

# Governance Structure Review and Decision Processes

## Go-Live Decision Making Process

6/5/2007

### *I. Functional and Technical Leaders and Work Teams*

- Evaluate critical functionality and identify outstanding critical issues
- Evaluate testing completeness and outcomes
- Evaluate user readiness as result of training
- Evaluate post-implementation support plan
- Prepare formal go-live recommendation for Sponsors

### *II. Executive Sponsor(s) of the application*

- Review received recommendation against the status of functionality, outstanding issues, testing success, user readiness and post-implementation support plan
- Evaluate impact of both accepting and rejecting the recommendation
- Seek input of the relevant policy body (CAOs, CFOs, *et al.*)
- Make go-live recommendation and refer to the Administrative Systems Steering Committee

### *III. The Administrative Systems Steering Committee*

- Confirm campus readiness
- Return to Sponsors with Concur/Non-concur response

### *IV. Executive Sponsors Committee*

- If the Steering Committee concurs with recommendation, then the Sponsors communicate to all appropriate UMS-wide groups (Presidents, Vice-Presidents, CFOs, etc.)
- If the Steering Committee did not concur with the recommendation then the Sponsors may (A) modify their recommendation and return it to the Steering Committee, or, (B) proceed by informing the presidents with full-disclosure of the non-concurrence

### *V. Presidents*

- For any recommendation brought forward with non-concurrence of the Steering Committee, presidents will review the issue and decide whether to proceed in support of the recommendation, or to reject it.

<b>Review/Decision Process for new functionality, modifications, and enhancements.</b>
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*I. Work Teams (IDP, functional, or campus)*

- Analyze issue to determine the problem being addressed, the extent the request resolves the problem, the level of shared concern for the solution
- Document the current state, the desired outcome and possible solutions to reach the desired outcome.
- Prepare business case analysis
- Identify the functional requirements and refer it to the technical team for feasibility review and resource analysis

*II. Cross-Application Integration Leaders*

- Document any additional advantages or disadvantages for other functions or campuses

*III. Technical team*

- Analyze request for degree of difficulty, effort and required resources including financial, consultants and UMS and campus staff time
- Recommend and prioritize solutions to appropriate functional lead

*IV. Application Steering Committee*

- Analyze issue and prioritize solutions across functions
- Decide issues costing less than \$25,000

**For requests estimated to cost more than \$25,000 or which have a significant human resource requirement the following three steps are also required.**

*V. The Overall Steering Committee*

Hear and review issues where resolution has not been possible at lower level  
Make decision and communicate it  
Escalate to Sponsors if cannot be decided, or needs UMS financial or human resources assigned, or if current projects will be affected or delayed by diversion of resources

*VI. Executive Sponsors*

Hear and review issues where resolution has not been possible at lower level  
Make decision if possible and communicate it  
If required, organizational/financial issues may be elevated to the Presidents for resolution

*VII. Presidents*

Review Sponsor(s)' recommendation, making decision if required

## **Review/Decision Process for policy and procedure clarifications and changes**

As we implement new systems we occasionally encounter policies and procedures that are impossible to execute with delivered software. Sometimes the solution may be to change the policy or procedure, and sometimes the solution will be to keep the policy or procedure but modify the software. Thus the approval process above, and this one, go hand-in-hand. Sometimes, also, teams may request policy and procedure review just for the sake of updating policies to be more consistent, more efficient, or otherwise improved.

### *I. Work Teams (IDP, functional, or campus)*

- Analyze issue to determine the problem being addressed, the extent the request resolves the problem, the level of shared concern for the solution
- Document the current state, the desired outcome and possible solutions to reach the desired outcome
- Coordinate with cross-application integration leaders (below)

### *II. Cross-Application Integration Leaders*

- Analyze issue and solutions across functions
- Document any additional advantages or disadvantages for other functions or campuses
- Coordinate with work teams (above)

### *III. Application Steering Committee*

- Hear and review issues
- Make decision if possible
- Refer to appropriate policy body if necessary

### *IV. Appropriate policy body (CAOs, CFOs, Registrars, etc.)*

- Review issues, discussion and recommendations
- Decide issue and communicate it

### *V. The Overall Steering Committee*

- Hear and review issues that have not been resolved at lower level
- Make decision and refer to the Overall Executive Sponsors Committee

