Good afternoon, everyone. This is Karen Wetzel and I will be your moderator for today's event. You probably are familiar with this but these are a few reminders, we hope you will join us by making this session interactive and to do so use the window on the left side of your screen to send questions and share resources and comments. If you are tweeting please use the # and if you have audio issues just click on the in the lower left-hand corner and at any time direct a private message to technical help by clicking in the top right window a drop-down menu appears where you could select a chat with and host. Finally, the session is being recorded and let's turn to today's presentation. IT organizations are pursuing growth in three practice areas enterprise architecture IT governance and management. Each of these are used to direct the development and delivery of services to maximize value to the institution and ensure alignment with the schools. In today's webinar you will learn about how they could most effectively contribute and how you may do this at your own institution. I am delighted not to introduce our speakers to you today. First is Piet Niederhausen at the University of Washington. As a business architect he services organizations through content in the defined goals and choose management approaches and has change efforts at hand. He is on a panel for enterprise and an IT architect and higher education and is a graduate of Georgetown Law Center and University of Florida of architecture. Also joining us is Beth Schaefer at the University of Wisconsin Milwaukee. She is responsible for information technology services overall strategic planning and management at the organization providing a wide range of evolving technology services for Milwaukee faculty staff and community. She is also the current leader and has previously served as the co-lead for the women in IT group and has developed and been an advocate in many workshops and presentations for women in IT. And finally, we have Debbie Carraway the director for the College of sciences at North Carolina State University. She holds a bachelor of arts in psychology and a graduate certificate was security assuring privacy and Master of science and information technology and management from the University of North Carolina at Greensboro. With over 20 years of experience in higher education her career has infrastructure and systems service development, scientific community and emerging technologies. She has nonprofit organizations on the development of a IT governance. She has offered altered and co-authored innovation throughout comedian. Digital transformation and diversity in IT. Thank you everyone for joining us today and with that, I will handle this over to Debbie to get us started.

Sorry, I did not press mute. So today we went to talk to you about architectural information and we do have some perspectives on this. We see this in terms of I am so sorry --

>> Are you still there we heard you 12th ago but now you seem to be on mute. Hello, while we get her back on the line free deal to write your thoughts or questions or anything else into the chat boxes. Thank you. We will give it 12th while we find out what is going on with her audio. I think I saw her just a second ago, it may have just been a drop off. Yes, if you could go ahead and give up that could've started and then we will bring back Debbie if we can.
Grade this is Piet Niederhausen at the University of Washington. So, what we will talk about today has come out of a collaboration between several interest groups working on IT governance and management. As those groups were working together, we realize that there were some really interesting interactions between these areas in higher education in the way they are evolving at different institutions. We ended up working together to write a paper about that. So today we will discuss those different practice areas and we want to put a little bit of context around us in terms of digital transformation, many of you have probably been reading about and talking about digital transformation which as you cause has put a lot of effort into in the past year or so. In digital transformation represents this notion that there is really a deep set of changes going on at institutions, as technology evolves and really changes the way that we operate and change our operating models and our strategic directions and how we deliver value and of course that is also having an impact in the organization. The we will try to seek help these different practice areas are supporting that as well. We wanted to give a brief overview of these different practice areas, with IT governance and ITSM and we felt it is really important to highlight that these are highly variable, there is not just one correct scope of these practice areas, they differ a lot at different institutions based on different organizations. But to give you a general look, architecture is usually aimed at putting together processes in reference architecture to make sure that IT efforts of all kind maximize the value to the institution and they deliver that business route. That scope could vary from just focusing on technology solutions and it could also extend all the way over to IT strategy projects and services and it could also be working in the business as well. Through the IT organization in that varies a great deal at various institutions how that is working. IT governance is putting in place prioritizing and aligning those with institutional goals in the scope of that of course could also vary greatly depending on how well-established those practices are and how far-reaching they are, whether they extend to just individual projects or extend more broadly to strategy and long-term roadmaps. Finally, IT service management is trying to put in place practices for managing the IT, right so managing how IT plans, how it puts services into place and operates those with maximizing the value of those for IT customers. And there again that scope could vary a great deal detect depending on how focused that is it could be on operational things or extend into strategy management as well.

