

Multi-Institutional IT Collaboration

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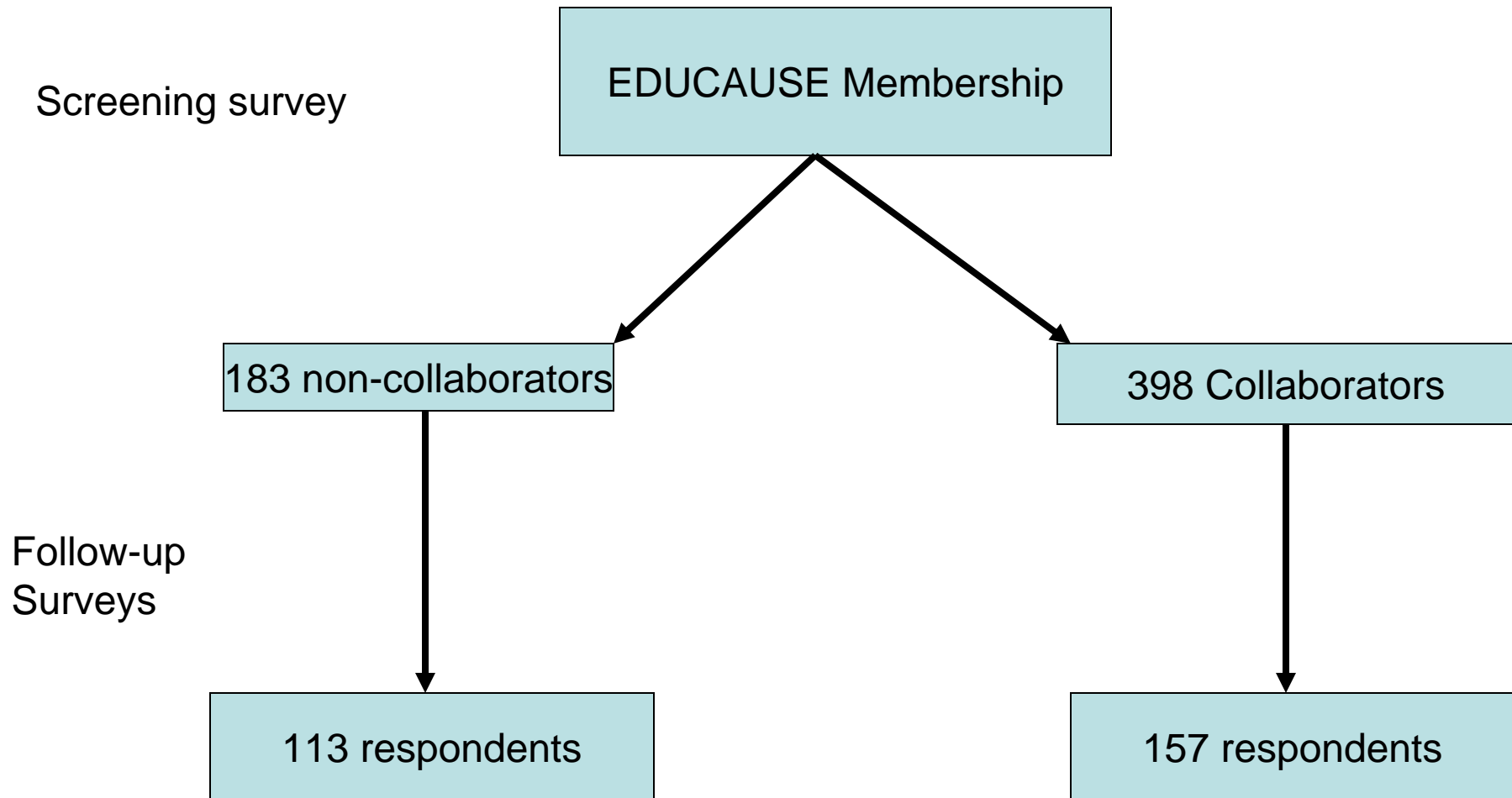
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Forms of Collaboration Studied

- *Develop - Partnerships to develop a shared IT resource.*
- *Shared Services - Partnerships to provide a shared IT resource.*
- *Single Institutional Provider - A single institution providing an essential IT resource to one or more other institutions.*
- *Receive - A single institution who elects to become the recipient of an essential IT resource from one or more institutions.*

Survey Methodology



Differing Populations

Culture,

		Collaborators (N=155)	Non Collaborators (N=113)
My institutuion places a high value on innovation in administration	Mean	3.56	3.28
	SD	0.912	0.995
My institution places a high value on managers who are entrepreneurial	Mean	3.63	3.37
	SD	0.976	0.947