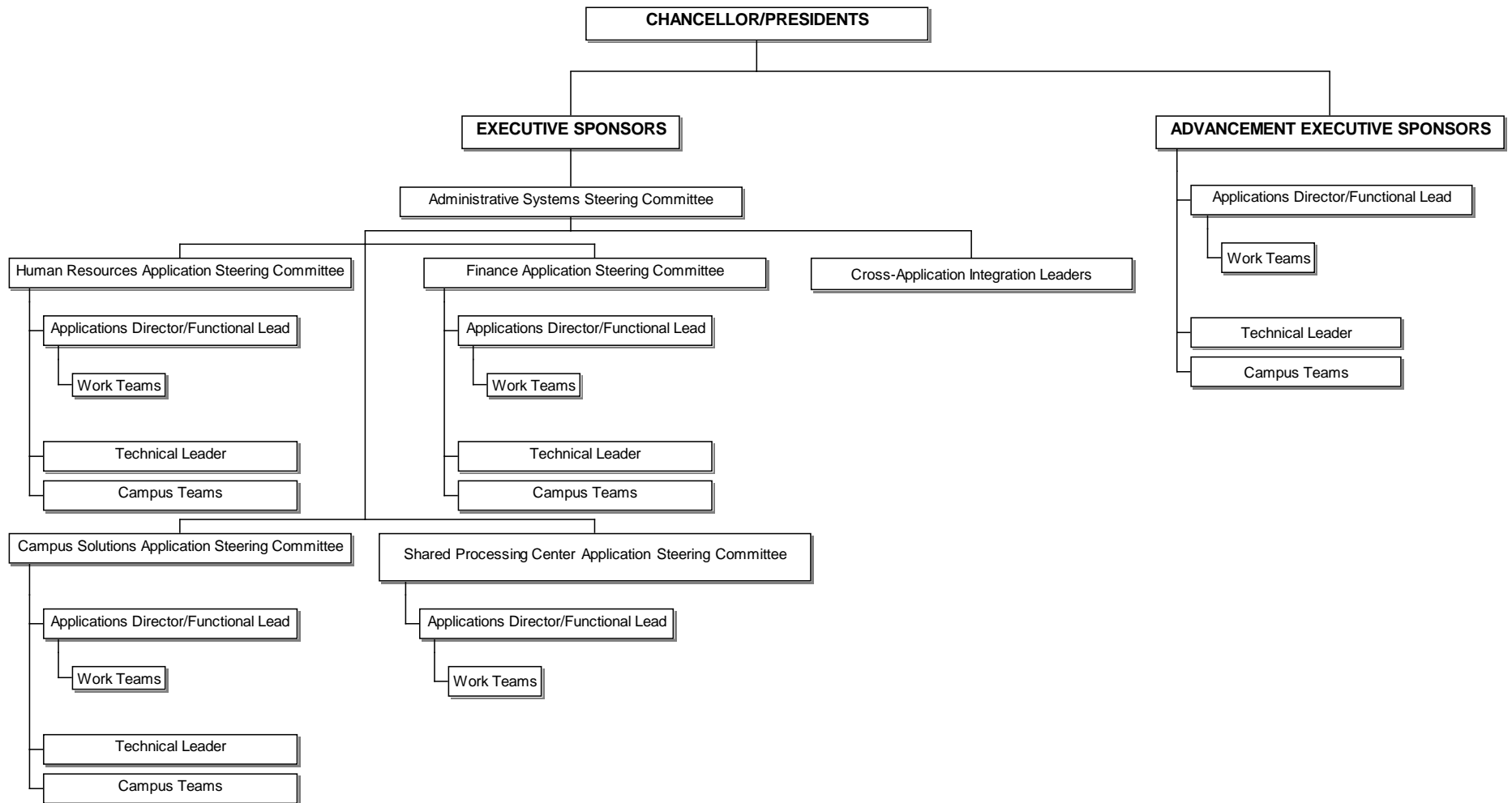
### *VI. Executive Sponsors*

- Review and endorse Steering Committee's decision and communicate it
- Escalate to Presidents if required

