OVERVIEW
The Information Technology Steering Committee (ITSC) as established to assist the Chief Information Office (CIO) in developing the University’s information technology standards and policies as well as prioritizing information technology projects that are undertaken.
Introduction by William Griffenberg, CIO

A&M-SA, like the higher education industry, has entered a period of disruptive yet transformative change. The fast pace, coupled with the introduction of many new technologies and growing compliance requirements, has created the need for agile, responsive technology that is easy-to-use and readily available, anytime and anywhere. As we look forward, A&M-SA ITS has an opportunity to listen intently so we can act intentionally and move forward with new initiatives that empower the A&M-SA community to achieve the university’s mission; however, much work remains to be done. A best-in-class information technology organization must deliver core services flawlessly as a basis for trust. It must be an organization that is agile, innovative, and cost-efficient in meeting customer needs. It must be nimble in a rapidly changing world.

Our charge is straightforward:

- If our customers could choose any IT organization to partner with them, they would choose us.
- If our employees could choose to work anywhere, they would choose to work at A&M-SA.

As part of the Strategic Plan, the role of IT governance has been re-envisioned to foster a more collaborative culture where all voices are heard and projects are prioritized based on university needs to ensure all projects meet the university’s mission. This governance model will:

1. **Re-envision IT Governance for Transparent Decision-Making, Priority-Setting & Action**
   
2. **Inspire & Enable Innovation**
   
3. **Create Appropriate Capacity for Ongoing Investment in Campus IT Infrastructure and Information Security as Needs Continue to Grow**

   o Keep current with emerging trends, share creative ideas, and disseminate information. Innovation is a common theme among teaching, learning, and engagement.

   o Increase support for technology innovation, which enhances the learning environment and allows faculty to embrace new resources for deeper learning.

   o Build and maintain a robust, secure, scalable, and reliable IT infrastructure to support, facilitate, and enhance innovation, teaching, learning, and research.

   o Advance and maintain the campus wired and wireless networks and data centers to ensure a reliable, stable platform from which to launch broader, more strategic systems.
Shared IT Governance through the Information Technology Steering Committee (ITSC)

Introduction
The goal of information technology governance is to ensure that a balanced mix of Texas A&M University – San Antonio (A&M-SA) technology investments are aligned with strategic and cross-functional business objectives. Governance activities focus on understanding the issues and strategic importance of IT, enabling the enterprise to sustain its operations and implementing the strategies required to advance A&M-SA ITS’ response to future University needs. Governance practices aim at ensuring that the expectations for IT are met and IT risks are mitigated. The two main components of governance are:

1. The creation of decision-making mechanisms, whether committees, review boards or written policies.
2. The assignment of decision-making authority and accountability.

Information Technology Governance drives decisions in three main areas:
1. IT strategy
2. IT project investments
3. IT architecture

Toward that end, the IT Steering Committee (ITSC) was formed. The ITSC will focus on providing input on behalf of the campus community and offer advice to the Chief Information Officer (CIO) on the entirety of the university’s technology picture and budgeting for new technology initiatives. This includes topics such as:

1. IT strategic plans,
2. campus resource allocation for IT projects,
3. technology project priorities.

A&M ITS Decision Making Structure
As part of the ITS Strategic Plan, the ITS organization is implementing several high visibility and impactful projects. For these time, money and resource investments to be successful, decisions must be timely and at the right level of authority for each project. A well-defined and active governance structure has been shown to result in more efficient and effective teams, improved results, reduced risks and better resource utilization.

The decision making structure for the university’s IT governance includes the following entities:

- The IT Steering Committee (ITSC)
- Information Technology Advisory Committee (ITAC)
- President’s Cabinet

Acting in a supporting role to the above entities are the following:

- IT Project Management Office (PMO)
- Center for Academic Innovation Advisory Board
- IT Program/Application Change Advisory Board (CAB)
- Individual Project Implementation Teams
Benefits of a Shared Governance Process

This governance process is focused on a broad perspective referred to as “enterprise architecture,” which is a university-wide framework used to incorporate business processes, information flows, applications and infrastructure in support of university goals. Some of the many benefits expected from effectively and consistently following a governance process include:

- Facilitating executive decision making and aid in IT strategic planning.
- Aiding in project and portfolio management, thereby ensuring focused use of university resources in support of strategic goals.
- Ensuring capacity planning and IT resource utilization requirements are addressed.
- Creating a centralized source from which to see all existing IT assets, initiatives and potential investment opportunities.
- Increasing interoperability among and across university IT applications.
- Improving ability to share data and services between university systems.
- Providing visibility regarding potential reuse of existing applications.

