

Information Technology Services Senior Leadership Team Charter

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Purpose of the Team

The Senior Leadership Team is the primary leadership body for Information Technology Services, the technology division for the University of Nebraska. The Senior Leadership Team's collective role is to determine matters independently, or make recommendations to the Vice President of IT, pertaining to strategy, operations, performance and direction of Information Technology Services.

The team has been formed as an outcome of the OneIT initiative, and represents a broad range of disciplines, expertise and stakeholder communities. The team is to leverage the collective strengths of the individual members, resulting in more informed discussions and decision-making. The emergent "shared leadership" model means that members share the responsibility to lead an enterprise-wide organization, to work collaboratively to provide the best and most efficient services and support for all campuses. Additionally, the team will align the direction of the IT unit in support of the vision, mission and values of Information Technology at the University of Nebraska.

The Senior Leadership Team is responsible for adopting norms and processes that will enable an effective, high-performing group. In addition, the team will periodically review the same norms and processes, pivoting when necessary, to ensure the effectiveness of the team. Pivoting, in this context, refers to refactoring or abandoning norms and processes that have shown to be ineffective.

Not all decisions, projects, or recommendations will require the input, discussion and/or approvals of this team. It is however, the responsibility of this team to determine, and clearly communicate, where Senior Leadership Team involvement and approvals are required.

Purpose of this Charter

The purpose this charter is to:

- Identify the **membership** of the team
- Define the **norms** which the team will agree to follow
- Define the **scope of responsibilities**
- Document the structure and practices that are to be used for **team meetings**.
- Document the **decision-making** process to be used by the team and **approval process** of major projects.
- Define the channels, content and frequency of both external and internal **communications** to ensure effective communication with all stakeholders.

The Vice President of IT and then Senior Leadership Team will evaluate the charter quarterly during its first year (2017), and at least annually thereafter over the life of the team.

The charter will be agreed upon and approved by all members of the team. Alterations to the charter, should be noted in the version history (Appendix B), and approved by all team members upon each change.

Membership

Membership includes:

- Associate Vice President for IT/CIO at University of Nebraska at Omaha
- Assistant Vice President for IT/CIO at University of Nebraska at Kearney
- Assistant Vice President for Strategy & Planning
- Assistant Vice President for Client Services
- Assistant Vice President for Enterprise Services
- Assistant Vice President for Security Services
- Assistant Vice President for Infrastructure Services
- Assistant Vice Chancellor, UNL ITS
- Director, Digital Learning, UNO
- Director, Academic Support Services, UNK
- Executive Director, ITS, UNK
- Director, Administrative Information Systems, UNO

Members of the ITS Senior Leadership Team are appointed by the Vice President of IT, who serves as the group sponsor.

Norms

Team members support norms by openly and effectively providing and receiving feedback. The following norms were identified:

- The team will maintain trust and transparency with no hidden agendas or sub-groups.
- All meetings will be outcome-based and process-centric with no personal agendas allowed.
- The team will be direct on issues and be respectful. Feedback is received with appreciation and everyone seeks to understand the perspective of others.
- The team will “tame the elephant” to understand and address hidden/unspoken forces and keep everything in the open.

It is the responsibility of each individual member to follow the norms described above. In addition, team members share the responsibility for holding one another accountable.

Scope of Responsibilities

The ITS Senior Leadership Team will be consulted and granted authority over the following domains:

Governance

- Approval and/or ratification of new governance models within the IT domain.
- Any item relating to governance of ITS including accountability, fairness and transparency in balancing the interests of the stakeholders.

Strategic Planning

- Ratification and approval of any ITS strategic planning documents to set an overall vision to achieve long-term outcomes.
- Projects and Initiatives
 - Major project proposals
 - Prioritization of projects
 - Identifying appropriate initiatives and requisite resources.
 - Procedures and processes for approval of recommendations and implementation of recommendations
 - Progress updates on major initiatives

Organizational Performance

- Setting general parameters for implementation and thresholds and benchmarks for performance.
- Reviewing organizational performance results and identifying corrective action.
- Personnel actions and decisions, including posting new positions
- Delegation of assignments, including the formation of additional leadership teams
- Other issues relevant to the IT organization structure

Budget

- Budget allocations
- Standards recommended to procurement
- Contracts and purchases that are major investments, impact multiple campuses, or potentially impact multiple campuses

Communication

- Ensuring effective communications with all stakeholders.