### *VII. Presidents*

- Review and decide issue if needed

# UMS ADMINISTRATIVE SYSTEMS GOVERNANCE



# MaineStreet Governance Structure

6/25/2007

I. Executive Sponsors		
HRS	Tracy Bigney	Chief, HR and OD
FMS	Joanne Yestramski	CFO/Treas
SA	Allen Berger	VP AA - UMF
	Rosa Redonnet	VP EM - USM
	Sue Hunter	Assoc Prov - UM
	Charlie Bonin	VP Fin - UMPI
UMS	Jim Breece	Chancellor's Office

Roles and Responsibilities	
1	Establish and oversee achievement of the broad goals and objectives for administrative systems implementations and upgrades.
2	Review and approve major administrative systems initiatives
3	Review and approve business process changes
4	Develop and recommend funding model for ongoing operations, support and upgrades to administrative systems
5	Resolve cross-functional issues escalated from the Administrative Systems Steering Committee
6	Make final recommendation to proceed with implementations and upgrades based on review and discussion with the Administrative Systems Steering Committee and with Functional and Technical Leaders
7	Establish Project expectations and vision for the teams
8	Manage and balance risks associated with the implementation
9	Monitor project progress (budget, schedule, scope, etc.)
10	Report status, progress and problems to the Board of Trustees and Presidents

**II. The Administrative Systems Steering Committee\***

**Roles and Responsibilities**

UM	Sue Hunter	Assoc Prov - UM	1	Serve as review board for any modules that impact multiple campuses as escalated from functional or campus committees.
	TBD	faculty	2	Set priorities on requests where requests impact multiple campuses and resolution cannot be reached at a lower level
	Janet Waldron	VP A&F	3	Set priorities on requests where requests divert resources from on-going projects
			4	Provide feedback to the Executive Sponsors
UMA	Laurie Pruett	VP Fin	5	Resolve cross-functional issues escalated from Application Steering Committees
			6	Escalate issues that need to be resolved at the Sponsors level
			7	Help to champion change, supporting the rethinking of current business processes and implementing new processes
UMF	Allen Berger	VP AA	8	Facilitate the flow of project communication in all directions, between system and campuses, within and across campuses, and within and across functions
			9	Review and approve business processes that cross functional areas
UMFK	John Murphy	VP Admin	10	Certify campus readiness for go-live
			11	Endorse Executive Sponsors' recommendation for go-live or request additional information
UMM	Stuart Swain	VP AA		
UMPI	Richard Kimball	VP AA		
	Charlie Bonin	VP Fin		
USM	Rosa Redonnett	VP EM - USM		
	Dick Campbell	VP Fin		
UC	Chris LeGore	Dir Dist Ed		
UMS	Joanne Yestramski	CFO/Treas		
	Tracey Bigney	VC HR&OD		
	Jim Breece	VCASA		
ex officio	Ralph Caruso	CIO		
	Cindy Mitchell	UMS ITS		
	Tracy Elliott	Dir Fin & Contr		
	Tom Hopkins	Dir Comp & Ben		
Staff as needed	Janet Boucouvalas	SPC		
	Bill Gilfillan	Budget/Reporting		
	Frank Gerry	Labor Relations		
Faculty	Tony Enerva	UMFK		
Reps	Tony Brinkley	UM		
Staff support	Eddie Meisner	UMS ASDS		

\* Includes SPC and DMS.

<b>III. Application Steering Committees</b>	<b>Roles and Responsibilities</b> Provide leadership to project work team members; establish goals, assign work, monitor progress and be accountable for team performance in coordination with the Overall Steering Committee. 1 2 Guide the development of policies and procedures Develop, maintain and coordinate the scope and direction of projects including work team plans, project schedules milestones, and staff requirements 3 4 Resolve procedural issues and/or recommend procedural and policy changes or modifications to address issues.  Identify issues and recommend solutions to the Project Director or the Overall Steering Committee if they cannot be resolved by the team. 5 6 Document management of enhancements, modifications, procedural and policy requests. 7 Communicate and discuss complex issues related to the project with impacted campus units. 8 Recommend go-live recommendation to respective executive sponsor
<b>IV. Cross-Application Integration Leaders</b>	<b>Roles and Responsibilities</b> 1 Serve as point person for the related team Identify and resolve where possible cross-application technical, functional and business process issues 2 3 Coordinate calendars of implementations and resource intensive job submissions
<b>V. Work Teams</b>	<b>Roles and Responsibilities</b> 1 Review Fit/gap, plans for set up, etc 2 Conduct analysis of workability of software and identify needed procedural and policy changes or recommend modifications 3 Identify issues/problems to team leaders 4 Identify critical, high, required functionality for go-lives and upgrades 5 Test functionality and assist with load testing 6 Document business processes for the new system 7 Prepare for implementation of the system at the base level
<b>VI. Campus teams/committees</b>	<b>Roles and Responsibilities</b> 1 Monitor campus progress on implementation 2 Keep president and administration informed 3 Keep campus community fully informed 4 Promote standards for desktop software and hardware 5 Coordinate campus training 6 Coordinate campus security

