Academic and Student Life Committee  
Meeting Minutes  
May 7, 2018 9:30am-11:00am McCann Centre, Room ED2030B  

Attendees:  Catherine Shortall, Bruce Belbin, Steve Pennell, Andy Fisher, Vineel Nagisetty, Janet Bangma, Laura Pike  

Regrets:  Andrew Kim, Angie Clarke, Rex Coffin, Shona Perry-Maidment, Matt Barter, Ahmad Alkasasbeh  

Attachments:  IT Investment Policy (DRAFT)

1. Review of Meeting Minutes  
   - Note: CBlue is the vendor for CBlue – not HSIMS  
   - **ACTION – Laura** to update in inventory spreadsheet

2. Review/update of Action Items  
   - Confluence (collaboration tool) requires a vulnerability assessment and won’t be available to the team until September  
   - **Update on the role of the committee:**  
     - Prioritization of investments by the committee at the strategic level – the committee will prioritize based on its fit with Academic and Student Life for the institution as a whole.  
     - The Committee is a decision making body when reviewing IT investments for investments that impact Academic and Student Life

3. Active IT investments Review [https://www.mun.ca/cio/governance](https://www.mun.ca/cio/governance)  
   - **ACTION – ALL** review projects and send Laura any known projects that are ongoing and should be included on this list  
   - Inquiry as to whether the Orbis upgrade should be included on this list  
   - **ACTION – Laura** to follow up with Coordinators  
   - **ACTION – Steve Pennell** to follow up with Thomas regarding Crowd Mark and requirements

   - In the Purpose – proposed adding verbiage around timeliness, as the process should be nimble and not add perceived barriers or excess process  
   - Collaboration of the committees is a benefit and should be highlighted as ‘value added’ in the benefits section  
   - Identified that Accessibility should be a consideration for all future IT software investments  
   - **ACTION – Laura** to pass along the feedback to coordinators

5. Other Business  
   - Recommendation that a formal communication plan be drafted for all investment review  
   - All minutes and decisions will be posted on line  
   - Recommendation that a workflow be developed to help proponents understand the lifecycle after a proposal has been submitted
Information Technology Project Approval policy
Recommended new title: IT Investment

Purpose:

To ensure:

- IT investments are thoroughly considered and are authorized to maximize the likelihood of their success and to appropriately manage risk
- University units maximize the use of existing university-owned IT solutions before new ones are acquired or created
- The university community uses the IT Governance and Collaboration Framework to make optimal IT investment decisions

Scope:

All Units and all IT investments.

Definitions:

CIO – Chief Information Officer

IT – Information Technology (IT) is the use of systems for storing, retrieving and sending information.

**IT Governance and Collaboration Council** – A committee of Vice-Presidents Council, chaired by the CIO and comprised of the chairs of the other four governance committees (which represent the areas of academic and student life, research, administrative services, and core IT and security) as well as other key stakeholders. It is the body accountable for recommending IT policies, strategies and overall IT governance.

**IT Governance and Collaboration Framework** – The formal IT decision-making framework approved by Vice-Presidents Council that includes principles, organizational structures and processes enabling academic, research, administrative and IT leaders to make informed decisions based on institutional objectives. The framework is described [here](#).

**IT Investment** – An expenditure of money and/or other resources on IT that is required or discretionary.

**IT Investment Proposal** – A document which describes a potential investment for consideration.
**Total Investment Cost** - the aggregate estimated value of an IT Investment which includes all costs and expenditures including incremental operational costs that may be reasonably expected as part of the project or purchase.

**Unit** – centre, department, division, faculty, program, office or school as the context requires.

**Policy:**

1. IT investments and priorities are determined within Memorial University’s [IT Governance and Collaboration Framework](#), in which coherent and collaborative decisions lead to sustainable solutions. IT investment is considered using common criteria and is prioritized according to common principles.

2. IT investment decisions shall be made in accordance with the [Principles for IT Governance](#). The [Purchasing Principles](#), and the [Purchasing Code of Ethics](#).

3. The IT Governance and Collaboration Council has the authority to establish, review and refine the criteria to determine which IT investments require assessment through the IT Governance and Collaboration Framework. These criteria may include but not be limited to:
   a. The number of person days of effort estimated to be required from the Office of the CIO resources
   b. Requirement for integration with core University networks and/or infrastructure
   c. Requirement for data and/or system integration, and/or sharing of data between multiple campuses, units, communities, and/or systems
   The current criteria are available [here](#).

4. IT Investment proposals that meet any of the current criteria set by the IT Governance and Collaboration Council (available [here](#)) shall be assessed through the IT Governance and Collaboration Framework. Decisions of the IT Governance and Collaboration Council may be appealed to the CIO.