It looks like we have Debbie back if you would like to handle back over to her.

Great, let's do that.

Grade, Debbie, back to you.

Alright, sorry about that. As he was talking about, the IT governance, just to catch back up on ITSM it helps the organization operating the services who have the highest value. But IT governance could have a very larger scope, so it could range from basically high quality support and it could also play a more strategic role contributing to defining strategy and prioritizing investments like making sure services are designed well and add value. It is among those practice areas, the scope could overlap and we will talk more about that in the later slides, but also that these are intended to add value and I think, he is going to talk to a sum about the value and how these things work together.

Great, thank you Debbie so as we worked on this paper together, we realize that we needed some
framework for relieving these practice areas to each other. And we drew on a frame work from this group which you can read more about. And, we just use the most basic form which is the overreaching stream and what this is doing is just giving us a view on all the different things that IT organization needs to be able to do and how they flow together. So on the left portfolio, they are trying to have a strategic demand for IT and decide what is going to be offered in IT portfolio and then, to deploy that in design and implement technology solutions or services and request to fulfill we offer those two customers and help them to get access to those services and then usually we would call this operating and supporting them and troubleshooting them and keeping them going. Our three practice areas we are talking about here today all have a role to play in parts of the chain and IT governance and service management all have potential overlap. An enterprise could be very involved in these strategy parts of an IT organization with different strategies design in managing a portfolio and it could also be very involved in technology services and guiding how those are affected. IT governance of course, if established has a strong goal also in that strategy gives all the business input on what that should be and also it could be governing how those are and how they get employed. IT service management probably has the broader scope here typically in an IT organization as it evolves because IT service management really is aimed at all of these areas. They may start out more like that, but then they grow into strategy and service portfolio management as well. Then we took a look at how these evolves. The evolution of these areas and different organizations can be quite different we saw differences just as we talk to each other from different institutions and we will share more about that in a couple of minutes. This was meant to be just an example of what the evolution may look like. This is heavily based on the University of Washington where I work. And if you followed the dates on the timeline, you see that the IT governance is starting up quite early, a couple of decades ago, and the major project governance and evolving over time into multiple level of governance and they will interact with the business in other ways. You see IT service management evolving from starting with really been focused on operational things like management problem management, and other functions in the value chain here and then growing into service strategy and portfolio management. And here you see a little bit more recently this function is starting with architecture and then growing into the strategy of that portfolio area, we are not saying that this is how it has to a fall that every institution but it is an example of how it may evolve. But you see that as these things evolve, they start to overlap and the kinds of things they're interested in and then it gets interesting to think about how these different organizations should work together to support them. So I thought we would look at this for a second and see if there are any comments so far we introduced a little bit of the digital transformation, and got the scope of these practice areas, put them into this change and we talked about how they may evolve into different areas. Are there any questions so far?

>> Feel free to add to your questions or your thoughts on the left-hand side of the screen. We want to hear from you throughout the session and does this align with what you are thinking at your institution do these things make sense to the plans that you are looking at and how these different practice areas are evolving at your own institution? I see that we do have a couple of people typing. Great. Thank you, so much. It looks like this is right here, we definitely want to hear from all of you we will have a few times to pause throughout today's event where we will have some questions but keep adding that in the left-hand side of the chat area. And I am sorry I think I misread your question it does look like the question is whether or not the portfolio part includes the road mapping.
> Just, it does at the level of that. Looking at what different services should be on the roadmap for that portfolio. Then of course, there is also the road mapping of individual services that evolve in the roadmap for those particular services which may be more part of that value change but they do need to relate to each other.

> Great. And so now let's go ahead and like I said if the questions come up or if you have any thoughts about how this is going on and your institution please put those in on the events.

