



SYRACUSE UNIVERSITY

INFORMATION TECHNOLOGY AND SERVICES

Technology Leadership Council Charter

*Version 1.6
May 2014*

Technology Leadership Council

Charter

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1. General Information

1.1 Name

Technology Leadership Council (TLC)

1.2 Sponsor

Vice President for Information Technology and Chief Information Officer (CIO)

1.3 Charter Purpose

The purpose of this charter is to authorize and approve the establishment of the Syracuse University

Technology Leadership Council and its mission, membership, responsibilities, and operating framework.

2. Vision, Purpose and Values

2.1 Vision

To ensure the evolution of an outstanding technological environment that is aligned with the vision of the University.

2.2 Purpose

The Technology Leadership Council will work with the CIO to:

- a) Assess the state of IT plans, projects, services and infrastructure at SU and the higher education community, and within the technology industry.
- b) Ensure broad SU community involvement in setting technology directions and guiding implementations.
- c) Prioritize, develop, and continually assess strategic directions and initiatives to shape the technology environment.
- d) Serve as a forum to address technology issues.

2.3 Values

The TLC's actions will support the University's Vision by exemplifying the following values:

- Quality
- Caring
- Diversity
- Innovation
- Security

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- Service

3. Membership

The Vice President for Information Technology and CIO, with the concurrence of the respective Vice President or Dean, will appoint individuals as members to the TLC. There is no limit to the number of terms an individual may serve on the TLC.

Qualified individuals will be selected to represent IT interests of all members of Syracuse University. Individuals appointed will meet the qualifications defined in sections 3.1 and 3.2.

3.1 Selection Criteria

Each school, college, and vice presidential areas will have one representative on the TLC. In addition, all directors from Information Technology and Services (ITS) will be represented on the TLC. Member departments and their representatives are detailed in the TLC Membership document.

3.2 Member Requirements

Individuals to be considered for TLC membership should have:

- a) A good working knowledge of technology.
- b) The ability to contribute to campus-wide technology solutions.
- c) The role of IT leader and IT decision maker within the area they represent.
- d) Knowledge and appreciation of the University related (functional or school/college) area they represent.
- e) An open mind.
- f) The ability and desire to consider opportunities for the good of the University that may be less beneficial to the area they represent, and to balance the needs of the University with the ability of the IT departments to support those needs.
- g) The desire and ability to work in a team environment, and to serve in subcommittees as appropriate.
- h) The time required to prepare for, attend and follow-up on activities, or to send a representative able to meet member responsibilities. (Missed meetings and having to send a representative is discouraged and should only be used in exceptional circumstances.)
- i) The ability to communicate with the area you represent, both to solicit feedback on issues under consideration and to deliver the message of

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the outcomes and reasoning behind TLC decisions in a positive manner.

- j) The ability to complete action items assigned according to the agreed schedule.

3.3 Exit Criteria

Individuals, after appointment as members, are members of the TLC until one of the following occurs:

- a) The individual notifies their supervisor or the person who appointed them to the TLC and convinces them to be removed from the TLC. At this time, the member, the person who made the appointment and the chairperson will meet to discuss filling the vacancy and how to transition any tasks the person is involved with.
- b) The TLC arrives at a decision (see section 8) to dismiss the individual. (Reasons for seeking TLC member dismissal include: not attending a certain number of meetings, not completing assigned tasks as required, and not fulfilling other responsibilities.) At this time, the chairperson will meet with the person who appointed the member to discuss removing the member from the TLC, and to identify potential replacements.

4. Leadership

4.1 Chairperson and Vice Chairperson

The TLC chairperson and the vice chairperson are appointed by the CIO for a 2 year term or otherwise determined by the CIO.

4.2 Responsibilities

- a) Develop an individual understanding of departmental, ITS, and enterprise technology issues, challenges, and opportunities and endeavor to help TLC members extend their understanding of technology issues in the University as a whole.
- b) Ensure that TLC vigorously pursues its mission by facilitating and supporting a range of activities that are aligned with the four dimensions of its purpose as set forth in the TLC charter.
- c) Ensure that objectives, benchmarks, and metrics are set and used for measurement of progress.
- d) Ensure that the standards and processes defined in the TLC charter are observed.
- e) Work with subcommittee leaders to measure and encourage progress.