## Human Resources/Payroll

6/5/2007

**Human Resources/Payroll Executive Sponsor:** Tracy Bigney, Chief HR & OD

**Human Resources/Payroll Steering Committee:**

Members		
Tracy Bigney (Chair, UMS)	Frank Gerry (UMS)	Tamara Mitchell (UMFK)
Tom Hopkins (UMS)	Cathy Pease (UM)	Joan Getchell (UMM)
Ann Flood (UMS)	Colleen Spencer (UMA)	Carolyn Cheney (UMPI)
Rachel Rosa (UMS)	Laurie Gardner (UMF)	John Toye (USM)

**Human Resources/Payroll Applications Director:** Tom Hopkins  
**UM System Technical Leader:** Matt Byther

**Human Resources/Payroll Work Team Leaders & Members**

Work Team	Functional Leader	Work Team Members
HR	Ann Flood UMS	Cathy Pease UM Colleen Spencer UMA Laurie Gardner UMF Tamara Mitchell UMFK Joan Getchell UMM Carolyn Cheney UMPI John Toye USM
Benefits	April Strowbridge UMS	<i>same as above</i>
Payroll	Susan Apgar UMS	<i>same as above</i>
Ben Admin	April Strowbridge UMS	<i>same as above</i>
T & L		<i>same as above</i>
Pos Mgmt	Miriam White UMS Ann Flood UMS	<i>same as above</i> and some budget people
Reporting	Bill Gilfillan UMS	Peter Andersen UMS TBA

# Finance

**Finance Executive Sponsor:**

Joanne Yestramski, CFO & Treasurer

**Finance Steering Committee:**

<b>Members</b>		
Joanne Yestramski (Chair) (UMS) Janet Waldron (UM) Laurie Pruett (UMA) Bill Geller (UMF) John Murphy (UMFK)	Tom Potter (UMM) Charlie Bonin (UMPI) Dick Campbell (USM) Tracy Elliott (UMS) Miriam White (UMS)	Ed Dailide (UMS)
<b>Ex-Officio Members</b>		
Cindy Mitchell (UMS) Bill Elsemore (UMS)	Darla Reynolds (UMS) Kevin Carr (UMS)	Bill Gilfillan (UMS) Ralph Caruso (UMS)

**Financials Work Team Leaders & Members**

<b>Work Team</b>	<b>Functional Leader</b>	<b>Work Team Members</b>	
General Ledger/Budget (includes Position Management)	Darla Reynolds/ Miriam White	Claire Strickland Laurie Pruett Laurie Gardner John Murphy Tom Potter Charlie Bonin Donna Somma Miriam White	UM UMA UMF UMFK UMM UMPI USM UMS
Purchasing/Accounts Payable	Kevin Carr	June Baldacci Priscilla Costello Laurie Gardner John Murphy Tom Potter Charlie Bonin Gregg Allen	UM UMA UMF UMFK UMM UMPI USM
Grants Management	Tracy Elliott	Mike Hastings Larry Waxler Scott Bennett Vacant Laurie Gardner	UM USM UMS UMS UMF
Asset Management	Ed Dailide	Elaine Clark Peter St. Michael Bob Lawrence Dick Bouchard Bob Farris Dave St. Peter Dave Early Nancy Hayden	UM UMA UMF UMFK UMM UMPI USM UMS
Non-Student Accounts Receivable/Billing	TBD	TBD	

Sub-committees and project teams will be established on an as needed basis.

