APPENDICES

INFORMATION AND COMMUNICATIONS TECHNOLOGY
TASK FORCE REPORT

SEPTEMBER 2002
Appendix A: Current ICT Organization Structure for the University of Alberta
Appendix B: Position Description for the Chief Information Technology Officer

Chief Information Technology Officer (CITO)

Current Challenges

To ensure effective ICT planning and management, within the context of the new Information Technology Administrative Executive Committee (ITAEC) and Learning Information Resources Committee (LIRC).

To lead ongoing assessment and coordination of central ICT-related units, and to ensure efficient and effective ICT operations are aligned with the mandate of ITAEC.

Position Responsibilities

The Chief Information Technology Officer will:

• serve as Chair of, and provide leadership to, the Information Technology Administrative Executive Committee (ITAEC);

• provide leadership in the development of strategic ICT policy;

• orchestrate business and strategic ICT planning for the organization;

• ensure that there is an ICT strategic plan aligned with core University activities: teaching and research;

• ensure the effectiveness of ICT systems and services by continually adapting governance structures as required via leadership of ITAEC;

• coordinate the execution of the ICT strategic plan, within the University’s financial constraints, and to conduct budget planning to ensure sustainability;

• participate in the development and sustenance of corporate and government relations, and liaise with private sector and government to represent the University on ICT issues;

• understand the key ICT issues facing the organization and be able to articulate them externally;

• provide an education and marketing function, which can convey the vision and value of ICT, both within the University and externally.

Candidate Requirements

Must be an excellent manager of change. Strategic alignment of ICT is not a destination, it is an ongoing journey.

Must have a proven track record of implementing change within an organization.
Must possess broad knowledge of ICT with an understanding of the tactical components of ICT operations.

Must be able to use the university’s broad ICT expertise, be able to lead and develop human resources, and have the ability to assemble and manage a strong ICT team.

Must be a strategic university collaborator, and facilitate strategic advantages within a complex academic environment, while respecting the matrix of the University’s organizational structure, and its role within the context of government and the public.
Appendix C: ICT Structures at Select Canadian Universities

**UBC**

*Organization Chart:*

![UBC Organization Chart]

*Committees:*
e-Strategy Executive Steering Committee  
Systems Management Committee

**Western**

*Organization Chart:*

![Western Organization Chart]

*Committees:*
Senate Committee on Information Technology and Services
Toronto

Organization Chart:

Committees:
Computing Management Board (Reports to Provost)

Calgary

Organization Chart:

Committees:
Infostructure Subcommittee (Reports to the University Planning Committee)
Appendix D: Position Description for the Director of CNS and Associate Chief Information Technology Officer

Director, Computing and Network Services (CNS) 
and Associate Chief Information Technology Officer (Associate CITO)

Current Challenges

To organize a merged Computing and Network Services (CNS) and Technical Resources Group (TRG) as a single effective, efficient service unit.

To ensure efficient and effective Information and Communications Technology (ICT) operations that are aligned with the mandate of the newly formed Information Technology Administrative Executive Committee (ITaec).

To support ongoing assessment and coordination of central ICT-related units.

Position Responsibilities

The Director of CNS/Associate CITO will:

• assist the CITO with ICT planning, as required;
• provide effective, reliable core ICT services to campus via CNS and through ITAEC;
• provide leadership in tracking technology change, and anticipate its impact on teaching and research;
• develop and report key ICT performance indicator;
• lead capital and operational budgetary planning within CNS;
• identify financial strengths and risks, and undertake financial analysis to ensure sustainability of systems and services;
• sustain effective ICT systems and services by continually adapting within the ICT strategic plan, as articulated by ITAEC;
• lead the development and sustenance of best ICT practices both within CNS, and across campus through the mandate of ITAEC;
• work with the CITO to provide structure and advice to units across campus to institute best management practices for ICT;
• work with the CITO to create and sustain strong relationships with ICT vendors and identify opportunities for strategic relationships.
Candidate Requirements

Must be an excellent manager, with strong skills to support the development of efficient and effective service-oriented work teams.

Must have a proven track record of implementing change within an organization.

Must be able to facilitate the design and development efficient processes to support the operation and maintenance of key ICT systems.

Must have broad knowledge of ICT with an understanding of the tactical components of ICT operations.