> Great. And we will hold a bunch of time at the end for questions as well. So, now I am going to hand off to my co-authors right here, we have examples to share from our different institutions. But what we want to talk about is how these different areas interact. You are going to see that they are going to be at different levels of them and we will tell the story a little bit but you also see that they are very interconnected. Before we get started with that, we went to do a quick pull with you in the audience. And we want to hear from you, which of these practice areas is the most well-established in your organization. And we will come back and share the results with you in just a few minutes. And they will be interesting to take a look at how these different practice areas are doing in the institutions which are represented here today. So while you are getting started right there, I am going to hand it back over to Beth.

> Thank you. So, I am going to start off talking about the IT service management efforts, and I am going to use the context of what we have been doing and then talk about how that has been working with our IT governance and architecture. Practices here on our campus. So, right here, we started in earnest in about 2008, and, we were fruit first focused on our service catalog and incident management. And we had a distributed environment and that gave us a little bit of a rocky start. It was difficult to be pulling all of the distributed areas together in terms of IT services which are being offered and we mainly focused on a lot of the central services at that time. We have now since had our shared service effort on our campus and we have seen more unified IT environment come about. And, this in turn has renewed our efforts for us to define our offerings the service catalog. So where we have started off with the service catalog and incident management in earnest, we were able to really work a little bit more and consolidate those with our environment. We also are seeing in terms of the sum on our campus, things that are happening at the system level, with policies that are coming. They are helping to guide us in terms of efforts which we are undertaking and how it is relating to our IT governance and what we are thinking about for enterprise architecture on our campus. We talk about those two things a little bit. So, we have had some audits and that they have a really, audits from the system and from the state of Wisconsin legislative Bureau and those have really invigorated us for a more comprehensive change process. So while we’re going through with organization at the local level or state level, we have really been able to use that framework of IT service management to better define the services that we have been offering to the campus and provide for a better framework for us. In terms of our IT governance, we have a new effort of an advisory Council which exists at the highest level in our campus right now, and the highest level of leadership on our campus right now and, a lot of those things that we are doing with our service catalog, and also now, a service portfolio have greatly aided us and telling the story to our campus leadership about IT efforts on our campus and how these affect different business processes and how they affect our budget and it is just enabling us to tell the story better and work with governance better for them to be able to enact the changes or support that we need for the services
that we are offering. And then as well as enterprise architecture, we are currently assessing our efforts on our campus between IT service management and IT governance to see where we could really begin in earnest and enterprise architecture room. And a lot of what we're seeing right now is really wrapping around business processes for our campus and we are looking at how we could properly resourced or start resource for that. Working with my colleagues here in the others which are part of the working group, was definitely a benefit for us. In this community. To be able to assess and see what other folks were doing. So I think next, I am going to turn this over to Debbie who will be talking about IT governance.

