



Information Technology Governance
Organization and Processes

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1.1 INTRODUCTION AND OVERVIEW

As is true for most organizations, the role of information technology (IT) within MUSC has moved far beyond the automation of back office functions and has become a vital, strategic resource. In today's era of eLearning/Research and eHealthcare, the success of MUSC depends to a significant degree on the smooth flow of quality information within the organization and between MUSC and its customers (patients, students, et al) and partners. However, much remains to be done to reach this level of information sharing within MUSC. Numerous barriers to effective information flow exist. Among the reasons for these barriers are the following:

- A highly decentralized organizational structure with highly empowered business units
- The absence of broadly accepted business and IT models (“roadmaps”) to serve as tools for identifying and removing barriers history of local optimization in the selection of IT investments

TODAY'S EBUSINESS MODELS PRESUPPOSE GOOD INFORMATION FLOW

Today's eBusiness and eHealthcare competitive models—and the information systems that enable them—touch on the entire value chain of a organization, cutting across organizations, functions, and shared interest groups, internal and external. These critical business models cannot be implemented in a organization characterized by numerous walls, silos, and islands. This is true whether these barriers are the result of organizational, cultural, or technological reasons. By allowing these barriers to continue to exist, a organization is in effect disqualifying itself from being a player in the eLearning/eHealthcare game. Short term, these conditions extract a high price in terms of service degradation and lost productivity, especially relative to the competition. However, if these conditions persist for too long, the very survival of the organization is placed in jeopardy.

To make this challenge even more difficult for MUSC, budgets are extremely limited and will remain so for the foreseeable future. Therefore, maximum value must be obtained from every dollar invested in IT. Each IT project must move MUSC toward its priority mission objectives, including the removal of as many barriers as possible.

ROLE OF IT GOVERNANCE

If there is a single key to the effective use of IT, it is an engaged and informed IT governance structure supported by sound governance processes. Whenever an executive management team is not satisfied with the return it is getting from the organization's IT investments, or if the management team is unsure of what it is getting from IT, the IT Governance structure is probably ineffective. Any attempt to improve the quality and effectiveness of IT management and service delivery without first improving the Governance structure is likely to fail, if not make the situation worse (by unduly raising expectations, for example).

The IT governance issues that exist within MUSC are deeply entrenched, widely dispersed, and highly resilient. Throughout industry—especially in decentralized organizations like MUSC—organizational members have learned over time how to “work the system” to optimize local needs, even if doing so works against overall enterprise needs. Therefore, the problems associated with barriers, parochialism, and sub-optimization of IT investments are as much cultural and political as they are technological. Only through a strong, proactive, informed, and engaged IT Governance structure can progress be achieved.

The strategies outlined in this document will, when successfully implemented, establish for MUSC an IT Governance structure fully capable of meeting today's demanding IT management challenges.

PRACTICAL IMPLEMENTATION

Implementing a strong, effective IT Governance structure usually requires a period of learning, a time to “get up to speed” before the overall structure hits its stride and strengthens from that point forward. This is true regardless of the capabilities of the executive team involved.

This IT Governance strategy does not attempt to push MUSC too quickly or too deeply into certain complex IT Governance areas. (An example is the use of framework thinking and a complete set of architectures for all IT planning and investment decisions.) In these areas, this strategy document does establish a basis for progressing through the “getting up to speed” phase, and then sets the stage for fully mature processes slightly down the road.

1.2 IT GOVERNANCE MODEL

This IT Governance strategy addresses the three major components of the IT Governance model:

- Guiding Values and Principles
- Elements of Governance
- Tools of Governance

These components are interdependent and are best viewed and managed as a complete system. People, processes, and technologies are also involved in these IT Governance components, as shown in [Figure 1 : IT Governance Model](#).

