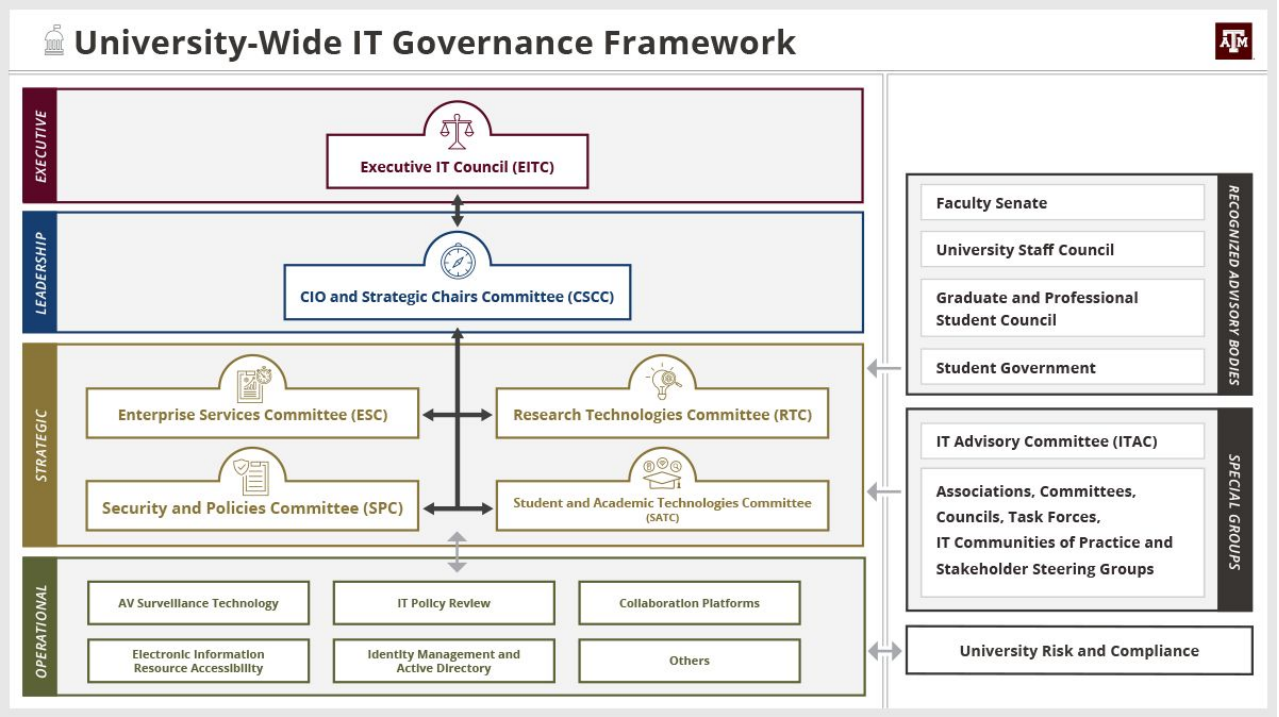
- The Project Management Office (PMO) leads and supports the management of IT projects. This includes identifying and developing project management methodology, best practices and standards; coaching, training and oversight of staff leading and executing projects; and coordinating communication within and across projects.
- The Project Management Office employs Project Portfolio Management (PPM) to track, understand and optimize Purdue IT's project mix and best achieve organizational goals, including aligning projects with Purdue's core missions of research, teaching and engagement.

https://www.itap.purdue.edu/about/customer.html

Texas A&M

"IT Governance is the assurance that Information Technology aligns with the outcomes required by Texas A&M University for successful fulfillment of its mission. It ensures that appropriate decision-making activities (prioritization and funding) are done in concert with the university's strategic priorities, while taking into account input from a broad base of students, faculty and staff from across the university.

Established in 2016, Texas A&M University-Wide IT Governance was created to make informed, strategic IT decisions through structured committees and councils."



