

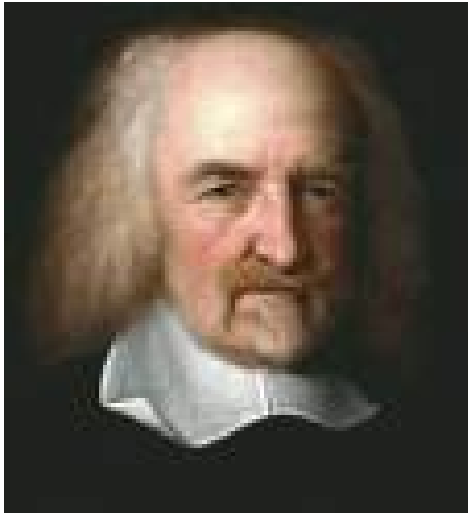
IT Governance: Solid Structures and Practical Politics

Ron Yanosky

Jack McCredie

ECAR Symposium
Boca Raton, Florida
December 2007

Due diligence and practical politics



"A reputation for prudence [is] power; because we are more willing to be governed by prudent men than by others."

--Thomas Hobbes

IT governance: deciding and aligning

"We define IT governance as *specifying the decision rights and accountability framework to encourage desirable behavior in using IT*. IT governance is not about making specific decisions—management does that—but rather determines who systematically makes and contributes to those decisions."

-- Peter Weill and Jeanne Ross, *IT Governance*

"IT governance... consists of the leadership and organisational structures and processes that *ensure that the enterprise's IT sustains and extends the enterprise's strategies and objectives*."

