

FDU IT Business Relationship Management Office (BRMO)

Charter Framework

1. Key Definitions

Term	Definition
BRMO	The Business Relationship Management Office [and Officer] is the function within OIRT that is responsible for owning, managing, and developing the relationship between the IT organization and the University's academic and administrative departments. It is not a help desk or an escalation path, though it can be leveraged to assist in escalation. Its primary function is to form a strategic partnership with the associated business unit.
BRMO Practitioner	An IT leader assigned accountability for managing the relationship with one or more business units. Practitioners are typically existing IT leaders, not a separate team.
Business Partner	A leader or representative from a University department who engages with IT to surface needs, share priorities, and participate in planning conversations.
Stakeholder	Any faculty, staff, or student impacted by technology decisions made by IT. Each stakeholder group should have a Business Partner who can represent their interests.

2. Statement of Purpose

a. Why BRMO Exists

OIRT exists to serve FDU's students, faculty, staff, and the shared mission that connects them. Serving that mission well requires more than technical competence; it requires understanding what each part of the University needs, when it needs it, and why it matters. The Business Relationship Management Office/Officer formalizes the relationship work that the best IT leaders at FDU already do naturally, making it consistent, visible, and scalable across the entire department. As FDU grows in ambition and complexity, OIRT must grow in its capacity to be a true institutional partner.

b. The Problem We Are Solving

Today, the quality of the relationship between OIRT and any given department depends too heavily on individual initiative. Some departments feel well-served and well-informed. Others find IT difficult to navigate; they are unsure who to contact, unclear on what is being worked on, and uncertain how to raise a concern or opportunity. This inconsistency is not a reflection of individual effort; it is the absence of a shared model for how OIRT engages with the University. BRMO establishes that model, ensuring every department receives the same quality of partnership regardless of who their IT contact happens to be.

c. **How BRMO Fits Within FDU IT Governance**

BRMO is the relationship layer of OIRT governance. It operates continuously through regular meetings, conversations, and planning cycles, ensuring IT stays connected to the University, day to day and month to month. In addition to standard intake channels, BRMO Practitioners are responsible for identifying significant needs through relationship conversations and ensuring those needs are properly shaped and elevated to IT leadership for planning, prioritization, and appropriate decision-making.

3. **What is Business Relationship Management?**

a. **Definition and Scope**

Business Relationship Management (BRM) is the practice of building and maintaining a strategic partnership between IT and the departments it serves. It encompasses understanding business needs, communicating IT capabilities and constraints, aligning technology investments with departmental priorities, and ensuring that the value of IT is understood and felt by the people who depend on it. At FDU, BRMO does not introduce a new team; it formalizes a function that existing IT leaders are already performing and raises it to a consistent institutional standard.

b. **What BRMO Is and Is Not**

BRMO IS	BRMO IS NOT
A structured model for how OIRT builds and maintains relationships with University departments	A help desk or escalation queue for IT support issues
A mechanism for surfacing technology needs, challenges, and ideas from the University to IT	A project management office or delivery function
A proactive engagement function, not reactive ticket management	A guarantee that every request will be fulfilled
A bridge between departmental needs and IT planning and governance	A replacement for existing IT service channels
A feedback loop that helps OIRT understand whether it is delivering value	A committee that meets and produces reports; it is a living practice embedded in how IT leads

4. **Stakeholders and Relationships**

a. **BRMO Practitioners (IT Side)**

BRMO Practitioners are IT leaders, typically directors, managers, or senior staff, who are assigned accountability for managing the relationship with one or more University departments. Each Practitioner serves as the primary OIRT point of contact, advocate, and communications channel for their assigned business partners. They are responsible for understanding their partners' environment, surfacing needs back into IT planning, and ensuring that their partners are

informed about relevant OIRT activities, initiatives, and decisions. Being a BRMO Practitioner is not an add-on role; it is a core expectation of IT leadership at FDU.

b. **Business Partners (University Side)**

Business Partners are the leaders or designated representatives of FDU's departments who engage with their assigned BRMO Practitioner. They may include deans, department heads, administrative directors, or their delegates. Their role is to represent the technology needs and priorities of their department, participate in regular engagement sessions, surface ideas and challenges, and provide feedback on OIRT services and initiatives. Business Partners are not expected to be technical; they are expected to be candid about what is working, what is not, and where technology could better support their goals.

c. **Relationship Alignment Model**

Each major University department or functional area will be assigned a primary BRMO Practitioner. The CIO's office will maintain the master relationship map and review assignments annually or when organizational changes occur. Assignments should reflect the Practitioner's domain knowledge, existing relationships, and workload. Where a department has complex or high-volume technology needs, a secondary Practitioner may be co-assigned. The goal is that no department ever has to wonder who their IT contact is.