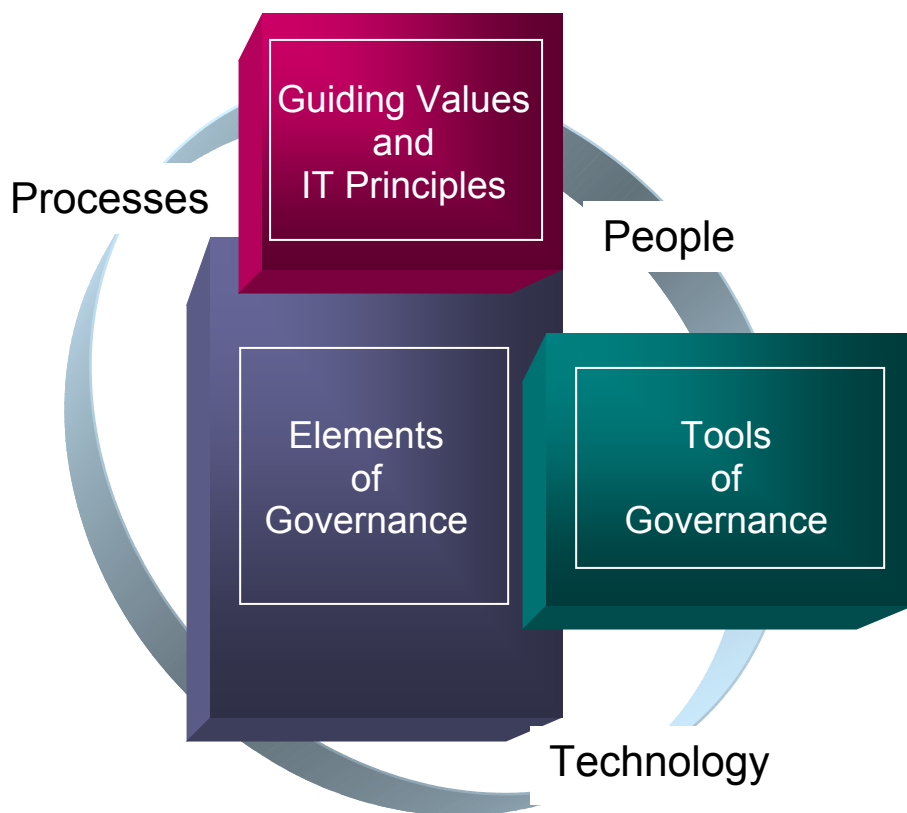


Figure 1 : IT Governance Model

OVERVIEW OF GOVERNANCE MODEL COMPONENTS

Guiding Values and Principles: Guiding values represent the core, bedrock beliefs that MUSC people can always turn to for direction and a sense of organizational purpose and priorities. Guiding values can usually be summed up in simple phrases, like “ethical behavior”, “outstanding patient care”, “cutting edge biomedical research and “superior instruction.” However, values in this sense are not the kind that are typically framed and hung in the boardroom, or the kind used for external marketing purposes. These values represent what the organization *truly embraces* and wants to accomplish. Therefore, “profitability” is a perfectly good value, as is the desire to “be a center of excellence” Values are critical for IT Governance because they enclose the playing field and dictate what must be accomplished in the management and use of IT resources. At the most basic level they define the fundamental goals that are used to “govern” IT plans, strategies, decisions, and actions across the enterprise.

Guiding values are also important because they lead to **principles**. Principles are high-level statements of policy, typically based on values, but expressed more explicitly than values. In the case of IT, principles define what the Governance framework is designed to achieve and how the IT Governance team will perform various supporting processes. In any decision where a choice must be made between action A and action B, with everything else being equal, the decision is made in accordance with applicable principles. Without ongoing access to and use of a set of carefully considered values and principles, an IT Governance structure is, in effect, flying blind.

Elements of Governance: These are the core functions performed by the Governance structure (e.g., develop a “Common Requirements Vision”).

Tools of Governance: These are the various mechanisms—guidelines, standards, metrics, criteria, architectures, templates, procedures, etc.—used in the conduct of the Elements of Governance.

1.3 MUSC GUIDING VALUES

The following table summarizes the Guiding Values for MUSC Health. These values are grouped by major area of applicability. Guiding values are meant to be stable. However, conditions do change. On a periodic basis, MUSC’s Guiding Values are reviewed and updated as necessary.

| Value Area | Guiding Values |
|--------------------------------------|--|
| Clinical | <ul style="list-style-type: none"> ❑ Patient Focused ❑ Patient Safety ❑ Exceptional Relationships with Physicians and Nurses |
| Healthcare Delivery | <ul style="list-style-type: none"> ❑ Sustained Profitability ❑ Efficient ❑ Safe ❑ Exemplar of Best Practices |
| Organizational & Cultural | <ul style="list-style-type: none"> ❑ Teamwork ❑ Open Communications ❑ High Ethical Standards ❑ Rewarding, Stimulating Work Environment ❑ Quality Minded ❑ Health and Safety of MUSC Employees ❑ Diverse workforce |
| Teaching & Research | <ul style="list-style-type: none"> ❑ Quality instruction ❑ Centers of excellence ❑ Innovative |

1.4 MUSC ELEMENTS OF GOVERNANCE

IT Governance is comprised of several interrelated components (or functions) referred to collectively as “Elements of Governance.” These are areas where decisions are made and actions are taken to achieve the IT objectives for the enterprise. The Elements of Governance that comprise the MUSC IT Governance Strategy are summarized in [Figure 2 : Elements of Governance](#) (page 8) and described in more detail below.

