The University of North Carolina at Greensboro

Information Technology Governance

Last edited October 1, 2021

UNC GREENSBORO

Information Technology Services

Contents

Introduction

UNCG recognizes that technology readiness is a critical component of our current and future capacity to succeed and thrive. The University has made significant investments in centralized technology services to ensure that faculty, staff, and students have the tools they need to be successful. The UNCG Information Technology Services (ITS) Division is resourced to support delivery of a broad array of technology services to campus and charged with responsible stewardship of these resources. The IT governance framework sets forth a holistic approach to ensuring that technology investments are aligned with University strategic priorities and dedicated to the best and highest use as campus technology needs evolve.

The institutional IT governance framework is in place to address the need for responsiveness to the wide variety of IT needs in units across campus while keeping in mind the overall needs and resources of the University as a whole. It does not convey authority for strategic and operational decision-making within other divisions outside of ITS. Rather, IT Governance is a supporting and complementary framework that is informed by and exists to support the strategic and operational decisions made in other divisions that advance the University mission.

Definition and Scope

The purpose of IT governance at UNCG is to provide the mechanism by which institutional technology investments, programs and policies are vetted, prioritized, approved, and managed throughout the lifecycle. Successful IT governance enables engaged and transparent decision-making that optimizes IT investments campus wide, resulting in effective, efficient, and secure uses of technology.

UNCG IT Governance Structure

Committee membership for all IT Governance Committees is comprised of key campus stakeholders, functional subject matter experts and supporting ITS technical experts grouped by topical area. The UNCG IT governance structure delineates clear roles and responsibilities among strategic[1], tactical[2] and operational[3] decision-making bodies and is designed to ensure continuous, collective focus on top priority institutional issues. Governance committees are strategic or tactical. Functional units across the university are responsible for operational decision-making.

UNCG IT Governance Committees

IT Governance is led by a strategic Executive Steering Committee (ESC) that is informed by a number of tactical committees that are focused on specific institution wide IT areas of focus. All tactical governance committees report to the Executive Steering Committee. The Executive Steering Committee reports to the Chancellor, who has final decision-making authority for all issues.

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[1] **Strategic decisions** are long-term decisions that support the accomplishment of actionable, forward-thinking goals in support of the vision and mission of the University, and that concern the entirety of the University environment, including its fiscal, human capital, and intellectual assets.

[2] **Tactical decisions** are medium-term decisions usually spanning between six months and one year that support the accomplishment of intermediate steps needed to achieve longer term strategic goals.

[3] **Operational decisions** are procedural, immediate decisions in support of managing the day-to-day operationalization of business processes that support tactical and strategic goals.

Strategic: Executive Steering Committee

The Executive Steering Committee (ESC) is the senior university IT governance group and principal strategic advisory group to the Chancellor. The ESC aligns technology investments with University strategic priorities and balances the University's technology improvement goals with available resources.

Tactical: IT Governance Advisory Committees

The Executive Steering Committee provides oversight for and evaluates input from the following tactical IT governance advisory committees:

Administrative Systems Advisory Committee

The Administrative Systems Advisory Committee (ASAC) develops and oversees enterprise administrative application standards, evaluates, and prioritizes requests for new functionality, and ensures that the functional units of all university divisions can optimally leverage university-supported administrative systems.

Data Governance Committee

The Data Governance Committee (DGC) is charged with developing and managing UNCG's data strategy and implementing institutional data management best practices, standards, and policies. The data strategy is a comprehensive vision and road map for collecting, managing, sharing, and using institutional data. Best practice data management is designed to ensure the accuracy, consistency, trustworthiness, usability, security, and accessibility of UNCG's data assets.

Learning Technology Advisory Committee

The Learning Technology Advisory Committee (LTAC) develops and oversees academic technology standards and priorities to support instruction and pedagogical accessibility and innovation and ensure that faculty and students have access to the spaces, resources, and tools they need to achieve academic success.

Research Cyberinfrastructure Advisory Sub-Committee

The Research Cyberinfrastructure Advisory Sub-Committee (RCAC) is a sub-committee of the Research Advisory Council (RAC)[4] and is responsible for developing an institutional research cyberinfrastructure plan that supports and advances research at UNCG. RCAC is focused on building effectively aligned technology infrastructure, policies, practices, and resources that are of high value to researchers and meet federal and state IT compliance requirements for contracts and grants.

Web and Mobile Operating Committee

The Web and Mobile Operating Committee (WAMO) provides oversight for institutional web and mobile platforms to ensure a clear, consistent, cohesive, and accessible online presence, and a coordinated, managed approach to platforms, content, and message across all key digital channels.

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[4] The RAC is advisory to the Vice Chancellor for Research and Engagement

All the Governance Advisory Committees are empowered to invoke cross-functional workgroups to focus on specific issues as needed. These committees engage as needed throughout the year with the ESC and are required to make a formal report to the ESC bi-annually in July and January.

IT Governance Guiding Principles and Values

Commitment to Success - All participants in the UNCG IT governance process have a shared stake in and a fundamental objective of ensuring the success of technology services and initiatives at UNCG.

Simplicity – Simplicity is a strategy for innovation and growth, striving for minimal complexity and bureaucracy, looking for commonality, making decisions quickly and pragmatically, and focusing on what's essential.

Collaboration – Collaboration within and between groups is paramount and the university's collective success depends on a shared vision, timely communications, and general collegiality.

Flexibility/Nimbleness – Organizations seeking to transform themselves must be committed to the principle of change and willing to operationalize a culture of continuous learning, creativity, and adaptation.

Transparency – Decision-making and allocation and use of resources are clear and transparent.

Trust – Collaborators will be candid, keep promises, and treat others with respect.

Stewardship – Accountability for the stewardship of public resources and a shared commitment to put the University above constituent unit interests to ensure UNCG's future vitality.

Executive Steering Committee

IT Governance is led by a strategic Executive Steering Committee. Each committee member is informed by existing governance within their home division. The Executive Steering Committee (ESC) is the senior university IT governance group and principal strategic advisory group to the Chancellor.

Charge

The ESC sets direction for the university-wide IT vision, considering and recommending campus technology needs and requirements that support the foundational mission and current strategic goals of the institution. The committee works to encourage innovation while managing risk, considers the implications of policy recommendations on behalf of campus stakeholders, and promotes timely and sound decision making.

