



## MIT & Unitec

Title	DRAFT Terms of Reference – Infrastructure Operations Governance group
Authored by:	Dan Brady – General Manager Operations
To:	Infrastructure Operations Governance group
For:	<b>FOR REVIEW</b>

### 1. Purpose

The Infrastructure Operations Governance Group (the Group) provides cross-institution governance, oversight, and strategic direction for infrastructure services and initiatives across MIT Unitec, encompassing Digital and Property domains.

The Group ensures that infrastructure decisions and investments:

- Enable high-quality student, academic delivery, and staff-facing experiences
- Are shaped through a collaborative, institution-wide approach
- Align with institutional strategy, transition priorities, and operational requirements
- Are consistent with Enterprise Architecture, existing commercial obligations, and the organisation's value proposition

### 2. Scope

The Group governs Infrastructure Operations matters including, but not limited to:

In Scope

- Digital platforms, systems, and enabling technologies
- Campus property, facilities, and physical learning environments
- Infrastructure programmes and major initiatives
- Prioritisation of infrastructure work plans and investment sequencing
- Cross-domain dependencies (digital - property - academic delivery - student services)
- Risk, resilience, and service continuity considerations
- Infrastructure standards, principles, and design alignment with Enterprise Architecture

Out of Scope

- Day-to-day operational management of Infrastructure Operations



- Individual project delivery decisions (unless escalated)
- Operational or design decisions relating to any other business function or unit not represented at the Governance group (except where infrastructure impact is material)

### 3. Objectives

The Group will:

1. Provide Strategic Oversight  
Ensure Digital and Property infrastructure supports current and future academic, student, and staff needs.
2. Enable Collaborative Decision-Making  
Bring together Academic, Student Experience, Finance, and Enterprise Transition perspectives to shape balanced and informed decisions.
3. Prioritise for Impact  
Guide sequencing and prioritisation of initiatives based on:
  - Student and learner experience
  - Academic delivery effectiveness
  - Staff productivity and wellbeing
  - Risk, compliance, and resilience
  - Financial sustainability and value
4. Uphold Architectural and Commercial Integrity  
Ensure decisions:
  - Align with Enterprise Architecture standards and roadmaps
  - Honour existing contractual and commercial commitments
  - Protect and enhance the institutional value proposition
5. Strengthen Visibility and Alignment  
Provide transparency of infrastructure pipelines, trade-offs, and constraints across the organisation.

### 4. Decision-Making Principles

The Group will operate under the following principles:

- Student and Academic First – Infrastructure must enable learning, teaching, and student success.
- Staff Experience Matters – Solutions should support staff capability and sustainable ways of working.
- Collaborative by Design – Major decisions are shaped through cross-functional input, not single-domain optimisation.
- Architecture-Led – Enterprise Architecture is a core decision lens, not an afterthought.



- Commercially Responsible – Decisions must consider lifecycle cost, contractual obligations, and long-term value.
- Whole-of-Institution View – Prioritisation considers enterprise impact, not local optimisation.

## **5. Responsibilities**

The Group is responsible for:

- Endorsing infrastructure priorities and work programmes
- Reviewing and guiding major Digital and Property initiatives
- Identifying and managing cross-portfolio risks and dependencies
- Ensuring alignment between infrastructure planning and:
  - Academic strategy
  - Student experience priorities
  - Enterprise transition plans
  - Financial frameworks
- Recommending significant investment or scope changes to the appropriate executive authority

## **6. Authority**

The Group has delegated authority to:

- Endorse infrastructure priorities and sequencing
- Set direction on cross-domain infrastructure matters
- Escalate matters requiring executive or Council-level decision

The Group does not replace formal financial approval or procurement governance processes.

## **7. Membership**

Membership reflects key stakeholder domains:

- Academic Executive Leadership (or equivalent)
- Student Experience Executive (or equivalent)
- Finance Executive leadership (or equivalent)
- Institution Transition
- Senior Digital leadership owner
- Senior Property leadership owner



## Executive Steering Committee (ESC)

The (ESC) brings together Senior Executives/ Managers who are responsible for making investment decisions, overseeing the strategic direction, governance, and high-level decision-making to ensure delivery of programmes remain aligned to strategic direction and deliver the desired outcomes. A separate Programme Sponsor role is not necessary under a single ESC model, as the ESC fulfils this function, and the Senior Responsible Owner of an individual Programme is a voting member and/or attends the ESC as a non-voting member.

