# TABLE OF CONTENTS

1. **Purpose** ........................................................................................................................................ 3

2. **Structure: Overview** ......................................................................................................................... 3

3. **Key committees and boards** ................................................................................................................ 4
   3.1 University Council ............................................................................................................................... 4
   3.2 General Board .................................................................................................................................. 5
   3.3 Planning and Resource Committee ..................................................................................................... 5
   3.4 Information Services Committee (ISC) ............................................................................................... 5
   3.5 ISC Operations Committee .................................................................................................................. 6
   3.6 IT Purchasing Group ........................................................................................................................... 6
   3.7 Joint Network Management Committee (JNMC) ............................................................................... 7
   3.8 User Needs Committee ....................................................................................................................... 7
   3.9 Research Computing Sub-Committee .................................................................................................. 7
   3.10 Digital Teaching and Learning Sub-Committee ............................................................................... 8
   3.11 Schools/UIS Meeting ....................................................................................................................... 8
   3.12 Colleges IT Committee ..................................................................................................................... 9
   3.13 Business Systems Committee (BSC) ................................................................................................ 10
   3.14 Finance Systems Committee (FSC) .................................................................................................. 10
   3.15 Human Resources Systems Committee (HRSC) ............................................................................. 10
   3.16 Research Administration Systems Committee (RASC) .................................................................. 10
   3.17 Student Information Systems Committee (SISC) ........................................................................... 10
   3.18 Estates Management Committee (EMSC) ....................................................................................... 10
1. **PURPOSE**

1.1 To provide an overview of the University’s governance structure with respect to information technology and services, by identifying key committees and boards and their respective terms of reference and interrelationships. An overview of how project and programme governance fits within this structure is also set out.

2. **STRUCTURE: OVERVIEW**

2.1 Fundamental to the successful governance of projects and programmes is a coherent strategy and a structure to provide a context for the work. The ISC provides strategic oversight of significant\(^1\) projects and programmes coming through the pipeline and will report on its activities to Council and work closely with the Planning and Resources Committee (PRC) on project finance. IT projects and programmes not falling under the auspices of the ISC directly shall be overseen by the University institutions in which they are being led.

2.2 The ISC may devolve decision making control for specific projects or programmes to one of its sub or systems committees to enable effective oversight at an appropriate level. The ISC, or, where control has been devolved, its sub or systems committee, will act as the project or programme’s Steering Group. It is expected that these various committees and boards will seek to identify and exploit commonality between projects under their control.

![Figure 1: Project/Programme Governance](image)

2.3 The ISC has a number of sub and systems committees, set out below in Figure 2 - Structure of ISC and its supporting sub and systems committees. Further detail relating to key committees can be found in Section 3.

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\(^1\) ‘Significant’ – as defined in the paper “ISC Projects and Programmes: FRAMEWORK”
3. KEY COMMITTEES AND BOARDS

3.1 University Council

3.1.1 The University Council is the principal executive and policy-making body of the University. It has overall responsibility for the administration of the University, for defining its mission, for planning its work and for the management of its resources. It has the power to take such action as is necessary to discharge these responsibilities and, in carrying out its functions, consults the Regent House on questions of both decisions and policy.

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2 Further Information regarding the University Council: https://www.governance.cam.ac.uk/committees/council/Pages/about.aspx
3.2 **General Board**

Duties of the General Board include:

- considering estimates of expenditure from Schools, Faculties, Departments and other institutions under its supervision;
- allocating funds for support of teaching and research, and overseeing such work; and
- approving teaching programmes

3.3 **Planning and Resource Committee**

The Planning and Resources Committee (PRC) is a joint committee of the Council and the General Board. It is responsible for advice to the central bodies about major strategic matters and for the conduct, subject to the responsibilities of the Council and the General Board, of the higher-level planning and resource management of the University including, with advice from the Finance Committee, proposing the University budget to the Council and the General Board.