While ESC members are expected to understand and represent the needs of their direct constituents (workgroup, department, school, college, division), their role on this IT governance committee mandates a personal charge for each member to effectively participate in collaborative decision-making that best advances the overarching university strategic priorities and ensures that institutional technology resources are aligned toward best and highest use for the campus at large.

The role of the ESC is to ensure that IT resources are committed to the highest university strategic priorities and that institution-wide technology initiatives are successful. Specifically, IT investments must align with four analytically distinct but substantively interrelated university priorities:

- Provide a technology infrastructure that supports a high-quality educational experience for students.
- Provide a nimble, reliable platform for academic activities such as teaching and research.
- Create a technology environment that promotes community engagement and supports our capacity to coordinate and support regional opportunities to enhance our community through improved communications/connectivity, data storage, and knowledge sharing.
- Provide and support tools and services for the administrative sector of the university that facilitate efficient and effective business practices.

Scope
The ESC is responsible for all major IT decision-making for the University and provides guidance, as well as sets IT priorities, to enable the University to balance continuous quality improvement with available resources in alignment with the University's strategic goals and mission.

Committee Authority
The ESC is a decision-making body that establishes and prioritizes institutional technology services and service levels in alignment with university strategic priorities. Decisions are escalated to the Chancellor in cases where majority consensus cannot be reached.

Responsibilities
- Lead strategic planning, prioritization, and investment activities for Information Technology at UNCG and assess the effectiveness of IT investments and services.
- Facilitate resolution of competing demands for IT resources. Review and adjust University-wide technology spending and staffing as necessary to optimize the use of UNCG resources.
- Ensure the University has a sustainable institutional funding model for IT infrastructure and services.
- Approve major changes in the delivery of technology services or service levels.
- Advocate for adoption of centralized IT services and operating standards, as appropriate, across the institution. Provide direction to prevent, where appropriate, unnecessary redundancy or non-sustainable service implementations and their resulting inefficiencies and risks.
- Adopt frameworks and guidelines that maintain an effective division of responsibilities for centralized versus locally provided technology services.
- Administer the IT governance framework, establish priorities for advisory committees, and consider recommendations they bring forward.
- Ensure compliance with relevant laws, statutes, and regulations.
- Ensure appropriate protection of university assets and stability of operations.
- Ensure policy exists to establish authority, accountability, and responsibility relating to information technology. Review relevant policies and guide implementation standards.

Membership
Membership in the ESC is based on appointment by the Chancellor. The ESC is convened and chaired by the Vice Chancellor for Information Technology Services and Chief Information Officer. Current members are:

Provost and Executive Vice Chancellor
Vice Chancellor for Enrollment Management
Vice Chancellor for Finance and Administration and Chief Financial Officer
(Chair) Vice Chancellor for Information Technology Services and Chief Information Officer
Additional appointees as designated by the Chancellor

Accountability

ESC members are required to maintain focus on top institutional priority issues and cascade IT decision-making along the following lines:

1. IT resources must be devoted to the most critical elements of the university's mission and strategic priorities.
2. The challenges and opportunities presented by external forces must be addressed in a timely fashion. These include constraints imposed by UNC System, state, or federal policy/regulatory changes.
3. The timing and scope of technology requests must be considered. Some projects are extremely complex and time-consuming. Others tax the institution beyond extant capacity. Consideration of these factors must be taken into account when prioritizing projects. It is not effective to follow a simple rule of "first in line." As a result, requests will move up and others down as decision makers apply a multivariate, multi-year lens to problem solving and planning.

ESC members must reinforce the Chancellor's directive that each division consult with ITS as it lays plans for its own technology initiatives. While divisions can best articulate their own needs based on their unique strategy and vision, consultation with ITS is needed to ensure alignment with compliance concerns and with the effective and efficient use of existing programs and platforms.

The ESC reports to the Chancellor.

Committee Procedures
- The ESC will establish procedures for capturing minutes, communicating decisions, and periodically reviewing and updating the committee charge as needed.
- The ESC meets monthly for IT-related issues and as needed additionally throughout the calendar year.
- The ESC chair serves as the committee liaison to the Chancellor and is responsible for recording and communicating committee decisions to campus.

Advisory Committees
The ESC appoints membership to the following committees charged with serving in an advisory capacity and with developing policies and procedures germane to their assigned areas of interest. The ESC evaluates input from these groups provide and reports annually to the Chancellor's Council and Provost's Council on major technology initiatives:

- Administrative Systems Advisory Committee
- Data Governance Committee
- Institutional Data Team
- Learning Technology Advisory Committee
- Research CyberInfrastructure Advisory Sub-Committee

- Web and Mobile Operating Committee

Approved by Chancellor:

_____ Date: 6/17/21 Chancellor

Administrative Systems Advisory Committee

Charge

The Administrative Systems Advisory Committee (ASAC) develops and oversees enterprise administrative application[5] standards, evaluates and prioritizes requests for new functionality, and ensures that the functional units of all university divisions can optimally leverage university-supported administrative systems.

While ASAC members are expected to understand and represent the needs of their direct constituents (workgroup, department, school, college, division), their role on this IT governance committee mandates a personal charge for each member to effectively participate in collaborative decision-making that best advances the overarching university strategic priorities and ensures that institutional technology resources are aligned toward best and highest use for the campus at large.

Scope

The ASAC focuses on requests for enterprise administrative application functionality, including the institutional ERP system, integrated third-party applications, back-office technology systems and other enterprise administrative applications that involve significant investment of money or resources, or impact to institutional business processes or data.

Committee Authority

The ASAC is a decision-making body that reviews and prioritizes enterprise administrative application requests based on the functional requirements identified by divisions as critical for achieving university strategic goals. Recommendations that result in any one of the following conditions must be escalated to the Executive Steering Committee for a final decision:

- Cost to implement beyond existing budget.
- Re-engineering institutional business processes.
- Requirement for university policy changes.
- Prioritization/reprioritization that requires stopping an existing project that is in-flight.
- Majority voting consensus cannot be reached among committee members.

Responsibilities

- Develop and maintain a **UNCG Project Portfolio Planning and Management Manual** that defines
  - institutional standards, guidelines, processes and workflows for intake, vetting, assessing, prioritizing, and managing new enterprise administrative application requests and projects, and
  - the process of intake, vetting, assessing, prioritizing, and managing requests and projects for enhancements/upgrades/changes to the institutional ERP system, integrated third-party applications, back-office technology systems and other enterprise administrative applications.