OVERVIEW OF ELEMENTS OF GOVERNANCE

Strategic Planning: As shown in [Figure 2 : Elements of Governance](#) (page 8), the IT Governance process should begin with a organization’s highest-level strategic planning processes. The key assumption here is that the organization’s educational, research, business and clinical needs always drive IT investments. Therefore, the Vision, Drivers, and Guiding Values produced through the execution of planning functions guide all IT decisions. Once developed, these high-level directions should be relatively stable and enduring. Organizations that are constantly revising their fundamental Vision and Guiding Principles are typically in trouble. ***The key challenge is this area for MUSC is to articulate as crisply as possible the MUSC Strategic Vision and Priorities.***

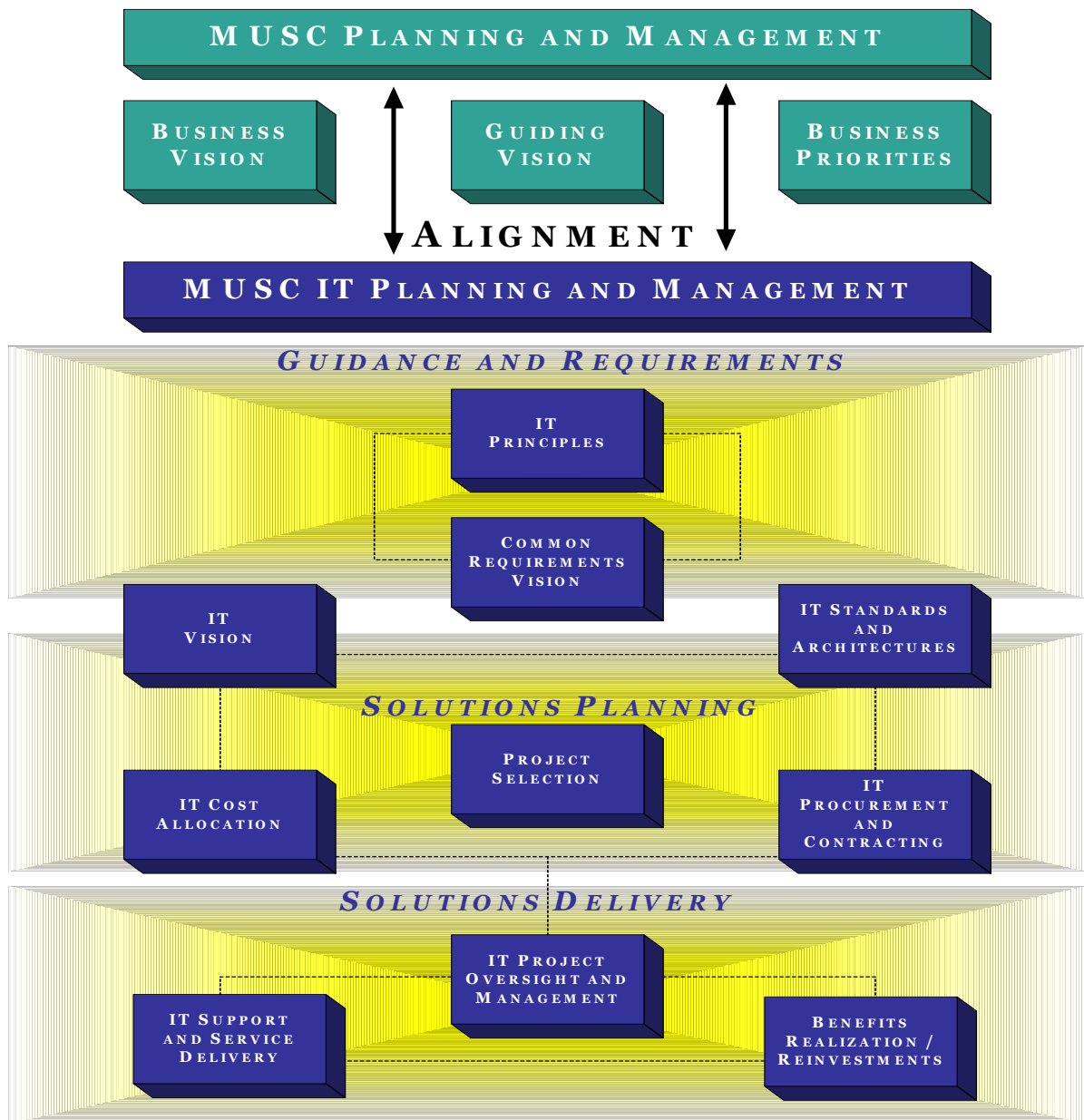


Figure 2 : Elements of Governance

IT PRINCIPLES

Common Requirements Vision: As the planning process permeates the MUSC enterprise, IT support requirements are identified and numerous proposed IT investments and initiatives arise. These requirements and proposals must be systematically

