

Banner Executive Steering Committee (BESC)

Governance Charter

November 11, 2016

Purpose

The Banner Executive Steering Committee is responsible for the oversight and delivery of the overall strategic direction of the Banner Enterprise Resource Planning (ERP) and Student Information System (SIS) platform. The purpose of the Banner Executive Steering Committee is to: 1) set the institutional direction for Banner, 2) prioritize and align Banner with the institution's strategic plan, 3) allocate resources to enhance the Banner platform, and 4) maximize the institution's investment in Banner to ensure the effective and efficient use of technology in enabling BSU to achieve its strategy and goals within acceptable levels of risk. The Banner Executive Steering Committee is accountable for ensuring that Banner technology services deliver business value and that expected benefits from new investments are fully realized.

This is a standing (permanent) governance structure. The BESC is supported by the Banner Technical Committee and any other future committees as required to effectively achieving its purpose.

Discussion of Banner items and issues drives decision-making. Agreements do not necessarily mean that each member concurs with the decision itself, but rather, supports the decision and will visibly demonstrate that support in the public arena within the institution.

Membership

The Banner Executive Steering Committee is composed of the following top tier of leaders at BSU:

- Provost
- VP of Finance
- VP of Information Technology
- VP of Student Affairs
- VP of Human Resources & Talent Management

Members bring a unique perspective as well as have resource responsibility (both human and financial) that contributes to the overall direction of improvements to the business process environment. As Banner and institutional technology needs change, members will be added.

Committee Chair

The VP of Information Technology chairs the BESC. The chair position will be a permanent position. The committee will determine the backup to the chair.

Responsibilities

Responsibilities of the Banner Executive Steering Committee

The Banner Executive Steering Committee is responsible to articulate the business strategy for Banner and that technology investments are aligned to this business strategy within acceptable levels of risk.

Responsibilities include:

- Decide on Banner strategy and capabilities. Create a portfolio of assets and investments for the institution, and align technology services and investments with the institution strategy and the portfolio.
- Determine the investment approach. Create investment principles that serve to guide investment decisions for the institution.
- Balance risk. Balance investment risk against potential investment opportunities, selecting those investments that are in line with the risk profile of the institution.
- Ensure a steady flow of communications. Communicate strategy and investment decisions to stakeholders to create understanding at all levels of the institution about which investments have been approved. Communicate changes to the business strategy that may have an impact on technology services and strategy.
- Deliver results. Ensure the progress of technology projects, services and investments at the strategic level are successful. Resolve issues that impede the effective delivery of investments. Ensure the institution and technology strategies are aligned and that deviations are consciously managed.
- Improve governance. Continuously assess the effectiveness of the governance process and of the Banner Executive Steering Committee and its supporting committees, and improve.
- Chair the Banner Technical Committee.
- Decide on quorum and decision-making. Determine what represents sufficient meeting attendance and how decisions will be made. Recognize that if people do not attend meetings, an issue exists. The chair then needs to talk to those individuals, and try to re-engage them in the governance process.

Responsibilities of the VP Information Technology

The VP of IT ensures that the Banner technology strategy is consistent with the institutional strategy and meets the needs of the institution's business units.

Responsibilities include:

- Deliver a compelling vision of a future target state and the road map to get there in manageable steps.
- Resolve cross-functional issues within the technology strategy.
- Implement the technology strategy.
- Ensure the institution architecture represents the business direction and strategy, as well as incorporates new and relevant technologies as appropriate to advance the mission.

Individual Responsibilities of the Committee

Banner Executive Steering Committee executives work with the VP of IT to ensure that the Banner and technology strategies are clearly understood and executed within their business areas. Individual committee members are responsible for providing regular reports to the Banner Executive Steering Committee chair on the progress of business and technology investments and services at an operational level. All members are accountable to the Banner Executive Steering Committee for successful delivery of their areas' business outcomes.

Responsibilities include:

- Proactively and equally, share in discussions to determine the Banner strategy.
- Champion the Banner strategy within their respective lines of business. Ensure that operational plans are consistent with the Banner and technology strategies.
- Participate as required to become an executive sponsor for initiatives, and ensure those initiatives deliver the expected results.
- Ensure that existing and changing business needs are clearly understood by the Banner Executive Steering Committee and are incorporated into the Banner investment portfolio as appropriate.
- Leverage the architectural road map.
- Manage interdependencies with other business areas, partners, and suppliers created by new investment and change projects. Influence and resolve cross-functional issues that result from any new investment and change projects.

Ensure that benefits from Banner technology investments are completely realized.

- Participate as required to become an executive sponsor for initiatives, and ensure those initiatives deliver the expected results.

Exception Process

The Banner Executive Steering Committee has incorporated an exception process into its governance process to create institution agility as well as provide a “voice” for the users of the Banner platform. Exceptions happen, and business changes. The purpose of this exception process is to accommodate these "out of cycle" changes to the business strategy, to capture user shifts, to adapt to regulatory change and/or to incorporate innovation into the business model.

To invoke the exception process, contact the Banner Executive Steering Committee member to whom you report, and be prepared to answer the following questions:

- What is the opportunity that needs to be discussed?
- Why does this opportunity or problem require attention? For example, is this a competitive opportunity that will help the institution advance?
- Where in the portfolio might the opportunity reside? For example, how will this change be accommodated?

A form to file an Exception is located at <https://bsuform.wufoo.com/forms/banner-exception-process/>

Complete and send to the Chair of the Banner Executive steering Committee; chairbesc@bridgew.edu.

Meetings and Types of Decisions

Ongoing Meetings

Committee meetings are on a bi-annual basis. Additional meetings will be held as needed. Meetings will address the following:

- Review the status of major ongoing initiatives, monitor steps, and decisions made by the Banner Technical Committee as well as address any submitted recommendation by any supporting committees.
- Update or approve the Banner Roadmap.
- Review new demand against the prioritization criteria, the active portfolio, and the ability to meet demand (the supply pipe).
- Continue to monitor and study competitive shifts in the industry that might influence the business strategy.

Annual Meetings

- Assess the effectiveness of the governance boards, based on their individual charters, and update the charters as required to improve performance for the next year.
- Assess the effectiveness of the governance process by comparing each Committee's effectiveness against their purpose.
- Review the Committee charter, and answer the following questions:
 - Is the Committee effectively achieving its purpose and expected outcomes?
 - Are the right stakeholders involved in the process?
 - Is the exceptions process effectively capturing new opportunities for the institution?

Governance Structure Chart

- See attachment at end of document