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[5] The term Enterprise Administrative Application refers to sets of integrated software applications and/or systems whose capabilities and shared data can be combined to create Enterprise Business Solutions or Apps.

- Champion and enforce the governance structure and principles defined in the Manual to ensure alignment of projects with the University Strategic Plan, allocation of resources to best and highest use, timely delivery of approved projects, and efficient resource management.
- Provide a recommended annual list of prioritized enterprise administrative application projects for completion to the Executive Steering Committee.
- Ensure that functional unit end-users are actively engaged in the testing and certification process for new or significantly changed technologies that have been approved as institutional technology projects.
- Utilize the Portfolio Management System of Record[6] to execute division and cross-division projects to ensure that stakeholders at all levels of the organization have full visibility into all metadata for enterprise administrative application requests, projects, and status.
- Advocate for adoption of common enterprise administrative application solutions and services, as appropriate, and help maintain an effective balance of centralized versus local department provided application platforms services and support.
- Engage key campus stakeholders to annually review, assess and prune the enterprise administrative applications ecosystem of applications and services to minimize the proliferation of ineffective processes, functional redundancy, applications and enhancements sprawl, and divergence of technology solutions from highest institutional priorities.
- Increase awareness of available enterprise administrative application technologies and develop/support effective strategies to ensure that students, faculty, and staff fully understand and embrace technology changes and can successfully utilize enterprise administrative application services.
- Provide support and guidance for enterprise administrative application proposals.
- Make recommendations for modification of the Committee charge as needed to reflect campus and environmental changes.

Membership

The committee chair is appointed by the ESC. Membership in the ASAC is based on appointment by the ESC. Current members are:

(Chair) Director of Administrative Technologies and ITS Strategic Alignment Officer
Dean of the Division of Online Learning
Vice Provost and Dean of The Graduate School
Associate Vice Provost of Student Success and Dean of Undergraduate Studies
Associate Vice Chancellor, Planning and Performance Management, Finance & Administration
Associate Vice Chancellor for Finance, Finance & Administration
Associate Vice Chancellor, Campus Enterprises & Real Estate, Finance & Administration
Associate Vice Chancellor for Enrollment Management
Associate Vice Chancellor for Research and Engagement
Associate Vice Chancellor for Student Affairs
Additional appointees as designated by the ESC

Accountability

ASAC members are expected to:

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[6] The institutional Portfolio Management System of Record is ServiceNow.

- Review materials provided prior to each meeting and conduct additional inquiry or research so they can come to meetings prepared to discuss topics from an informed position.
- Attend each of the regular meetings as well as additional meetings if possible. If a member is unable to attend a meeting, instead of sending a delegate in their place, they should work with the committee Chair to review the content of the meeting and provide their input to any decision made during the meeting.
- Work collaboratively to resolve most matters related to the viability, priority, and timing of institutional technology requests without intervention from the Information Technology Executive Steering Committee.
- Actively share information about ASAC's work including decisions made, questions considered, emerging issues, and opportunities for engagement and feedback with departments, schools and divisions in a manner that ensures transparency and broad awareness.

The ASAC reports to the Executive Steering Committee.

Committee Procedures
- The ASAC committee chair will establish procedures for capturing minutes, communicating decisions, and periodically reviewing and updating the committee charge as needed.
- The ASAC meets monthly throughout the calendar year.
- The ASAC chair serves as the committee liaison to the ESC and is responsible for recording and communicating committee decisions to campus.

Approved by Executive Steering Committee:

Debbie Storrs
_____ Date: 06-10-2021 Provost and Executive Vice Chancellor

Robert J. Sleath
_____ Date: 06-08-2021 VC for Finance and Administration

Tina McEntire
_____ Date: 06-08-2021 VC for Enrollment Management

Dona R. Heath
_____ Date: 06-08-2021 VC for Information Technology Services

Note: Committee chairs are charged with reviewing existing campus committees having similar purview and developing a recommendation for ESC review and approval to simplify structures by collapsing the appropriate bodies under the umbrella of this governance structure.

Data Governance Committee

Charge

The Data Governance Committee (DGC) is charged with developing and managing UNCG's data strategy and implementing institutional data management best practices, standards, and policies. The data strategy is a comprehensive vision and road map for collecting, managing, sharing, and using institutional data. Best practice data management is designed to ensure the accuracy, consistency, trustworthiness, usability, security, and accessibility of UNCG's data assets.

While DGC members are expected to understand and represent the needs of their direct constituents (workgroup, department, school, college, division), their role on this IT governance committee mandates a personal charge for each member to effectively participate in collaborative decision-making that best advances the overarching university strategic priorities and ensures that institutional technology resources are aligned toward best and highest use for the campus at large.

Scope

Data Governance Committee members have responsibility for managing UNCG data assets both within their individual data domains (academic, enrollment, finance and administration, information technology services, human resources, and advancement) ***and*** more broadly across the university as part of an interdependent, institutional data management framework. The DGC is responsible for university wide oversight and management of the institutional data strategy, data governance and data quality.

The DGC has accountability for establishing a framework and methods with clear responsibilities and processes to standardize, integrate, protect, and democratize institutional data. This committee focuses on optimizing institutional data quality and integrity by leading efforts to continuously improve institutional business processes and data. Institutional data includes both internal data elements and those data elements used for mandatory external reporting. For this purpose, institutional data is defined as all data generated to support the academic and administrative functions of the university, including data that falls under external laws or regulations (ex. FERPA, HIPAA, etc).

Committee Authority

The DGC is a decision-making body that provides oversight and management for all institutional data-related issues, implementing standardized coding schemas, data definitions and policies regarding access to and use of institutional data. The DGC is authorized both to make campus-wide rules and key decisions regarding the treatment of institutional data and enforce the Data Governance and Data Quality Programs within their data domains.

Recommendations that result in any one of the following conditions must be escalated to the Executive Steering Committee for a final decision:

- Need for additional fiscal resources beyond existing budget to support implementation.
- Need for re-engineering of institutional business processes.
- Requirement for university policy changes.
- If majority voting consensus cannot be reached among committee members.