-- IT Governance Institute *Board Briefing*

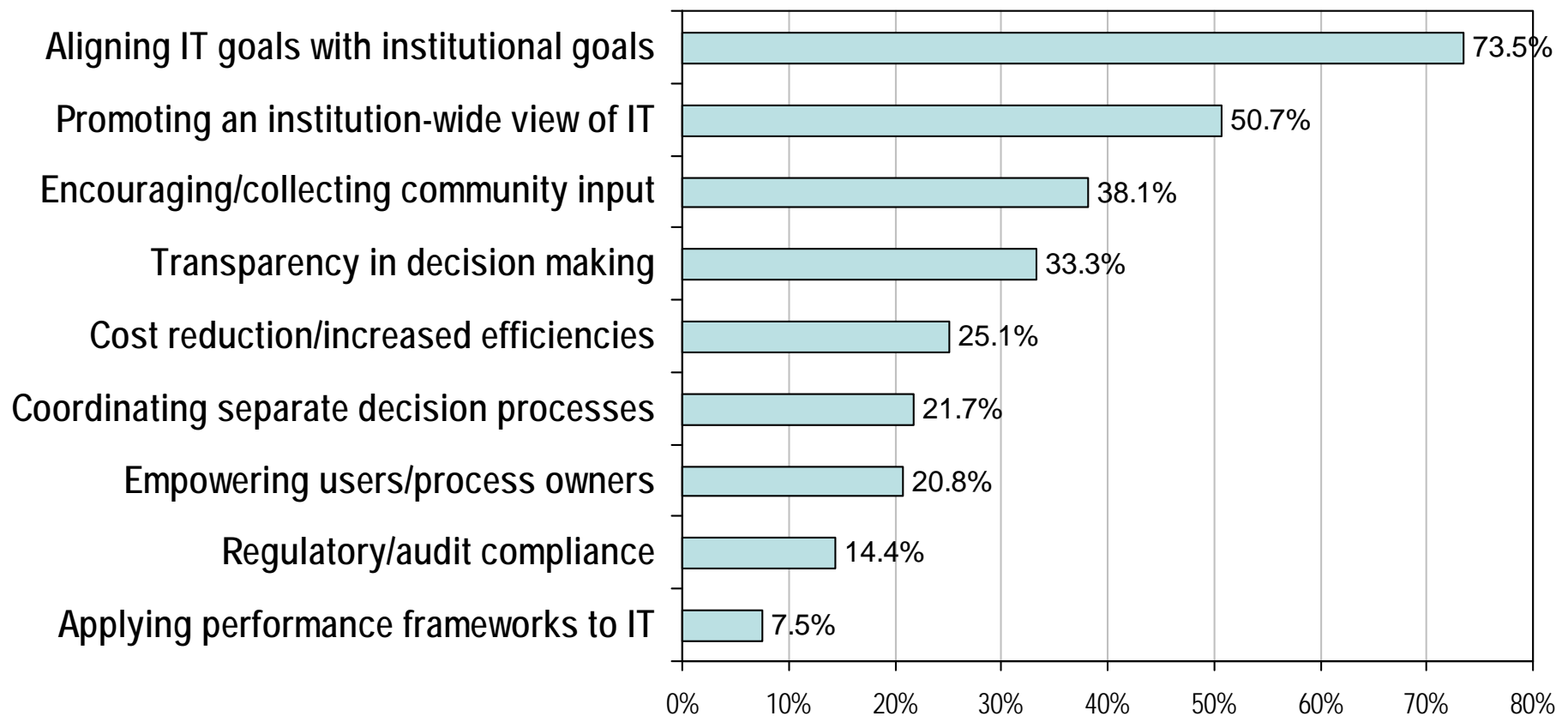
Higher education considerations

- softer, more altruistic strategic goals
- decentralization
- culture of inclusion & engagement

ECAR IT governance study 2007

- grounded in standard definitions, but adapted to higher education
- Web-based survey of EDUCAUSE member institution CIOs, 438 responses
- shorter survey of execs involved in governance at 58 partner institutions, 216 responses
- qualitative interviews & case studies

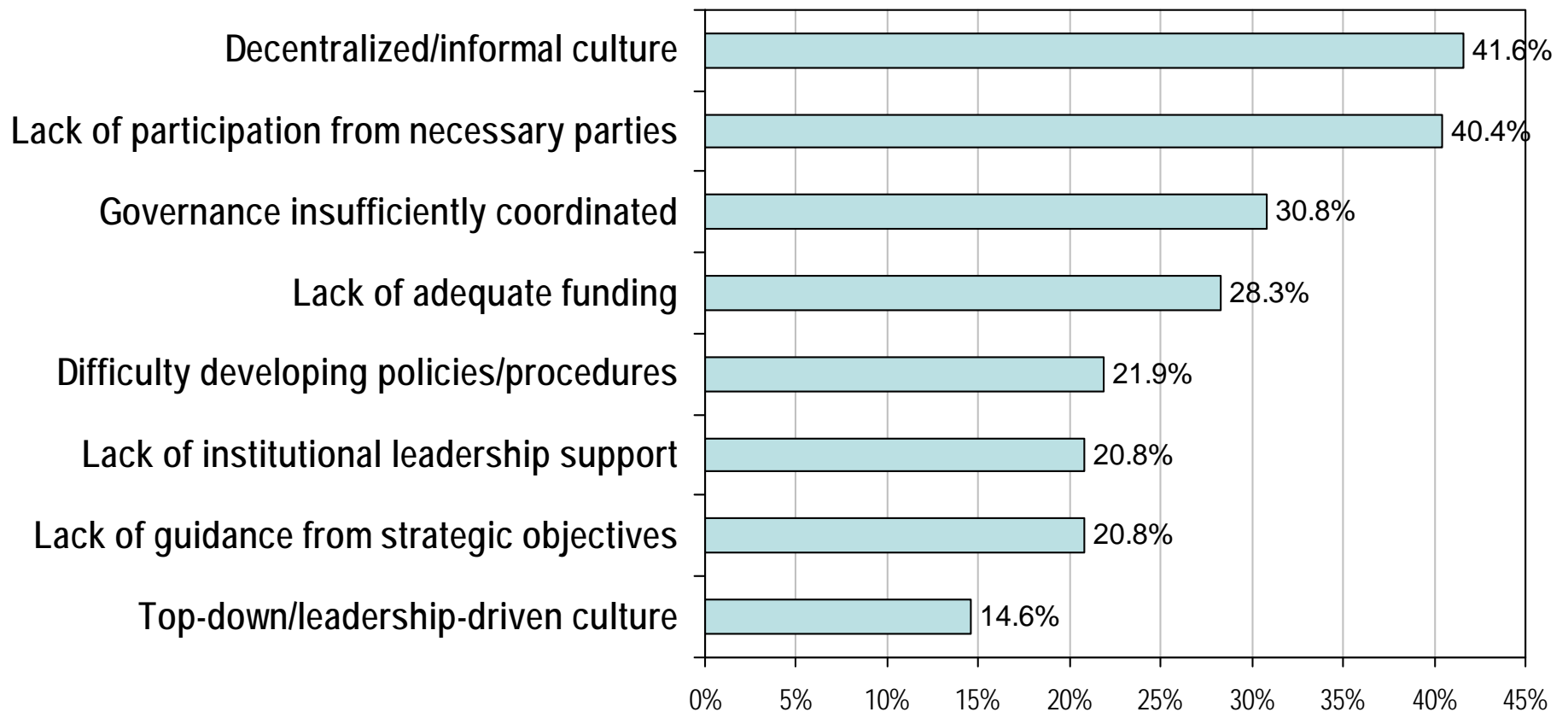
ITG drivers



What are the primary drivers for pursuing formal IT governance at your institution?

