Georgia Institute of Technology

Enterprise Applications Committee Charter

Committee Description & Purpose

The Enterprise Applications Committee (EAC) is one of several functional committees which operates under the guidance and oversight of the Technology Governance Steering Committee (TGSC). The purpose of the Enterprise Applications Committee is to provide the TGSC with expert advice and counsel on any and all matters related to the enterprise level applications. The Enterprise Applications Committee will provide review and assessment in the planning, selection, deployment and management of existing Enterprise Application investments and new Enterprise Application technologies to deliver measureable business benefits. All aspects of technical and functional design will be reviewed and, where appropriate, specific issues or questions will be referred to a peer committee for review and resolution.

The EAC will provide an integrated view of core business processes and facilitate the flow of information between all business functions as well as manage connections to outside stakeholders. EAC will assist in the review and counsel related to any design, implementation, custom development, other third party integrations, and issues identified during the EAC review will be referred to the appropriate peer committee for review, coordination, and/or resolution.

Committee Mission

The mission of Enterprise Applications Committee will include:

- Alignment and integration of mission critical enterprise data, information, and business processes to support the strategic mission of the Institute.
  - Development of business-owned Enterprise Application strategy that supports business goals and processes
    - Promote the transformation of business processes through adoption of best practices and Institute Strategic Goal alignment
    - Act as facilitator for re-engineering of current business practices as needed.
    - Provide guidance to assist in reduction of non-value-added work.
  - Selection of Enterprise Application solutions and services that align with Institute Strategy
  - Define the framework to assist in management of Institute Enterprise Application solutions through their respective life cycles
- Leverage technology innovation and best practices to support business objectives and improve operating efficiency and effectiveness
  - Ensure business case alignment for Enterprise Application investments with Strategic Goals to achieve planned business outcomes

- o Provide governance framework for ensuring ongoing application enhancements for critical and differentiating business processes
- Promote modernization of Enterprise Applications and Systems Infrastructure
  - o Mitigate risks related to aging technology that limit the ability to respond rapidly to mission needs
- Promote reduction of operating costs related to supporting proprietary technology and complex integrations where possible
  - o Provide supportive governance to improve the ability to interface with vendor products including cloud-based offerings
  - o Develop governance processes that optimize implementation projects to realize true value and minimize costs
- Develop review protocols to ensure Enterprise Application are designed in a manner consistent with policies and standards developed by peer committees i.e. Data Governance, Research/Pace, Institutional Technology, and Architecture
  - o Support modernized data governance and control with tight alignment with the Institute's Enterprise Data Management Program
  - o Develop frameworks that support and facilitate the flow of information across all functions.
- Ensure functional, technical, and appropriate support teams have been engaged to build short and long term support models/frameworks.
  - o Develop processes to monitor applications throughout their lifecycles to determine ongoing support needs and adjust those models accordingly.
  - o Ensure linkages exist between TSC, ITSM, PMO and other support teams as needed to ensure appropriate hand-offs occur so applications are supported at launch and throughout their lifecycles.
  - o Ensure support models become well integrated into business processes
- Determine whether or not viable alternatives exist including those already in use at the Institute
  - o Reduce system/service redundancy
  - o Identify applications that are no longer Fit for Purpose nor Fit for Use and make recommendations for appropriate remediation, deprecation, or decommissioning
- Assume a Cloud First approach for all new IT investments unless compelling evidence to the contrary is presented.

Guiding Principles for Technology Governance

Each of the functional committees operating within the technology governance process will adhere to the following guiding principles:
- *Strategic Alignment:* Advise and coordinate the enterprise IT portfolio and policy with institutional priorities.
- *Learning Impact*: Measure the impact of the portfolio on scholarship & research.
- *Transparency*: Make decisions and actions ~~made~~ with full transparency, and clearly communicated to the Institute as a whole.
- *Value Delivery*: Continuously assess the value proposition of the portfolio.