Role (Select a role)	Internal/External	Identified person	Responsible for:	Contact details
Chairperson	Internal	Dan Brady General Manager – Operations	Facilitates meetings, sets the agenda, and ensures follow-up on actions. Provides strategic oversight and ensures the Programmes align to MIT /Unitec’s broader goals.	<a href="mailto:dan.brady@manukau.ac.nz">dan.brady@manukau.ac.nz</a> <a href="mailto:dbrady@unitec.ac.nz">dbrady@unitec.ac.nz</a>
Senior Responsible Owner(s)	Internal	Dan Brady General Manager – Operations	Provides updates and shares insights on individual Programme status and performance and presents escalated issues and items for decision.	<a href="mailto:dan.brady@manukau.ac.nz">dan.brady@manukau.ac.nz</a> <a href="mailto:dbrady@unitec.ac.nz">dbrady@unitec.ac.nz</a>
Digital & Property Senior Representative	Internal	Mike Foley Director - Digital Strategy and Experience	Responsible for ensuring compliance with Digital & Property strategy, architecture, infrastructure, security and operational requirements and that risks are identified and mitigated.	<a href="mailto:mfoley@unitec.ac.nz">mfoley@unitec.ac.nz</a>



Digital & Property Senior Representative	Internal	Shiu Verma Regional Property Manager	Responsible for ensuring compliance with Digital & Property strategy, architecture, infrastructure, security and operational requirements and that risks are identified and mitigated.	<a href="mailto:shiu.verma@manukau.ac.nz">shiu.verma@manukau.ac.nz</a> <a href="mailto:sverma@unitec.ac.nz">sverma@unitec.ac.nz</a>
Finance Senior Representative	Internal	Kristine Brothers Tamaki Finance Director	Oversees budget and cost control, ensuring delivery within approved budget.	<a href="mailto:kbrothers@unitec.ac.nz">kbrothers@unitec.ac.nz</a>
Executive	Internal	Martin Carroll DCE - Academic	Ensure the strategic business alignment aligns with enterprise level solutions, ensuring strategic value creation, measurable ROI, and disciplined, cost-effective delivery across the project lifecycle	<a href="mailto:martin.carroll@manukau.ac.nz">martin.carroll@manukau.ac.nz</a> <a href="mailto:mcarroll@unitec.ac.nz">mcarroll@unitec.ac.nz</a>
Executive	Internal	Simon Nash DCE - Learner Experience and Success	Ensure the strategic business alignment aligns with enterprise level solutions, ensuring strategic value creation, measurable ROI, and disciplined, cost-effective delivery across the project lifecycle	<a href="mailto:simon.nash@manukau.ac.nz">simon.nash@manukau.ac.nz</a> <a href="mailto:snash@unitec.ac.nz">snash@unitec.ac.nz</a>
Transition Risk and Change Senior Representative	Internal	Simon Bilton Programme Director	Ensures and supports the ESC in addressing any transition risk and organisational change readiness.	<a href="mailto:simon.bilton@manukau.ac.nz">simon.bilton@manukau.ac.nz</a>

Members are expected to represent enterprise interests, not solely their own portfolios.



## **8. Meeting Cadence**

- Meetings held monthly
- Additional sessions as required for major decisions

## **9. Quorum**

A meeting of the Infrastructure Operations Governance Group will be considered quorate when:

- The Chair (or delegated alternate) is present; and
- Representatives from at least three of the following domains are present:
  - Academic Leadership
  - Student Experience
  - Finance
  - Enterprise Transition

In addition:

- At least one member representing Academic or Student Experience must be present to ensure learner and teaching perspectives are included in decision-making relevant to the decision being sought.
- Members may nominate an appropriately delegated alternate where they are unable to attend.
- Where quorum is not met, the meeting may proceed for discussion, but no formal endorsements or decisions may be made.
- Urgent decisions required between meetings may be progressed via out-of-session approval, provided quorum domain representation is achieved through e-mail confirmation.

## **10. Reporting**

The Group reports to: Tamaki Transition Group/ Executive Leadership Team

Key outputs include:

- Endorsed infrastructure priorities and roadmaps
- Risk and dependency summaries
- Escalation papers for major decisions

## **11. Review of ToR**

These Terms of Reference will be reviewed after the first six months of operation and annually thereafter.