Texas A&M

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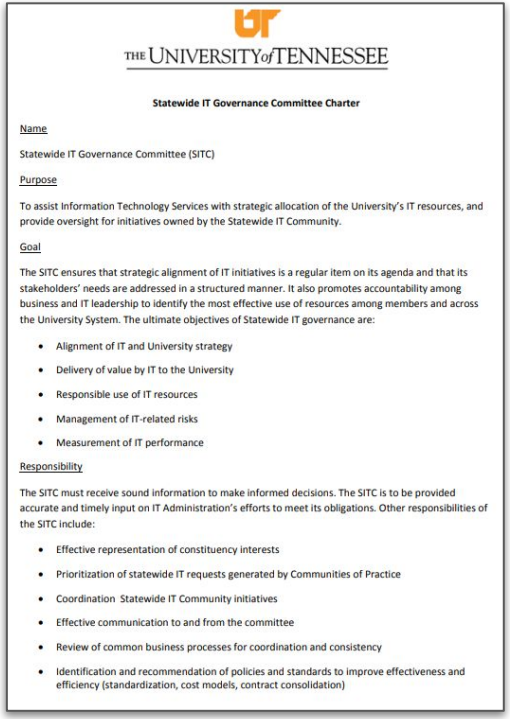
University of Tennessee

Sample Charter outlining purpose, goal, responsibility, authority, membership and meetings

"Effective April 1, 2015, the Statewide IT governance process has been restructured. These changes have been designed to streamline the current process, provide efficient communication among all stakeholders, and enhance its operation and value to the university."



THE UNIVERSITY of TENNESSEE

Statewide IT Governance Committee Charter

Name

Statewide IT Governance Committee (SITC)

Purpose

To assist Information Technology Services with strategic allocation of the University's IT resources, and provide oversight for initiatives owned by the Statewide IT Community.

Goal

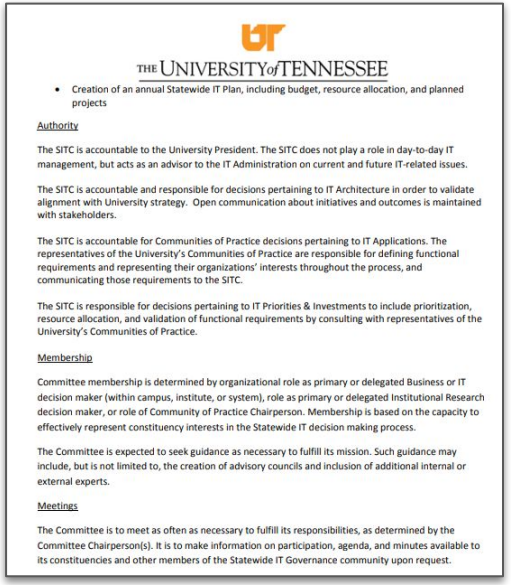
The SITC ensures that strategic alignment of IT initiatives is a regular item on its agenda and that its stakeholders' needs are addressed in a structured manner. It also promotes accountability among business and IT leadership to identify the most effective use of resources among members and across the University System. The ultimate objectives of Statewide IT governance are:

- Alignment of IT and University strategy
- Delivery of value by IT to the University
- Responsible use of IT resources
- Management of IT-related risks
- Measurement of IT performance

Responsibility

The SITC must receive sound information to make informed decisions. The SITC is to be provided accurate and timely input on IT Administration's efforts to meet its obligations. Other responsibilities of the SITC include:

- Effective representation of constituency interests
- Prioritization of statewide IT requests generated by Communities of Practice
- Coordination Statewide IT Community initiatives
- Effective communication to and from the committee
- Review of common business processes for coordination and consistency
- Identification and recommendation of policies and standards to improve effectiveness and efficiency (standardization, cost models, contract consolidation)



THE UNIVERSITY of TENNESSEE

- Creation of an annual Statewide IT Plan, including budget, resource allocation, and planned projects

Authority

The SITC is accountable to the University President. The SITC does not play a role in day-to-day IT management, but acts as an advisor to the IT Administration on current and future IT-related issues.

The SITC is accountable and responsible for decisions pertaining to IT Architecture in order to validate alignment with University strategy. Open communication about initiatives and outcomes is maintained with stakeholders.

The SITC is accountable for Communities of Practice decisions pertaining to IT Applications. The representatives of the University's Communities of Practice are responsible for defining functional requirements and representing their organizations' interests throughout the process, and communicating those requirements to the SITC.

The SITC is responsible for decisions pertaining to IT Priorities & Investments to include prioritization, resource allocation, and validation of functional requirements by consulting with representatives of the University's Communities of Practice.

Membership

Committee membership is determined by organizational role as primary or delegated Business or IT decision maker (within campus, institute, or system), role as primary or delegated Institutional Research decision maker, or role of Community of Practice Chairperson. Membership is based on the capacity to effectively represent constituency interests in the Statewide IT decision making process.