>> Thank you, Beth. Our processes are in developing this as a foundational part of our strategy we recently redesigned our strategy which started off with, when we started out with no IT governance and they put together what was on campus and we ended up with over 100 committees and we narrow this down. And this is a little less effective. In than a process was fully declined. So recently we have gone through and had a mission of the institution and we ended up with this which is a vast improvement with the top-level committee they are charged with doing, there are policies and projects which impact the entire University and we contribute to the development of our strategy. The process which we have now is really intended to guide us strategically and we have separated our operational decision-making where they have deflated. And this is where we connect well with IT service management. That process is also growing and maturing and we are able to hand off decisions about you know, whatever the technical pieces are of decision-making so we hand those off to service centers which we have been in the process of defining them and what those services are in part of the management approach. So, for us, bringing things together meant separating them ironically enough. The architecture is a kind of emerging. So we have folks whom are identified as architects, and this really is on developing technical solution so we are talking about in the slide about the varying states of responsibility of practice areas for as enterprise architecture is how you do technical focus and the management provides a bridge between IT governance and really engaging with those solution designers to have those services be there that we offer them make sure that what we are doing is well designed and able to provide value. IT governance for us was the easiest place to start probably because we had some existing processes which could be improved. But also, because we saw this as the biggest thing so that was the focus area part of our strategic plan to improve IT governance and really align with the mission of the institution. Before we had technical stuff, they were made largely of this. We have done a 180 and they are primarily made up of faculty and administrators and not IT. And that has been big for us to be able to have that kind of input in that kind of guidance which has improved the services which we offer. So, I think next, we have Pete talking about your experience at your university. Hello, I am at the University of Washington and I played the architecture team right here central IT is about 550 person organization, we sit in the middle of a very distributed university in Washington, here, all three of these practice areas are fairly well established, the oldest one did a function which has gone through many at least a couple of decades and is currently a multilayered committee which has a lot of business participation and helps to guide our decisions about the portfolio in different ways in detail. The service manage area has been around for at least 15 years at the University of Washington and has gone through the evolution of those which I was talking about earlier from staying operationally focused and trying to prove those putting Strong help desk in place in these kinds of function with change management and now really working on service management and portfolio management in different ways in order to strategically align the strategic portfolio. The practice area is the newest one here it is about six-years-old and it
came out of an effort really a grassroots effort in the IT organization were a lot of different leaders in the organization had been looking at that concept and put together a committee and recommended to the CIO that there should be a function in the organization which was established and we are currently team of four and we have a director,企业solution architect into enterprise business architect. The practice is very consultative practice. It has a strong technology component but it is not focused on defining technology from the top down although we do participate in some of that. We do a lot of consultation with major projects in the IT organization to help guide those with the leadership and we lead strategy practice and community organization helping them to establish strategy for different services and make those part of the bigger picture for that IT organization. We do some work out on campus but we do spend a lot of our time in IT. The relationship with the other practice area is interesting, so in relation to the service management of course, we are helping with different service teams establish their service models through architectural projects to get them established, but they are also involved in leaving or stopping some of the processes like portfolio management and in partnership with our service office. In relation to governance, they also have multiple roles. So our director of course is part of the some of the governance group which is our portfolio review Board which is IT projects and prioritizes those but they are also associating the strategy practice in supporting those different groups and those improving the government processes. So what I am trying to highlight here is that as these practice areas are established, they have a lot of potential for good interaction and collaboration in support of each other and, I think that is what we have happening here at the University of Washington. There are challenges in that as well. With the different areas that we start to look at doing similar work and then may be to coordinate more of who takes the lead on certain things and we find a lot of good work on that over the last couple of years. So, I am going to pause right here and see if we have any more questions in the chat and about any of the examples which we just share from the institution.

>> This is Karin and we do have some good questions and when you see, that they have been talking about, he first raised the question, and this is tied with what yours had shared about and he said for an institution with very low level of maturity could introducing governance at the same time be viable or better to start with governance and the service to work into it. I know that you said that yesterday with IT governance what you thought that was the easiest place to start and he indicates that as well but for all of you, if you are at an institution with lower level, where does that begin? A little bit for us, as far as introducing them at the same time would be viable but with careful thinking that could be. But you would really want to consider what the roles of each area were going to be at your institution and make sure that you are giving attention to those important details at the same time.

>> I think that this could have a super valuable role in supporting governance to get started which may be a good way to bring that as you're starting out. So the government groups which you established, they need information to work with they do not necessarily have all the knowledge needed to make those decisions and enterprise architecture, that is one of the ways to get your legs under it is start to survey what are the current technology and services which you are using and what are some areas where we have redundancies or where we have gaps and bring that kind of information to the government groups for them to work on and make decisions about. I could certainly see those evolving together very nicely.

>> And I could expect really that regardless of where you start one of the things that you all might say in
Putting words in your mouth is that really keeping in mind, how will you measure these, what are the plans for these other areas that emulate not thinking of it just as isolation, but also starting to think of these as working together in a much closer related fashion.

>> We have a question for you, about your team and whether you have any business architectures on your team yes, we do I am one and we have one another. And that is a rule relatively recent for us, we have business architects now I believe for three years total, and what that really came out of was a shift in enterprise architecture and higher education and in other industries as well from focus on technology solutions, and designing that organization to really helping them to stay focused and deliver the value and alignment. And with that increasing focus we had much more business architectural rule.