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- f) Encourage active participation from all represented areas of the SU community.
- g) Highlight opportunities for collaboration on technology initiatives and help to facilitate collaborative activities.
- h) Serve as meeting leader for TLC meetings:
 - i. schedule and convene meetings
 - ii. set the agenda and prioritize items
 - iii. appoint someone to take minutes in the absence of the recorder
 - iv. review and distribute meeting minutes
 - v. lead and facilitate TLC meetings
- i) Participate in ITS meetings as appropriate.
- j) Be available to TLC members for discussion on TLC related topics of interest or concern.
- k) Maintain regular communication with the CIO on TLC activities.
- l) Represent TLC to other University bodies.

4.3 TLC Executive Committee

The TLC Executive committee sets the agenda for the TLC meetings. Monthly meetings are for reviewing previous agenda items and to propose new ones.

- a) Membership: There shall be nine members representing ITS, administrative and academic units.
 - i. 3 ex-officio members
 - 1. CIO
 - 2. TLC Chairperson
 - 3. TLC Vice Chairperson
 - ii. 5 rotating members
 - 1. 3 TLC members from academic units
 - 2. 2 TLC members from administrative units
 - iii. 1 TLC member from ITS
- b) Term: Members will serve a 2 year term, with half the rotating members changing each year. Membership ends June 30th of the given year.
- c) Member Selection: Any member of the TLC may serve. TLC members may self-nominate when there are vacancies. The TLC Chairperson and the CIO will choose the members from the nominees.

5. TLC Operating Framework

5.1 Meetings

- a) The TLC will meet monthly, or as scheduled by the TLC chairperson.

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- b) The TLC chairperson shall circulate an agenda and other meeting materials to all council members within a reasonable time prior to each meeting.
- c) A recorder will take meeting notes and distribute the minutes to the TLC chairperson for approval prior to general distribution.
- d) The meeting notes will include the agenda, major decision points, action items and committee decisions.

5.2 Subcommittees

- a) The TLC will designate ad hoc and standing subcommittees as appropriate to further explore initiatives and/or resolve issues.
- b) The TLC chairperson shall designate a leader for each subcommittee.
- c) Each subcommittee shall document its:
 - i. Scope
 - ii. Objective
 - iii. Timeframe
 - iv. Recommendation/Outcome
 - v. Membership
 - vi. Leader
- d) The TLC chairperson or subcommittee leader may invite other individuals from within or outside of TLC to join the subcommittee.
- e) Each subcommittee shall meet at least quarterly and shall report on its activities to the TLC at least quarterly.
- f) Annually, each subcommittee shall submit a written summary of the activities of the committee for inclusion in the TLC annual report. Current committees are listed in Appendix 4.

5.3 Ground Rules

- a) All TLC members must share their opinions and the opinions of the area you represent based on the feedback garnered openly and honestly and provide all other TLC members with the same opportunity to be heard.
- b) A robust dialog will help TLC efforts when dealing with complex, sometimes contentious issues; but professional courtesy and conduct must be maintained at all times.
- c) After debating an issue and reaching a decision, TLC members must support and commit to the decision.

6. Communication Strategy

6.1 Knowledge of intra-TLC activity

- a) Meetings: TLC meetings will be used to perform the activities to fulfill our purpose.
- b) Meeting minutes: The TLC chairperson shall ensure Minutes are circulated to all council members within five business days following each meeting.

6.2 Information sharing (external to TLC)

- a) Outreach: The TLC will engage in outreach activities as appropriate, which could include presentations, newsletters, creation of a home page, etc.
- b) Annual Report: The TLC chairperson will publish an annual report of TLC initiatives and accomplishments.
- c) Document Repository: The TLC will employ appropriate technologies to facilitate collaborative work, and establish and maintain a repository of TLC documents. At minimum, this document, the TLC Membership and Subcommittees Membership documents along with the annual reports and subcommittees' final reports will be available on a single document management repository. The ITS Communications Manager will retain responsibility of these documents at the pleasure of the TLC chairs.