Responsibilities

- Develop and manage a comprehensive data strategy that includes a vision and roadmap for collecting, managing, sharing, and using institutional data.
    - Work with stakeholders across campus to facilitate development of functional requirements for data, reporting and analytics, and standardization of enterprise tools and training.
    - Recommend business process revisions as appropriate to modernize outdated processes and align with current institutional data needs, integrate cross-divisional functions, enable measurable business outcomes, and ensure ongoing data quality.
    - Identify campus data sources and facilitate their incorporation into an Enterprise Data Model.
- Implement institutional data management best practices, standards, and policies to ensure the accuracy, consistency, trustworthiness, usability, security, and accessibility of UNCG's data assets
    - Develop, implement, continuously evaluate, and maintain institutional data management policies, standards, guidelines, and operating procedures.
    - Enhance institutional data with consistent definitions and classifications according to established data management standards and guidelines.
    - Identify, prioritize, track, and resolve critical data issues to minimize redundancy and errors.
    - Establish clear accountability for institutional data elements.
    - Assist in enforcing data quality and adherence to standards.
    - Coordinate compliance requirements related to laws and regulations that have information management implications and impart a duty upon the Institution.
    - Facilitate institution-wide communication and collaboration related to data coding, use, and policies.
- Provide leadership to the Data Accountability Subcommittee to ensure the accuracy, consistency, trustworthiness, usability, security, and accessibility of UNCG's data assets.
- Provide leadership for development of a holistic approach to building a campus culture of data literacy and analytics, including development of recommendations for training, support, and data quality accountability measures.
- Make recommendations for modification of the Committee charge as needed to reflect campus and environmental changes.

Membership

The committee chair is appointed by the ESC. Membership in the DGC is based on appointment by the ESC. Current members are:

(Chair) Enterprise Data Manager, Information Technology Services
Senior Vice Provost
Associate Vice Provost of Student Success and Dean of Undergraduate Studies
Director of Assessment for Student Affairs
Associate Vice Chancellor for Enrollment Management
Associate Vice Chancellor for Finance, Finance and Administration
Associate Vice Chancellor and Chief Human Resources Officer
Assistant Vice Chancellor for University Advancement
Additional appointees as designated by the ESC

Accountability

Those who agree to serve are expected to:

- Review materials provided prior to each meeting and conduct additional inquiry or research so they come to meetings prepared to discuss topics from an informed position.
- Attend each of the regular meetings as well as any additional meetings that may be required. If a member is unable to attend a meeting, instead of sending a delegate in their place, they should work with the committee chair to review the content of the meeting and provide their input to any decision made during the meeting.
- Actively share information about DGC's work including decisions made, questions considered, emerging issues, and opportunities for engagement and feedback with departments, schools and divisions in a manner that ensures transparency and broad awareness.
- Understand and represent the concerns of their respective departments and campus constituents regarding issues related to institutional data governance.

Any DGC members who find they cannot meet these expectations should talk with the committee chair about appointing a new representative.

The DGC reports to the Executive Steering Committee.

Committee Procedures

- The DGC committee chair will establish procedures for capturing minutes, communicating decisions, and periodically reviewing and updating the committee charge as needed.
- The DGC meets monthly throughout the calendar year.
- The DGC committee chair serves as the committee liaison to the Executive Steering Committee and is responsible for recording and communicating committee decisions to campus.

Data Accountability Group

Charge

The purpose of the Data Accountability Group (DAG) is to identify, prioritize, track and resolve data issues to minimize redundancy and errors, identifying data issues in institutional data systems as early in the data lifecycle as possible, determining actionable and sustainable solutions to correct and prevent data issues, and working with the appropriate stakeholders to resolve and prevent future issues from occurring.

Scope

The DAG is responsible for identifying and resolving issues in institutional data to improve institutional data quality and integrity. In addition to ensuring accurate data for institution level internal and external reporting needs, the DAG is responsible for ensuring the accurate reporting of data via the UNC System Data Marts (Student, Human Resources, and Finance).

For these purposes, Institutional data includes both internal data elements and those data elements used for mandatory external reporting, with particular attention to issues coinciding with the Data Mart snapshot deadlines for Student Data Mart (especially Census snapshots), Human Resources Data Mart (especially Personnel Data File snapshots), and Finance Data Mart.

Committee Authority

The DAG works through the Data Governance Committee to identify data issues and develop solutions in consultation with the appropriate stakeholders and in alignment with institutional data management policies, standards, guidelines, and operating procedures.

Responsibilities

- Identify, analyze, and document data quality issues in institutional data in areas of Student, Human Resources, and Finance in the Banner system and systems into which Banner data is replicated.
- Work through the Data Governance Committee to
  - consult with Data Stewards, unit or department leadership, and appropriate support staff to identify appropriate and sustainable solutions,
  - coordinate with Data Stewards, unit or department leadership, and appropriate support staff to implement solutions,
  - support the actions of administration for establishing and reinforcing clear accountability for data quality, integrity, and adherence to standards across campus,
  - work with UNC System Office representatives and Data Mart Campus Administrators as necessary to ensure the accurate flow of data from the institutional system of record to the Data Mart system for official reporting, and
  - develop and provide quarterly performance measures to document improvements in data quality and integrity.
- Report monthly to the DGC regarding the status of institutional data quality.
- Support the DGC in facilitating institution-wide communication and collaboration related to data quality and integrity across campus.
- Make recommendations for modification of the subcommittee charge as needed to reflect campus and environmental changes.

Membership

The committee chair is appointed by the DGC. Membership in the DAG is based on appointment by the committee chair with approval by the ESC. Current members are:

(Chair) Student Data Mart Administrator, Office of Institutional Research & Analytics
(Co-chair) Office of Institutional Research & Analytics
Enterprise Data Manager, Information Technology Services
University Registrar
Enrollment Management Data Analyst
Human Resources Information Services Manager
Director of Technology Planning & Operations, Finance & Administration
Banner Finance Accountant, Finance & Administration

Accountability

Those who agree to serve are expected to:
- Review materials provided prior to each meeting and conduct additional inquiry or research so they come to meetings prepared to discuss topics from an informed position.
- Attend each of the regular meetings as well as any additional meetings that may be required. If a member is unable to attend a meeting, instead of sending a delegate in their place, they should work with the committee chair to review the content of the meeting and provide their input to any decision made during the meeting.