compiled, assessed, and given an initial priority ranking based on established criteria. (For example, “eHealthcare” as a proposed initiative might be viewed initially as a high-priority proposal because it is considered highly supportive of the Vision and is responsive to one or more important drivers.) The product of these synthesis and analysis steps is a “Common Requirements Vision,” or the agreed-upon set of requirements that will drive the IT strategic planning process.

This is the critical point where needs and priorities are aligned with IT needs and priorities. This means, in turn, that the ability to maintain and apply an enterprise perspective (“MUSC Think”) is essential.

The key challenge in this area for MUSC is to establish the accountabilities and processes necessary to ensure that barriers are eliminated, that an enterprise perspective is maintained, and that a true common (i.e., across the MUSC enterprise) Requirements Vision is developed. Whether this process of synthesis and analysis is conducted annually, on an ongoing basis, or for some other period is up to MUSC executive management.

IT Vision: The assessment of IT requirements and proposed initiatives embodied in the Common Requirements Vision takes into account the Organization’s IT Vision. The IT Vision is a desired future-state IT condition that enables and supports the organization’s future-state “Business” Vision. The IT Vision must be updated more often than the “Business” Vision because it is less stable. For example, an IT technology infrastructure might have to evolve through several iterations of technology changes to support a “Business” Vision that remains relatively unchanged.

Proposed initiatives and projects that are inconsistent with the organization’s IT Vision or IT Principles generally are not approved. The Governance structure will work with the individuals and groups offering these deferred/rejected proposals to modify them to be consistent with organization Vision strategies.

Note: *This is a key checkpoint that will, if not performed well, lead to lost money, failed initiatives, and possible adverse strategic repercussions for the organization.*

IT Standards and Architectures: The compilation and assessment of IT requirements and proposed initiatives must also take into account MUSC's IT Standards and Architectures.

Virtually all organizations that have adopted eCommerce, eLearning/Research, or eHealthcare competitive models (or some combination of these) maintain and use an Enterprise Information Architecture (EIA). The EIA is a master architecture plan designed to ensure that systems not only communicate effectively and efficiently with each other, but also provide the extra measure of speed, knowledge management, and agility demanded by today's competitive environments.

Proposed initiatives and projects that are inconsistent with MUSC's EIA will not, generally, be approved. The Governance structure will work with the individuals and groups offering these deferred/rejected proposals to modify them to be consistent with the EIA.

Note: *This, too, is a key checkpoint that will, if not performed well, lead to lost money, failed initiatives, and possible adverse strategic repercussions for the organization.*

IT Cost Allocation: MUSC's budgeting and funding processes and strategies must be systematically applied to ensure that the funds needed for project success are available and that expected investment returns are identified. IT Cost Allocation strategies must reflect and support the organization's Guiding Values, Business Vision, IT Principles, and IT Vision.

IT Project Selection: Integrated and organized requirements in the form of a Common Requirements Vision are translated into an approved project list, or an actionable IT Strategic Plan. As a part of this planning process, a disciplined, criteria-based approach is used to select and prioritize projects, initiatives, and other IT investments. The IT Vision, the IT Procurement Strategy, IT Standards and

Architectures, and the IT Cost Allocation Strategy all play a role in the IT Strategic Planning Process.

IT Procurement and Contracting: Many projects defined in the IT Strategic Plan will involve the acquisition of resources and services from external entities. MUSC’s procurement and contracting strategies and processes must be applied in a way that ensures that IT acquisitions support the organization’s IT strategic objectives (such as economies of scale, architectural compliance, and preferred vendor/supplier partnerships.)

IT Project Oversight and Management: Processes and metrics must be in place to ensure that approved projects make systematic, planned progress toward established goals and objectives, and that timely corrective actions are taken when there are deviations from this plan.

