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Vision & Governance [1]

The University of Colorado's system-wide eComm program supports and enables the delivery of a personalized communication strategy that is centered on key constituencies and enables data-driven engagement aligned to diverse business objectives across CU. As a trusted enterprise capability, not just a set of tools, eComm drives measurable ROI while strengthening the CU brand through consistent, high-quality interactions.

Overview | Structure | Membership | Process

Launching in January 2027

The processes below will begin in January 2027 upon the launch of the new governance structure.

Governance Overview

The eComm Governance Group exists to ensure that all CU campuses, the System office and System Advancement work together in a shared governance structure that enables strategic growth, institutional compliance and constituent-focused outreach throughout the eComm user community.

Goals of the eComm Governance Group include but are not limited to the following:

- **Structure**: Ensure and enforce an authoritative framework for governance of the program
- **Security and Compliance**: Enforce data security and institutional compliance with State and Federal laws through policy management and associated user monitoring
- **Decision-Making**: Create and maintain an equitable and repeatable decision-making framework and associated escalation pathways
- **Roadmap**: Collaboratively manage the eComm roadmap and requests for new technical work or operational efficiencies
- **Metrics**: Establish and maintain key performance indicators (KPIs) that demonstrate the value of ongoing efforts and enhancements
- **Feedback**: Create and manage ongoing feedback mechanisms to ensure that the governance structure and associated processes are meeting user/stakeholder needs
- **Data Governance**: Ensure representation of and/or alignment with data governance efforts across the university

Committee Structure

Executive Committee | Business Leads | eComm Program Team

Executive Committee

Purpose: The Executive Committee advocates for the eComm program and represents the needs of their stakeholders in consultation with campus subject matter experts. Committee members will collaboratively determine the direction, prioritization and funding model(s) to support the ongoing health and evolution of the eComm program. While campuses will vary in the goals and objectives they wish to pursue, the Executive Committee will support an equitable approach to governance, roadmap development and funding that encourages ongoing participation and strategic program growth.

Responsibilities: Responsibilities of Executive Committee members include but are not limited to the following:

- **Advocacy**: Advocate for the eComm program on their campus and serve as a champion for excellence in constituent outreach and engagement
- **Engagement**: Engage and actively communicate with their colleagues in executive leadership roles to foster awareness of and support for the eComm program and its associated funding structure(s)
- **Policy**: Guide the creation and enforcement of policies, guidelines and recommendations that govern the eComm program at both the campus and system levels
- **Approval**: Review and provide final approval/denial of eComm roadmap work requests using established decision-making criteria and processes
- **Resolution**: Work collaboratively across campuses to resolve escalated issues and address programmatic challenges

Membership: Members of the Executive Committee represent the highest-level sponsor(s) from each campus and system Advancement. They should possess sufficient organizational influence to gather support for eComm's vision, ensure appropriate funding and staffing and enable directional and cultural change across their campus. Members should have influence on their campus and access to their respective leadership teams.

Each member may appoint a proxy with decision-making authority who can represent them as needed in meetings. While there is no term limit, members unable to prioritize meetings may be asked to give their seat to another colleague with more capacity to participate.

A financial representative from the Office of the President may also attend selected meetings as needed as guided by the planned agenda.

Oversight: The Executive Committee is chaired by the system vice president of communication who provides guidance and feedback regarding focus areas, issues and priorities for discussion.

Meeting Cadence: The Executive Committee meets quarterly but actively engages in ongoing discussion and decision-making as needed to ensure challenges are being actively

addressed.

Business Leads

Purpose: In tandem with the Director of CRM, the Business Leads serve as functional department leaders and decision makers based on established processes and criteria in and consultation with the larger eComm program team.

Responsbilities: Business Lead responsibilities include but are not limited to the following:

- **Assessment**: Assess eComm roadmap work requests and facilitate discussion with members of the eComm Program Team.
- **Evaluation**: Formally evaluate and score eComm roadmap work requests based on established decision-making criteria and process
- **Approval**: Formally pre-approve or deny eComm roadmap work requests based on the evaluative framework
- **Presentation**: Present pre-approved eComm roadmap work requests to the Executive Committee for final approval; if work is approved, Business Leads may be asked to return to a discussion with the Executive Committee once prioritization is complete

Membership: Business leads represent functional department leaders from each campus and system Advancement who possess a vested interest in the success of the eComm program and related technology/CRM initiatives.

Oversight: The Business Leads are chaired by the director of CRM who oversees the eComm program's strategic goals and business services and supports decision-making based on technical capabilities and system maintenance.

Meeting Cadence: The Business Leads meet quarterly but actively engage in monthly discussion and decision-making with the eComm Program Team to ensure appropriate progress toward implementation of vision and goals.

eComm Program Team

Purpose: The eComm Program Team provides leadership, guides best practices and receives requests for updates and enhancements to the eComm program and/or its associated tools. eComm program team members serve as subject matter experts and are actively involved in managing the day-to-day aspects of the program and working collaboratively with users and stakeholders to improve constituent outreach and engagement.