* Scale: 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree

Differing Populations

.. sources of innovation,

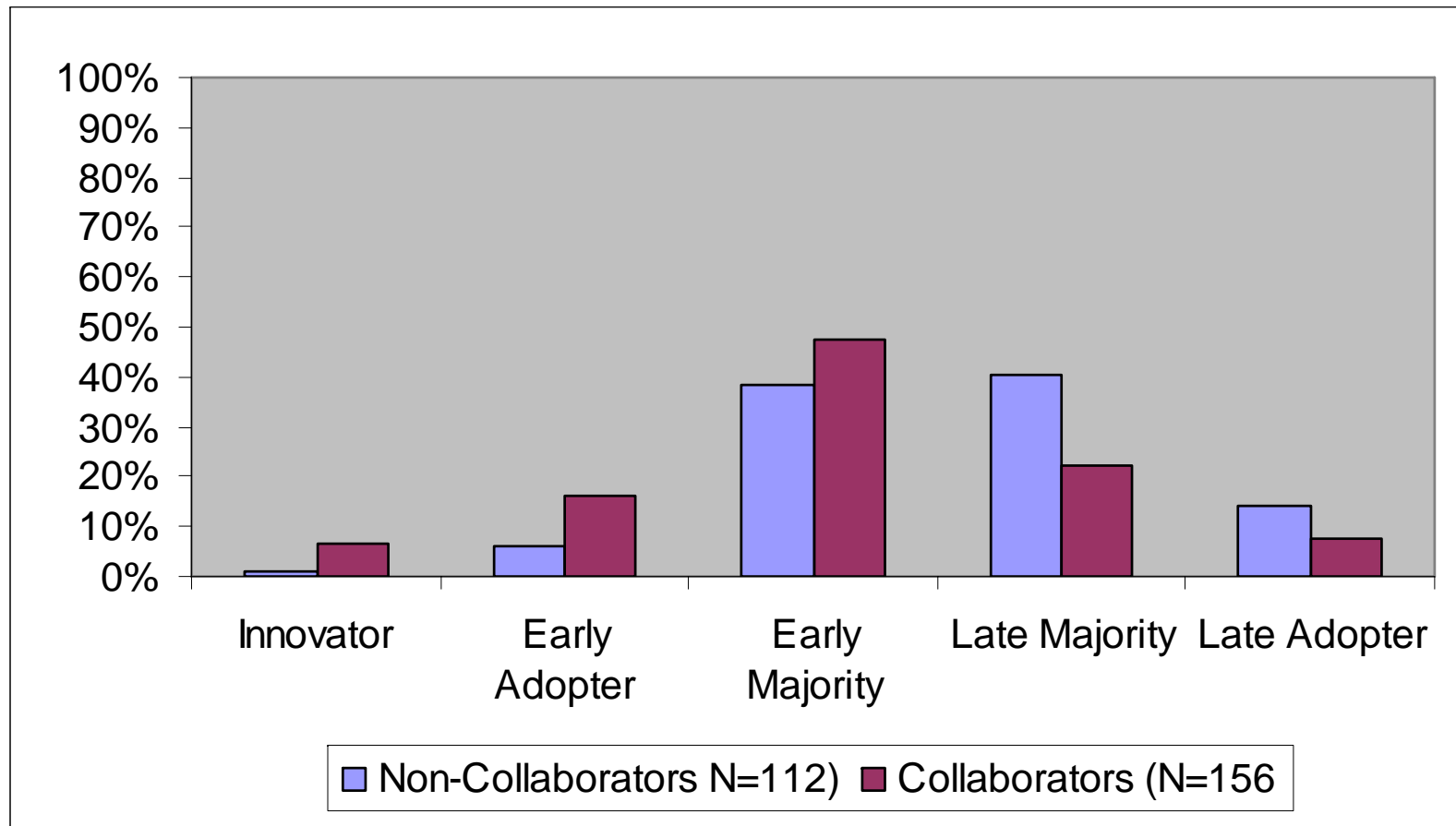
Q: The IT organization regularly looks to the following sources of innovation.

		Peers	Aspirants	Other Industries
Non-Collaborators (N=111)	Mean*	3.51	3.22	3.38
	Std. Deviatric	0.977	0.957	0.941
Collaborators (N=153)	Mean*	4.06	3.69	3.55
	Std. Deviatric	0.784	0.892	0.934