Base: CIO respondents

ITG barriers



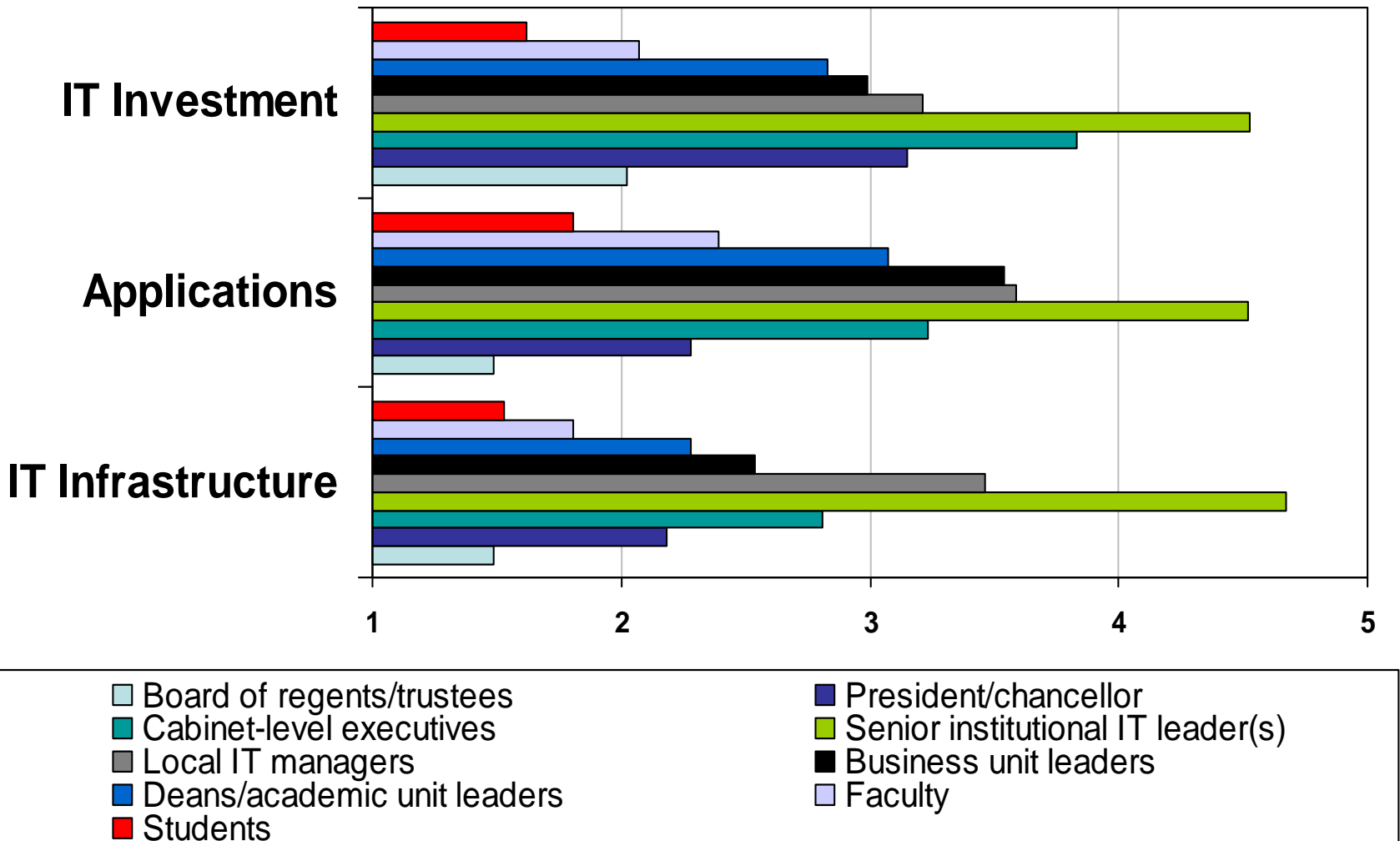
What are the primary barriers to pursuing formal IT governance at your institution?

Base: CIO respondents

Mechanisms

- ITG seen as responsibility of CIO
 - 80+% agree; mean 4.07 agreement
- Two-thirds have an IT steering committee
 - Most common reason why not: ITG not formalized
- Formal frameworks (COBIT, ITIL, etc.) are uncommon and selectively used
- Measurement & performance assessment rate relatively low
 - "Make decisions on measured results": mean 2.89

Who decides?