3.4 **Information Services Committee (ISC)**

ISC terms of reference:

a. establish and keep under review, subject to the approval of the Council and the General Board and, where appropriate, the Colleges, a strategy for information services, and staffing requirements, across the University and Colleges in support of research, teaching and administration;

b. to promote the effective and efficient implementation of the information strategy where appropriate throughout the University and the Colleges, to advise on developments in information technology and its implementation, including the sharing of experience and solutions;

c. to establish mechanisms to ascertain information requirements of users across the University and the Colleges, and ensure that these requirements inform the strategy under (a) above;

d. to ensure, through the Director of Information Services, that any such information policies, facilities, and services provided by the University Information Services are operating effectively and are fit for purpose, and to approve general principles for the allocation of resources and priorities in the use of information technology facilities;

e. to review and propose the budget for the University Information Services, on advice from the Director of Information Services;

f. to be responsible for ensuring that appropriate project and budgetary management and control mechanisms are in place for such major information systems and technology projects as the Council or the General Board may from time to time determine, and to be accountable for the funds allocated for such projects;

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3 Further information regarding the General Board: [http://www.admin.cam.ac.uk/cam-only/committee/gb/duties/](http://www.admin.cam.ac.uk/cam-only/committee/gb/duties/)

4 [https://www.governance.cam.ac.uk/committees/PRC/Pages/about.aspx](https://www.governance.cam.ac.uk/committees/PRC/Pages/about.aspx)

5 ISC Terms of Reference: [http://www.admin.cam.ac.uk/committee/is/reference.pdf](http://www.admin.cam.ac.uk/committee/is/reference.pdf)
g. to ensure that all centrally provided systems and services provide value for money;

h. to set, consulting the Councils of the Schools, Colleges and other institutions as necessary, minimum standards of service to be provided;

i. to be responsible for the regulation and security of the use of information technology facilities within the University, and of such computing facilities in College institutions as may be designated for this purpose from time to time by the appropriate College authorities concerned, and for this purpose to make, or amend, and publish rules, subject to approval by the competent authority, and to impose on a person infringing one or more of those rules either or both of the following penalties:

   i. the suspension of authorization to use computing resources for such a period as the Information Services Committee shall determine;

   ii. a fine not exceeding £175

j. to make an annual report to the Council and the General Board and to the Senior Tutors’ and Bursars’ Committees, that report to include a review of the strategy for information services.

### 3.5 ISC Operations Committee

#### 3.5.1 The ISC Operations Committee’s terms of reference are:

1. Advising on the content of papers for consideration by the ISC and acting on matters referred to it by the ISC or its Chair.

2. Commissioning reports on matters for consideration by the ISC.

3. Receiving routine reports on the operation of the UIS and referring to the ISC any matters of significance.

4. Considering first drafts of regular reports including the annual report and the annual submission to the Planning Round.

5. Monitoring the application of ISC project funding and the use of the Technology Development Fund.

6. Keeping ISC policies and guidelines under review.

7. Receiving minutes of sub-committees and project boards and drawing the attention of the ISC to any matters of significance or requiring decision.

8. Providing always that urgent matters may be presented direct to the ISC by its Executive Officer and that in cases of doubt or indecision the Operations Committee shall refer the matter to the ISC.

9. The Operations Committee shall report after each meeting to the ISC.

### 3.6 IT Purchasing Group

#### 3.6.1 The IT Purchasing Group was established in 2003 by the IT Syndicate, supported by Procurement Services and the Computing Service. This group has been set up to act as a forum where topics relating to the purchase of IT Hardware, Software and Services within the University can be considered, including monitoring existing regional and national contracts, investigating the potential for aggregating purchases, and reviewing supplier performance. The group is also intended to be a central focus for coordinating information regarding the

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6 IT Purchasing Group ToRs: [http://www.admin.cam.ac.uk/offices/purchasing/groups/it/remit.html](http://www.admin.cam.ac.uk/offices/purchasing/groups/it/remit.html)
purchasing of IT within the University and its dissemination to the wider community where appropriate.

3.6.2 Through the work of the Group, it is hoped that recommendations for best practice in IT purchasing can be encouraged throughout the University, leading to best value-for-money all round.

3.7 Joint Network Management Committee (JNMC)\(^7\)

3.7.1 The JNMC is the sub-syndicate of the ISC responsible for overseeing the work of the Network Division of the UIS and its management of, amongst other things, the University Telephone Network (UTN), the Cambridge University Data Network (CUDN), and the Granta Backbone Network (GBN).

3.8 User Needs Committee\(^8\)

3.8.1 The User Needs Committee is constituted by the Information Services Committee (ISC) to ensure that the IT needs and experience of the staff and students of the University are given high priority at every stage of the IT lifecycle, from procurement through retirement.