IT Support and Service Delivery: As projects are implemented, MUSC’s IT support and service delivery function typically plays a key role. This function designs and implements systems, evolves systems to meet changing requirements, and designs and maintains the core technology infrastructure that supports these systems. Goals, metrics, incentives, and other means should be in place to ensure that IT support and service delivery operations are fully supportive of all Business Vision, Guiding Values, Common Requirements Vision, and IT Vision objectives. In addition, it is critical that the IT Support and Service Delivery function maintains the skills—either internally or through partnership arrangements—essential to support the IT Vision.

Realization: All IT projects and initiatives are approved based on the expectation that the organization will receive something in return greater than the investment cost. Processes should exist to ensure that these benefits are in fact achieved and that efficiency gains and other quantifiable benefits are reinvested in the organization’s IT infrastructure. In addition, post-implementation assessments provide lessons learned that help improve and refine various governance processes.

Figure 3 : Governance Organizations and People

President's VP Group (VPG): This group is comprised of MUSC's executive leadership. IT issues/policies of **major strategic importance** are reviewed, decided upon, and supported by the VPG. See Attachment 1 for the VPG's Charter **related to IT**.

Information Management Council (IMC): Members of the VPG are extremely busy leading MUSC toward the realization of the organization's Vision. They do not have time on a routine basis to remain engaged in IT planning and oversight activities. This challenge falls to the Information Management Council (IMC).

The IMC (12-15 members) is comprised of MUSC senior management from across the enterprise. IMC members are assembled from across MUSC based on their having some special connection with IT, either as a critical user/stakeholder, a major service provider (e.g., the Chief Information Officer [CIO]), or a major provider of IT funding (directly or indirectly). It is the IMC that energizes the IT Governance process and performs a great deal of the actual strategic planning and project oversight work. People selected for the IMC must be motivated to take on this task and give it the time and attention required. The CIO may or may not chair the IMC.

The IMC makes it possible for the VPG to optimize the time it devotes to IT issues by providing to the VPG high-quality (relevant, important, understandable, and actionable) status and issue briefs at regular intervals. Other areas the IMC is involved in include the IT Vision, IT Principles, coordination of the Common Requirements Vision, approving major technology directions, IT Cost Allocation, and IT Procurement and Contracting Strategies. IMC members also sponsor, either individually or collectively, major IT projects and initiatives. For very large (either in terms of cost or enterprise coverage) or otherwise critical IT-based initiatives, such as eHealthcare, the IMC might choose to assume direct ownership. See Attachment 2 for the IMC Charter.

CIO: The CIO is the senior MUSC executive directly responsible for the effective planning and management of MUSC's information resources. The CIO participates in meetings of the VPG and keeps the VPG informed of important strategic and operational IT-related opportunities, challenges, and issues.

The role of the CIO is multifaceted:

- The CIO provides input to the VPG and obtains organization strategic directions, business drivers, and priorities from the VPG. The CIO brings to the VPG IT-related decisions that must be made by the VPG or that require strong VPG concurrence and support. The CIO also provides to the VPG information and advice on important IT trends, opportunities, and issues. Typically, the VPG will ask the CIO for advice and recommendations on the issues brought to it.
- The CIO may chair the IMC and serves as a main information conduit between the VPG and the IMC.
- The CIO and the OCIO is directly responsible for the MUSC IT service delivery function. This responsibility includes the management of internal service providers and external service contracts.
- The CIO works with component organizations throughout MUSC, including Shared Interest Groups and Business Area Representatives (education, healthcare, research, etc.), to understand needs and priorities, to provide advice and counsel on process improvement opportunities, and to communicate IT strategies, directions, and important initiatives.
- The CIO maintains a network of external information sources and contacts to systematically keep up with industry developments and to benchmark MUSC IT progress with other organizations, both within the healthcare field and within other industries as well.

Multifaceted Leadership and Liaison Role of the Office of the CIO (OCIO)