- Actively contribute to the work necessary for the successful resolution of issues, take ownership of action items in their respective areas of data responsibility and meet committed dates for reporting and completion.
- Document identified issues and relevant information in the issue tracking log.
- Actively share information about DAG's work including decisions made, questions considered, emerging issues, and opportunities for engagement and feedback with departments, schools and divisions in a manner that ensures transparency and broad awareness.

Any DAG members who find they cannot meet these expectations should talk with the committee chair about appointing a new representative.

The DAG reports to Data Governance Committee (DGC).

Committee Procedures
- The DAG committee chair and/or co-chair will establish procedures for capturing minutes, tracking issues and resolutions, communicating decisions, and periodically reviewing and updating the committee charter as needed.
- The DAG meets every other Wednesday at 9:00 am throughout the calendar year. Individual meetings may be cancelled or postponed by the Chair if determined necessary.
- The DAG committee chair will serve as the committee liaison to the Data Governance Committee, in the chair's absence, the co-chair will serve.

Approved by Executive Steering Committee:

Debbie Storrs

_____ Date: 09-28-2021 Provost and Executive Vice Chancellor

_____ Date: 09-28-2021 VC for Finance and Administration

_____ Date: 09-28-2021 VC for Enrollment Management

_____ Date: 09-28-2021 VC for Information Technology Services

Note: Committee chairs are charged with reviewing existing campus committees having similar purview and developing a recommendation for ESC review and approval to simplify structures by collapsing the appropriate bodies under the umbrella of this governance structure.

Learning Technology Advisory Committee

Charge

The Learning Technology Advisory Committee (LTAC) develops and oversees academic technology standards and priorities to support instruction and pedagogical innovation and ensure that faculty and students have access to the spaces, resources, and tools they need to achieve academic success. The LTAC provides a forum for investigation of new teaching and learning technologies and facilitates campus wide communications regarding academic technology initiatives.

While LTAC members are expected to understand and represent the needs of their direct constituents (workgroup, department, school, college, division), their role on this IT governance committee mandates a personal charge for each member to effectively participate in collaborative decision-making that best advances the overarching university strategic priorities and ensures that institutional technology resources are aligned toward best and highest use for the campus at large.

Scope

The LTAC focuses on academic technology standards and priorities in the context of the instructional needs of the institution.

Committee Authority

The LTAC is a decision-making body that develops academic technology standards and priorities for learning spaces, online learning tools, academic software applications and other instructional technologies. Recommendations that result in any one of the following conditions must be escalated to the Executive Steering Committee for a final decision:

- Cost to implement beyond existing budget.
- Significant service disruption while classes are in session.
- Major change for student and faculty end users.
- Requirement for university policy changes.
- Majority voting consensus cannot be reached among committee members.

Responsibilities

- Develop and manage effective communication channels to enable ongoing collection, assessment and prioritization of faculty and student needs related to teaching and learning technologies at UNCG.
- Develop institutional academic technology standards and investment priorities for campus learning spaces, the learning management system, online learning tools, instructional software applications and other learning technology.
- Advocate for adoption of common institutional learning technology solutions and services, as appropriate, and help maintain an effective balance of centralized versus local department provided learning technology services and support.
- Annually review and assess the institutional portfolio of learning technology services and instructional software applications. Make recommendations regarding the addition of new and removal of existing services and software applications.
- Serve as the campus conduit for exploration, support, piloting, and evaluation of new learning technology tools that support pedagogical innovation and improve the student learning experience.

- Promote the inclusion of technology as an instructional and classroom management tool across programs.
- Increase awareness of available learning technologies and develop/support effective strategies to ensure that faculty and students fully understand and embrace technology changes and can successfully utilize learning technology services.
- Facilitate technology-related faculty workshops and training as appropriate.
- Provide support and guidance for learning technology-related proposals.
- Make recommendations for modification of the Committee charge as needed to reflect campus and environmental changes.

Membership

The committee chair(s) is appointed by the ESC and consists of leadership in the three areas that make up the Collaboratory for Learning Innovation (ITS Learning Technology, University Teaching and Learning Commons and the Division of Online Learning). Membership in the LTAC is based on appointment by the committee chair(s) based on consultation with the Provost and the Deans, with approval by the ESC. Current members are:

(Co-Chair) Division of Online Learning, AAF
(Co-Chair) Associate Vice Chancellor for Learning Technology and ITS Customer Success Officer
(Co-Chair) Associate Vice Provost, University Teaching and Learning Commons, AAF
Senior Vice Provost
Associate Vice Provost for Student Success and Dean of Undergraduate Studies
Vice Provost and Dean of the Graduate School
Associate Dean, Bryan School of Business
Faculty Senate Chair
Associate Dean for Academic Affairs and Student Services for the School of Education
Associate Dean for Academic Administration for the School of Health and Human Sciences
Associate Dean for Academic Affairs for the School of Nursing
Professor and Department Chair for Nanoscience in the Joint School of Nanoscience & Nanoengineering
Associate Dean, College of Arts and Sciences
Associate Dean for Academic Affairs for the College of Visual and Performing Arts
Additional appointees as designated by the committee chair(s)

Accountability

LTAC members serve as essential conduits for information between the area they represent and the committee. LTAC membership, therefore, is intended to be representational for faculty and student members of the committee. Those who agree to serve are expected to:

- Review materials provided prior to each meeting and conduct additional inquiry or research so they can come to meetings prepared to discuss topics from an informed position.
- Attend monthly LTAC meetings.
- Actively share information about LTAC's work including decisions made, questions considered, emerging issues, and opportunities for engagement and feedback, with departments and schools in a manner that ensures broad knowledge-sharing.
- Understand and represent the concerns of the faculty in their respective departments and schools regarding technologies used for teaching and learning.

Any LTAC members who find they cannot meet these expectations should talk with their Dean and the Provost about appointing a new representative at the appropriate level within their area. The commitment to attend monthly meetings is especially important, as the majority of LTAC's work will occur during these meetings.

The LTAC reports to the Executive Steering Committee.

Committee Procedures
- The LTAC committee chair(s) will establish procedures for capturing minutes, communicating decisions, and periodically reviewing and updating the committee charge as needed.
- The LTAC meets monthly throughout the calendar year.
- The LTAC chair(s) serve as the committee liaison to the Executive Steering Committee and are responsible for recording and communicating committee decisions to campus.