- *Resource Impact*: Consider the impact on institutional resources: human, financial, space, equipment, etc.
- *Risk Management*: Consider & account for risks as related to strategic initiatives.
- *Performance Measures*: Review & advise on portfolio performance against strategic priorities of the Institute.
- *Innovation*: Identify, assess, and advise on innovation opportunities across enterprise IT.

Responsibilities of the Committee

The goal of the Enterprise Application Committee is to coordinate the business administrative application modernization efforts across the Institute in a way that provides business continuity and improved efficiency of service delivery to the Institute.

The Enterprise Applications Committee will serve as a primary point of contact for units as they transition their localized applications and will serve as a facilitator of information and alignment between Enterprise Application projects and business units through a focus group of Subject Matter Experts (SME's).

This group will focus on the following responsibilities to fulfill its mission of Enterprise Application technology governance oversight:

Committee Staffing: The Co-Chairpersons of the Committee will determine what staffing is needed to support the Committee's responsibilities. Committee staffing should include SME's from multiple Institute constituencies as appropriate.

Sub-Committees: The Committee will have the authority to create sub-committees to address specific short term issues that arise, or permanent sub-committees as needed to fulfill the Committee's mission.

Project/Program review: Review and make a recommendation to the TGSC regarding approval/denial/prioritization of program, project, policy, initiative, and investment proposals. Decisions will be based on the knowledge and expertise of Committee members and other perspectives as appropriate.

Responsibilities of Committee Members

Committee members will work to promote the strategic imperatives, act as a vocal and visible champion, keep abreast of program activities and provide recommendations to executive sponsors for ultimate decision-making for Enterprise Applications. The committee will provide leadership and support through the following responsibilities:

- Meet on a regular basis with Key Vendor Partners to address Enterprise Application or program related issues, as well as stay abreast of critical issues

- Participate in ERP Steering Committee Meetings
- Participate in Data Management co-chair meetings
- Provide support, guidance and direction to the IT Governance committees and team members
- Document and present Enterprise Application project health and progression
- Identify business needs, dependencies, and impacts to help define project requests
- Identify and engage key decision-makers and escalate as needed
- Ensure that strategy and objectives are being met
- Identify change leadership opportunities and risks to the Institute

A representative from Georgia Tech Strategic Consulting will serve in a non-voting capacity on the Committee to facilitate the Committee's activities, help drive decisions, provide thought leadership regarding governance, and coordinate with the Committee Co-Chairpersons to facilitate the functions and operations of the Committee and any affiliated sub-committees.

Committee Membership
Committee membership will consist of the following:

OIT Co-Chairperson
Non-OIT Co-Chairperson
Additional Committee members to be determined by the Co-Chairpersons with approval from the TGSC

Appointments to the Enterprise Applications Committee will be approved by the TGSC and members will serve for two year terms beginning January 2017. To avoid having all terms be coterminous, half of the initial appointments will be for a single year beginning January 2017. Members that are initially appointed for one year will be identified at the time of appointment and subsequent appointments to those positions will be for two year terms.

Meetings
The Committee will meet at least quarterly with additional meetings called as needed at the discretion of the Committee Co-Chairpersons. Quarterly meetings will be scheduled at least 1 month in advance. Additional meetings will be scheduled with as much advance notice as possible, with the goal of providing sufficient notice to the Committee members to facilitate their participation.

Communications
Following each meeting of the Committee, a report detailing any decisions/recommendations reached will be forwarded to the TGSC and will be posted on the Technology Governance website.

<u>Periodic Review</u>

This charter, any additional governing documents, and the make-up of the Committee will be reviewed at least annually to determine if any changes are needed to any aspects of the Committee's structure, membership or operating procedures.

Approved by Co-Chairpersons of Enterprise Applications Committee:

_____   Date: _____
        Greg Phillips

_____   Date: _____
        John Wilson

Approved by Chairperson of Technology Governance Steering Committee:

_____   Date: _____
        Mark Hoeting