

The University of Memphis
Information Technology Governance
(June 2021)

Information Technology Services (ITS) at The University of Memphis utilizes a shared governance model that relies upon participation from stakeholders at all levels to ensure appropriate engagement, communication, and alignment with strategic priorities.

As the executive charged with providing leadership for Information Technology at the institution, the Chief Information Officer (CIO) oversees IT governance. IT governance committees serve in advisory capacity to the CIO. The CIO, reporting to the President, serves as a member of President's Council and collaborates with other division leaders, as well as members of Deans' Council, to ensure appropriate bi-directional communication at the executive level to ensure alignment with strategic priorities to support the University's mission.

STRATEGIC ALIGNMENT

Board of Trustees

The Board of Trustees is The University of Memphis independent governing board, which increases autonomy and local control of the University's strategic direction. Status updates for major IT initiatives are provided to the Board, including regular updates to the Audit Committee on issues related to the Information Security Program.

President's Council

President's Council consists of the President and executive University leadership, including divisional leaders such as the CIO and President of the Faculty Senate. Reporting to the President, the CIO collaborates with other members of President's Council to identify needs and plan initiatives supporting the University mission. The CIO provides updates on strategic IT initiatives to President's Council and incorporates feedback into projects to ensure alignment with University strategic planning.

ADVISORY

Information Security Advisory Committee (ISAC)

Charge: The Information Security Advisory Committee is a senior level advisory committee to the CIO responsible for reviewing, developing, and prioritizing information security policies and procedures regarding access to University data, including research sensitive information, consistent with relevant federal and state legislation and University business and academic information security policies and procedures, and shall help facilitate internal and external communications regarding the use and access of University data.

Composition: Membership appointed by division leadership and CIO. Membership may include: Associate (senior) Vice Presidents/Provosts, representatives appointed by Academic Deans, a Faculty Senate representative, a Staff Senate representative, and other senior directors. Three-year appointment, three-year staggered terms. The CIO appoints the Chair for a two-year term.

Member role: To make IT-related recommendations with a University perspective; to provide leadership in implementing IT security policy and procedures; to disseminate IT-related information. Meetings are held at least two to three times (or as needed) within the academic

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year.

Advisory Path: Advisory to CIO

Teaching and Learning Advisory Committee (TLAC)

Charge: The Teaching and Learning Advisory Committee shall advise the CIO and the Provost on technologies and issues related to teaching and learning; shall advise the Center for Teaching and Learning in teaching and learning initiatives; shall develop and review academic technology standards, guidelines, and policies; shall advise on priorities for academic technology initiatives; shall provide a forum for investigation and advise on new teaching and learning technologies; shall facilitate communications regarding academic teaching and learning initiatives.

Composition: Students; representatives of each College, the Library, the Faculty Senate, and the Office of the Provost. The Chair is appointed by the Provost for a two-year term. The Director of the Center for Teaching and Learning works with the Chair to establish the agenda and to facilitate coordination with other IT initiatives and groups.

Member role: To provide input on behalf of constituents; to disseminate information on new teaching and learning technologies; to assist in implementing IT policy and procedures; to make recommendations with a University perspective. The committee meets regularly throughout the academic year.

Advisory Path: Advisory to CIO, Provost, and Center for Teaching and Learning

Research Technology Advisory Committee (RTAC)

Charge: The Research Technology Advisory Committee shall advise the CIO and the Executive Vice-President for Research and Innovation on technologies and issues related to research; shall develop and review research technology standards, guidelines, and policies; shall advise on priorities for research technology initiatives; shall provide a forum for investigation and advise on new research technologies; shall facilitate communications regarding research computing initiatives.

Composition: Representatives from many Colleges and Research Institutes; the Executive Vice-President for Research and Innovation. Chair is appointed by the Executive Vice-President of Research and Innovation for a two-year term.

This committee is part of the Research Advisory Council.

Member role: To provide input on behalf of constituents; to disseminate technology-related research information; to assist in implementing IT policy and procedures; to make recommendations with a University perspective. The committee meets regularly throughout the academic year.

Advisory Path: Advisory to CIO and Executive Vice-President of Research and Innovation

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Enterprise Systems Advisory Committee (ESAC)

Charge: The Enterprise Systems Advisory Committee advises the CIO on IT matters related to enterprise information systems issues. Examples of responsibilities: review and recommend related IT standards, guidelines, and policies; review, oversee, and establish priorities for all administrative systems projects; coordinate among client departments competing for limited IT resources; help ITS maintain architectural consistency of administrative systems; advise ITS on opportunities for process improvement and operational efficiencies using technology; document and review system proposals; coordinate reports from technical teams and work groups.