## **University of Maine System**

### **Finance Steering Committee Roles and Responsibilities**

The mission of the Finance Steering Committee is to capitalize on the investment in information technology systems by focusing on continuous improvement, standardization and simplification of business processes through a collaborative approach that benefits the University of Maine System as a whole. Roles and responsibilities include:

- Establish and oversee achievement of the broad goals and objectives for financial administrative systems.
- Review and approve financial administrative systems and related business process changes by review of business cases and consensus.
- Develop and recommend to Executive Sponsors funding models for ongoing operations, support, enhancements and upgrades to financial administrative systems.
- Review and approve cross-functional issues escalated from other steering committees or other financials sub-groups assigned to work on cross-functional issues.
- Establish financial project expectations and vision for project teams.
- Manage and recommend actions to balance risks associated with the implementation to the Executive Sponsors.
- Monitor project progress through status reports, including scope, status of budget and progress against milestones.
- Facilitate the flow of communication in all directions, between Executive Sponsors and the campus work teams, and across campus functional offices.
- Certify campus readiness for go-live and make a recommendation to the Executive Sponsors.

## Campus Solutions/Student Administration

**Campus Solutions Executive Sponsors:**

Allen Berger (UMF)  
 Rosa Redonnet (USM)  
 Sue Hunter (UM)  
 Charlie Bonin (UMPI)

**Campus Solutions Steering Committee:**

Members		
Allen Berger (UMF)	Sharon Oliver (UM, ADM)	Janet Boucouvalas (UMS, SR)
Rosa Redonnet (USM)	Marty Berry (USM, SF)	Peter Reid (UMS, SR)
Sue Hunter (UM)	Peggy Crawford (UM, FA)	Sharon Nadeau (UMF, SF)
Charlie Bonin (UMPI)	Don Raymond (UMFK, SR)	Sarah Doheny (UMS, FA)
	Darren-Michael Yocum (UMS, ITS)	

**Campus Solutions Applications Director:**

Darren-Michael Yocum

**UM System Technical Leader:**

Jim White

**Campus Solutions Work Team Leaders & Members**

Work Team	Functional Leader	Work Team Members
Admissions/Recruitment	Janet Boucouvalas UMS	Kathy Trask                      UMA Jon Henry                          UMA Lynda Kinley                      UMF Jill Cairns                         UMFK Emily Trundy                      UMM Nola Belanger                    UMPI Jon Barker                         USM Robin Audesse                    USM-G Scott Delcourt                    UM-G Valerie Nicholson                UM-I Amaranta Ruiz Nelson            UM-G Mike Kelly                         UM-UG
Student Records	Peter Reid                      UMS	Tammy Light                      UM Linda Reid                         UM Janice Williams                   UM Ann Corbett                        UMA Emily Johnston                    UMA Carla Degraw                      UMF Don Raymond                      UMFK Mary Stover                        UMM Kathy Davis                        UMPI Steve Rand                         USM Pat Davis                            USM

<b>Work Team</b>	<b>Functional Leader</b>	<b>Work Team Members</b>
Student Financials	Sharon Nadeau UMS/UMF	Dennis Casey UM Dawn Marie Glidden UM Eliot Estabrook UM Emily Johnston UMA Holly Maffei UMA  John Murphy UMFK Joan Getchell UMM Eldon Levesque UMPI Marty Berry USM Holly Spencer USM
Financial Aid	Sarah Doheny UMS	Peggy Crawford UM Leslie McCormack UMA Ron Milliken UMF Ellen Cost UMFK Stephanie Larrabee UMM Chris Bell UMPI Keith Dubois USM JoLynn Campell UMS - SPC
Degree Audit	Peter Reid UMS	Mary Malone UM Tammy Light UM Pam Ford Taylor UMA Tricia Dyer UMA Hazel Doak UMF Don Raymond UMFK Mary Stover UMM Lorelei Locke UMPI Steve Rand USM Mark Menezes USM
Housing (RMS)	TBA	Benny Veenhoff UM Jennifer Hutchinson UMF Ray Phinney UMFK Kimberly Page UMM Jim Stepp UMPI Denise Nelson USM
Schedule 25/ Resource 25	Kim Yerxa UMS	TBA UM UMA Carla Degraw UMF UMFK UMM UMPI USM
Reporting	Bill Gilfillan	Peter Andersen UMS Alison Cox UMS TBA