To achieve these objectives, a documented, structured approach to decision-making is critical. The defined governance is intended to benefit medium and major ITS projects by:

1) Ensuring decisions are made timely at the appropriate project level
2) Ensuring each project maintains sponsorship and funding
3) Providing strategic leadership and direction
4) Fostering a culture of accountability and transparency
5) Providing oversight and guidance to improve the potential for success

Purpose

The purpose of this formal IT governance structure is to foster engagement between university departments. Utilizing a collaborative approach, the ITSC will provide oversight for the use, management, and integration of information systems across their lifecycles with a focus on:

1) supporting the university's mission and goals;
2) providing value;
3) minimizing risk; and,
4) complying with applicable regulations, accreditation, professional practice, and legal standards.

Scope and Responsibilities

To reduce and ultimately eliminate siloed approaches to information management, the members participating in IT governance will be responsible for:

1) Review and approval of information governance policies impacting more than one business unit or department.
2) Review and approval of information governance-related strategies and roadmaps.
3) Prioritization of information governance-related scope, priorities, and initiatives.
4) Establishing information governance-related metrics, evaluation, and oversight of results.
5) Coordination of information management responsibilities across the organization.
6) Monitor progress and impact.
Committee Member Roles

Each member of the ITSC has been strategically selected as an influence with decision-making authority specific to their respective divisions. The roles specific to each committee member are:

Guidance, Vision, and Oversight
- Use data to inform strategy development and make recommendations on ITS initiative priorities
- Make cross-functional connections to ensure coordination and efficiency
- Interact with other committee members on strategy, community engagement, and shared measurement

Leadership
- Consider how your respective divisions or those in your network can align with the goals of the ITS Shared Governance structure
- Serve as a vocal champion for the collective impact of the recommendations coming out of the ITSC

Process
- Participate in-person in regularly scheduled meetings (every 4-8 weeks)
- Review pre-meeting materials prior to meetings and come prepared for engaged discussion, active listening, respectful dialogue, and making recommendations
- Commit to being the voice of your division

Membership and Reporting Structure

<table>
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<tr>
<th>Name</th>
<th>Role</th>
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<tbody>
<tr>
<td>1. William Griffenberg, CIO</td>
<td>Executive Sponsor/Chair</td>
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<td>2. Deanna Reynolds, Director, Project Management Office</td>
<td>Program Director</td>
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<td>3. Leigh Hill, Executive Assistant, Information Technology Services</td>
<td>Recorder (non-voting)</td>
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<td>4. Rachel Montejano, Registrar</td>
<td>ITSC Member</td>
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<td>5. TBA, Director of FA, Enrollment Management</td>
<td>ITSC Member</td>
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<td>6. Jane Mims, Director of Institutional Research, Academic Affairs</td>
<td>ITSC Member</td>
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<td>7. Kevin Barton, Professor, Academic Affairs</td>
<td>ITSC Member</td>
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<td>8. Daniel Garza, Director, Procurement &amp; Auxiliary Services, Business Affairs</td>
<td>ITSC Member</td>
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<td>9. Chris Leach, AVP for Financial Services &amp; Comptroller, Business Affairs</td>
<td>ITSC Member</td>
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<td>10. Jessica Loudermilk, Chief of Staff, President’s Office</td>
<td>ITSC Member</td>
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<td>11. Jo Anna Benavides-Franke, AVP of Student Affairs &amp; Dean of Students</td>
<td>ITSC Member</td>
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<td>12. Reed Vesey, Director of Student Affairs Assessment</td>
<td>ITSC Member</td>
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<td>13. Fernando Estrada, Website Manager, University Communications</td>
<td>ITSC Member</td>
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<td>14. Miriam Magdaleno, Project Coordinator, Office of Institutional Advancement</td>
<td>ITSC Member</td>
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**Quorum**
Quorum shall be satisfied when at least eight (8) members of the Committee are present and have participated in voting.

**Meetings**
Meetings shall be held no less than quarterly; more regularly meetings will be held every other month. The Program Director will collect agenda items and circulate enhanced agendas in advance of each meeting to ensure informed discussions of scheduled topics.