Approved by Executive Steering Committee:

Debbie Storrs
_____ Date: 06-10-2021 Provost and Executive Vice Chancellor

_____ Date: 06-08-2021 VC for Finance and Administration

Tina McEntire
_____ Date: 06-08-2021 VC for Enrollment Management

_____ Date: 06-08-2021 VC for Information Technology Services

Note: Committee chairs are charged with reviewing existing campus committees having similar purview and developing a recommendation for ESC review and approval to simplify structures by collapsing the appropriate bodies under the umbrella of this governance structure.

Research Cyberinfrastructure Advisory Sub-Committee

The Research Cyberinfrastructure Advisory Sub-Committee (RCAC) is a sub-committee of the Research Advisory Council (RAC) and is responsible for developing an institutional research cyberinfrastructure plan that supports and advances research at UNCG. RCAC is focused on building effectively aligned technology infrastructure, policies, practices, and resources that are of high value to researchers and meet federal and state IT compliance requirements for contracts and grants.

Charge

The purpose of the RCAC is to develop and oversee research technology standards and priorities to create an institutional research cyberinfrastructure plan that supports and advances research at UNCG.

While RCAC members are expected to understand and represent the needs of their direct constituents (workgroup, department, school, college, division), their role on this IT governance committee mandates a personal charge for each member to effectively participate in collaborative decision-making that best advances the overarching university strategic priorities and ensures that institutional technology resources are aligned toward best and highest use for the campus at large.

Scope

RCAC is focused on building effectively aligned technology infrastructure, policies, practices, and resources that are of high value to researchers and meet federal and state IT compliance requirements for contracts and grants.

Committee Authority

The RCAC is a decision-making body that reviews and prioritizes institutional research technology needs, requests, and investments. Recommendations that result in any one of the following conditions must be escalated to the Executive Steering Committee for a final decision:

- Cost to implement beyond existing budget.
- Requirement for university policy changes.
- Majority voting consensus cannot be reached among committee members.

Responsibilities

- Develop mechanisms to effectively engage research faculty to assess their needs and ensure that they have access to the cyberinfrastructure required to support their research.
- Provide strategic direction and recommended investment priorities for research cyberinfrastructure to the Executive Steering Committee
  - review and recommend IT services that support institutional research needs
  - anticipate future cyberinfrastructure needs and identify supporting science drivers
  - develop and maintain **UNCG Research Cyberinfrastructure Standards**
  - develop and maintain **UNCG Research Cyberinfrastructure Plan**
- Facilitate the development of policy, services and support structures designed to ensure effective resource management, security of research data, and IT compliance for contracts and grants.
- Ensure sustainability for Institutional cyberinfrastructure
  - develop grant-based funding models for research cyberinfrastructure procurement and implementation

- o   assess and recommend opportunities to develop new campus funding models to support institutional research cyberinfrastructure
- Advocate for adoption of common institutional research cyberinfrastructure solutions and services, as appropriate, and help maintain an effective balance of institution-wide and local department provided research technology services and support.
- Increase awareness of available research cyberinfrastructure and develop/support effective strategies to ensure that faculty researchers fully understand services provided.
- Facilitate research technology workshops and training as appropriate to ensure faculty can successfully leverage research cyberinfrastructure.
- Provide support and guidance for research cyberinfrastructure related proposals.
- Make recommendations for modification of the Committee charge as needed to reflect campus and environmental changes.

Membership

The sub-committee chair(s) is appointed by the ESC and the Vice Chancellor for Research. Membership in the RCAC is based on appointment by the committee chair with approval by the ESC and the Vice Chancellor for Research. Current members are:

Current members are:
(Co-Chair) Associate Vice Chancellor for Research and Engagement
(Co-Chair) Associate Vice Chancellor for Enterprise Technology Infrastructure and Chief Technology Officer, ITS
Digital Technology Consultant in University Libraries
Professor and Department Chair for Computer Science in the College of Arts and Sciences
Associate Professor of Economics in the Bryan School
Assistant Professor in the Office of Research in the School of Health & Human Sciences
Assistant Professor of Computer Science in the College of Arts and Sciences
Clinical Professor in Family and Community Nursing in the School of Nursing
Professor and Department Chair for Nanoscience in the Joint School of Nanoscience & Nanoengineering
Professor, Department Chair, and Director of the Office of Assessment, Evaluation, and Research Services in the School of Education
Additional appointees as designated by the committee chair(s)

Accountability

RCAC members are expected to:

- Review materials provided prior to each meeting and conduct additional inquiry or research so they can come to meetings prepared to discuss topics from an informed position.
- Attend each of the regular meetings as well as additional meetings if possible.
- Actively share information about RCAC's work including decisions made, questions considered, emerging issues, and opportunities for engagement and feedback with departments, schools and divisions in a manner that ensures transparency and broad awareness.

The RCAC reports jointly to the RAC and the Executive Steering Committee.

Committee Procedures

- The RCAC committee chair(s) will establish procedures for capturing minutes, communicating decisions, and periodically reviewing and updating the committee charge as needed.
- The RCAC meets quarterly throughout the calendar year.
- The RCAC committee chair(s) serve as the committee liaison to the ESC and are responsible for recording and communicating committee decisions to campus.

Approved by Executive Steering Committee:

Debbie Storrs _____ Date: 06-10-2021 Provost and Executive Vice Chancellor

_____ Date: 06-08-2021 VC for Finance and Administration

Ima McEntire _____ Date: 06-08-2021 VC for Enrollment Management

_____ Date: 06-08-2021 VC for Information Technology Services

Note: Committee chairs are charged with reviewing existing campus committees having similar purview and developing a recommendation for RAC and ESC review and approval to simplify structures by collapsing the appropriate bodies under the umbrella of this governance structure.

Web and Mobile Operating Committee

The Web and Mobile Operating Committee (WAMO) provides oversight for institutional web and mobile platforms to ensure a clear, consistent, and cohesive online presence, and a coordinated, managed approach to platforms, content, and message across all key digital channels.

Charge

The WAMO provides oversight for institutional web and mobile platforms to ensure a clear, consistent, and cohesive online presence, and a coordinated, managed approach to platforms, content, and message across all key digital channels.

Scope

Issues addressed by the WAMO may include branding/messaging, prioritization of information/hierarchy, service requirements, technical issues/requests, and so forth. This group will not be used to make day-to-day content decisions that will be assigned to functional areas.