>> And I could imagine, we have been focusing on digital transformation as you shared in the beginning and that is a component of that. We also have a question from Chris. Whether any of you are using any of these I see that you added information to that in the chat but what tool are you using and how are you using it and if you would recommend using that tool at all and that is for all three of you. I could get that started at the University of Washington believe it or not the most commonly used tool is Google slides. We put a lot of effort since on collaboration, and we do not currently do a lot of enterprise level of modeling of IT architecture. Some of that does happen in our service implementation and other databases tied to that where we are tracking dependencies between different applications and infrastructure for different purposes such as support and troubleshooting as well as preparedness and so forth. But it is not a major focus for the impact we are not using a big tool like some of those you have probably read about. As far as getting started with those, I think that a major decision for a practice and getting started is whether to put a lot of energy into that modeling. It takes a lot of energy and I think that you have to be cautious about how are you going to use that information, if you have other decision-makers out there whom are prepared to use that information and if it would be valuable to collect all of that. Having said that there could be a lot of benefit there and they could depend on the situation. Do you know if your institution has any of those tools in practice?

>> I am sorry.

>> We do not have any and practice, I think we are along the same lines, that we use collaboration and tools, we have a look that actually have looked at, we are now looking at some of those models there and looking for that governance. But I really think that it is more of the process at this time.

>> And were you going to jump in there? Go ahead.

>> Yes, so Milwaukee currently does not have. Does not have any sort of a tool. They do not have a practice. And they are definitely, some things and sort of what we do every day that I do not think that we have realized and that they are some of the tools which we are using like a share well and our EE workflow products and things like that. I just think we are starting to realize we are really more mature than what we think we are but we do not exactly call it our enterprise architectural practice.

>> Thank you, and we do have one last question I think I will save it just so they we could continue on. I do see your question will get back to you as we go ahead but I do want to make sure that we are able to
continue through the rest of the slides today. So let's go forward.

>> Great. Let's take a look at our poll results.

>> Okay. So hopefully everyone sees these right now. And it looks as though some people are so responding here. In general, we are seeing large IT service management established and in these types of organizations. IT governance in enterprise architecture. They are not as established. And, I think that one of the things that I was just talking about is, I do believe in some way we are looking on our organizations and there are some ways that we are doing some of these things, you may just not be realizing it and coming together with this working group, I do you think that some of the realizations were that there are tools and methodologies for us to be measuring how much and where we are as an organization with some of our efforts. And so thank you to everyone for answering this question for us today. Did either of you have any input that you would like to share?

>> I do not think that I have a lot to add at this time.

>> Well, I believe that we could move on to the next slide then. And we will talk a little bit about the typical intersections and the capabilities which we see. And maybe some examples of some of the activities within these capabilities. So, you see the typical intersections between IT governance and architecture, you know, the capabilities that we are talking about definitely, it is all starting with IT strategy. And, as we think about the IT strategy, some of the examples are some of the activities that your campus may be doing or considering as important, and please, feel free to share what some of these other activities you are organization is considering in the chat window. In some examples of activities for IT strategies could be including reviewing institutional strategies, try to identify drivers for IT or working with IT in developing their specific strategies in greater detail. And if we are thinking about IT portfolio management, either projects and/or services, we are thinking about reviewing some activities which may be reviewing current IT relative to command in proposing reviewing and prioritizing new or changing IT services, proposing roadmaps with IT projects or reviewing and prioritizing proposed IT projects. So those may be some of the activities that your organization is considering important. And then we look at engagement with mine -- non- stakeholders, some activities within that capability may include ensuring that non- IT stakeholders and institutional needs are represented in decision-making about and within IT products and services. And then our final capability that we have right here is guiding the products and services and processes and you know, some of the activities which you may be considering important, maybe establishing processes by which guidelines are applied and decisions are viewed as needed. And translating portfolio decisions. That is high level for specific processes. So those are some of the teams which we are talking about within the capabilities those intersections. And then the light white flight that we want to talk about. Talking about the next step for your organization, some of the questions that you may be asking. So looking at the current scope of governance and that is given the --

>> That the group has had, you know, how are you currently doing IT strategy, you are IT portfolio management. How are you engaging with non- IT stakeholders in guiding the design with services and processes? And, when you think about the future, what is important to you in defining. What are the needs of the organizations you are hoping to address? What is the goal of it? And, as you move forward
with your planning, are they and power to carry out their roles? Do you have the right resources on your
campus to carry out those roles and then how do you expect those and how do you expect to measure
success? Now I am going on to the next slide. And I think that, I am thinking of a quite a few questions
right here.

