



Information Technology Governance & Collaboration Framework

Enabling effective decision-making and collaboration at Memorial

Office of the Chief Information Officer

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Revision History		
1.0	September 26, 2017	Approved by Vice Presidents' Council
1.1	November 26, 2019	Updated after continuous improvement review
2.0	November 23, 2022	Updated to reflect Council membership and merging of Academic and Student Life IT Committee and Administrative IT Services Committee, continuous improvement updates

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1. Overview

An effective governance and collaboration framework ensures the *right people* are talking to each other with the *right information* to make the *best decisions* possible. Memorial's IT Governance and Collaboration Framework defines organizational structures and processes enabling academic, administrative and IT leaders to make informed decisions based on institutional objectives.

The goals of the framework include improved alignment of IT strategy and investment to Memorial's strategy and priorities, and improved IT decision-making across the university.

With Memorial's IT Governance and Collaboration Framework:

- Decision-making will be transparent and aligned to overall university priorities, while considering individual unit and campus requirements, and respecting Memorial's multi-campus model.
- Representation from appropriate stakeholders will be incorporated to inform decision-making.
- Appropriate assessments of investment decisions and technology solutions will be conducted.
- Coherent planning and decision-making will occur.
- Resource allocation will be better understood and more efficient.
- Less-resourced areas will have improved access to IT support and tools.
- Risk associated with technology solutions will be reduced, improving the ability to comply with legislation and protect information.

This framework is a step towards improving IT decision-making and planning through collaboration. It will be reviewed regularly and updated as required. The framework aims to facilitate coordinated planning to increase success and to ensure the optimal use of limited resources.

2. Principles for IT Governance and Collaboration at Memorial

Effectiveness

IT governance and collaboration enables the most effective use of IT resources. Decisions are made by balancing short term and individual requirements with those that are longer-term or that may affect the entire institution. The needs of learners, educators, researchers, administrators and other members of the community are key considerations in IT decisions.

Partnership

Effective IT governance and collaboration depends on strong partnerships. The strengths of a federated IT service delivery model and a multi-campus structure will be leveraged to create synergies, consider the impacts of decisions on individual units and the university as a whole, reduce duplication of effort and solutions, and share best practice.