Committee Authority

The WAMO is a decision-making body that reviews and prioritizes institutional web and mobile needs based on the functional requirements identified by divisions as critical for achieving university strategic goals. Recommendations that result in any one of the following conditions must be escalated to the IT Executive Steering Committee for a final decision:

- Cost to implement beyond existing budget.
- Re-engineering institutional business processes.
- Requirement for university policy changes.
- Majority voting consensus cannot be reached among committee members.

Responsibilities

- Approving the standards for appearance and content of the University online presence, including accessibility, that must be met by each University Unit/Department with an online presence.
- Advising the UNCG administration and Chancellor's Council on issues related to the University's online presence and proposing any policies and procedures that should be considered relating to the University's online presence.
- Maintaining a list of individuals responsible for University Unit online content and receiving an annual statement of assurance from the representative that all Unit online content has been reviewed and is current and compliant.
- Providing guidance and standards, including accessibility, for University staff on appropriate use of online technologies.
- Working with the Administrative Information Security Committee as needed to address issues dealing with the use or collection of University data via online services or applications.
- Helping to promote the University online presence to campus and external constituencies, as appropriate.
- Monitoring national and international internet issues and new capabilities and services that may be of interest and benefit to the University online presence and proposing implementation in the UNCG external online presence as appropriate.

- Make recommendations for modification of the Committee charge as needed to reflect campus and environmental changes.

Membership

The committee chair(s) is appointed by the ESC. Membership in WAMO is based on appointment by the committee chair(s) with approval by the ESC. Current members are:

Current members are:
(Co-Chair) Vice Chancellor for Strategic Communications
(Co-Chair) Associate Vice Chancellor for Learning Technology and ITS Customer Success Officer
Vice Chancellor for Student Affairs
Digital & Mobile Developer, ITS & UC
Dean of Online Learning
Vice Provost and Dean of the Graduate School
Associate Vice Chancellor for University Advancement
Accessibility Coordinator Online Learning
Vice Chancellor for University Advancement
Associate Vice Provost for Student Success and Dean of Undergraduate Studies
Director of Communications for University Advancement
Director of Strategic Communications for University Athletics
Director of Strategic Operations for University Communications
Director of Enrollment Communications
Associate Vice Chancellor for Enrollment Management
Associate Vice Chancellor for Campus Enterprises and Real Estate, Finance and Administration
Associate Vice Chancellor for Strategy and Policy
University Registrar
Senior Director of Marketing for UNCG Online
Assistant Vice Provost for Student Success Initiatives
Vice Chancellor for Research and Engagement and Interim Provost
Research Systems Manager for the Office of Research & Engagement
Assistant Dean of External Affairs in the Bryan School
University Webmaster, ITS
Additional appointees as designated by the committee chair(s)

Accountability

WAMO members are expected to:

- Review materials provided prior to each meeting and conduct additional inquiry or research so they can come to meetings prepared to discuss topics from an informed position.
- Attend each of the regular meetings as well as additional meetings if possible.
- Actively share information about WAMO's work including decisions made, questions considered, emerging issues, and opportunities for engagement and feedback with departments, schools and divisions in a manner that ensures transparency and broad awareness.

The WAMO reports to the Executive Steering Committee.

Committee Procedures

- The WAMO committee chair(s) will establish procedures for capturing minutes, communicating decisions, and periodically reviewing and updating the committee charge as needed.
- The WAMO meets monthly throughout the calendar year.
- The WAMO chair(s) serves as the committee liaison to the ESC and is responsible for recording and communicating committee decisions to campus.

Approved by Executive Steering Committee:

Debbie Storrs
_____ Date: 06-10-2021 Provost and Executive Vice Chancellor

Robert J. Sleazy.
_____ Date: 06-08-2021 VC for Finance and Administration

Ima McEntire
_____ Date: 06-08-2021 VC for Enrollment Management

Dona R. Heath
_____ Date: 06-08-2021 VC for Information Technology Services

Note: Committee chairs are charged with reviewing existing campus committees having similar purview and developing a recommendation for ESC review and approval to simplify structures by collapsing the appropriate bodies under the umbrella of this governance structure.

Current Committee Rosters
September 28, 2021

Executive Steering Committee

Dr. Debbie Storrs, Provost and Executive Vice Chancellor
Bob Shea, Vice Chancellor for Finance and Administration and Chief Financial Officer
Tina McEntire, Vice Chancellor for Enrollment Management
(Chair) Donna Heath, Vice Chancellor for Information Technology Services and Chief Information Officer
Additional appointees as designated by the Chancellor

Administrative Systems Advisory Committee

(Chair) Joe Ames, Director of Administrative Technologies, and ITS Strategic Alignment Officer
Dr. Karen Bull, Dean of the Division of Online Learning
Dr. Kelly Burke, Vice Provost and Dean of The Graduate School
Dr. Adrienne Craig, Associate Vice Chancellor for Student Affairs
Paul Forte, Associate Vice Chancellor for Finance, Finance & Administration
Dr. Andrew Hamilton, Associate Vice Provost of Student Success and Dean of Undergraduate Studies
Greg Hodges, Associate Vice Chancellor, Planning and Performance Management
Joel Lee, Associate Vice Chancellor for Enrollment Management
Dr. Kim Littlefield, Associate Vice Chancellor for Research and Engagement
Scott Milman, Associate Vice Chancellor, Campus Enterprises & Real Estate, Finance & Administration
Dr. Chris Partridge, University Registrar
Additional appointees as designated by the ESC

Data Governance Committee

(Chair) Valerie Giroux, Enterprise Data Manager, Information Technology Services
Dr. Alan Boyette, Senior Vice Provost
Dr. Andrew Hamilton, Associate Vice Provost of Student Success and Dean of Undergraduate Studies
George Still, Director of Assessment, Student Affairs
Joel Lee, Associate Vice Chancellor for Enrollment Management
Paul Forte, Associate Vice Chancellor for Finance, Finance and Administration
Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer
Rob Saunders, Assistant Vice Chancellor for Advancement Operations
Additional appointees as designated by the ESC

Data Accountability Subcommittee

(Chair) Alice Herring, Student Data Mart Administrator, (Chair) Office of Institutional Research & Analytics
(Co-chair) Johnny Lail, Office of Institutional Research & Analytics
Joella Anderson, Director of Technology Planning & Operations, Finance & Administration
Justin Bishop, Banner Finance Accountant, Finance & Administration
Sean Farrell, Human Resources Information Services Manager
Valerie Giroux, Enterprise Data Manager, Information Technology Services
Dr. Chris Partridge, University Registrar
Jenna Tucker, Enrollment Management Data Analyst