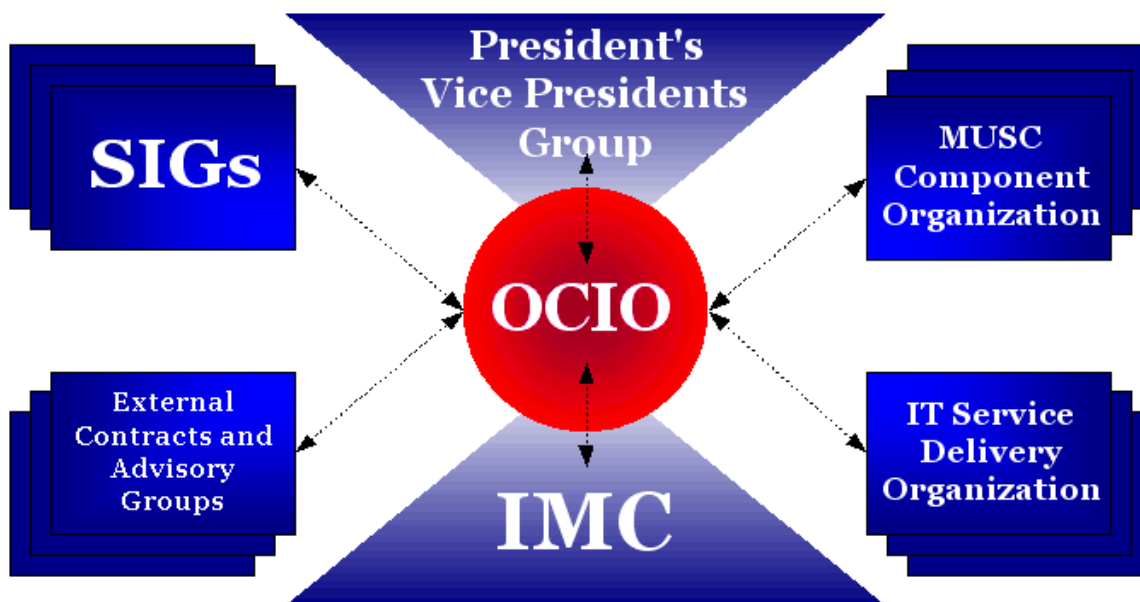


Figure 4 : CIO/OCIO Roles

Architecture Review Board (ARB): Because of the vital role IT architectural frameworks will play in the future of MUSC Health, the IMC must establish an ARB early in the implementation of the MUSC IT Governance structure to support its operations. This is an area of specialty that requires knowledgeable technical personnel. See Attachment 3 for the ARB Charter.

MUSC Enterprise Components: These are the various operating entities that comprise the MUSC enterprise. Each should have a point of contact for IT planning and coordination.

Shared Interest Groups (SIGs): As any organization moves forward, special focus areas emerge. These are areas where organizational members with common interests come together in a cooperative manner to achieve shared goals. Within MUSC,

physicians comprise an obvious and extremely critical SIG. There can also be subsets of SIGs. (For example, there might be an electronic medical record SIG of eHealthcare.) Often SIGs have special IT support requirements. The CIO, the IMC, and other components of the IT Governance structure work with SIGs to ensure that their requirements are taken into account and balanced with the overall needs of the MUSC enterprise and the strategies for meeting these needs.

Business Area Representatives (BARs): Just as the MUSC enterprise as a whole requires a focal point for coordinating its overall IT strategies (typically the CIO), each major component of MUSC requires its own focal point for its IT activities. The BAR is the designated person within each MUSC component organization (e.g., MUHA, UMA, University, etc.) who represents the component in all of its IT matters. The component looks to its BAR to ensure that component IT needs are communicated to the Governance structure and that organization-level IT strategies and decisions are effectively communicated back to the component. The network of BARs throughout an enterprise is often the key to how well the organization's IT Governance structure works. See Attachment 4 for the BAR Charter.

Central IT Services (IT): The central IT organization is the internal staff group that performs core IT support and service functions that cannot be more effectively provided through external (contracted) sources.

TOOLS OF GOVERNANCE

Tools of Governance are mechanisms that support the execution of the Elements of Governance. In many instances for each Element of Governance there is one or more direct supporting tools. For example, one Element of Governance is IT Cost Allocation (i.e., something that must be done); the Governance Tool is a documented IT Cost Allocation Strategy (how it is to be done). MUSC's Tools of

Governance are listed below and discussed in more detail, as appropriate, in the sections that define each Element of Governance.

The MUSC Tools of Governance are:

- ❑ Documented Business Drivers
- ❑ Documented Guiding Values
- ❑ Organization Charters and Role/Responsibility Definitions
- ❑ Documented Common Requirements Vision
- ❑ Enterprise Information Architecture, both As-Is and To-Be components
- ❑ Documented IT Vision
- ❑ Documented IT Principles
- ❑ Project Selection Criteria
- ❑ Project Management Methodology
- ❑ IT Procurement and Contracting Strategies and Vehicles
- ❑ IT Cost Allocation Strategy
- ❑ Performance Realization Strategy

CHARTER
IT Related Matters
President's Vice Presidents Group (VPG)

Charter

The VPG provides executive-level direction, policy, and oversight for the acquisition, deployment, management, and use of IT resources across the MUSC enterprise.

