

Project Charter

Project Name:	One IT Governance
Project Team Leads:	Maggie Jesse, Tim Shie
Project Manager:	Romy Bolton
TeamDynamix Project Number:	241126

Project Overview

Governance refers to the mechanisms, processes and relations by which an organization is controlled and directed. Governance structures identify the distribution of rights and responsibilities among participants in the organization and includes the rules and procedures for making decisions. By improving IT governance, we will create an environment for better decision-making.

Project Purpose and Benefits to Campus

Develop an IT Governance structure that ensures that all stakeholders have appropriate input into the IT decision-making process, and that services meet campus needs in a cost-effective manner. This new model must provide effective feedback for strategic and tactical measures, priorities, and service requirements.

Establish and support an enterprise level decision-making structure that represents a single IT organization that in turn will promote collaboration and coordination across campus.

Develop a mechanism to identify and manage IT project portfolio. All IT projects, or IT efforts to support projects, will be shared, managed and prioritized in relation to their scale and/or impact. Local projects will most often be managed and prioritized within the local unit. Larger-scale projects will be shared and managed at a higher level.

Develop a mechanism to continuously monitor IT services, projects, budgets, and expenses, including personnel effort. All actual IT expenses will be collected and categorized to enable tracking and influence business decisions. Deliver consistent reporting that identifies IT efforts and expenses to accurately reflect the scope and benefit-cost ratio of IT at the University of Iowa.

Project Scope Statement

The scope of this project includes:

- Assess current Governance structure and identify opportunities for improvement.
- Establish and support an enterprise level decision-making structure that represents one IT

Project Charter

organization.

- Initiate and develop an effective process for identifying IT projects and services.
- Implement and manage a campus-wide IT project portfolio.
- Implement standard and consistent procedures for collecting IT project portfolio data.
- Develop a process for collecting and reporting IT budget information.
- Develop a process for tracking IT expenses, including personnel effort.
- Develop a process for generating consistent reports that recognize IT efforts and expenses.

High-Level Requirements

- a) Complete a thorough evaluation of current Governance model and identify improvements that facilitate better communication and input from stakeholders. Broaden the scope of this governance model to include all campus IT activities.
- b) Establish and support enterprise level decision-making structure that represents one IT organization.
- c) Develop and implement standard procedures for continuously identifying, collecting, and archiving data on IT projects and services.
- d) Create, develop and manage a campus-wide IT project portfolio database, in an effort to facilitate visibility and coordination of IT projects. Establish a mechanism for adding new projects and archiving old projects.
- e) Develop and implement a methodology for identifying and collecting IT expenses, including personnel effort. Develop standards and templates that allow for consistency across IT units.
- f) Generate reports to improve visibility, recognize IT efforts and expenses, and assist IT decision-making.

High-Level Risks

- The timeline involved in establishing successful IT governance model is difficult to assess. IT governance impacts the entire IT organization and therefore requires input from all stakeholders.
- The University of Iowa has a variety of funding models, including external grants and contracts. Understanding the rules of engagement with varying funding models is important to the success of IT governance.
- Time tracking will require change in culture, which may result in unsatisfactory results.
- New UI President and Cabinet will likely impact IT Governance and decision-making process.

Assumptions and Constraints

- All IT projects and services across campus (excluding Healthcare) that meet the defined criteria will be included in process.
- Project governance will come later, once the PMO is up and running and has some successes to provide a carrot to others to participate in the process.

Project Charter

- IT Governance and Project Management Office will need to work together/collaborate, as there is overlap between the two projects.
- All IT classified employees will track and record time/effort.
- All IT expenses will be tracked for reporting purposes.
- IT Project Portfolio will be a campus-wide managed and coordinated effort.
- IT Project Management process will be a campus-wide managed and coordinated effort. The governance group will work in conjunction with the PMO team
- UI accounting structure (MFK) will be utilized for tracking expenses.
- Governance structure encompasses all campus IT units

Project Governance

- CIO
- OneIT Steering Committee
- OneIT Leaders
- Governance Project Team
- Governance Advisory Team
- Project Management Office
- IT Communities – SCIT, ITAdmins, CITL

Anticipated Cost Savings Categories

Increased visibility into the IT budget and projects will change behavior and create accountability, which in return will create cost savings. We project this increased visibility and accountability will result in a cost savings associated with the following:

- Elimination of duplicate projects
- Collaboration on certain projects
- Prioritization of project portfolio with associated criteria for project request approval
- Increased efficiency that comes from completing projects with greater predictability (i.e. on schedule and budget)

Additional benefits include:

- New IT Governance model anticipates the increasingly interdisciplinary nature of education and research, the evolving needs of our students, and the state of Iowa's need for a skilled workforce with core technical competencies.
- New IT Governance model will lead to better alignment within the IT campus community, including improved decision-making.
- New IT Governance model will improve turnaround, success/completion rates, and efficiency through consistent processes and methodology.

Project Charter

Sub Projects (should this be “Dependent Projects” or “Project Dependencies”)
Visibility and metrics?
Project Management Office -- coordination?
Service Ownership and governance? Who owns and how are things supported

Preliminary Milestones	Due Date
Develop governance structure, processes and policies.	TBD by Project Team
Establish and support an enterprise level decision-making structure that represents one IT organization.	TBD by Project Team
Engage campus community regarding new governance structure.	TBD by Project Team
Design, develop, and implement IT Project Portfolio.	TBD by Project Team
Pilot new IT Project Portfolio service.	TBD by Project Team
Establish methodology and criteria for collecting IT expenses.	TBD by Project Team
Establish methodology and criteria for collecting IT expenses.	TBD by Project Team
Design a standard set of reporting tools.	TBD by Project Team
Promote new IT Project Management Office to campus community.	TBD by Project Team
Production day.	TBD by Project Team

Project Team	Role

Stakeholders:	Refer to Stakeholder Registry
-------------------------------	---

Project Charter

<u>Potential Implementation Cost:</u>	
Target Start Date:	
<u>Target Go-live Date:</u>	
<input type="checkbox"/> Charter Ratification Date	MM/DD/YY

DRAFT