* Scale: 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree

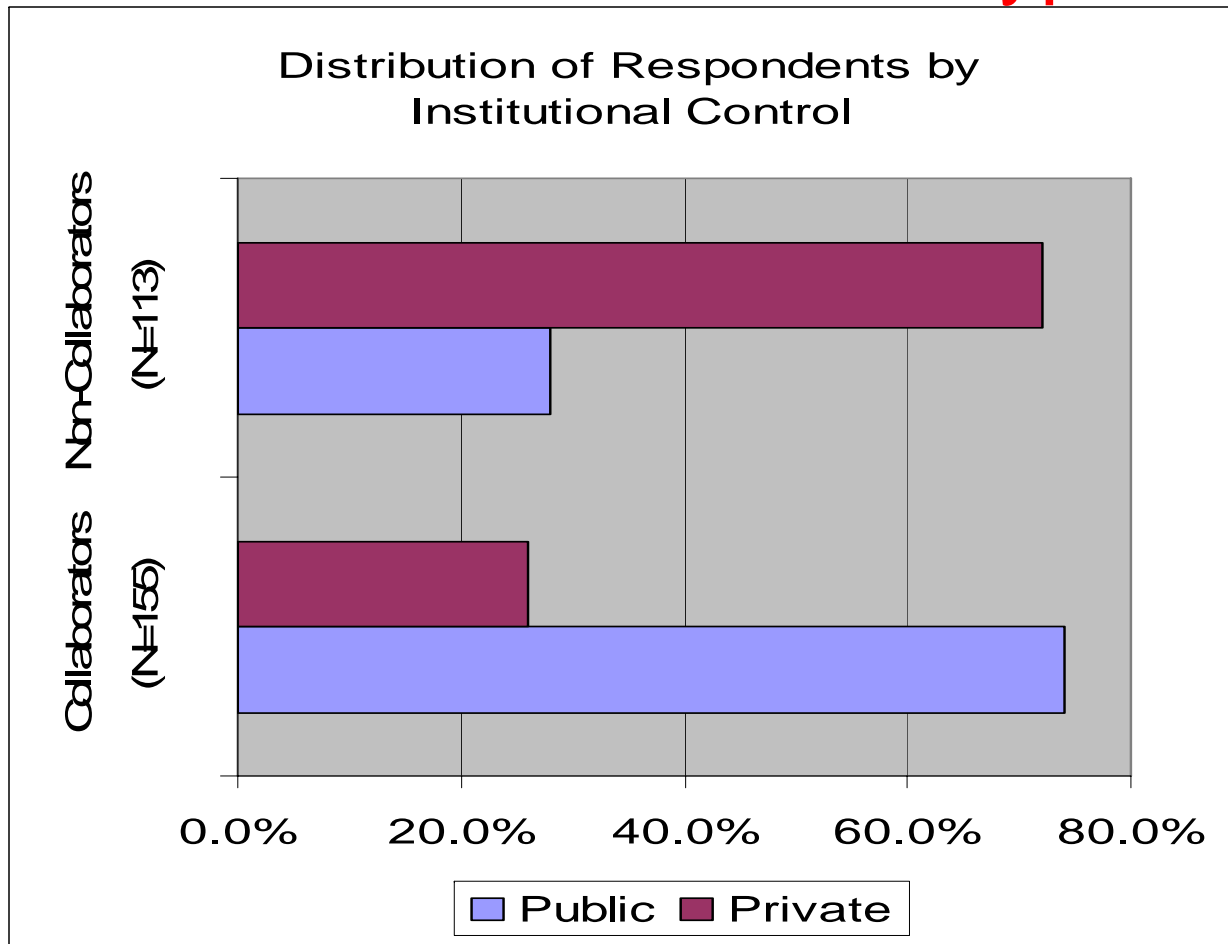
Differing Populations

... adoption of new management strategies,

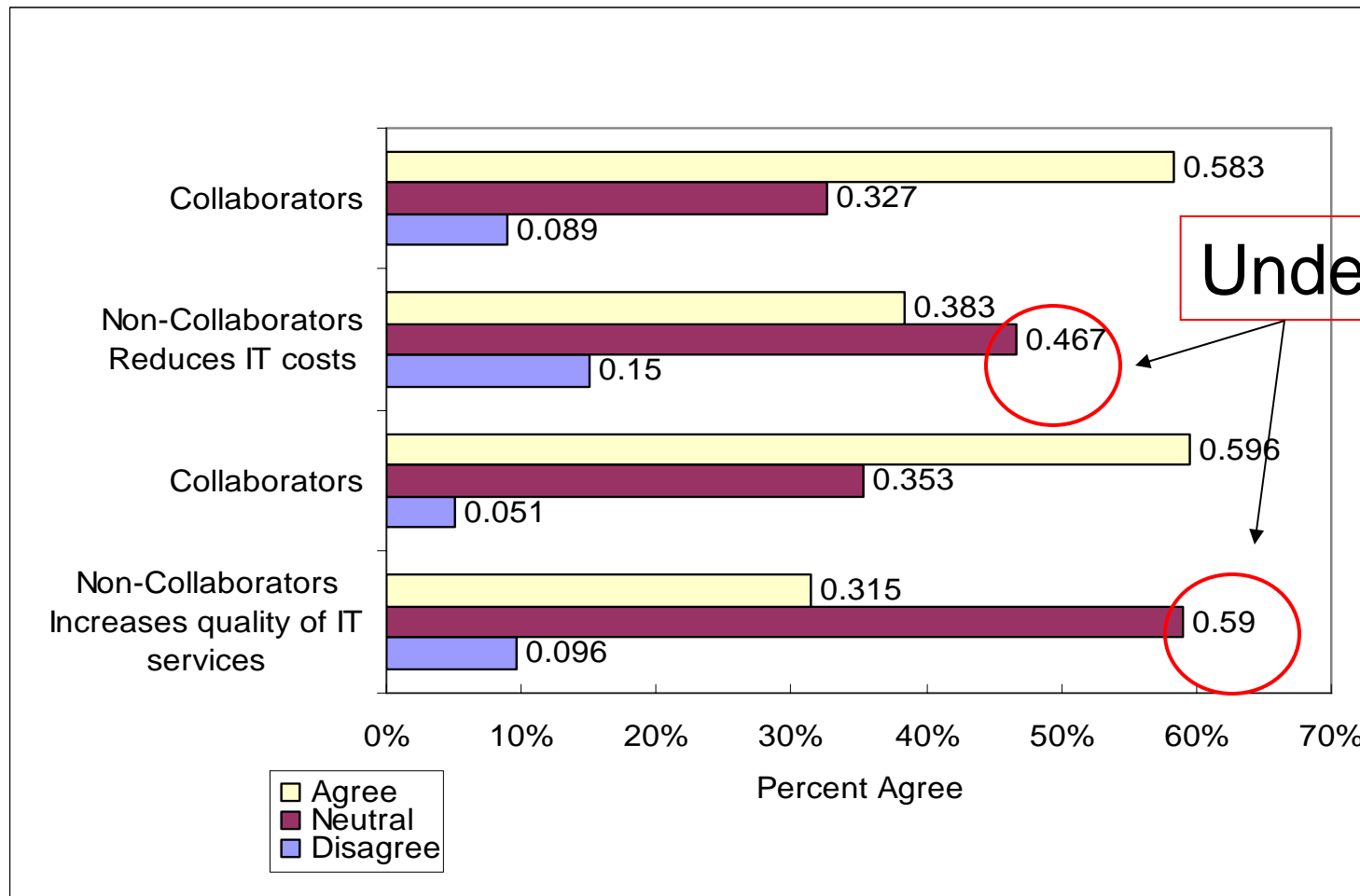


Differing Populations

... and institution type



Perceptions of the benefits of collaboration



Top Three Reasons to Collaborate

Drivers	Form of Collaboration			
	Provide Shared Service (N=112)	Develop IT Resource (N=63)	Receive IT Resource (N=105)	Provide Another Institution (N=69)
Reduce cost/gain efficiencies	55.4%	24.2%	47.1%	26.1%
Enhance IT service	40.1%	24.8%	31.8%	20.4%
Broad institutional commitment to collaboration	28.0%	10.8%	18.5%	20.4%
Access better technology	21.7%	13.4%	21.0%	7.6%
Speed implementation	13.4%	11.5%	8.3%	6.4%
Decrease reliance on commercial solution providers	12.7%	7.0%	5.1%	5.1%
Comply with mandate	12.1%	6.4%	15.9%	7.0%
Access scarce IT skills	11.5%	7.6%	12.1%	4.5%
Complete one-time project more effectively	5.7%	5.7%	2.5%	1.9%

Top 3 Reasons Not To Collaborate (Non- collaborators, N=113)