Composition: Team leaders from the core ERP (Banner) modules (Finance, HR, Student, Advancement); AVP level/key principals from administrative and academic divisions; Faculty/Staff Senate representatives; ITS staff (Ex-Officio members from the ITS Directors' group). The CIO appoints the Chair for a two-year term.

Member role: To provide input on behalf of constituents; to disseminate IT-related information; to assist in implementing IT policy and procedures; to review and prioritize proposals from all University departments for IT systems, services, and support; to make recommendations with a University perspective. The committee meets bi-weekly or as needed throughout the year.

Advisory Path: Advisory to CIO

Deans' Council

Deans' Council consists of the Provost, Academic Affairs leadership, and Deans. The CIO collaborates with the Provost to engage with Deans' Council when appropriate to seek input on strategic IT initiatives and to provide updates. Deans' Council also assists with oversight of the annual Technology Access Fee (TAF) budget.

TECHNICAL KNOWLEDGE

Local Support Providers

Charge: Cross-functional group that provides expertise for support services, desktop applications, hardware standards, policies, and procedures.

Composition: Full- and part-time IT support providers from all Schools and Colleges, other academic units, and administrative divisions. The Director of Desktop Support (ITS) provides coordination for the activities and meetings of the LSP network. The group will employ an open meeting format with no fixed membership.

Member role: To serve as primary computing support and contacts for technology issues for individual colleges, departments, and administrative units; to coordinate and implement IT initiatives; to disseminate IT-related information. The committee meets as needed.

Advisory Path: Advisory to Director of Desktop Support Services

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Data Stewards Committee

Charge: The Data Stewards shall advise Data Services Administration and Enterprise Systems Advisory Committee (ESAC) on technical and operational data standards; shall participate in the development of related IT standards, guidelines, and policies; shall establish priorities for data implementation requests brought before the committee; shall facilitate internal and external communications regarding data standards; shall review technical implementation processes; shall coordinate security policies.

Composition: Representative membership shall include: Office of Legal Counsel; Advancement; Financial Aid; Academic Affairs; Business and Finance Support Services; Human Resources; Office of the Registrar; Business and Finance; Office of the Provost. ESAC will assist in the appointment of the representative membership. Director of Data Services Administration serves as Chair of this committee.

Member role: To provide input on behalf of constituents; to disseminate IT-related information; to assist in implementing IT policy and procedures; to make recommendations with a University perspective. Committee meets as needed.

Advisory Path: Advisory to Director of Data Services Administration and Enterprise Systems Advisory Committee

Administrative Systems Team

Charge: The Administrative Systems Team coordinates projects and activities of core ERP (Banner) modules (Finance, HR, Student, Advancement); assists with facilitating tactical efforts among functional offices to ensure ITS resources are consumed in effective and efficient manners; provides a means through which functional offices may escalate concerns to ITS management related to projects; assists with resolving conflicts among functional offices.

Composition: Team leads or other experts from functional offices that utilize core ERP (Banner) modules such as Finance, HR, Student, and Advancement; ITS staff responsible for back-end support and configuration of such modules.

Member role: To provide input on behalf of constituents; to disseminate IT-related information; to assist in implementing IT policy and procedures; to make recommendations with a University perspective. The team meets monthly or as needed.

Advisory Path: Advisory to Director of Business Integration Services

Banner Security Officers

Charge: The Banner Security Officers team coordinates on issues related to policies and procedures for the ERP (Banner) system core modules (Finance, HR, Student, Advancement); conducts appropriate reviews of system access and maintains control as appropriate; escalates issues related to security; assists with security incident response and investigations when appropriate.

Composition: Team leads or other experts from functional offices charged with controlling

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access to core ERP (Banner) modules. The team is chaired by the Director of IT Security and Identity Management.

Member role: To collaborate with ITS on matters related to securing ERP (Banner) data through enforcement of policies and procedures related to authentication, authorization, and other appropriate controls that ensure a University perspective. The group meets quarterly or as needed.

Advisory Path: Advisory to Director of IT Security and Identity Management

Library Systems Management Team

Charge: The Library Systems Management Team (LSMT) collaborates on all Library systems-related activities; facilitates internal and external communications regarding Library-related systems; provides technical implementation processes; coordinates systems activities.

Composition: The Library Systems Management Team is comprised of representatives from the University Libraries and ITS. The Provost appoints the Chair for a two-year term.

Member role: The membership facilitates communication and collaboration between the Library and ITS to identify and develop technology solutions that enable effective and efficient delivery of services. The group meets monthly or as needed.

Advisory Path: Advisory to Enterprise Systems Advisory Committee and Teaching and Learning Advisory Committee

Web Developers

Charge: Web Developers (WebDev) is a cross-functional group that serves as coordinating body for implementation of web-related services and applications; makes web-related policy and procedure recommendations; assists with reviewing and ensuring web applications meet appropriate standards and security guidelines.