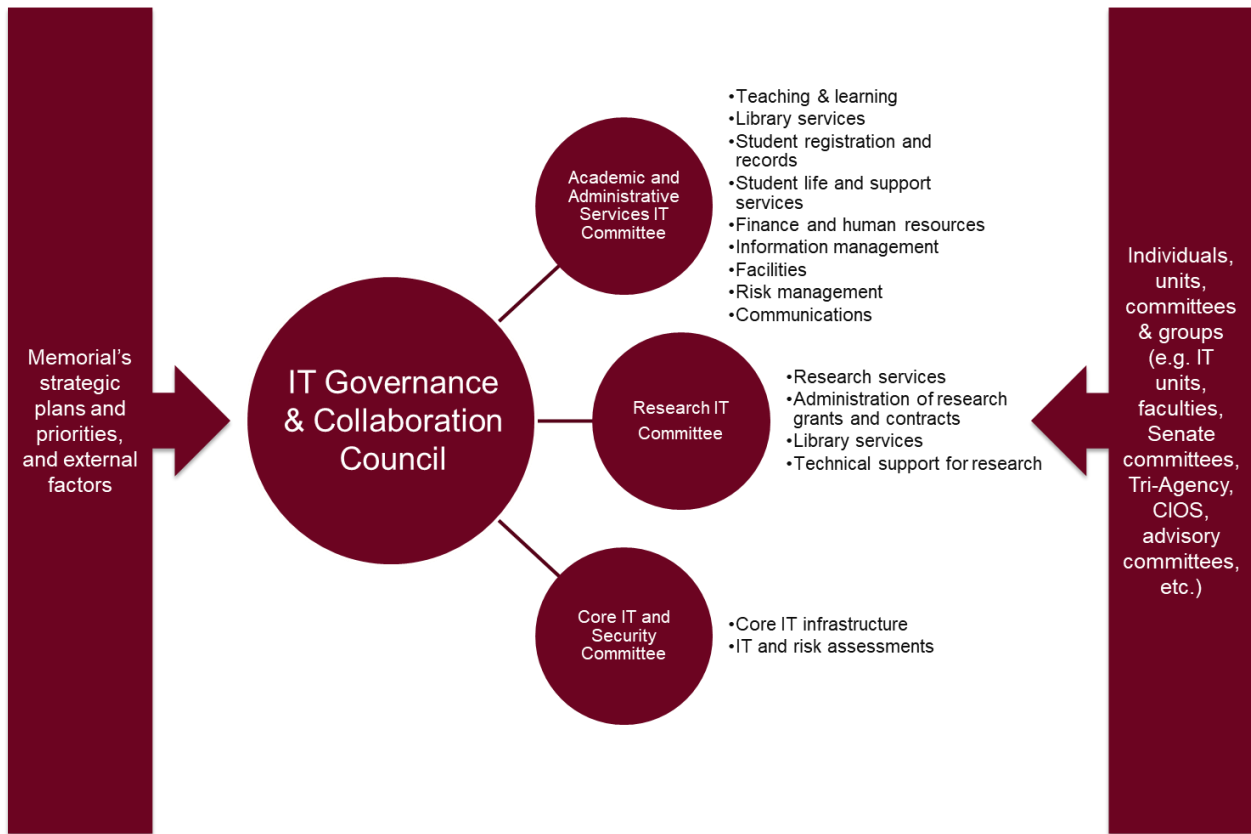
Stewardship

IT investments and priorities are determined within the governance and collaboration framework, in which coherent decisions lead to sustainable solutions. IT investment is considered using common criteria and is prioritized according to common principles.

3. Framework Structure

The IT governance and collaboration framework is designed to enable the discussion of initiatives, challenges and priorities within a functional context. There are three committees representing the areas of academic and administrative services, research, and IT infrastructure. The IT Governance and Collaboration Council is a subgroup of the President’s Advisory Team. The Council is the body accountable for recommending IT policies, strategies and overall IT governance.

In addition to the committees within the framework, other committees and councils exist which will provide input, propose initiatives and have an impact on IT governance and collaboration at Memorial. These include, for example, Deans Council, Senate committees and other academic and administrative committees.



3.1 IT Governance and Collaboration Council

Authority

The IT Governance and Collaboration Council is the senior executive group accountable for university IT policies, strategies and overall governance.

Mandate

The Council is responsible to:

- Ensure IT investment decisions and priorities are aligned with institutional strategy and priorities
- Receive and address key issues, decisions, and recommendations from the IT governance and collaboration committees, and other relevant committees and councils
- Refer issues, questions and plans to the CIO who can leverage the IT governance and collaboration committees for further study, review and/or recommendation as required

Membership

Vice-President Administration and Finance
Provost and Vice-President (Academic)
Vice-President (Research)
Campus Vice-Presidents, as appropriate
Chief Information Officer

Operations

The CIO shall develop meeting agendas and Council members can identify topics for discussion in advance of meetings. Other Vice-Presidents and senior leaders will be invited to attend meetings on an ad hoc basis, as needed.

The Council will report as required to the President's Advisory Team.

3.2 Academic and Administrative Services IT Committee

Authority

The Academic and Administrative Services IT Committee is a subcommittee of the IT Governance and Collaboration Council. Its purpose is to recommend and prioritize academic and administrative IT investments (new and enhancements) that align with the operational and strategic needs of the university.

Mandate

The Academic and Administrative Services IT Committee discusses priorities and requirements for systems used in teaching, learning and operations. Responsibilities include:

- Develop and maintain an inventory of IT solutions services used for the academic and administration needs of the university
- Evaluate and determine the priority of IT investment proposals within the Academic and Administrative Services IT Investment Portfolio
- Propose IT policies, standards, guidelines, and procedures related to academic and administrative support
- Foster communication and share expertise on IT issues and practices

Membership

Chair

The Chair (or co-chairs) shall be recommended by the CIO and approved by Council. The Chair (or co-chairs) shall serve a two-year term with the potential to be renewed.