>> We do have some great questions in the one I mentioned earlier, how large or other service
portfolios which are typical for your institutions and he is curious about how many is the right size for
managed portfolio with staffing considerations in your opinion.

>> I could start on that one, I think that that is going to vary depending on their institution I know that
some frameworks to give some great practices for how many services are the right size for your
organization and I could share our experience when we first started our service portfolio, we were
seeing between 60 and 80 services which we were defining. As we moved into a more unified service
environment for IT. We are definitely seeing that go up. But we are also seeing that there are some
duplications of services the they are having us realize as we go through and catalog these and it is giving
us the ability to look at what are some of the services which we could possibly be combining over
consolidating us on some services. And, you know, I am thinking at last count we may have some were
over 100 services which we are currently defining on our campus. And so, we are middle to large size
about 24,000 students. So that is approximately where we are at.

>> How does that compare to what you all have?

>> We have over 100 services in our service portfolio. Similar to what Beth was describing what has
been very important for us is to have those into groupings, we call the business services, there are about
30 of these which capture together related services below that. In a couple of things are important
about that and one is to defining strategies in those larger groupings rather than doing these and the
detail level. And also, the different services are a lot easier for our IT to give guidance on it is difficult for
them to give and invoke guidance on all of the services. These are very high-level areas. In business
services and infrastructure and to have that hierarchy I think has been very helpful. Hello. Similar to
them we have over 100 services defined and we also have a number of services and the colleges and
departments and some of them are enterprise services so part of that challenge is, how do we bring
those services in. So that is where we are focusing more on having non- operational excuse me
operational decisions being tied to our services with this model. With this, we do have advisory teams
for particular services. Which are for those stakeholders who really care about how this is delivered. So
for us, it is like you are saying we have to make this into a manageable practice of service components
for somebody who does not give input, or someone who does not have to go all the way there. But we
have had some success with the major services and having those being handed outside of the process
and these will rise to certain level. So whether it has financial impacts to users or strategic impact. I do
not know if there is a perfect model for how many services you should have or how they should be
organized, some of that is defined. I think the important thing is to get back to how you effectively
organize it in your culture. So another question that we have, about what stage of the project, at what
stage do you subjected to the governance, when did that happen with the projects?

>> Well, it is the size of the impact and we do not necessarily, we are trying to be very simple because of
the complicated impact they try to avoid governance. And people on a scale of 1-10, or how much impact they have you have a lot of made up numbers. So, we have looked at poor impact it does not meet a certain criterion. If we think it will take more than $50,000, then that is something that will bring for us, if it is going to require business process changes, or the University, that would go to governance and that sort of thing.

>> I am sorry, go ahead.

>> I was going to share that we try and use our governance model pretty early on. A lot of it is really getting that support from the campus leadership and having people understand the impact of the project for the campus. And like she said, there are some criteria that we do look at and when we are deciding what to share, and what to move forward with, some of them also can have up political look at them but.

>> Great. Thank you and then, I guess another question is related to governance is that if you are getting any sentiment and how to respond to that, I know that is a question that has come up and calls which I have been on before which is that knee-jerk reaction to the word governance, but we have not found a solution or alternate solution would have you found?

>> Well, we have talked to a lot of people about the existing and we have found that one of those places that people use is the one that opens up a can of governance on them. So, yes, it really has an impact. But what I find is that people really want the governance to work it is not so much that it was a dirty word but the way that the governance work was an impediment to success as opposed to a facilitator, though we have redesigned this, so that we do not have a lot of perplexity. They are managed, they are actively managed. So that that does not just happen by accident. And also playing some of these players, we were very intentional about choosing who would be waking up the committee some of it is volunteer, but we would ask people and we would suggest the names, and we ended up with a group of people that work well together. So I think that when people are saying that it is effective it is negative connotation which disappear. But it is a bureaucracy which teaches success and there is nothing that you can do it is really redesigning the process and making sure that it is adding value.