Composition: Various ITS staff, full- and part-time staff from all Schools and Colleges, other academic units, and administrative divisions who are involved in web application development and maintenance. The Director of Web and Mobile Services (ITS) provides coordination for the activities and meetings of the WebDev network. The group will employ an open meeting format with no fixed membership.

Member role: To serve as primary contact for web-related issues for individual colleges and departments; to coordinate web-related initiatives with ITS; to disseminate IT-related information. WebDev meets bi-weekly or as needed.

Advisory Path: Advisory to Director of Web and Mobile Services

Change Management

Charge: The Change Management team coordinates on issues related to changes to the IT portfolio including new implementations, on-going maintenance, patching, and significant

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configuration changes that could potentially impact IT services; reviews, approves, and prioritizes recommended actions based on urgency, potential impact to IT services, and with consideration of University academic calendar.

Composition: Representatives from ITS technical areas responsible for supporting the IT portfolio of services.

Member role: To identify impact to University of changes to the IT portfolio, ensure appropriate levels of urgency, review potential changes to minimize unintended consequences, and to consider service impact with respect to the University academic calendar.

Advisory Path: Advisory to ITS Directors, Assistant CIO, Associate CIO

Student Team

Charge: To use the ERP Implementation work team model to complete various systems-related projects, provide technical implementation processes, and coordinate systems installation procedures.

Composition: Teams are comprised of academic and administrative functional users and ITS personnel who use, maintain, and manage the Banner student module. Chair and co-chair appointed by the Provost.

Member role: To provide input on behalf of constituents; to disseminate IT-related information; to assist in implementing IT policy and procedures; to make recommendations with a University perspective while looking for opportunities to improve business processes. Operates via project-based implementation schedules.

Advisory Path: Advisory to Enterprise Systems Advisory Committee

Finance Team

Charge: To use the ERP Implementation work team model to complete various systems-related projects, provide technical implementation processes, and coordinate systems installation procedures.

Composition: Teams are comprised of academic administrators, administrative functional users, and ITS personnel who use, maintain, and manage the Banner Finance module and AR components. Chair and co-chair appointed by the Executive Vice-President and CFO.

Member role: To provide input on behalf of constituents; to disseminate IT-related information; to assist in implementing IT policy and procedures; to make recommendations with a University perspective while looking for opportunities to improve business processes. Operates via project-based implementation schedules.

Advisory Path: Advisory to Enterprise Systems Advisory Committee

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HR Team

Charge: To use the ERP Implementation work team model to complete various systems-related projects, provide technical implementation processes, and coordinate systems installation procedures.

Composition: Teams are comprised of academic administrators, administrative functional users, and ITS personnel who use, maintain, and manage the Banner HR module. Chair and co-chair appointed by the Executive Vice-President and CFO.

Member role: To provide input on behalf of constituents; to disseminate IT-related information; to assist in implementing IT policy and procedures; to make recommendations with a University perspective while looking for opportunities to improve business processes. Operates via project-based implementation schedules.

Advisory Path: Advisory to Enterprise Systems Advisory Committee

Advancement Team

Charge: To use the ERP Implementation work team model to complete various systems-related projects, provide technical implementation processes, and coordinate systems installation procedures.

Composition: Teams are comprised of academic administrators, administrative functional users, and ITS personnel who use, maintain, and manage the Banner Advancement module. Chair and co-chair appointed by the Chief Advancement Officer.

Composition: Teams are comprised of academic administrators, administrative functional users, and ITS personnel who use, maintain, and manage the Banner Advancement module. Chair and co-chair appointed by the Chief Advancement Officer.

Member role: To provide input on behalf of constituents; to disseminate IT-related information; to assist in implementing IT policy and procedures; to make recommendations with a University perspective while looking for opportunities to improve business processes. Operates via project-based implementation schedules.

Advisory Path: Advisory to Enterprise Systems Advisory Committee

Enterprise Training Team

Charge: The Enterprise Training Team advises the Enterprise System Advisory Committee on functional training matters related to enterprise information systems; reviews and recommends related training standards, guidelines, and policies; reviews training documentation; oversees and establishes priorities for developing and delivering training; ensures the integrity of the training data; advises functional areas to take advantage of new technologies and processes.

Composition: Members representing the core ERP modules (Finance, HR, Student, Advancement); key principals from administrative and academic divisions; Faculty / Staff Senate representatives; ITS staff to include a Technical Documentation Specialist, a Technical Trainer,

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and representative from IT Security. Chair appointed by the CIO for a two-year term.

Member role: To provide input on behalf of constituents; to disseminate campus training information; to assist in implementing training policy and procedures; to make recommendations with a University perspective. The committee meets monthly or as needed.

Advisory Path: Advisory to Enterprise Systems Advisory Committee and Information Security Advisory Committee