Must be a strategic collaborator, facilitate and mediating operational ICT issues with central units and across campus.
Appendix E: Proposed ICT Organization Structure for the University of Alberta

Note: The Task Force recommends that CNS and TRG be merged under one director.
Appendix F: Draft Terms of Reference for the Information Technology Administration Executive Committee (ITAEC)

Membership

- Chief Information Technology Officer - Chair

Members - Ex Officio

- Associate Vice-President, Learning Systems
- Registrar
- Director, Computing & Network Services
- Director, Administrative Information Systems
- Director, Academic Technologies for Learning
- Director, Creative Services
- Chair, Department of Computing Science
- Representative, Office of the Vice-President (Facilities & Operations)

Elected and Appointed Members

- Chair of the GFC Learning and Information Resources Committee (LIRC)
- Representative named by Deans’ Council

Mandate

1. Develop and sustain the long range ICT plan for the University for review by EPC and LIRC and approval by APC and GFC. In order to accomplish its activities ITAEC will:
   a. Collect ICT related information from any unit as required;
   b. Coordinate ICT components of four-year strategic plans from all units across the University.
2. Develop and recommend University administrative policy with relation to ICT.
3. Approve ICT project development plans within the context of long range ICT plans.
4. Create ad hoc committees to address strategic ICT issues, as required.
5. Approve, coordinate and arbitrate major ICT activities across the University.
6. Provide an annual report to LIRC.
7. Report to EPC as necessary.
Appendix G: Draft Terms of Reference for the GFC Learning and Information Resources Committee

72. LEARNING AND INFORMATION RESOURCES COMMITTEE (LIRC)

The Learning and Information Resources Committee (LIRC) is a standing committee of the General Faculties Council dealing with the promotion of excellence in teaching and of an optimal learning environment for students, as well as with the provision of appropriate learning and information resources to the university community. LIRC will be guided by the teaching and research mandate of the University, as identified by GFC.

When considering matters brought before LIRC, members are expected and directed to divest themselves of personal and parochial interests and to act in what they consider to be the best interests of the University as a whole.

72.1 TERMS OF REFERENCE

The Learning and Information Resources Committee is responsible for making recommendations to the Academic Planning Committee (APC) concerning policy matters and action matters with respect to the following:

1. Planning
   a. To review and make recommendations to APC on the long range Information and Communications Technology (ICT) plan.
   b. To receive and review four-year strategic business plans of University Teaching Services, Computing and Network Services, the Library, Academic Technologies for Learning, the Technical Resource Group, Administrative Information Systems and other learning and information service units.
   c. To receive and make recommendations to APC on other such reports as appropriate.

2. Operations
   a. To advise APC, the Provost and Vice-President (Academic), the Vice-President (Finance and Administration), and Vice-President (Research) on the promotion of an optimal learning environment for students and excellence in teaching and research.
   b. To advise APC, the Provost and Vice-President (Academic), the Vice-President (Finance and Administration), and the Vice-President (Research) concerning special projects related to teaching, learning, research and information services.
   c. To act as an advisory body to APC, the Provost and Vice-President (Academic), the Vice-President (Finance and Administration), and the Vice-President (Research) with respect to University Teaching Services, Computing and Network Services, the Library, Academic Technologies for Learning, the Technical Resource Group, and other learning and information service units.
   d. To receive regular reports from the Directors of University Teaching Services, Computing and Network Services, the Library, Academic Technologies for Learning, the Technical Resource Group, and other learning and information service units about their programming and to offer advice on those reports.
e. To review as necessary and make recommendations to APC, the Provost and Vice-
President (Academic), the Vice-President (Finance and Administration), and the Vice-
President (Research) on the structure and organization of learning and information
service units.

f. To review and make recommendations to APC on standards, systems and procedures for
promoting an optimal learning environment for students and excellence in teaching and
research.

g. To review, as necessary, Section 111 of the GFC Policy Manual (TEACHING AND
LEARNING, TEACHING AND LEARNING COMMITTEE (TLC) AND TEACHING
EVALUATION), and to make recommendations to APC on its implementation.

3. Other

a. To receive and advise APC on reports and recommendations from Faculties’ and other
units’ committees concerned with the Library, ICT, and the promotion of excellence in
teaching and learning.

b. To provide advice to appropriate GFC Committees on any of the matters falling under
LIRC’s purview.

c. Any other matter deemed by LIRC to be within the purview of its general responsibility.