5. **How BRMO Operates**

a. **Core Responsibilities of a BRMO Practitioner**

Each BRMO Practitioner is accountable for the following:

- Maintain a regular meeting cadence with assigned business partners, at minimum quarterly and ideally monthly for active or complex relationships.
- Set and share a standing agenda that covers ongoing OIRT activities relevant to the department, open items, and dedicated space for the business partner to raise new topics.
- Surface project ideas and technology needs from the University into OIRT planning and the appropriate prioritization processes.
- Communicate proactively. Partners should never learn about OIRT changes, outages, or initiatives from someone other than their BRMO contact.
- Serve as the escalation path when a business partner has a concern that normal service channels have not resolved.
- Represent the business perspective in internal OIRT conversations, planning sessions, and prioritization discussions.
- Track and follow up on open commitments. If OIRT has committed to something, the Practitioner is accountable for ensuring it happens or for communicating clearly why it has not.
- Share an annual OIRT roadmap summary relevant to each department so partners understand what is planned and why.

b. **Meeting Cadence and Engagement Model**

The standard BRMO engagement model includes:

- Monthly or bi-monthly 1:1 meetings between Practitioner and primary Business Partner (30–60 minutes).
- Quarterly business reviews for higher-complexity relationships that include a broader view of IT services, performance, and upcoming changes.
- Annual planning conversations to align IT priorities with departmental goals for the coming year.
- Ad hoc check-ins as needed for time-sensitive issues, major projects, or significant changes.

Practitioners should maintain brief notes from each meeting and track open items. A shared document or email summary is sufficient. The goal is continuity, not documentation for its own sake.

c. **How Needs Surface and Get Addressed**

When a Business Partner identifies a technology need, challenge, or idea, the BRMO Practitioner’s job is to receive it, assess it, and connect it to the right path within IT. Depending on the nature of the need:

- Operational issues (something is broken or not working) are directed to the appropriate IT service team, with the Practitioner monitoring for resolution.
- Enhancement requests (improvements to existing systems or services) are logged and brought into the relevant IT planning cycle.
- New capability ideas (new systems, significant investments, or cross-departmental initiatives) are assessed for fit and, if viable, brought to IT leadership for prioritization and planning.
- Information needs (what is IT working on, when will something be available) are addressed directly by the Practitioner.

No idea or need should go unacknowledged. If IT cannot address something, the Practitioner is responsible for explaining why and, where possible, offering alternatives.

d. **Escalation Path**

If a business partner has a concern that cannot be resolved at the Practitioner level, the escalation path is: BRMO Practitioner → IT Director/Manager → CIO. Business Partners should always have a clear understanding of where their issue stands and who is accountable for it.

6. **Desired Outcomes**

a. **For Business Partners**

- A known, trusted OIRT contact who understands their department’s goals and constraints.
- Confidence that OIRT is aware of their needs and actively working to address them.
- Advance visibility into OIRT changes and initiatives that will affect their department.
- A clear path to surface ideas, escalate concerns, and receive substantive answers.
- The experience of OIRT as a solutions-oriented partner in achieving their department’s mission.

b. **For the IT Team**

- A structured understanding of each department’s priorities, challenges, and technology maturity.

- Earlier visibility into demand, enabling more effective planning and resource allocation.
- Fewer surprises, both for OIRT and for the FDU community it serves.
- A more informed basis for prioritizing projects and investments.
- A clearer and more visible demonstration of the role technology plays in advancing FDU's goals.

c. **For FDU**

- Technology investments that more accurately reflect the University's actual needs and priorities.
- Increased transparency and confidence between OIRT and the departments it serves.
- A stronger foundation for strategic OIRT planning and governance.
- An OIRT organization recognized as a partner in achieving FDU's academic and operational mission.

7. Measuring Success

a. **Critical Success Factors**

BRMO will succeed when Practitioners engage consistently, business partners participate actively, and both sides experience the relationship as genuinely valuable. The most important early signal is whether business partners feel more informed and better served than before, and whether OIRT has clearer, more actionable insight into University needs. These outcomes take time to materialize. The first phase focuses on establishing cadence and building trust; subsequent phases are when strategic value becomes measurable and visible to the institution.

b. **Key Metrics**

- **Business Partner Satisfaction Score:** an annual survey measuring partners' experience of OIRT responsiveness, communication, and value. Target: establish baseline within three months; improve by 10 or more points by the end of Year 1.
- **Engagement coverage:** the percentage of assigned relationships with an active, documented meeting cadence. Target: 100% within six months.
- **Demand visibility:** the number of project ideas and technology needs surfaced through BRMO into OIRT planning. Establish baseline within three months and track the trend.
- **Open item resolution rate:** the percentage of commitments made to business partners that are resolved or formally communicated on within 30 days.
- **Escalation frequency:** tracked as a health indicator. Sustained high escalation volume signals a relationship or process that warrants attention.

c. **Maturity Milestones**

- **0 to 6 Months:** All relationships assigned; meeting cadences established; initial relationship health baseline captured.
- **6 to 12 Months:** First satisfaction survey completed; open item tracking in place; initial pipeline of University-sourced project ideas visible in OIRT planning.
- **12 to 24 Months:** BRMO practice is embedded in IT leadership routines; business partners consistently report feeling informed, heard, and well-served.

- 24 Months and Beyond: BRMO is a recognized and valued institutional function; OIRT is consistently perceived as a strategic partner in advancing FDU's mission.

8. **Governance and Accountability**

a. **Ownership**

The BRMO function is owned by the CIO. Day-to-day operation is the responsibility of each BRMO Practitioner within their assigned relationships. The CIO or a designated BRMO Lead is responsible for maintaining the relationship assignment map, facilitating periodic Practitioner sync meetings, reviewing satisfaction data, and ensuring the framework is being applied consistently across the OIRT team.

b. **Charter Review Cycle**

This charter will be reviewed annually. The CIO's office will assess whether the framework is operating as intended, whether any structural changes are needed, and whether metrics targets require adjustment. Business Partners will be invited to contribute to the review. Material changes to the charter require approval from the CIO and acknowledgment from IT leadership.