The Committee is expected to seek guidance as necessary to fulfill its mission. Such guidance may include, but is not limited to, the creation of advisory councils and inclusion of additional internal or external experts.

Meetings

The Committee is to meet as often as necessary to fulfill its responsibilities, as determined by the Committee Chairperson(s). It is to make information on participation, agenda, and minutes available to its constituencies and other members of the Statewide IT Governance community upon request.

https://techsolutions.tennessee.edu/governance/

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University of California, Davis

"The vision for IT Governance of the CIO-VP is to develop:

A collaborative group of academic and administrative stakeholders who take input from their constituencies and make prioritized recommendations regarding IT strategy, investment, and services for the benefit of the campus, in line with the University's overall strategy.

IT Governance Committees, Work Groups, and Special Interest Groups

Many stakeholders participate in IT Governance at UC Davis through standing committees, work groups, or special interest groups. "

CIO Strategic Advisory Council

Deans' Technology Council

Academic Senate Committee on Information Technology

Other Committees and Special Interest Groups

https://iet.ucdavis.edu/it-governance-uc-davis

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University of California, Davis

"The primary objectives of this IT Governance Plan are:

- To create and continually refine a shared vision of IT strategy and principles among the University's business and IT decision makers.
- To facilitate robust communication among the University's academic and administrative units and the central and decentralized Information Technology enablers.
- To evaluate campus-wide technology opportunities and advocate for investment in the highest priority projects with a unified voice.
- To work in close coordination with IT partners to deliver the highest quality implementation of technology solutions and services to meet the University's mission and strategic plans, wherever those solutions may be supported most effectively and efficiently."

https://iet.ucdavis.edu/it-governance-uc-davis

University of Illinois at Urbana Champaign

IT Governance Groups

IT Governance coordinates and facilitates the interconnected committees that evaluate and recommend IT direction in support of research, teaching and learning, and public engagement.

General Responsibilities of IT Governance Committees

- Advise on campus technology needs and priorities
- Provide recommendations about technology services
- Provide prioritization and funding recommendations