>> Do we agree that this is being supported somehow? Some people are working on the things that we have just described. You need that continuous review of how it is working and going out and getting.

>> On it. Not just in the business community but we will expect the processes and the challenge for us as we continue with the stakeholders as well. A lot of it is about that communication and working with us closely with those stakeholders involved and making sure that these are working well with them. And, it is not one-sided kind of thing. Obviously, putting this process in order for those improved outcomes to contribute to that chain and so making sure that that is actually happening is key. And, we have another question, I am just going to go through. He just asked one about fast lanes or thresholds which have initiatives and how do you avoid gaming of that system by business partners.

>> I am not sure I understand that one I hope our speakers today do. I may need a little clarification on that one. I am not sure.
Could you tell us that in them we could maybe answer that a little bit better and in the meantime, another asked a question, how they best collaborate with the architecture teams if that is something that you have all experience?

Yes, that is a really important collaboration. So they were working with our office and they have highlighted why that is a number of those collaborations which are important. And they are getting involved in services or projects of a place where there is some complexity from disruption and typically, there are a number of things to address right there, there may be security topics, or a need to bring in some folks with the security team. But there could also be topics all over the spectrum. So we find ourselves working closely with our organization folks or our HR folks to make sure that this team could work together. Of course, this is already discovered described with service management and make sure those are being applied. So on and so forth. And we will be making connections with the team which is more involved. But has not been pulled into these meetings war, or any kinds of collaborations.

And we have gotten a clarification a good example right here. So if initiative above 100 hours of fruit - needs approval in those other ones are they putting in the process of 99 hours to gain that system. And how to avoid that.

I do not know that we have a lot of that but that is something to keep an eye on. What we do is, we ask everyone as much as possible to put in project proposals regardless of that threshold. We asked them to put in the very minimal abstract and the process for that is very simple and straightforward. And by doing that, we hope to get this on his many initiatives as possible and then we ask sponsors within the division to forward those business decisions which they are responsible for her. To keep an eye on all of the smaller initiatives and look for areas where though should really be treated and get some more reviews. So, I do you think that is back and forth to figure out what that is. I do not think that has as much to do with gaming as much as it has to do with people and they should.

Charlie: Different work you do not always have the ability to see the bigger picture and, they need to look at the portfolio to save these efforts are related let's bring this together for a larger project that will be more effective.

The first part of rewarding gaming is that we try to avoid having only quantitative measurements for weighing thing in governance. There are some quantitative things but, we also try to convey things. If you require good judgments, they have a large impact, in gives people a need to think through what is a large impact and be prepared to defend that. That is one of the goals is the threshold by which they are not causing that. And it also has some language around it which requires judgment.

That is some great advice. I am sorry. Go ahead.

I was just going to say I agree with what they have said. Typically, if you get a chance to review these with who is proposing them before they go to the governance, then they get better through the different domains and, we are not seen that as much. We’re pretty mindful to those types of things.
Thank you all and really appreciate that and I am going to go on and move us. And I want to remind everyone about this, and I will show the speakers this and then will close out for the day. So this is us again, one of the last things that we like to do is enjoy -- invite you to join the conversation, it has been a great working group which we had including the governance risk and compliance group in the information management group. You will find those on the Educause webpage. So please feel free to join us in the conversation. And, I know there are typically these groups doing this all the time. Always looking for collaborative efforts.

And I have added this into that. So I hope you join us there and we also have contact information as well. And I’m going to move us to the next slide. So, on behalf of Educause this is Karen Wetzel thank you for engaging. Before you and today click on this and the comments are very important to us. And this is recording so it will be posted in please feel free to share those resources and finally please join us for the next webinar next Thursday the 19th at 1:00 Eastern to hear about the 60 minutes of diversity and equity and inclusion. Thank you for joining us and thank you again to all of our speakers.

[End of Webinar]