Which of the following typically make decisions, individually or as part of a group, about [category]?
 1=very rarely or never, 5=very frequently or always. Base: CIO respondents mean responses

CIOs and execs: ITG performance

How influential is IT governance at producing the following outcomes (1=not influential, 5=very influential):	CIOs		Executives	
	Mean	Std. Deviation	Mean	Std. Deviation
Cost-effective use of IT	3.39	1.291	3.59	1.061
Effective use of IT to enhance teaching and learning	3.45	1.166	3.71	0.985
Effective use of IT to enhance research	2.26	1.200	3.11	1.085
Effective use of IT to enhance administrative processes	3.68	1.088	3.73	0.959

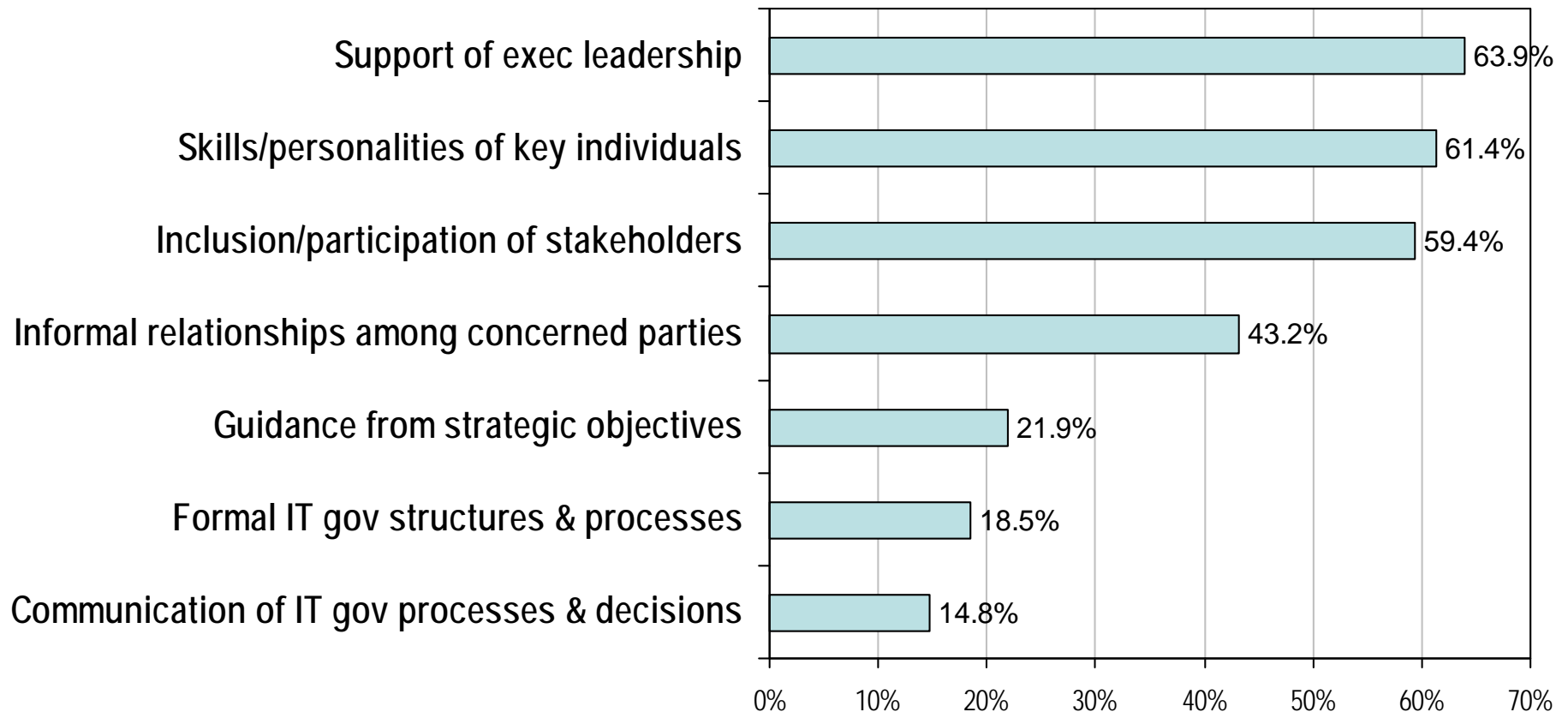
At my institution, IT governance... (1=strongly disagree, 3=neutral, 5=strongly agree)	CIOs		Executives	
	Mean	Std. Deviation	Mean	Std. Deviation
Balances institutional & local/departmental needs.	3.76	0.986	3.85	0.928
Is effective overall.	3.67	1.039	3.92	0.887

Base: All CIO respondents and all executive respondents.