Committee

- Up to three representatives selected by Deans' Council*
- One senior representative (e.g. director and above) from each:
 - Office of the CIO
 - Information Access and Privacy
 - Office of the Registrar
 - Student Life
 - Student Residences and Ancillary Operations
 - Centre for Innovation in Teaching and Learning
 - Faculty of Medicine
 - Grenfell Campus (administrative)
 - Grenfell Campus (academic)
 - Marine Institute (administrative)
 - Marine Institute (academic)
 - Memorial Libraries
 - Office of the Vice-President Finance and Administration
 - Office of the Vice-President Academic and Provost
 - Office of the Associate Vice-President (Students)
 - Office of the President
 - Marketing & Communications

- Office of Public Engagement
- Office of Development
- Human Resources
- Finance and Administration
- Facilities Management
- Office of the Chief Risk Officer
- Centre for Institutional Analysis
- Budget Office
- Department of Technical Services

* Representatives are selected by Deans' Council after consultation about objectives and requirements.

If members are sending a delegate to a meeting, it is important to ensure consistency in terms of the individual selected to attend as a delegate and the use of delegates should be kept to a minimum to ensure continuity. Permission should be sought from the Chair (or co-chairs) in advance of sending delegates to a meeting.

Alternative representation can be sought by the Chair (or co-chairs) if a member misses three consecutive meetings without sending regrets.

Term

The Chair (or co-chairs), in consultation with the CIO and the units from which members are appointed, will appoint Committee members who are representing units for an initial two-year term, with the potential to be renewed. Members may also be re-appointed, replaced or staggered to ensure continuity.

Support

An Office of the CIO staff member provides administrative support to the Committee by serving as the Secretary and custodian of the Committee's records.

Meetings

Agenda Setting

Agendas shall be developed by the Secretary, in collaboration with the Chair (or co-chairs). Members of the Committee may propose agenda items to be discussed in Committee meetings. Agenda items may also be suggested by anyone in the university community (e.g. non-committee members) by directly contacting the Chair (or co-chairs) or the Office of the CIO. Agendas shall be circulated to Committee members prior to Committee meetings. A standing agenda item will include a review of new investment proposals received since the previous meeting.

Frequency of Meetings

The Committee shall meet bi-monthly or upon the call of the Chair (or co-chairs).

Decision Making

Formal decisions are determined by consensus. For critical decisions on which consensus cannot be reached, decisions will be made by a majority vote. A majority of the committee is required for a quorum.

Reporting

The Committee will report to the CIO after each meeting.

3.3 Research IT Committee

Authority

The Research IT Committee is a subcommittee of the IT Governance and Collaboration Council. Its purpose is to recommend and prioritize research IT investments (new and enhancements) that align with the operational and strategic needs of the institution.

Mandate

The Research IT Committee focuses on the varied needs of researchers at Memorial including, but not limited to research data centres, high performance computing services, support systems, tools, and data storage and backup. Responsibilities include:

- Develop and maintain an inventory of IT solutions and services used for research
- Evaluate and determine the feasibility of IT investment proposals within the Research IT Investment Portfolio and identify opportunities for collaboration
- Propose IT policies, standards, guidelines, and procedures related to research
- Foster communication and share expertise on IT issues and practices

Membership

Chair

The Chair shall be recommended by the CIO and approved by Council. The Chair shall serve a two-year term with the potential to be renewed.

Committee

- Up to six representatives selected by Deans' Council*
- Up to two representatives selected by Senate Committee on Research
- One representative from each:
 - Research Initiatives and Services
 - Centre for Analytics and Informatics in Research
 - Memorial Libraries
 - Marine Institute
 - Grenfell Campus
 - Faculty of Medicine
 - Office of the CIO
 - ACENET

* Representatives are selected by Deans' Council after consultation about objectives and requirements.