3.9 Research Computing Sub-Committee

3.9.1 The role of the Research Computing Sub-Committee (RC-SC) is to provide management oversight of the HPCS, to represent the interest of users, and to advise the RPC and ISC on the strategic development and delivery of high performance/high volume computing in the University.

i. The RC-SC should monitor charging models and seek opportunities for meeting the capital and running costs of high performance computing across the University, both within and outside the UIS. This should take account of energy costs and energy charging.

ii. The RC-SC should ensure that the provision of high performance computing is informed by user needs. In the first instance this might be via setting up a user group, as recommended by the Review Group, but this should be left to the RC-SC.

iii. The RC-SC should monitor the opportunities and risks associated with hosting national facilities and/or on-demand academic “cloud-like” facilities.

iv. The RC-SC should monitor and assess the opportunities and risks associated with providing services to industry.

v. The RC-SC should comment on any provision in the Planning Round for high performance computing, such comment to be provided to the RPC and ISC.

vi. The RC-SC should ensure that the UIS maintains an active horizon scanning activity for new developments related to high performance computing.

vii. The RC-SC should consider research computing platforms and services, comprising “high volume” as well as “high performance” computation. For example, the provision, at University level, of large scale cloud facilities with flexible access control ranging from machines dedicated to individuals, hosted departmental clusters, through to on-demand computation, and the requisite storage facilities.

\(^7\) JNMC ToRs: [http://www.admin.cam.ac.uk/committee/jnmc/](http://www.admin.cam.ac.uk/committee/jnmc/)

\(^8\) User Needs Committee ToRs: [http://www.admin.cam.ac.uk/committee/is/subcommittees/user-needs/terms-of-reference.html](http://www.admin.cam.ac.uk/committee/is/subcommittees/user-needs/terms-of-reference.html)
viii. The RC-SC should provide advice to both the RPC and ISC in the requirements, provision and auditing of arrangements which ensure that data is held and processed on facilities that are appropriate in security and privacy terms to meet the needs of legislation, sponsor requirements, and University policies.

ix. The utility of the RC-SC should be reviewed every two years. It may well be that the RC-SC should be absorbed by, or morphed into, a general research subcommittee reporting to the RPC and the ISC.

x. The membership of the RC-SC will be reviewed at the end of the first 12 month period and at least biennially thereafter.

3.10 Digital Teaching and Learning Sub-Committee

3.10.1 Reporting to the General Board through the Education Committee, and the Information Services Committee, the Committee’s primary responsibility will be to steer development of pedagogic support and innovation across the University. It will do this by:

a. Developing, promoting and monitoring the University’s Digital Strategy for Education and associated Action Plan;

b. Keeping under review the implementation and use of digital/electronic materials in the University’s teaching programmes and the wider sector, consistent with the University’s high academic standards and achieving value for money;

c. Developing and promoting ‘Digital Learning Advocates’ across the University;

d. Working with the Cambridge Centre for Teaching and Learning to promote reflection and good practice in the use of digital/electronic materials across the University;

e. Working with the Cambridge Centre for Teaching and Learning and the Office of External Affairs and Communications to disseminate information and good practice about teaching and learning in the Collegiate University;

f. Administering the Teaching and Learning Innovation Fund;

g. Overseeing the introduction of Moodle and development of the University’s VLE.

3.11 Schools/UIS Meeting

3.11.1 The role of the Group is to provide regular, representative input on the relative priority, requirements, design, maintenance and development of the various School and UIS-hosted information policies, facilities and services underpinning research, teaching and administration throughout the University.

3.11.2 It is proposed that the Group will:

a. represent the views of the Schools on strategic priorities within the ISC planning process;

b. agree levels of service with UIS that reflect an appropriate balance between cost, performance and resilience;

c. ensure appropriate levels of coordination and integration between UIS, School and local strategies and services to avoid unnecessary duplication and enable re-use and data-sharing;

d. following early consultation, provide input during the requirements gathering phase of development activity;

9 DTLSC: http://www.educationalpolicy.admin.cam.ac.uk/committees/digital-teaching-and-learning-sub-committee
ISC Project and Programme Governance: STRUCTURE

3.11.3 The Group’s meetings will be coordinated with the Information Services Committee (ISC) meeting schedule to enable members to provide input to proposals and receive feedback on decisions taken by the ISC. Currently the ISC meets 6 times per annum.

3.11.4 The suggested initial membership of the Group comprises the nominated academic IT lead(s) and IT coordinator(s) from each of the six Schools, the UIS Deputy Directors of Research & Institutional Services and Education, Administration & Student Services and other UIS and School colleagues as appropriate. The Group’s secretariat will be provided by the UIS Head of Planning & Performance.