Functions

The VPG performs the following functions:

- ❑ Defines and communicates the MUSC Vision, Priorities, and Guiding Values, and helps ensure that IT strategies and policies support these directional statements.
- ❑ Working with the IMC, helps define major IT focus areas and objectives for MUSC.
- ❑ Provides input to and approves the MUSC IT Vision, IT policies, and IT principles.
- ❑ Approves the overall operating model for the deployment and use of IT across MUSC.
- ❑ Approves the MUSC IT Project Plan (which includes major IT initiatives, projects, and investments for a given planning period).
- ❑ Approves IT budgets and cost allocation/cost recovery processes.
- ❑ Resolves **significant** IT issues that cannot be resolved at IMC level.

C H A R T E R

MUSC Information Management Council (IMC)

Charter

The IMC serves as the IT policy, oversight, and action arm of the VPG. In this role, the IMC helps develop and apply policy and strategy, and provides operational oversight for all IT activities performed across the MUSC enterprise. The IMC also performs – or directs the performance of tasks and actions as directed by the VPG.

Functions

The IMC working in close partnership with the VPG and other participants in the MUSC IT Governance process, performs the following functions:

- ❑ Formulates and articulates a vision for the deployment and use of information and IT across MUSC.
- ❑ Supports MUSC organizations in the use of IT to constantly improve educational, research, and clinical process.
- ❑ Helps develop and maintain a “roadmap” for MUSC’s future educational, research, and clinical environments, featuring the role of information and IT in enabling desired future-state operations
- ❑ Champions enterprise-wide systems and the effective evolution of MUSC’s information infrastructure.
- ❑ Develops and issues information management (IT) policies that promote best practices.
- ❑ Establishes, maintains, assesses, and continuously improves mechanisms for 1) managing information investments; 2) assessing performance and results; and 3) sharing lessons learned throughout the organization.
- ❑ Champions information technologies that are critical to MUSC missions.

- ❑ Establishes standards and guidelines to maximize information and information system integration.
- ❑ Communicates the MUSC vision, business objectives, and business priorities to IT planners and service providers.
- ❑ Resolves significant IT issues, or if necessary presents to the VPG concise, well-researched decision briefs, with appropriate recommendations.
- ❑ Advocates the creation, collection, and use of information as an organizational asset.
- ❑ Ensures that appropriate and cost-effective information protection measures are applied to information and IT assets.
- ❑ Recommends to the VPG major IT funding and cost allocation decisions and strategies.
- ❑ Oversees, at a policy level, IT procurement, sourcing, and other IT resource acquisition processes.
- ❑ Oversees the operation of the MUSC IT service delivery function, including the effective use of service level agreements and the ongoing assessment of IT service quality.
- ❑ Provides oversight for all IT projects, both on an individual project basis and for the overall MUSC portfolio of IT projects.
- ❑ Ensures that post-implementation project reviews are conducted, that expected project benefits are realized, and that the governance process benefits from lessons learned.

Membership

Membership on the IMC is determined by the VPG on recommendation of CIO . The chairperson of the IMC is also determined by its membership. The VPG will periodically review the IMC membership and make adjustments as necessary.

Method of Operation

The IMC meets on a monthly basis at a time specified by the IMC chairperson, and at other times as special circumstances dictate.

Agendas are issued in advance of IMC meetings. Minutes are kept and published.

Special Rules

For all regularly scheduled meetings of the IMC, appointed members are expected to attend. Substitutions are allowed only if exceptional circumstances exist.

What is Required of a Member of the MUSC IMC?

Understand Role. Each member must develop a baseline level of understanding of MUSC's IT Governance strategy—the key objectives we are pursuing, the basic processes we use to select and oversee IT projects, the general standards and architectures we use to guide our IT decisions, etc.

Be Interested. To perform well in this role, each Council member must have a genuine interest in the role of IT in the future of MUSC Health and be dedicated to ensuring that the use of IT within MUSC is consistent with industry best practices.

Prepare for Meetings. For each meeting of the IMC, there will be a clear agenda. Any issues or proposals to be discussed will be well documented and distributed in advance of the meeting. Minutes from previous meetings will be readily available electronically. Each IMC member will review this information prior to the meeting.

Attend Meetings. The IMC will meet on a monthly basis, with each meeting lasting 2 hours or less. Special meetings will be held as needed. All IMC members attend all meetings, if possible. If a member cannot make a meeting, the CIO will meet with the member individually at an alternate time.