<b>Work Team</b>	<b>Functional Leader</b>	<b>Work Team Members</b>
Transfer Credit	Peter Reid      UMS	<i>Kathy Ouellette</i> <i>UM</i> <i>Ann Corbett</i> <i>UMA</i> Hazel Doak <i>UMF</i> <i>Don Raymond</i> <i>UMFK</i> <i>Mary Stover</i> <i>UMM</i> Kathy Davis <i>UMPI</i> <i>Heidi Noyce</i> <i>USM</i>
Academic Advisement	Peter Reid      UMS	Mary Malone <i>UM</i> Pam Ford-Taylor <i>UMA</i> Hazel Doak <i>UMF</i> Don Raymond <i>UMFK</i> Mary Stover <i>UMM</i> Beth Higgins <i>USM</i> Mark Menezes <i>USM</i>
Security	Peter Reid      UMS	Tammy Light <i>UM</i> Linda Reid <i>UM</i> Roberta Hussey <i>UM</i> Emily Johnston <i>UMA</i> Sharon Nadeau <i>UMF</i> Don Raymond <i>UMFK</i> Mary Stover <i>UMM</i> Eldon Levesque <i>UMPI</i> Pat Davis <i>USM</i> Steve Rand <i>USM</i> Marty Berry <i>USM</i>
Training	Robin Sherman      UMS	Tammy Light <i>UM</i> Roberta Hussey <i>UM</i> Pam Ford Taylor <i>UMA</i> Sharon Nadeau <i>UMF</i> Tamara Mitchell <i>UMFK</i> Rose Mondeville <i>UMM</i> Lida Pinkham <i>UMPI</i> Pat Davis <i>USM</i>

5/18/2007

## Shared Processing Center

**Shared Processing Center Executive Sponsor:** Joanne Yestramski, CFO & Treasurer

**Shared Processing Center Applications Director:** Ralph Caruso

**UM System Technical Leader:**

### Shared Processing Center Work Team Leaders & Members

Work Team	Functional Leader	Work Team Members
ADM	Janet Boucouvalas UMS, SPC	Sharon Oliver UM Jon Henry UMA Brandon Lagana UMF Jill Cairns UMFK Stewart Bennett UMM Erin Benson UMPI
Loans	Jolynn Campbell	Dennis Casey UM Holly Maffei UMA Sharon Nadeau UMF John Murphy UMFK Joan Getchell UMM Eldon Levesque UMPI Jean Robinson USM
SR		TBA
SF		TBA
FA		TBA

5/18/2007

## Document Management System

**Document Management System Applications Director:**  
**UM System Technical Leader:**

John Grover  
 Kim Yerxa

<b>Work Team</b>	<b>Functional Leader</b>	<b>Work Team Members</b>	
ADM	Janet Boucouvalas	Janet Boucouvalas	UMS SPC
		Sharon Oliver	UM
		Jon Henry	UMA
		Brandon Lagana	UMF
		Jill Cairns	UMFK
		Stewart Bennett	UMM
		Erin Benson	UMPI
			USM
Loans	Jolynn Campbell	Dennis Casey	UM
		Holly Maffei	UMA
		Sharon Nadeau	UMF
		John Murphy	UMFK
		Joan Getchell	UMM
		Eldon Levesque	UMPI
		Jean Robinson	USM
SR		<i>TBA</i>	
SF		<i>TBA</i>	
FA		<i>TBA</i>	
AP/PO		<i>TBA</i>	
HR		<i>TBA</i>	
Grants	Janet Warnert	Larry Waxler, Jake Ward, USM	