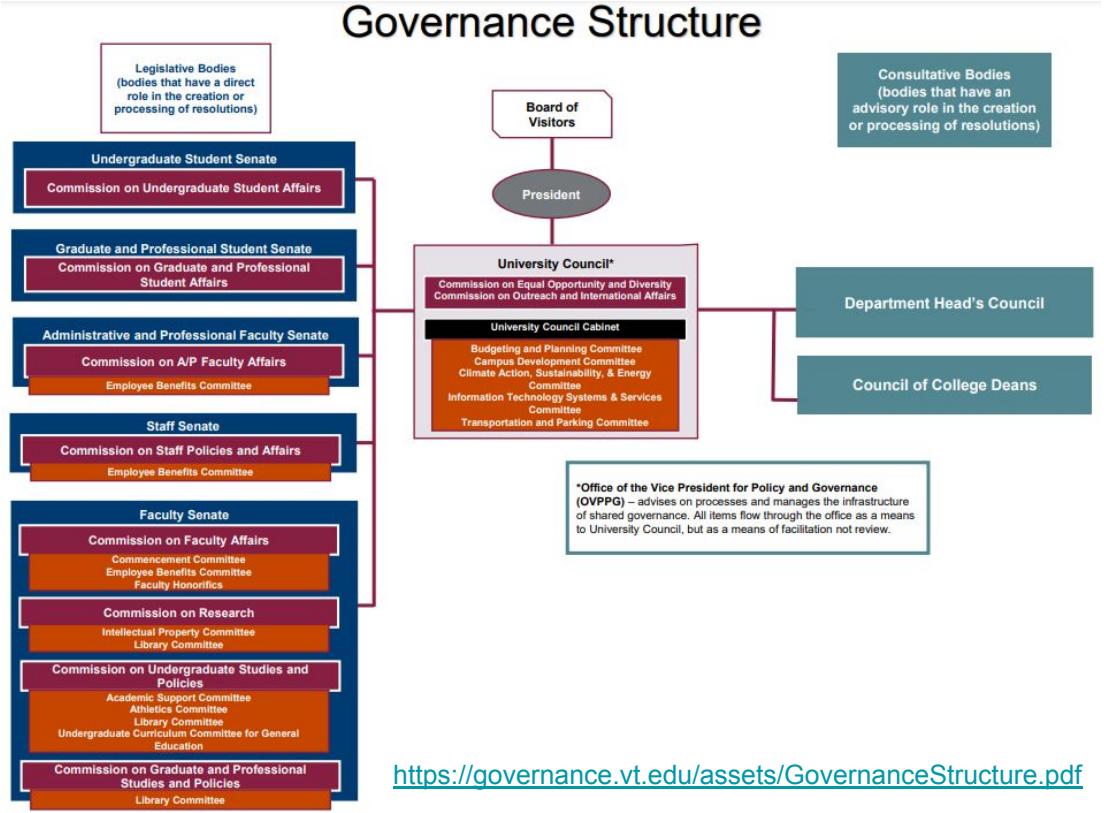
IT Council

- Application Services Subcommittee of IT Council
- Cloud Advisory Subcommittee of IT Council
- IT End User Services Subcommittee of IT Council
- IT Infrastructure Subcommittee of IT Council
- Service Value and Review Subcommittee of IT Council (SVAR)
- Strategy, Investment, Alignment, and Communication Subcommittee of IT Council (SIAC)

https://techservices.illinois.edu/illinois-it-governance/

Virginia Tech

Our governance system is a shared process of decision making concerning policies and institutional operation. Our governance bodies represent constituent groups at all levels and we aim to give the entire community a represented voice in shaping our university



https://governance.vt.edu/assets/GovernanceStructure.pdf

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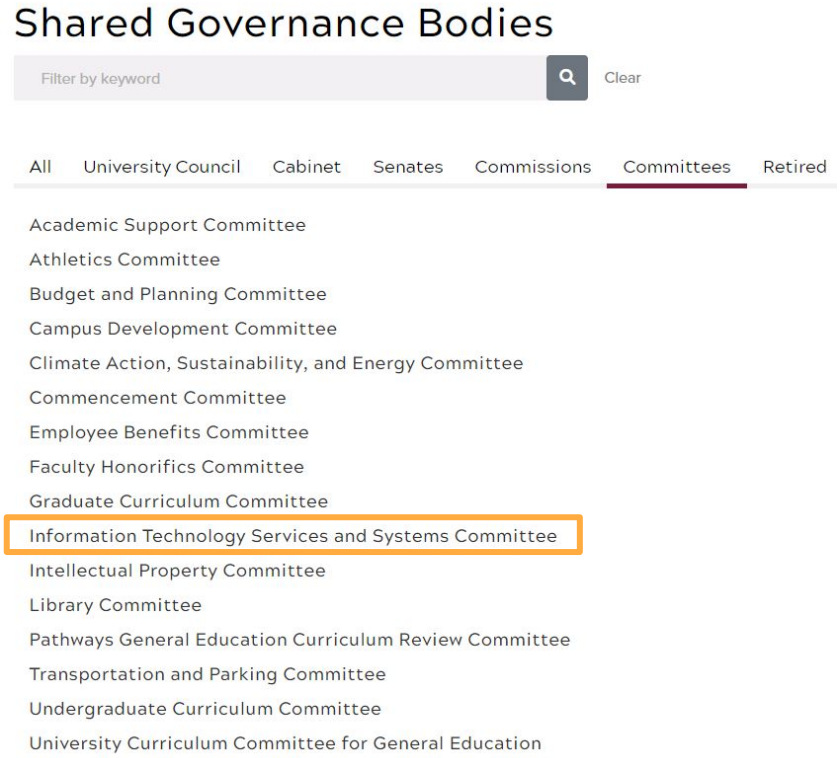
Virginia Tech

Information Technology Services and Systems Committee

CHARGE: To make recommendations for the effective offering and utilization of the university's information technology services and systems, and to recommend policies that relate to the governance of these services and systems. The committee's scope of concerns includes all information technology services and systems related to instruction, research, outreach, and administration at the university. The committee organizes into subcommittees to address specific aspects of information technology and services and to report to the committee. Each subcommittee will be chaired by a member of the Division of Information Technology with other members being assigned or volunteering based on interest or knowledge of the subject matter area.

https://governance.vt.edu/BodyDetails/ITSSC



BRIGHTSPOT

Washington State University

The Information Technology Executive Board (ITEB) is responsible for all major IT decision-making for the university (inclusive of all campuses and university assets throughout the state). The ITEB provides guidance as well as sets IT priorities to enable the university to develop an IT strategic plan and balance the IT goals outlined in the plan with available resources in alignment with the university's mission, strategic plan, and goals. The ITEB solicits and evaluates input from the Information Technology Strategic Advisory Committee (ITSAC) on IT issues and makes decisions and/or makes recommendations to the President, as appropriate.