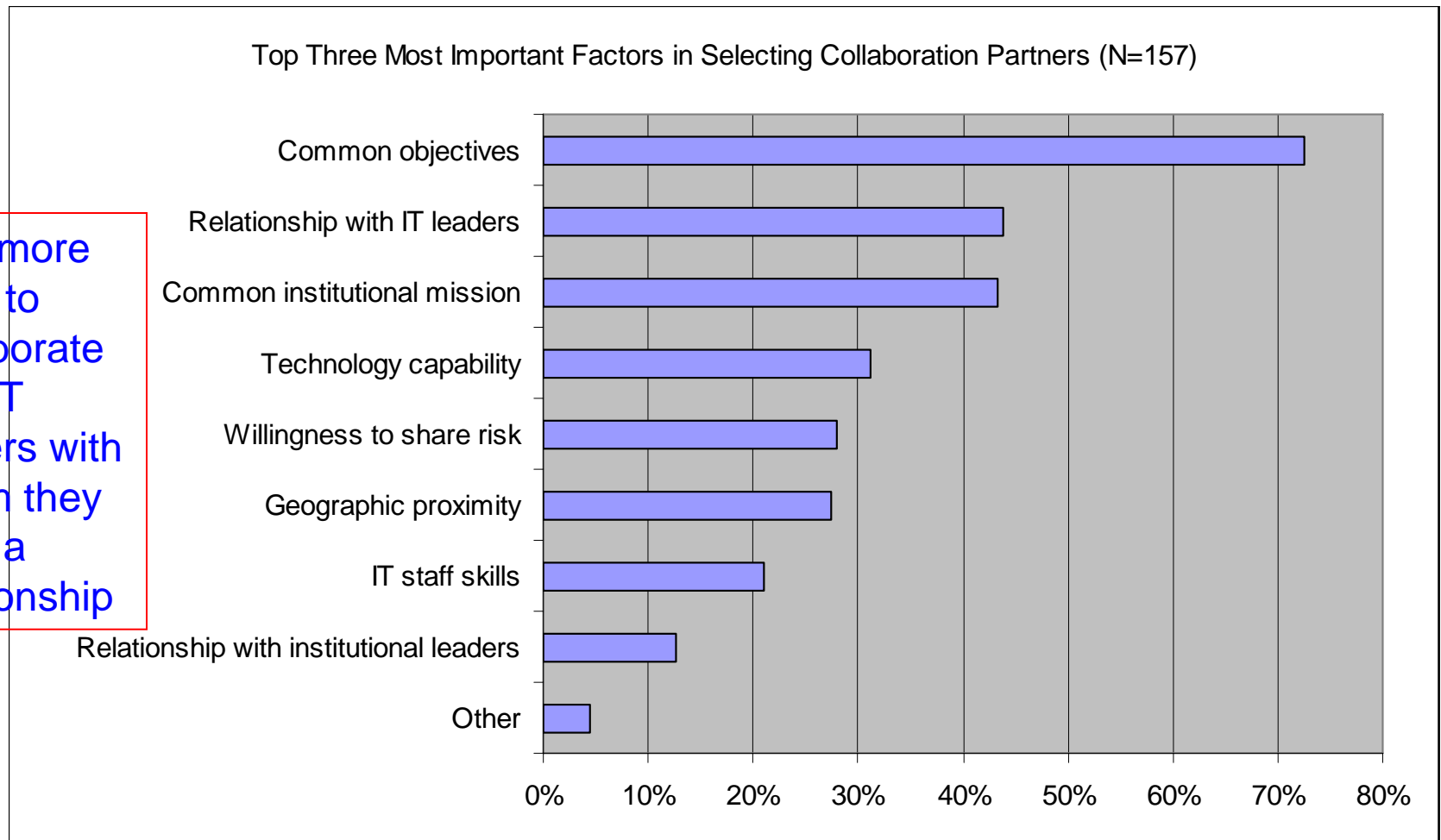
Reasons	Provide IT Resource	Develop IT Resource	Receive IT Resource
Greater confidence in own IT capabilities	37.2%	18.6%	46.9%
Insufficient benefits	33.6%	34.5%	24.8%
Lack of alignment with institutional priorities	31.0%	31.0%	23.0%
Difficulty structuring agreements	30.1%	17.7%	15.0%
Lack of suitable institutions to work with	28.3%	25.7%	27.4%
Lack of Adequate funding	20.4%	37.2%	13.3%
Lack of expertise managing collaborations	20.4%	16.8%	12.4%
Lack of institutional leadership support	19.5%	17.7%	15.0%
Competitive considerations	15.9%	4.4%	11.5%
Too much risk	10.6%	20.4%	28.3%
Other	10.6%	14.2%	11.5%
Failed prior attempts	9.7%	2.7%	3.5%
Technology issues	8.8%	15.0%	15.9%

Areas of Collaboration

Area	Provide Service (Shared Service)	Develop IT Resource	Receive IT Resource	Provide Another Institution
Network Infrastructure	62.6%	43.1%	62.6%	63.3%
Enterprise Information Systems	64.2%	61.4%	58.4%	58.6%
Learning Management Systems	55.1%	41.8%	44.8%	45.5%
Enterprise Directory / Identity Management	35.0%	30%	26.7%	41.5%
Disaster Recovery / Business Continuity	37.9%	26.8%	23.5%	32.7%
Data Center	25.2%	7.1%	21.8%	31.5%
Instructional Technology	35.3%	25%	19.5%	30%
Help Desk / User Support	21.0%	11.1%	14.6%	29.4%
IT Security	35.9%	30.9%	21.2%	24%
Research Computing	19.2%	19.6%	21.7%	14.3%