# Advancement Governance Structure (Development)

6/5/2007

<p><b>I. Executive Sponsors</b></p> <p>Joanne Yestramski CFO/Treas-UMS          Dick Cost P - UMFK          Barbara Beers VP Dev - UM</p> <p>Beth Shorr VP Dev - USM          Mary Sylvester Dir Dev - UMF</p> <p>ex officio Ralph Caruso CIO-UMS          Cindy Mitchell Dir ASDS-UMS</p>	<p><b>Roles and Responsibilities</b></p> <p>1 Establish and oversee achievement of the broad goals and objectives for advancement system implementation</p> <p>2 Establish project expectations and vision for the teams</p> <p>3 Review and Approve business process changes</p> <p>4 Develop and recommend funding model for ongoing operations, support and upgrades to the advancement system</p> <p>5 Manage and balance risks associated with the implementation</p> <p>6 Monitor project progress (budget, schedule, scope, etc.)</p> <p>7 Review and resolve cross-campus issues</p> <p>8 Help to champion change, revision of business processes</p> <p>9 Make final recommendation to proceed with implementation</p>
<p><b>II. Functional Leads (Work Team Leaders)</b></p> <p>Records Management Lead</p> <p>Gift Process Work Flow Lead</p> <p>Fundraising Support Lead</p>	<p><b>Roles and Responsibilities</b></p> <p>1 Serve as point persons for the related teams</p> <p>2 Guide the development of policies and procedures</p> <p>3 Provide leadership to project work team members; establish goals, assign work, monitor progress and be accountable for team performance in coordination with the project manager.</p> <p>4 Develop, maintain and coordinate the scope and direction of projects including work team plans, project schedules milestones, and staff requirements</p> <p>5 Resolve procedural issues and/or recommend procedural and policy changes or modifications to address issues.</p> <p>6 Identify issues and recommend solutions to the Project Director or Sponsors when they cannot be resolved by the team.</p> <p>7 Documentation of enhancements, modifications, procedural and policy requests and resolutions</p> <p>8 Communicate and discuss complex issues related to the project with relevant campus units.</p> <p>9 Give input to go-live recommendation to executive sponsors</p>
<p><b>III. Technology Leads</b></p> <p>System Administrator/Primary Technical Contact</p> <p>Web Access Lead</p> <p>Interface/Integration Lead</p> <p>Data Warehouse/Reporting Lead</p> <p>Programmer/Analyst</p>	<p><b>Roles and Responsibilities</b></p>
<p><b>IV. Work Teams</b></p> <p>Records Management</p> <p>Gift Processing</p> <p>Fundraising</p>	<p><b>Roles and Responsibilities</b></p> <p>1 Review Fit/gap, plans for set up, etc</p> <p>2 Conduct analysis of workability of software and identify needed procedural and policy changes or recommend modifications</p> <p>3 Identify issues/problems to team leaders</p> <p>4 Identify critical, high, required functionality for go-lives and upgrades</p> <p>5 Test functionality and assist with load testing</p> <p>6 Document business processes for the new system</p> <p>7 Prepare for implementation of the system at the base level</p> <p>8 Assist with roll-out</p>
<p><b>V. Campus teams/committees</b></p> <p>Campus project leader</p> <p>Campus functional reps</p> <p>Campus training coordinator</p> <p>Campus Security liaison</p> <p>Campus communications/webmasters</p>	<p><b>Roles and Responsibilities</b></p> <p>1 Monitor campus progress on implementation</p> <p>2 Keep president and administration informed</p> <p>3 Keep campus community fully informed</p> <p>4 Promote standards for desktop software and hardware</p> <p>5 Coordinate campus training</p> <p>6 Coordinate campus security</p>

6/5/2007

## Advancement

<b>Advancement Executive Sponsors:</b>	Joanne Yestramski	CFO/Treas-UMS
	Dick Cost	P - UMFK
	Barbara Beers	VP Dev - UM
	Beth Shorr	VP Dev - USM
	Mary Sylvester	Dir Dev - UMF
ex officio	Ralph Caruso	CIO - UMS
	Cindy Mitchell	Dir ASDS - UMS

<b>Advancement Project Manager:</b>	Mary Jane Peterson
<b>UM System Technical Leader:</b>	TBA

### Advancement Work Team Leaders & Members

Work Team	Functional Leader	Work Team Members	
Records Management	TBA	TBA	
Gift Processing	Pauline Roux	Mary Allen TBA	UMS
Fundraising	TBA	TBA	
Training	Robin Sherman UMS	TBA	
Technical	Jim White UMS	Ken Bubar TBA	UM
Reporting	TBA	TBA	

# REPORTING GOVERNANCE

The following describes the internal reporting governance structure. Attached is a chart that graphically shows the reporting governance structure.

