1. **Scope**

1.1 IT Governance at Emory is a transparent set of processes designed to consistently receive, prioritize, and evaluate IT work in a public, inclusive manner.

1.2 Work reviewed and evaluated is that which:
   - Intersects with central IT applications or,
   - Requires interface to central IT applications.
   - Note: new access to existing, non-confidential enterprise data is processed through a work request. Access to confidential data requires additional review and may require adherence to permissions procedures.

1.3 The governance structure is comprised of seven subcommittees and one steering committee (ITSC). The subcommittees are:
   - Finance
   - Development and University Relations
   - Student Affairs
   - Human Resources/Payroll
   - Research
   - Instructional Technology
   - Infrastructure and Policies

1.4 Membership is intended to be far-reaching and to fully engage as many areas of the University community as possible. The role of each subcommittee is to review and approve or deny IT initiatives pertinent to their areas that involve enterprise IT applications or data.

1.5 A request for work may or may not include a request for additional funding. Work should be evaluated and approved or denied based on its merits and value to the University community, and not on funding concerns.

1.6 Work requests are categorized as follows:
   i. **Support Request**
      Anticipated work required by at least one University central IT organization (Emory Healthcare IT, Academic and Administrative Information Technology (AAIT formerly known as ITD), or Netcom) is **less than** 10 person days or $20,000.
   ii. **Level 1**
      Anticipated work required is **between** 10 person days or $20,000 and 50 person days or $100,000.
   iii. **Level 2**
      Anticipated work required is **greater than** 50 person days or $100,000.
2. Definitions
2.1 *Enterprise* is two or more school-level organization entities with Emory University.

2.2 A *project* is a *temporary* endeavor undertaken to create a *unique* product or service. Temporary means that the project has a distinct start and end date. Unique means that the project's end result (function, service or application) is not otherwise available by current IT functions, services or applications.

2.3 A *person-hour* is the aggregated amount of time to perform work required to achieve the desired end result. For example, two people working eight hours is the equivalent of 16 person hours.

2.4 An *application* is one or more software programs written in-house or vendor supported that enable the academic and administrative business of the University. Examples include Blackboard, OPUS, the Labor Distribution system, Emory Budget Office applications, PeopleSoft, Post Office, online procurement systems and FAS.

2.5 A *service* is an underlying infrastructure aspect required to support an application or environment. Examples include LDAP authentication, Netegrity authorization, directory services and active directory.

2.6 *Data* are records that contain fields about applications, services, locations, finances, academic endeavors, research efforts or persons that support, describe, are the property of, or under the employment of, Emory University.

3. General Clarifications
3.1 This process is for project-based IT requests only.

3.2 This process does not circumvent current departmental procurement and purchasing approval processes.

3.3 The subcommittee structure is not designed to review requests for permanent staffing or funding increases.

4. Request for Work Clarifications
4.1 Any proposal that has some central IT component or impact in which the IT-related cost exceeds $20,000 or 10 person days (criteria 1.6) must go through the governance process for review and approval. This threshold pertains to larger projects in which the IT portion represents only a part of the entire proposal. However, the threshold remains relevant to IT work.

4.2 *Exception:* For grants or work funded through a competitive external process, only the IT component that intersects with enterprise applications requires an IT Governance project request. The entire request may be submitted to provide context. If the entire proposal is IT-related and intersects with, or requires access to, enterprise applications or data, then the entire proposal must go through the governance process. New access to enterprise data requires a work request for data analysis, connectivity and in some cases, adherence to permission procedures.
Request for Work Clarifications – continued

4.3 A Request for Work is not necessary for any of the following scenarios:
   4.3.1 Fee-for-service request, such as many of the services provided by Netcom. These requests will continue to be processed as they are now.
   4.3.2 Operational work that fits within the normal scope of central IT services, such as hosting a Web site, setting up a video conference meeting, etc. in which IT resources are not required or work is estimated as less than $20,000 or 10 person days.
   4.3.3 Services that will be performed exclusively by either an outside consultant or through local information technology support and do not intersect with or require access to enterprise applications or data. However, these services must follow Emory University IT standards and policies.