Choosing a Partner

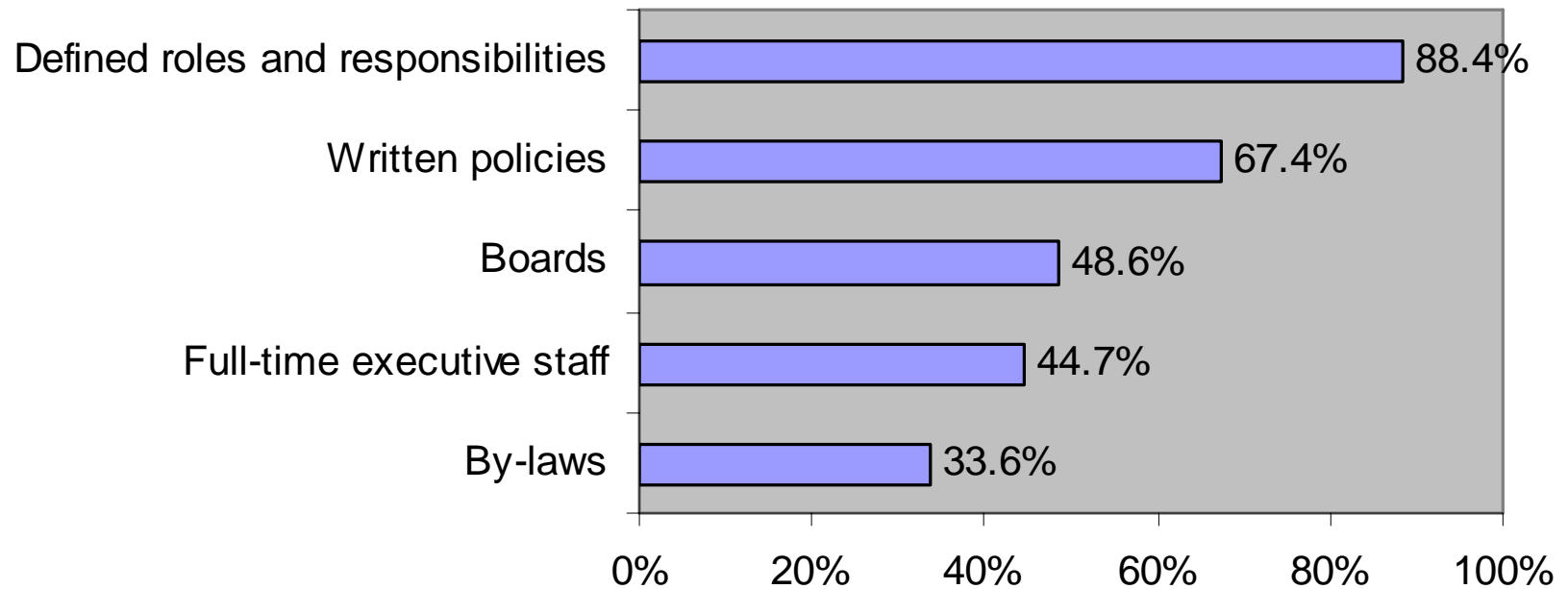
Top Three Most Important Factors in Selecting Collaboration Partners (N=157)



85% more likely to collaborate with IT leaders with whom they have a relationship

Governance

Elements of Governance in Use in Most Significant Collaboration



Agreements

Associated with successful outcomes.

Formality of Agreement						IP Rights
		Delineates Risks	Financial Contribution	Decision-Making Authority		
No formal agreement	Mean*	2.54	3.46	3.2	2.64	
	N	35	35	35	33	
	Std. Deviator	0.852	1.039	0.901	0.994	
Memorandum of understanding signed by both parties	Mean*	3.12	3.95	3.61	3.04	
	N	58	61	59	54	
	Std. Deviator	0.993	0.902	0.871	1.081	
Service level agreement with specific metrics	Mean*	3.57	4.3	4.14	3.62	
	N	21	23	22	21	
	Std. Deviator	1.028	0.703	0.56	0.973	
Detailed contract with comprehensive terms and conditions	Mean*	3.9	4.41	3.97	3.63	
	N	29	29	29	27	
	Std. Deviator	0.724	0.501	0.823	0.884	

Q: The agreement governing this collaboration clearly delineates the following rights.

* Scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree

35% employ SLAs or contracts.