5. There may be situations where the standard IT investment assessment process is not feasible. In cases such as emergencies (e.g. a new function requires investment in technology quickly) and opportunities (e.g. funding becomes available from an external source with tight timelines and/or spending restrictions), the proponent of the IT Investment must inform the IT Governance and Collaboration Council, at the time of the investment decision, so that the exception can be documented. The Office of the CIO provides advice on whether an IT Investment assessment process is required.

6. IT Investment decisions not meeting any of the current criteria set by the IT Governance and Collaboration Council (available [here](#)) may be made at the Unit level and in accordance with the [Computer Standards](#), the [Purchasing](#), any other applicable policies and all related procedures.
7. The Office of the CIO shall be the official custodian of the records relating to the IT Investment decisions applicable to this policy and shall manage those in accordance with the University’s Information Management policy.

Related Documents:

- IT Governance and Collaboration Framework
- Criteria for Assessing IT Investment Proposals
- Purchasing Policy
- Computer Standards Policy

Procedures:

1. Procedure for Assessment and Prioritization of IT Investments

**Approval Date:** TBD  
**Effective Date:** TBD  
**Review Date:** TBD

**Authority:** Vice-Presidents Council through the IT Governance and Collaboration Council

**Procedure for Assessment and Prioritization of IT Investments**

1. IT Investment Proposals may be identified through a number of avenues including but not restricted to:
   - 1. Research activities;
   - 2. Unit initiatives;
   - 3. Infrastructure planning process;
   - 4. Special funding opportunities; and
   - 5. Capital Deferred Renewal Programs.

2. IT Investment Proposals may come from individuals, units, committees and other groups within Memorial.

3. If an IT Investment meets any of the current criteria set by the IT Governance and Collaboration Council (available here), an IT Investment Proposal shall be completed and submitted to the Office of the CIO. The proposal will include:
   - Description of the IT investment
   - Business need and benefits
   - Stakeholders involved in the implementation as well as impacted by the rollout
   - Strategic impact and alignment to university priorities
   - Timeline constraints
   - Cost and funding availability
4. The template for completing the IT Investment Proposal is available [here](#). Proponents completing IT Investment Proposals may consult with Office of the CIO for advice or guidance on preparing an IT Investment Proposal or on whether one is required.

5. IT Investment Proposals are assessed by one or more of the four governance committees (Academic and Student Life, Research, Administrative Services, Core IT and Security). Proposals are assessed and prioritized by the governance committees using criteria set by the IT Governance and Collaboration Council which may include but not be limited to:
   - Legislative compliance
   - Alignment with university priorities and needs
   - Duplication of business solution
   - Funding availability (one-time versus ongoing)
   - Implementation effort
   - Benefits of business solution
   - Institutional risk

6. IT Investment Proposals for the non-administrative, intellectual conduct of research shall not be assessed and prioritized in the same manner as other IT Investment Proposals. IT Investment Proposals for such research activities shall outline the IT requirements to determine feasibility and to assist researchers with appropriate planning.

7. The IT Governance and Collaboration Council will receive the prioritized investment portfolios from the four governance committees, and combine them to determine the overall priority of the IT Investment Proposal. Decisions of the IT Governance and Collaboration Council may be appealed to the CIO.

8. If the Total Investment Cost exceeds $1,000,000, the Board of Regents provides approval in principle to proceed based on the review and advice of the IT Governance and Collaboration Council. The Vice President (Research) may deem research investments funded from external grants to be excluded from requiring approval from the Board of Regents.

9. If the total investment cost is between $500,000 and $1,000,000, the VPC provides approval in principle to proceed based on the review and advice of the IT Governance and Collaboration Council. The Vice President (Research) may deem research investments funded from external grants to be excluded from requiring approval from the VPC.

10. Results of the IT Investment Proposal assessment process are available on the IT Governance and Collaboration website (available [here](#)).

11. Once an IT investment proposal is approved, the proponent works with the Office of the CIO to determine the technology solution, if it has not been identified. During this process, business requirements are reviewed, existing potential solutions are discussed, data requirements are identified, and the end-user experience (if relevant) is determined.
Additionally, a technical, operational and compliance review takes place to ensure the technology solution aligns with Memorial’s IT and information management environment. During this process, relevant security, cloud and privacy assessments are completed; network requirements and integration requirements determined; licensing requirements and budget identified; and a plan for technology sustainability developed.

**Approval Date:** TBD  
**Effective Date:** TBD  

**Responsible Unit:** Office of the Chief Information Officer