5 Request for Funds Clarifications:
   5.1 Proposals must have enterprise-level impact and not limit the value or benefit to a single school or division.
   5.2 The most compelling and likely to success business case will demonstrate value in terms of constituents served and/or value experienced. (1.2).
### 6 Scenarios:

<table>
<thead>
<tr>
<th>ID</th>
<th>Scenario</th>
<th>IT Governance</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$100,000 project that has no IT components and does not request any funds through the IT governance process.</td>
<td>No</td>
<td>No enterprise IT impact. No requirement for IT personnel, equipment or services. No explicit request for new funding through the governance process (1.2)</td>
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<td>2</td>
<td>$100,000 project that requires approximately $20,000 of IT work performed by local IT support personnel. No impact to central IT services, data, functions or applications.</td>
<td>No</td>
<td>The costs exceed the threshold (1.6), but there is no impact to central IT services, data, functions or applications. (1.2) Work can be performed by the local IT support (1.6)</td>
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<tr>
<td>3</td>
<td>$100,000 project that requires approximately $20,000 of IT work performed by local IT support and requires a purchase of $15,000 (budgeted in the proposal) of new IT equipment to be managed by Central IT. The work to design and deploy the equipment will be approximately 18.75 person days (150 person hours) by central IT personnel.</td>
<td>Yes</td>
<td>Although the equipment is funded through the project, the 150 person hours by Central IT will require authorization by the governance process (1.2). Only the IT portion of the grant requires review and approval by the governance process, although the entire project may be submitted to provide context. Since this is an example of equipment set-up and not of application or data access or interface, the proposal may explore other funding mechanisms if it is not approved.</td>
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<td>4</td>
<td>New application to be funded and developed internally by a specific school. The application will require a regularly scheduled data feed from one of the data sources managed by Central IT. The feed does not currently exist and based on initial estimates, it may take more than 80 person hours to develop.</td>
<td>Yes</td>
<td>Requires application development work from Central IT that exceeds 80 person hours (1.6). The entire proposal, not just the data source work, must go submitted to governance for review and approval.</td>
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<td>5</td>
<td>New application to be funded and developed internally by a specific school. The application will require a regularly scheduled data feed from one of the data sources managed by Central IT. The feed currently exists but must be setup. Work is expected to be less than 80 person hours.</td>
<td>No</td>
<td>Requires a Support Request for Central IT time and resources to configure the data feed, but does not meet Level 1 or Level 2 thresholds. (1.6)</td>
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### Scenarios - continued

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<td>6</td>
<td>New application to be funded and developed internally by multiple schools. The application will require access to existing Central IT active directory, email services, and hosting environment. No customized or additional access to enterprise IT applications or data is needed. The developer is familiar with the ways in which current, existing access is possible and able to configure accordingly.</td>
<td>No</td>
<td>Although the application does depend on many Central IT services, it will not require the enhancement or customization of these services, nor time exceeding 10 person days be required to assist in the configuration.</td>
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<td>7</td>
<td>Request for funds to redesign a school’s web site.</td>
<td>No</td>
<td>The scope is limited to a single school (1.2) and potentially focused more on content than technology.</td>
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<td>8</td>
<td>A funding request to evaluate and purchase a technology solution that will enable offline viewing of online education content material on PDAs. The new technology requires an interface to LDAP for login and other data synchronizing abilities, such as meeting information and email. The new technology is expected to carry a one time start-cost of $60,000 and ongoing maintenance agreement of $10,000 annually.</td>
<td>Yes</td>
<td>The request is primarily technology based and requires access to enterprise IT data, exceeding thresholds for both time and money. The technology has the potential to benefit multiple schools, however the most compelling and likely to succeed business case will demonstrate value in terms of constituents served or value experienced.</td>
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<td>9</td>
<td>Request to access existing, non-confidential, centrally stored and managed data for view only privileges.</td>
<td>No</td>
<td>Request for work is required to confirm confidentiality, central data availability, connectivity requirements and special permission procedures.</td>
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### Ongoing Questions and Issues

- Note the life-cycle impact to new initiatives must be evaluated and considered from both the requestor and IT. New and different services will affect how human and financial resources are allocated.
- Subcommittee representatives are asked to wear the “hat of the many” and look out for what is best for all Emory. However, there may be impacts to schools regarding how the unit’s business is conducted, their environment is maintained and or options available to them. Subcommittee members bring the unique, valuable view of their schools for these important considerations.