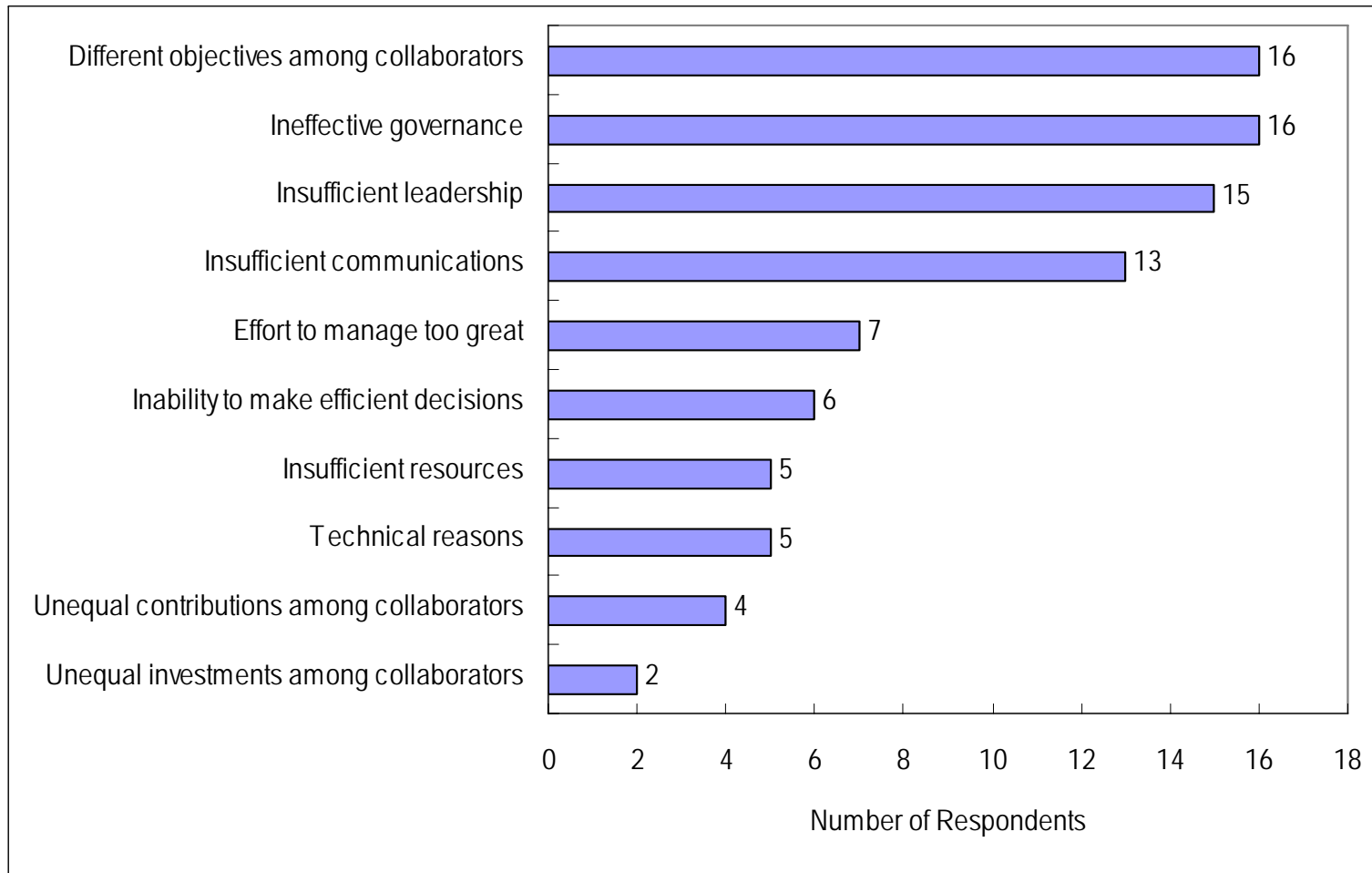
Successful collaborations are associated with ...

Area	Factors
Governance	Governing Board
	Written by-laws
Agreements	Formal agreement
	Clear delineation of risk
	Definition of financial responsibilities of all parties
	Specify decision-making authority
Communications	Frequent communications
	Informed decision makers and sponsors
	Regular measurement of benefits
Decision making	Willingness to compromise
	Sufficient time to for decision makers to consult with their institutions

Most Significant Collaboration

- 65% meet stated objectives
- 23% exceed expectations

Reasons for Failure (N=34)



Sustainability of Collaboration (N=157)