Data Stewards

Assessment, Accreditation, and Academic Program Planning | Dr. Jodi Pettazoni, Associate Vice Provost and Director Office of Assessment, Accreditation, and Academic Program Planning

Campus Enterprises | Scott Milman, Associate Vice Chancellor for Campus Enterprises and Real Estate, Finance and Administration

Data Infrastructure | Jeff Whitworth, Associate Vice Chancellor for Technology Infrastructure and Chief Technology Officer, Information Technology Services

Facilities | Sameer Kapileshwari, Associate Vice Chancellor for Facilities, Finance and Administration

Faculty Personnel | Dr. Alan Boyette, Senior Vice Provost

Finance, Student Accounts | Paul Forte, Associate Vice Chancellor for Finance, Finance and Administration

Financial Aid | John Lucas, Interim Director of Financial Aid, Enrollment Management

Housing and Residence Life | Tim Johnson, Executive Director, Housing and Residence Life

Human Resources | Jeanne Madorin, Associate Vice Chancellor and Chief Human Resources Officer

Institutional Research | Dr. Bill Zhang, Associate Director of Institutional Research

Information Security | Dr. Casey Forrest, Chief Information Security Officer, Information Technology Services

Reporting, Visualization and Analytics | Nick Young, Director of Enterprise, Reporting, Visualization and Analytics, Information Technology Services

Research | David Starnes, Research Systems Manager for the Office of Research & Engagement

Student | Dr. Chris Partridge, University Registrar

Students First Office | Dana Saunders, Director Students First Office

Student Health | Kathleen Baber, Director of Student Health Services

Student Life/Affairs | George Still, Director of Assessment, Student Affairs

Student Success | Dr. Andrew Hamilton, Associate Vice Provost for Student Success

University Advancement | Rob Saunders, Assistant Vice Chancellor for Advancement Operations

Learning Technology Advisory Committee

(Co-Chair) Dr. Karen Bull, Dean, Division of Online Learning, AAF

(Co-Chair) Todd Sutton, Associate Vice Chancellor for Learning Technology, and ITS Customer Success Officer

(Co-Chair) Dr. Dave Teachout, Associate Vice Provost, University Teaching and Learning Commons, AAF

Dr. Alan Boyette, Senior Vice Provost

Dr. Bill Brown, Associate Dean, Bryan School of Business

Dr. Kelly Burke, Vice Provost and Dean of the Graduate School

Dr. Anthony Chow, Associate Professor in the Department of Library and Information Science and Faculty Senate Chair

Dr. Jewell Cooper, Associate Dean for Academic Affairs and Student Services for the School of Education

Dr. Joi Bulls, Associate Professor, Director of HDFS Internship Program for the School of Health and Human Sciences

Dr. Andrew Hamilton, Associate Vice Provost for Student Success and Dean of Undergraduate Studies

Dr. Heidi Krowchuk, Associate Dean for Academic Affairs for the School of Nursing

Dr. Yirong Mo, Professor and Department Chair for Nanoscience in the Joint School of Nanoscience & Nanoengineering

Dr. Dayna Touron, Associate Dean, College of Arts and Sciences

Dr. Ken White, Associate Dean for Academic Affairs for the College of Visual and Performing Arts

Additional appointees as designated by the committee chair(s)

Research Cyberinfrastructure Advisory Committee

(Co-Chair) Dr. Kim Littlefield, Associate Vice Chancellor for Research and Engagement
(Co-Chair) Jeff Whitworth, Associate Vice Chancellor for Enterprise Technology Infrastructure and Chief Technology Officer, ITS
Richard Cox, Digital Technology Consultant in University Libraries
Dr. Jing Deng, Professor and Department Chair for Computer Science in the College of Arts and Sciences
Dr. Dora Gicheva, Associate Professor of Economics in the Bryan School
Dr. Jeff Labban, Assistant Professor in the Office of Research in the School of Health & Human Sciences
Dr. Prashanti Manda, Assistant Professor of Computer Science in the College of Arts and Sciences
Dr. Thomas McCoy, Clinical Professor in Family and Community Nursing in the School of Nursing
Dr. Yirong Mo, Professor and Department Chair for Nanoscience in the Joint School of Nanoscience & Nanoengineering
Dr. John Wilse, Professor, Department Chair, and Director of the Office of Assessment, Evaluation, and Research Services in the School of Education
Additional appointees as designated by the committee chair(s)

Web and Mobile Operating Committee

(Co-Chair) Kim Osborne, Interim Vice Chancellor for Strategic Communications
(Co-Chair) Todd Sutton, Associate Vice Chancellor for Learning Technology, and ITS Customer Success Officer
Dr. Cathy Akens, Vice Chancellor for Student Affairs
Craig Biles, Digital & Mobile Developer, ITS & UC
Dr. Karen Bull, Dean of Online Learning
Dr. Kelly Burke, Vice Provost and Dean of the Graduate School
Kristine Davidson, Associate Vice Chancellor for University Advancement
Melanie Eley, Accessibility Coordinator Online Learning
Beth Fisher, J.D., Vice Chancellor for University Advancement
Dr. Andrew Hamilton, Associate Vice Provost for Student Success and Dean of Undergraduate Studies
Mike Harris, Interim Director of Communications for University Advancement
Robert Knox, Director of Strategic Communications for University Athletics
Sherri MacCheyne, Director of Strategic Operations for University Communications
Katie MacInnes, Director of Enrollment Communications
Joel Lee, Associate Vice Chancellor for Enrollment Management
Scott Milman, Associate Vice Chancellor for Campus Enterprises and Real Estate, Finance and Administration
Dr. Julia Jackson-Newsom, Associate Vice Chancellor for Strategy and Policy
Dr. Chris Partridge, University Registrar
Kelly Paul, Senior Director of Marketing for UNCG Online
Dr. Samantha Raynor, Assistant Vice Provost for Student Success Initiatives
Dr. Terri Shelton, Vice Chancellor for Research and Engagement and Interim Provost
David Starnes, Research Systems Manager for the Office of Research & Engagement
Jaap-Jan van Duin, Assistant Dean of External Affairs in the Bryan School
Chris Waters, University Webmaster, ITS
Additional appointees as designated by the committee chair(s)