If members are sending a delegate to meetings, it is important to ensure consistency in terms of the individual selected to attend as a delegate and the use of delegates should be kept to a minimum to ensure continuity. Permission should be sought from the Chair in advance of sending delegates to a meeting.

Alternative representation can be sought by the Chair if a member misses three consecutive meetings without sending regrets.

Term

The Chair, in consultation with the CIO and the units from which members are appointed, will appoint Committee members for an initial two-year term, with the potential to be renewed. Members may also be re-appointed, replaced or staggered to ensure continuity.

Support

An Office of the CIO staff member provides administrative support to the Committee by serving as Secretary and custodian of the Committee's records.

Operations

Agenda Setting

Agendas shall be developed by the Secretary, in collaboration with the Chair. Members of the Committee may propose agenda items to be discussed in Committee meetings. Agenda items may also be suggested by anyone in the university community (i.e. non-committee members) by directly contacting the Chair or the Office of the CIO. Agendas shall be circulated to Committee members prior to Committee meetings. A standing agenda item will include a review of new investment proposals received since the previous meeting.

Frequency of Meetings

The Committee shall meet bi-monthly or upon the call of the Chair.

Decision Making

Formal decisions will be determined by consensus. For critical decisions on which consensus cannot be reached, decisions will be made by a majority vote. A majority of the committee is required for a quorum.

Reporting

The Committee will report to the CIO after each meeting.

3.4 Core IT and Security Committee

Authority

The Core IT and Security Committee is a subcommittee of the IT Governance and Collaboration Council. Its purpose is to recommend and prioritize IT infrastructure investments (new and enhancements) that align with the operational and strategic needs of the institution.

Mandate

The Core IT and Security Committee is responsible for providing and/or coordinating technical reviews to ensure technology solutions align with Memorial's information technology and information management policy and standards framework and practices.

The Core IT and Security Committee focuses on enterprise IT infrastructure which encompasses centrally coordinated, shared IT services that provide the foundation for the university's IT capability. These services include the networks (wired and wireless), firewalls, security, data centres, virtual and physical servers, storage, databases, enterprise directories, and applications used across the university such as DNS, DHCP, videoconferencing tools, authentication systems, and email. This Committee provides an opportunity for increasing efficiency, adopting best practices, complying with legislation, and reducing risk by defining IT integration and standardization requirements, and enabling shared services across the university.

Additional responsibilities include:

- Develop and maintain an inventory of core IT products and services
- Evaluate and determine the priority of IT investment proposals within the core IT Investment Portfolio
- Propose IT policies, standards, guidelines, and procedures related to core IT and/or information protection and security
- Foster communication and share expertise on IT issues and practices
- Provide and/or coordinate technical, operational and compliance reviews
- Decision-making for IT architecture, practices, policies and operations
- Plan for future infrastructure requirements

Membership

Chair

The Chair shall be the Director, Information Management and Protection, Office of the CIO.

Committee

- Chief Information Officer, Memorial University
- Director, IT Services, Grenfell Campus
- Manager, Information and Communications Technology, Marine Institute
- Director, HSIMS, Faculty of Medicine
- Manager of IT, Memorial Libraries
- Manager, Operations, CREAT

- Manager, Educational Technologies and Systems, Centre for Innovation in Teaching and Learning
- Manager, Centre Analytics, Informatics and Research
- Systems Manager, Department of Computer Science (Labnet)

If members are sending a delegate to meetings, it is important to ensure consistency in terms of the individual selected to attend as a delegate and the use of delegates should be kept to a minimum to ensure continuity. Permission should be sought from the Chair in advance of sending delegates to a meeting.

Alternative representation can be sought by the Chair if a member misses three consecutive meetings without sending regrets.

Input

The committee will seek expertise and receive recommendations from the following, including but not exclusive to:

- CIOS IT Forum
- University Access and Privacy Officer
- Units/unit heads

Support

An Office of the CIO staff member provides administrative support to the Committee by serving as Secretary and custodian of the Committee's records.