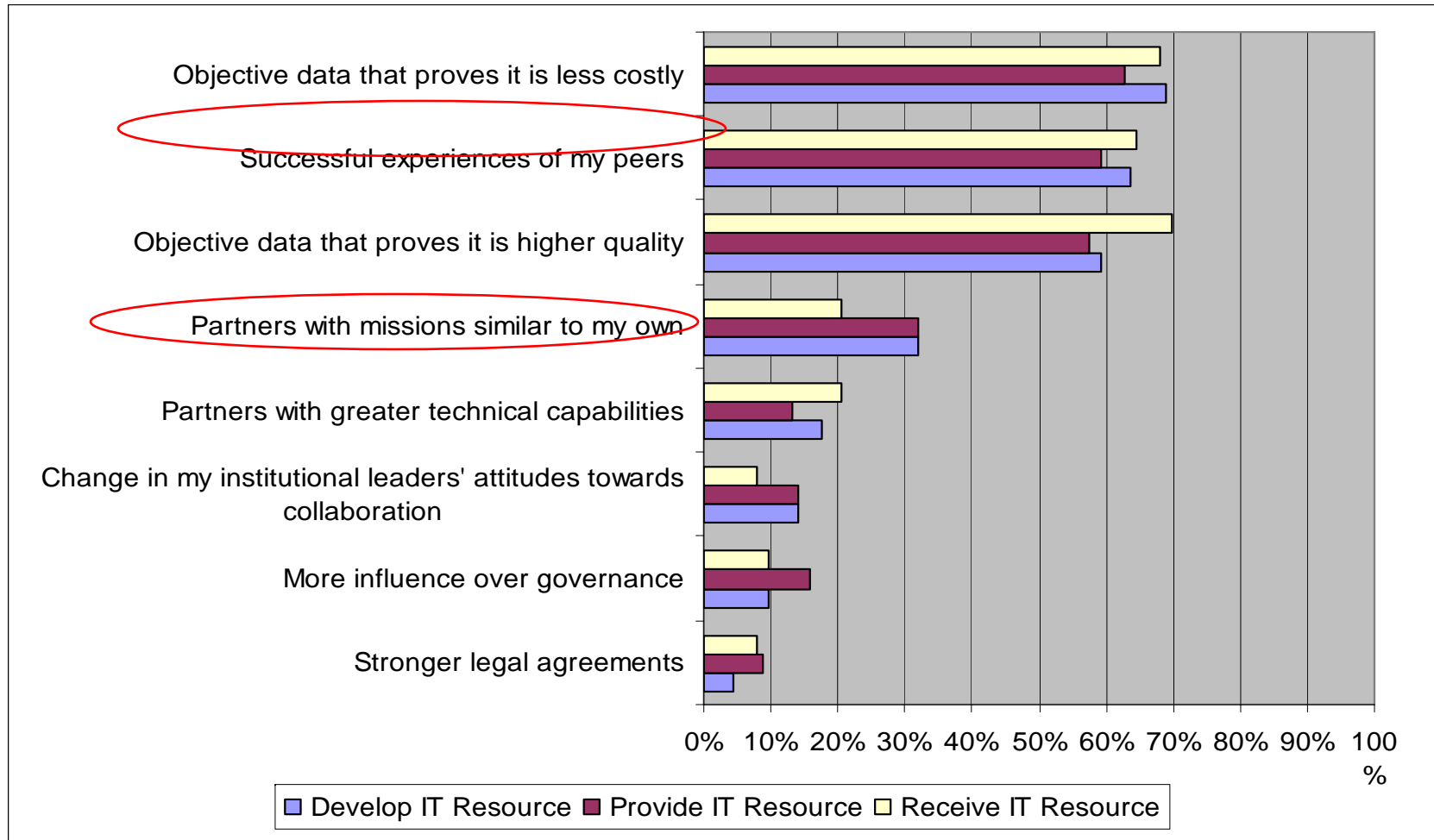
	Mean*	Standard Deviation
The institution's commitment to its IT collaborations could sustain a transition in institutional leadership.	3.66	0.919
The institution's commitment to its IT collaborations could sustain a transition in IT leadership.	3.60	0.937

* Scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree

Confidence in sustainability is associated with confidence in institutional leaders knowledge of the extent of collaborative activity.

Scalability?

Top Three Factors To Make A Non-Collaborator Collaborate (N=113)



Scalability?

Anticipated Strategy (Non-collaborators (N=113))

IT Resource/service	Anticipated Strategy				
	Implementing collaboration	Assessing feasibility of collaboration	Candidate for collaboration	Candidate for outsourcing	Will always self-operate
Research computing	1.0%	5.8%	39.4%	16.3%	37.5%
Disaster recovery / business continuity	0.9%	14.4%	36.0%	27.0%	21.6%
Learning Management System	5.4%	10.8%	34.2%	27.0%	22.5%
Instructional technology	2.7%	9.0%	28.8%	12.6%	46.8%
Enterprise directory / Identity management	0.0%	3.6%	18.0%	5.4%	73.0%
IT security	0.9%	2.7%	17.3%	24.5%	54.5%
Administrative / Enterprise information systems	4.5%	7.2%	16.2%	21.6%	50.5%
Help desk / User support	0.9%	7.2%	15.3%	23.4%	53.2%
Data center	0.9%	4.5%	14.5%	20.0%	60.0%
Network infrastructure and services	1.8%	4.5%	11.7%	21.6%	60.4%

Questions

- How important is collaboration?
- Can collaboration become broadly embraced strategy for developing and delivering IT resources?
- What will it take to make it happen?
- Where do we go from here?