72.2 DELEGATION OF AUTHORITY

Notwithstanding anything to the contrary in the terms of reference above, the General Faculties
Council has delegated to the Learning and Information Resources Committee the following
powers and authority:

1. Studies

In light of the academic priorities set by the GFC Academic Planning Committee, to initiate
studies, and respond to requests for studies, opinion, and information within the purview of its
general responsibilities, and make reports and recommendations to the appropriate office or
committee.

2. Sub-Delegation

To appoint such subcommittees, and to delegate to such subcommittees or to the Provost and
Vice-President (Academic) such of its powers, duties and functions, or any part thereof, including
the power of sub-delegation and subject to such conditions as it deems necessary.

72.3 COMPOSITION

Ex Officio

Chair – Provost and Vice-President (Academic) (or designate)
Vice-President (Research) (or designate)
Vice-President (Finance and Administration) (or designate)
Vice-President (Academic), Students’ Union
President, GSA (or designate)
Non-voting

Associate Vice-President (Learning Systems) & Chief Librarian
Chief Information Technology Officer
Director, University Teaching Services
Registrar

Elected by General Faculties Council

Four staff representatives (Category A1.0), elected by GFC, at least one of whom must sit on GFC
One staff representative (Category A1.0), cross-representative from the GFC Committee on Admissions, Academic Standing, and Transfer (CAAST)
One support staff representative (Category B1.0), elected by GFC
One undergraduate student at-large
One graduate student at-large

- See Section 5 of this Policy Manual for definitions of these categories of staff.

Appointed Members

One Chair, selected by Chairs’ Council

72.4 QUORUM

Except for those committees which have a different quorum approved by GFC, the quorum for all GFC standing committees is one-half the voting members (where there is an even number of voting members) or one-half plus 1 member (where there is an odd number of voting members). For instance, for a committee with 11 voting members, the quorum would be 6.

Vacancies (but not absences) on a committee are excluded when counting the voting members in order to establish the quorum, and Committee Chairs are counted as voting members. (EXEC 13 FEB 1989)

72.5 REPORTING PROCEDURES

1. To General Faculties Council

The Learning and Information Resources Committee shall submit an annual report to GFC for consideration by Council, describing its activities over the previous twelve months.

Annual reports to GFC should detail the manner in which the Committee's delegated responsibilities have been exercised by describing the Committee's activities of the previous twelve months. Committees which have been delegated decision-making authority should report on decisions taken. Recommendations from GFC standing committees requiring further action by GFC should not be included in annual reports.

LIRC agendas will be filed monthly with the GFC Executive.

LIRC will provide further reports as may be required by GFC.
2. To the Academic Planning Committee

LIRC will provide a written report to the Academic Planning Committee when it wishes to bring its recommendations or other actions to the attention of the Academic Planning Committee.

The Action Summaries from all LIRC meetings will be distributed to APC.

72.6 ATTENDANCE

If an elected member is absent from three consecutive meetings or is frequently absent without a reason satisfactory to the remaining members of the Committee, the Chair shall declare the position vacant. (EXEC 21 JAN 1985)

72.7 MEETINGS/ORIENTATION/WORKPLAN

1. The Chair and Secretary of the Learning and Information Resources Committee will annually organize a series of short orientation sessions to be offered to Learning Information Resources Committee members early in each academic year.

2. The Chair of the Learning and Information Resources Committee and one other member will be invited to attend the annual Library planning session in order to gain an overview of major Library issues, including budget.

3. It is anticipated that the Learning and Information Resources Committee will normally meet once each month during the academic year.

4. The Secretary shall develop and maintain a workplan for the committee that allows the committee to consider both in general and in detail the status of the plans and operations of the principal units for which the committee has oversight responsibilities.
Appendix H: Governance Chart for ICT at the University of Alberta

**Legislative Stream**

- General Faculties Council (GFC)
- Academic Planning Committee (APC)
- Learning and Information Resources Committee (LIRC)

**Administrative Stream**

- Relevant Vice-President
- Executive Planning Committee (EPC)
- Strategic Initiatives Group (SIG)

EPC refers items to the legislative stream as appropriate.

Note: SIG vets items for EPC

Information Technology Administration Executive Committee (ITAEC)

Academic and service units