Participate in Meetings. The chairperson of the IMC runs a tight meeting, keeping the discussion focused on the agenda, while

allowing members to provide focused input and advice. Members will be given the opportunity to vote on important issues.

Work Outside of Meetings. In addition to preparing for meetings by reviewing the advance material, IMC members are expected to consult with the organizations or interest groups they represent to get a feeling for the kinds of requirements, issues, and perspectives that exist. They are also expected to help obtain buy-in from these organizations and interest groups for IMC decisions and actions.

Accept Assignments. As the IMC operates, various subcommittees will be formed to address specific needs. Council members will be asked to lead or serve on these subcommittees.

Kinds of IMC Meetings

IMC meetings will take many forms. A typical meeting might include a status review of major projects underway (which could entail decisions about approval for the next project phase). Or there might be a discussion about, and decisions made on, one or more new IT projects or investment proposals (go or no-go, for example). There will be special meetings devoted to single topics, such as the overall IT budget and the implications of tough budget decisions, or the selection of priority business or clinical areas for process reengineering. There might be educational or technology-update meetings where industry experts update IMC members on where the industry is headed in areas critical to MUSC Health. Periodically, the IMC might want to form a subcommittee to engage in a benchmarking trip. The results of this trip would be presented in an IMC meeting. Or there could be meetings where IMC members themselves present showcase demonstrations on exceptional accomplishments or areas of need/opportunity.

Overall Time Commitment

Once an IMC member gets up to speed on the basic governance framework the council will use to oversee and manage IT, the estimated total monthly time commitment can be summarized as follows:

- Meeting Preparation Time: 1 - 2 hours
- Meeting Time: 2 hours
- Post-Meeting Time (reviewing and clarifying minutes, etc.): 1 hour
- Interacting with “constituents” between meetings: 2 hours

This would be an average time requirement of about 6 - 7 hours each month to perform this role. For certain members at certain times, issues that require additional time might exist.

C H A R T E R

MUSC Information Technology Architecture Review Board (ARB)

Charter

The ARB is chartered to provide architectural guidance and support to the MUSC IMC and other stakeholders in the MUSC IT management and support mission, as appropriate.

Functions

The ARB performs the following functions:

- ❑ Stays current with industry IT developments in the areas of Enterprise Information Architecture, Business Architecture, Information Architecture, Data Architecture, Applications Architecture, and Technology Architecture.
- ❑ Maintains the IT architecture planning and management framework for MUSC.
- ❑ Advises the IMC and other stakeholders on IT architecture issues.
- ❑ Assesses proposed IT projects for architectural compliance.
- ❑ Ensures that architecture compliance is built into appropriate policies and processes, such as Procurement and Project Management.
- ❑ Works with appropriate technical people responsible for various layers of the MUSC Enterprise Information Architecture to understand and advise on architectural strategies and directions.

Structure

The ARB is not a formal stand-alone organization, but a virtual organization comprised of personnel involved in other primary activities.

C H A R T E R

MUSC Business Area Representative (BAR)

Charter

The BARs are chartered to serve as the IT single points of contact for their respective MUSC business units or functional groups. In this role, the BARs work at a more operational level than members of the IMC, but coordinate closely with the IMC, the MUSC CIO, and the MUSC IT Services organization, as well as the IT users in the organizations they represent.

Functions

The BARs perform the following functions:

- ❑ Serve as single points of contact for their respective organizations for the purposes of responding to questions relating to IT issues, priorities, and directions.
- ❑ Understand the IT needs and priorities of the organizations they represent and communicate these to IT policy and planning organizations.
- ❑ Communicate IT policies, plans, strategies, and priorities to their respective organizations and help achieve buy-in and support.
- ❑ Provide input to and support the IT project selection and prioritization processes.
- ❑ Provide a sounding board and source of advice and counsel for the IMC, the CIO, the ARB, and SIGs.
- ❑ Help develop IT service level agreements for their respective organizations.
- ❑ Meet collectively as an important IT user advisory group.

Assignments

The areas for which BARs will be assigned are defined by the IMC. BAR personnel assignments are made by the individual organizations. A BAR Lead Coordinator Role is assigned by the IMC.

The BAR Lead Coordinator is responsible for polling BARs, arranging BAR group meetings, and otherwise facilitating the BAR process. BAR Lead Coordinators will serve for 1 year.

Qualifications

BARs possess a sound blend of business and technology expertise and experience, particularly as this expertise and experience relate to the organizations they represent. BARs are also good team players, understand that business needs drive technology decisions, and are comfortable balancing enterprise needs with local needs.