Meeting Roles

Discussion Leader: Special or one-off topics frequently rely on someone to give an overview our outline the topic in order to make for an informed discussion.

Facilitator: The role of the facilitator is to ensure meetings “do not get stuck” (timekeeper), and to guide discussions in a way that everyone has an opportunity to voice their concerns or opinions.

Note taker / Timekeeper: Someone to record the minutes of the meeting, and the time each discussion started/ended

Participant: Participants are relied upon to add agenda items as necessary and offer their insights into discussions and decisions.

Special Guest: From time to time, certain individuals will play this role in order to highlight a particular topic and offer expert insights.

The Facilitator role is voluntary and rotates through the team membership. The facilitator role will be designated on a quarterly basis with this specific role outlined on every agenda. A timekeeper and a note taker will also be appointed.

Meeting Practices

All meetings will have an agenda that will be crowd-sourced in advance of the meeting. If a meeting does not have an agenda, then there is no reason to meet. The meeting agenda will consist of three primary components:

1. A standing agenda (including action items and meeting feedback).
2. An ad-hoc agenda with items added as necessary (including decisions).

Meeting notes will be available to team members as a follow-up to every meeting. Due to the distributed nature of the team, video conferencing will be required. However, face-to-face meetings are still valued and should be scheduled every quarter (at a minimum). When participating over videoconference, each team member should adhere to the best practices outlined in Appendix A of this document.

Decision Making Process

The ITS Senior Leadership Team will treat decisions on a case by case basis, with the appropriate structure and process selected based on the scope and subject matter.

The first step in any decision-making process is to clearly articulate the issue. All decision points should follow the DACI format, and if needed the Senior Leadership Team will assign responsibilities for roles.

D: Who is the Driver?

Who will be responsible for working towards a decision by engaging stakeholders, documenting recommendations, and coordinating/facilitating appropriate discussions on the subject?

A: Who is Accountable?

Who will ultimately make the decision?

C: Who should be Consulted?

Who are the appropriate individuals or parties who should provide input, craft individual or multiple recommendations?

I: Who should be informed?

Who needs to be informed as to the results of the decision?

Some decisions can be made via consensus, while other decisions may require formal processes. The Senior Leadership Team can opt to escalate a decision to the Vice President for IT.

Recommendations from and decisions by the ITS Senior Leadership Team will be shared with the Vice President for IT. If there is not unanimous support for a recommendation, an explanation of the differing opinions must be included with the recommendation to the Vice President for IT.

All decisions, including recommendations, will be archived and stored in a location that is accessible to the members of this team.

Approvals on major projects and expenditures

The Vice President for IT and all ITS Senior Leadership Team members will sign off on all major projects and expenditures.

Communications

The ITS Senior Leadership Team will ensure effective communications with all stakeholders including the method, timing, and frequency of communication regarding decisions.

Appendix A: Virtual Conferencing Best Practices for the Team

Zoom

The team will use Zoom for meetings that are conducted remotely. General guidelines for using Zoom can be found in the following two reference documents:

1. <https://unl.box.com/s/15e0cu2xvwt9ad7a91mud1ldqoagoooc>
2. <https://unl.box.com/s/rguw1ml5l7wn4tkn4sg7g3trpeucja57>

Individual Zoom Sessions

It is recommended that participants create individual zoom sessions with their own unique camera and microphone (or telephone). Large conference rooms work quite well for face-to-face meetings. However, on Zoom sessions, a large conference room can make it hard to hear or see certain individuals based on proximity to audiovisual equipment.

The Raise Your Hand Feature

Under a shared leadership model that values participation and feedback, everyone should be given the opportunity to speak and participate. The role of the facilitator is to seek out this participation, and one way to assist this person is by using the “raise your hand” feature of Zoom. Under the participation menu, next to the individual’s name, you can select to “raise your hand”. By doing so, the individual is alerting the team that he/she would like to offer something to the discussion.

Appendix B: Version History

Version	Summary of Changes	Approval Date
ITS SLT Charter v1.0	Initial Version (New)	12/14/2017
ITS SLT Charter v1.1	Inclusion of Zoom Best Practices Appendix A	