Operations

Agenda Setting

Agendas shall be developed by the Secretary, in collaboration with the Chair. Members of the Committee may propose agenda items to be discussed in committee meetings. Agenda items may also be suggested by anyone in the university community (e.g. non-committee members) by directly contacting the Chair or the Office of the CIO. Agendas shall be circulated to Committee members prior to Committee meetings. A standing agenda item will include a review of new investment proposals received since the previous meeting.

Frequency of Meetings

The Committee shall meet monthly or upon the call of the Chair.

Decision Making

Formal decisions will be determined by consensus. For critical decisions on which consensus cannot be reached, decisions will be made by a majority vote. A majority of the committee is required for a quorum.

Reporting

The Committee will report to the CIO after each meeting.

4. IT Investment Decision-Making

All IT investment decisions should be made in accordance with the [Principles for IT Governance at Memorial](#) and the [IT Investment Policy](#). Certain types of investment decisions should not be made unilaterally, and require the input of a broad set of appropriate stakeholders to ensure alignment with university priorities, appropriate risk management, and overall accountability.

4.1. IT Investment Categorization

Category 1 IT investments are those that are not significant at a level which makes them meet any of the criteria for Category 2 IT investments. Category 1 investment decisions may be made at the unit level in accordance with purchasing and other applicable policies and practices.

Examples of Category 1 IT investments include desktop computers and peripheral devices, mobile devices (e.g. laptops, smartphones and tablets), websites or applications that do not require authentication or databases, and lab-based software and hardware.

Category 2 IT investments require an IT investment proposal that is reviewed and approved within the IT Governance and Collaboration Framework through the investment review processes. IT solutions are also reviewed to ensure alignment with Memorial's IT and information management policies, standards and practices.

Category 2 investments meet one or more of the following criteria:

- **Requires integration with core university networks and/or infrastructure**
 - This includes IT investments that require
 - Modifications to network configuration and design
 - Changes in security practices, settings and/or rules
 - The movement of large amounts (e.g. TBs) of data over the network
 - Access to data centre services (servers, storage, databases, etc.)
- **Requires data and/or system integration, and/or sharing of data between multiple campuses, units, communities and/or systems**
 - This includes IT investments that require
 - Integration with enterprise authentication systems
 - Data integration with systems of record (e.g. Banner, Campus Card) or administrative systems
 - The creation and management of accounts for access management
 - Online payment functionality
- **Requires a risk assessment**
 - This includes, but not limited to, IT investments that require
 - A cloud assessment by Information Management and Protection
 - A vulnerability assessment by Information Management and Protection
 - A privacy impact assessment by Information Access and Privacy

Examples of Category 2 IT investments include servers and data storage and backup; networking and telecommunications equipment, software and services; software to be installed on servers in the enterprise data centre and require data integration with systems of record or administrative systems; cloud-based services that require data integration with systems of

record or administrative systems; products or services that have (or potentially have) broad use across the university; services and products that require firewall changes; new data centres or consolidation of existing data centres.

4.2. IT Investment Review

Category 2 IT Investments require the completion of an investment proposal which is reviewed by one or more of the governance committees. Proposals may come from individuals, units, governance committees and/or other groups within Memorial. Proposed IT investments are reviewed and prioritized based upon the following criteria:

- How well proposal aligns with university priorities and needs
- Addresses legislative compliance
- Duplication of business solution
- Funding availability (one-time versus ongoing)
- Implementation effort
- Benefits of business solution
- Institutional risk

The IT Governance and Collaboration Council will receive updates on the prioritized investment portfolios from the four governance committees. The Council may be asked to determine the overall priority of proposed IT investments to inform IT resource allocation decisions.

Once an IT investment proposal is endorsed, 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.

Appeals - Decisions of the IT Governance and Collaboration Council may be appealed to the CIO.

Exceptions - There will be situations where IT investments will need to take place and undergoing the standard IT investment review process will not be feasible. In the case of 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), a proponent must inform the appropriate Committee so that the exception can be documented. The Committee will then notify the IT Governance and Collaboration Council.