(Tentative) associations with performance and/or effectiveness

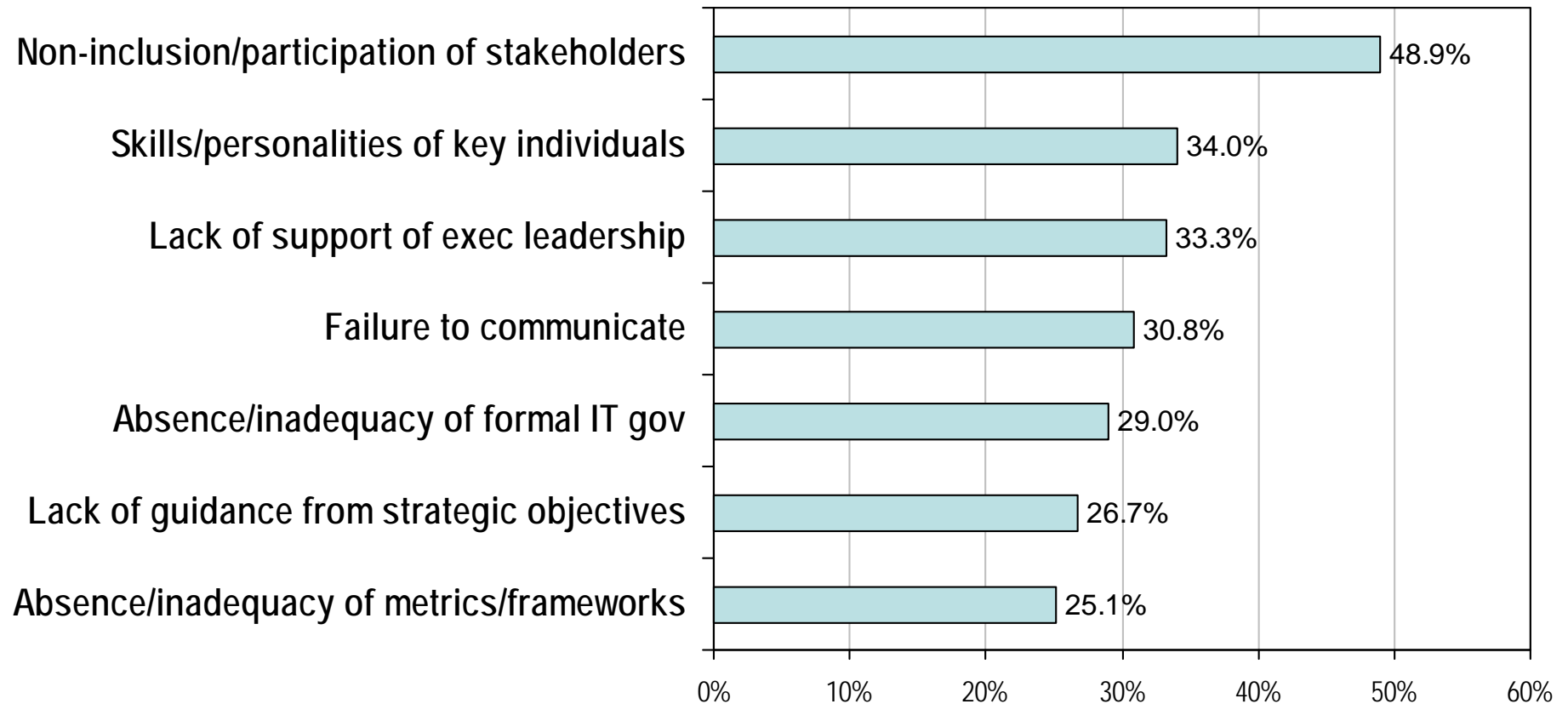
- inclusiveness in decision-making
- IT alignment with business & academic goals
- ITG is "actively designed"
- relevant parties can accurately describe ITG
- decisions made "on the basis of measured IT results and performance"

ITG success: people, not process



Overall, which of the following are typically most responsible for successful IT governance outcomes at your institution? Base: CIO respondents

ITG failure: people, not process



Overall, which of the following are typically most responsible for unsuccessful IT governance outcomes at your institution? Base: CIO respondents

Some preliminary findings

- respondents generally have positive views about IT alignment with institutional strategic goals
- alignment and institutional view of IT trump "practical politics" among ITG drivers...
- ...but when asked what produces good ITG outcomes, CIOs favor relationships & personalities
- a majority say ITG is effective overall
- where CIOs and executives disagree, execs appear to be slightly more optimistic
- watch this space: more to come!

Thanks!

Ron Yanosky

ryanosky@edUCAUSE.edu