3.12 Colleges IT Committee

3.12.1 The purposes of the Colleges’ IT Committee are:

a. to develop a strategic view of IT operations for the Colleges, and to identify needs and aspirations for IT services for Colleges;

b. to provide a forum for the discussion of strategic issues of common interest in the areas of IT and telecommunications, including but not limited to the deployment, operation and management of shared corporate systems and staff, current and future resource requirements, and the adoption or otherwise of common standards or protocols;

c. to advise the Bursars’ Committee, the Senior Tutors’ Committee and the University on matters of common interest relating to IT and telecommunications services and provision, and to provide appropriate notes or minutes recording that advice;

d. to consider any other matters referred to it by the Bursars’ Committee, the Senior Tutors’ Committee or the University.

3.12.2 The scope of the Committee’s activities should cover (but not necessarily be limited to): networks; security; telecommunications; wi-fi provision; website provision and support; hardware; software; co-operation in IT hardware or software; sharing of resources; and career development and training for IT staff.

3.12.3 The Committee, while nominally a sub-committee of the Bursars’ Committee, is a joint committee between the Bursars’ Committee, the Senior Tutors’ Committee and the University’s IT Services Committee.

3.12.4 The Committee has no power to make decisions binding on, or to represent the views of, any College or the University: equally, the Committee is not subject to the direction or control of the Colleges, either jointly or severally, or the University.

3.12.5 In addition, the Committee does not have the authority to make decisions on behalf of the Bursars’ Committee, the Senior Tutors’ Committee or the University’s IT Services Committee.

3.12.6 All recommendations shall be provided in the form of written minutes and/or a written report for discussion and approval at the next convenient meeting of the relevant committees, providing that the Chair has discretion to allow for a formal recommendation to be made by circulation to any other committee.
3.12.7 Any advice provided to Colleges, the University and other institutions, either through members of the Committee is provided on the basis that the advice is offered without any warranty as to its accuracy and that no liability shall fall on the Committee or any of its officers or members for such advice.

3.13 **Business Systems Committee (BSC)**

3.13.1 The Business Systems Committee is constituted as a subcommittee by the Information Services Committee (ISC) to oversee the strategic development, maintenance and operation of the University’s principal enterprise business systems and related services.

3.14 **Finance Systems Committee (FSC)**

3.14.1 The FSC is constituted by the Finance Committee to oversee the maintenance, development and operation of the University Financial System (“CUFS”) and related systems.

3.15 **Human Resources Systems Committee (HRSC)**

3.15.1 The HR Systems Committee was established in 2009 in order to oversee development activities for the HR Systems.

3.16 **Research Administration Systems Committee (RASC)**

3.16.1 To provide oversight of the University’s IT systems support for research administration activities and (ii) to provide advice, via the Research Policy Committee, for the Information Systems Committee on priorities for future investment to support the research lifecycle. It is expected that the RSC will mirror the work of similar University Committees that oversee IT systems support in other technical or professional areas, for example the HR and Finance Systems Committees.

3.17 **Student Information Systems Committee (SISC)**

3.17.1 The Student Information System Committee will oversee the maintenance, development and operation of the Student and related systems.

3.18 **Estates Management Committee (EMSC)**

3.18.1 The satisfactory operation, maintenance and development of the University estate systems.

3.18.2 The alignment of these activities with the Strategic Framework for the Development of the Estate, UAS’ strategic goals, the University’s sustainability agenda, as well as with the ERP Strategy and with the IS Strategy.

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10 BSC ToRs: [http://www.admin.cam.ac.uk/cam-only/committee/business/terms/](http://www.admin.cam.ac.uk/cam-only/committee/business/terms/)
12 Further information on the HRSC: [http://www.admin.cam.ac.uk/cam-only/committee/hr/system/](http://www.admin.cam.ac.uk/cam-only/committee/hr/system/)
13 RASC ToRs: [http://www.admin.cam.ac.uk/cam-only/committee/rasc/terms.pdf](http://www.admin.cam.ac.uk/cam-only/committee/rasc/terms.pdf)
14 SISC ToRs: [http://www.camsis.cam.ac.uk/cam-only/boards_groups_and_sigs/sisc/terms_of_reference.pdf](http://www.camsis.cam.ac.uk/cam-only/boards_groups_and_sigs/sisc/terms_of_reference.pdf)