Responsibilities: eComm Program Team responsibilities include but are not limited to the following:

- **Advocacy**: Serve as liaisons between the governance structure and other users/stakeholders and provide input on challenges and/or issues encountered
- **Communication**: As needed, provide updates to campus leadership, the Executive Committee, and/or Business Leads to ensure awareness and promote continuity of operations
- **Work Request Submission**: Submit roadmap work requests for consideration via a standard submission form and associated process review.
- **Change Management**: Assist with change management in represented areas for new

policies and technical enhancements.

Membership: Members of the eComm Program Team represent both campus and technical leadership and include the following individuals:

- **Business Leads and Key Team Members/Stakeholders**
  - Campus eComm Specialists (1 per campus)
  - Campus Super Users (1 per campus)
- **Assistant Director of CRM and Key Team Members**
  - eComm Program Success Manager (UIS)
  - Salesforce Technical Lead (UIS)
  - Marketing Cloud Technical Lead (UIS)
  - Cvent/eComm Event Management Technical Lead (UIS)
  - Training and Enablement Lead (UIS)
- **Data Governance Representation**

System Advancement will be represented by one eComm specialist and one rotating super user to allow for meaningful participation in the eComm governance process while acknowledging that Advancement-specific governance pathways exist apart from the eComm program.

Oversight: The eComm Program Team will be chaired by the director of CRM who will facilitate discussion related to roadmap work requests.

Meeting Cadence: The eComm Program Team will meet quarterly.

Governance Membership

Executive Committee | Business Leads | eComm Program Team

Executive Committee

- **Michele Ames**, Vice President for Communication, CU System
- **Annie Baccary**, Vice President for Advancement Administration, CU Advancement
- **Tammy Ewin**, Vice Chancellor for Marketing and Communications, CU Denver
- **Kathy Green**, Vice Chancellor for Marketing and Communications, CU Anschutz
- **Roqua Montez**, Vice Chancellor for Communications, Marketing and Social Media, CU Boulder
- **Megan Silvey**, Assistant Vice Chancellor for University Communications and Marketing, CU Colorado Springs
- **Tim Skillern**, Assistant Vice President for Advancement, CU Advancement

Business Leads

- **Jeff Benn**, Assistant Director of CRM, CU System
- **Lissa Cordova**, eCommunications Director, CU Boulder
- **Will Kubie**, Assistant Vice Chancellor of Marketing and Digital Strategy, CU Denver
- **Nicole Lawrence**, Director of Digital Communications, CU Anschutz

- **Jennifer Mortensen**, Director of CRM, CU System
- **Eric Nissen**, Director of Marketing, CU Colorado Springs
- **Geoff Whaley**, Director of Annual Giving and Digital Marketing, CU Advancement

eComm Program Team

Campus Representation

- **Serwaa Adu-Tutu**, eCommunications Manager, CU Advancement
- **Alex DeWind**, Assistant Director of Internal Communications, CU Denver
- **Matthew Espinoza**, Senior Operations Specialist, CU Denver
- **Rainier Lolly**, eCommunications Professional, CU Boulder
- **Kelly Miller**, Digital Communications Manager, CU Anschutz
- **Tom Needy**, Associate Director of eComm Strategy and Operations, CU Boulder Advancement
- **Deirdre Keating**, Assistant Director of Internal Communications, CU System
- **Justine O'Neil**, Director of Auxiliary Marketing, CU Colorado Springs
- **Annie Pirtle**, eComm Principal Professional, CU Colorado Springs
- **Hannah Schlueter**, Digital Communications Specialist, CU Anschutz
- **Evanne Seelig**, Digital Communications Program Manager, CU Anschutz
- **Maddie Taylor**, Digital Marketing Specialist, CU Advancement

Technical Representation

- **Marc Donohue**, CRM Administration Manager, CU System
- **Megan Harris**, Senior eComm Program Success Analyst, CU System
- **Claire Palmquist**, Digital Engagement Administrator, CU System
- **Melanie Zakhem**, Training and Enablement Lead, CU System

Governance Process

Each level of the governance structure (the Executive Committee, the Business Leads and the eComm Program Team) will participate in evaluation and/or approval of roadmap work requests in a meaningful and strategic manner, ensuring that each campus is represented in the process and that technical/operational considerations are also taken into account before decisions are reached. The stages of the evaluation and decision-making process are as follows:

- **Intake**: A member of the eComm Program Team submits a new roadmap work request through an established intake process.
- **Evaluation**: The eComm Program Team conducts an initial assessment of the request based on a standardized discussion framework and determines if the request is ready for scoring and weighting.
- **Scoring and Weighting**: The Business Leads conduct scoring and weighting based on established criteria and a repeatable process and provides pre-approval/denial of the request.
- **Decision**: A Business Lead associated with the pre-approved request presents it to the

Executive Committee for final approval.

- **Prioritization**: Approved requests are routed to the CRM team for prioritization. Recommended prioritization is returned to the Executive Committee via the associated Business Lead for final approval.

Groups audience:
eComm

Source URL:https://www.cu.edu/ecomm/strategy/vision-governance

Links
[1] https://www.cu.edu/ecomm/strategy/vision-governance