- **Approval process for reporting requests costing up to \$2,000 and that require less than two weeks of staff time.**
  1. Campus or Lead Data Stewards recommend new centrally written reports, new Discoverer data elements, or new reporting views as follows:
    - a. Work with their applications directors and steering committees as needed.
    - b. Document the request including the urgency, specifications, and layout.
    - c. Forward the request to the Ticketing System (HR, Campus Solutions), the Issues Log (Finance, AP/Purchasing, Budget, Position Management), or the following individuals:
      - 1) Campus Solutions – Alison Cox
      - 2) Human Resources – Rachel Rosa
      - 3) Finance – Darla Reynolds
      - 4) AP/Purchasing – Jean Meakin
      - 5) Budget/Position Management – Miriam White
  2. The above individuals will review the reporting request and will:
    - a. Document the request.
    - b. Enter the request and documentation in either the Issues Log or the Ticketing System if the Data Stewards have not already done this.
    - c. Forward the request to the Director of Internal Reporting.
  3. The Director of Internal Reporting will:
    - a. Document an appropriate solution.
    - b. Make appropriate assignments.
    - c. Enter the recommended solution in either the Issues Log or the Ticketing System.
  4. If the Director of Internal Reporting thinks the request warrants further review, he will seek input from appropriate technical leaders, cross-application integration leaders, the Administrative Systems Steering Committee, Executive Sponsors, Campus Data Stewards, and Lead Data Stewards.
  5. Data Stewards can request that the Director of Internal Reporting seek further review from appropriate technical leaders, cross-application integration leaders, the Administrative Systems Steering Committee, and Executive Sponsors if they think such review is necessary.
  6. If asked, the Administrative Systems Steering Committee or Executive Sponsors will:

# REPORTING GOVERNANCE

- a. Recommend an appropriate solution.
  - b. Assign a priority.
  7. Data Stewards are responsible for testing any delivered solutions.
- **Approval process for reporting requests costing more than \$2,000 or that require two weeks or more of staff time.**
    1. Campus or Lead Data Stewards recommend new centrally written reports, new Discoverer data elements, or new reporting views as follows:
      - a. Work with their applications directors and steering committees as needed.
      - b. Document the request including the urgency, specifications, and layout.
      - c. Forward the request to the Ticketing System (HR, Campus Solutions), the Issues Log (Finance, AP/Purchasing, Budget, Position Management), or the following individuals:
        - 1) Campus Solutions – Alison Cox
        - 2) Human Resources – Rachel Rosa
        - 3) Finance – Darla Reynolds
        - 4) AP/Purchasing – Jean Meakin
        - 5) Budget/Position Management – Miriam White
    2. The above individuals will review the reporting request and will:
      - a. Document the request.
      - b. Enter the request and documentation in either the Issues Log or the Ticketing System if the Data Stewards have not already done this.
      - c. Forward the request to the Director of Internal Reporting.
    3. The Director of Internal Reporting will:
      - a. Seek input from appropriate technical leaders, cross-application integration leaders, the Administrative Systems Steering Committee, Executive Sponsors, Campus Data Stewards, and Lead Data Stewards.
      - b. Forward the request and documentation to the Administrative Systems Steering Committee or Executive Sponsors.
    4. The Administrative Systems Steering Committee or Executive Sponsors will:
      - a. Recommend an appropriate solution.
      - b. Assign a priority.
    5. The Director of Internal Reporting will:
      - a. Document the recommended solution.
      - b. Make appropriate assignments.

## REPORTING GOVERNANCE

- c. Enter the recommended solution and priority in either the Issues Log or the Ticketing System.
  6. Data Stewards are responsible for testing any delivered solutions.
- **Approval process for requests for data access.**
    1. Campus Data Stewards review requests for data access and forward these requests to Campus Security Administrators.
    2. Campus Security Administrators forward requests:
      - a. For HR data access to Rachel Rosa.
      - b. For Discoverer data access to all but HR data to Thomas Lamontanaro at UMS ITS.
      - c. For all other data access to either Gary Saunders (Campus Solutions) or McLean Poulin (Finance).

# UMS INTERNAL REPORTING GOVERNANCE