The Information Technology Strategic Advisory Committee (ITSAC) is the senior university information technology committee charged with advising and providing recommendations on information technology issues to the WSU System Leadership Collaborative.

The WSU System Leadership Collaborative decides, finalizes, and acts upon the recommendations formulated by the ITSAC and ensures that it is in alignment with the university's strategic vision and plans.

The ITSAC will fulfill its purpose and objectives through the formation of formal topical subcommittees

https://its.wsu.edu/it-governance

Washington State University

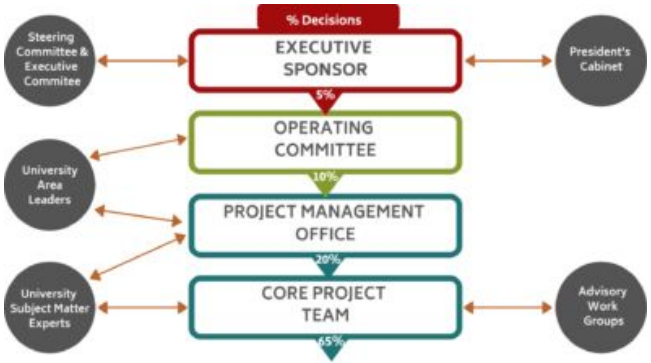
Project Governance Structure

"Making Decisions: Who and How

Depending on the scope and impact of a potential decision, different levels of the governance structure are engaged. The primary groups that make up the Governance Structure are the core project team, the Project Management Office (PMO), Operating Committee, and Executive Sponsor; these bodies are advised by a number of committees and groups, including the Steering and Executive Committees, President's Cabinet, and area leaders, as well as WSU community groups including Subject Matter Experts (SMEs) and Advisory Work Groups. For a high-level view of the governance structure being used on the project, see the visual above.

How are decisions divided?

The decision making process is structured in such a way that allows the Core Project Team to make a majority of day-to-day decisions. If decisions are deemed to be critical or need further evaluation, they are escalated according to the Governance Structure. Generally, decisions are divided according to the scale above: the Executive Sponsor is responsible for around 5% of decisions; the Operating Committee, 10%; the Project Management Office 20%; and the Core Project Team around 65% of decisions."

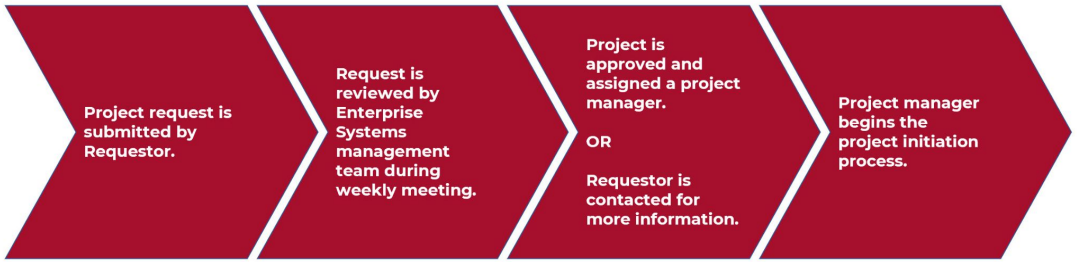


https://modernization.wsu.edu/governance/

BRIGHTSPOT

Washington State University

"Complex enterprise initiatives require the coordination of multiple technology streams and constituents. At Enterprise Systems, all projects are thoroughly reviewed to ensure the most appropriate resources are assigned to accomplish the project goals. We utilize Atlassian software to track projects and facilitate communication and collaboration. Our projects require technical and functional knowledge and expertise from everyone involved to ensure success, o. This approach helps link project performance to milestones, specific tasks, and successful coordination of functional teams to address risks and meet deadlines."



https://its.wsu.edu/esg-projects/

BRIGHTSPOT

Our Process

Research

- Trend Research
- Competitor Research and Peer Benchmarking
- User Research with Students, Faculty, Staff, and Alumni

Visioning

- Workshops, Retreats, and Summits
- Future Scenario Planning
- Mission and Vision Development
- Strategic Planning and Organizational Roadmapping

Strategy

- Space Analysis, Programming, Planning, and Optimization
- Services and Operational Strategy
- Organizational Design and Development