7. Decision Making

A quorum is required in order to make any recommendation. A quorum is defined as having two-thirds of TLC membership present at the meeting. The TLC members will arrive at a recommendation by following the procedure outlined below:

- a) Consensus: This does not require unanimity, since members may still disagree with the final result; BUT all members do agree to support the outcome. A consensus is reached when all members can say they agree with the decision OR have had their "say" and were unable to convince the others of their viewpoint. If a consensus cannot be reached, the TLC will proceed to step b
- b) Voting: Take a vote – the majority of votes wins. Members must be present to vote. If the vote is tied, the TLC will proceed to step c.
- c) The TLC chairperson will make the final recommendation.

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8. Results

8.1 Goals

TLC will set and review goals twice each year, scheduled to be compatible with ITS's strategic planning and University fiscal deadlines.

8.2 Deliverables

TLC will produce an annual report describing its activities, status of work toward goals, and goals for the future year.

9. Existence of TLC

The TLC will function indefinitely until such time as both the TLC Sponsor and TLC chairperson deem its functioning unnecessary.

10. Amendment to Charter

This charter is a "living document" that will be changed, modified or otherwise amended as required to guide the TLC. It is a controlled document and, as such, will be only be modified following the Decision Making process (section 7). It is the responsibility of the TLC Vice Chair to request a committee of volunteers with representation requested but not necessarily required of both administrative and academic units to review and recommend changes, if any, on at least a biennial basis.

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Appendix 1. Document Revision History

Version	Date	Who
0.1		
Change Summary: Creation of Charter		
1.0	November 29, 2004	J. Wincklemann
Change Summary: Update to section 4.2 to include updates from CIO Paul Gandel		
1.1	December 21, 2004	J. Wincklemann
Change Summary: Committee name change from Advisory to Leadership		
1.1.1	October 25, 2007	M. Frasciello
Change Summary: Document copy edited and reformatted		
1.2	November 29, 2007	M. Frasciello
Change Summary: Update to section 4.1		
1.2.1	August 26, 2008	R. Denby
Change Summary: Document Reformatted. Name changed from Committee to Council.		
1.3	September 21, 2008	R. Denby
Change Summary: Added requirement for standing committees to meet at least quarterly.		
1.3.1	October 5, 2008	R. Denby, R. Merrill
Change Summary: Added information about TLC Executive Committee and other standing committees.		
1.4	March 12, 2009	R. Denby
Change Summary: Moved member list to the appendix; Updated member list; added TLC executive committee members to appendix; minor cosmetic changes.		
1.5	June 20, 2011	S. Rieks
Change Summary: Updated member list; Updated TLC executive committee members; minor cosmetic changes		
1.6	May 6, 2014	K. Bailey, D. Buss, C. Fox, R. Merrill, J. Spoelstra, S. Ziemba
<p>Change Summary: Promoted TLC Membership, Executive Committee Membership and Current Subcommittee information from Appendices of the TLC Charter to their own independent documents.</p> <p>Section 2: Alterations to reflect the university Vision instead of Mission, added value of Security.</p> <p>Sections 3 & 5: Grammatical changes to recognize that TLC members are representatives of their respective areas and perform so.</p> <p>Section 6: Further formalization of the requirement that the TLC employ available online collaboration and document sharing technology to facilitate communication within the TLC and with the University community. Recommends the ITS Communications Manager hold responsibility for the maintenance of the online TLC presence.</p> <p>Section 8: Identifies the TLC Vice Chair as the member responsible for biennial review of the Charter through a committee of volunteers.</p> <p>Appendix 1: Changed title to Document Revision History and converted current revisions to a Table format. Altered formatting of revision Dates to remove ambiguity.</p>		

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Version	Date	Who
1.6.1	April 17, 2015	R. Merrill
Change Summary: Formatted Document to meet accessibility standards. Reorganized appendix to use less white space		