E-Governance in Spanish Universities

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<table>
<thead>
<tr>
<th>Workgroup</th>
<th>Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>International relationships</td>
<td>Universidad de Córdoba</td>
</tr>
<tr>
<td>Planning, Analysis and IT Governance</td>
<td>Universitat d'Alacant</td>
</tr>
<tr>
<td>eGovernment</td>
<td>Universitat Jaume I</td>
</tr>
<tr>
<td>OpenSource Software</td>
<td>Universidad de Murcia</td>
</tr>
<tr>
<td>Relationships with industry</td>
<td>Universidad Politécnica de Madrid   Universitat Autónoma de Barcelona</td>
</tr>
<tr>
<td>Multimedia</td>
<td>Universidad Carlos III de Madrid</td>
</tr>
<tr>
<td>Web</td>
<td>Universidad de Jaén</td>
</tr>
<tr>
<td>ICT and Libraries</td>
<td>Universitat d'Alacant</td>
</tr>
</tbody>
</table>
Overview of the presentation:

• Focus on how Spanish Universities deal with IT Governance issues, not in IT Governance as a concept

• What has been done in IT Governance in Spanish Universities: analysis and planning of technology

• What is being done: building of a reference model for IT Governance
What has been done in IT Governance...
What has been done in IT Governance...

...even when we didn’t know that it was IT Governance

- UNIVERSITIC
  - Technology surveys carried within 2004 and 2009
  - Web application developed and put into production in order to collect indicators on different aspects of technology
  - Analysis performed by an interuniversity workgroup
  - Increasing participation (from 40% to 80%)
What has been done in IT Governance...

• UNIVERSITIC Survey
  o Themes:
    o ICT for learning
    o ICT for research
    o ICT for University management
    o ICT for Information management
    o ICT training and skills
    o ICT organization
What has been done in IT Governance...

• UNIVERSITIC Survey outcomes
  o Annual report with
    o main conclusions per theme
    o formal issues: participation, response time,…
  o Analysis by the workgroup in charge:
    ✓ tendencies
    ✓ forecast and prospective study
    ✓ links with other CRUE workgroups results
What has been done in IT Governance...

- UNIVERSITIC 2010
  - Last five years summary
  - Two important conclusions:
    - indicators with no growth potential
    - need of a participative model
What has been done in IT Governance...

• UNIVERSITIC 2010
  o Last five years summary
  o Two important conclusions:
    o indicators with no growth potential
    o need of a participative model

Search for a model
Alignment with business objectives and long-life management
What has been done in IT Governance...

• UNIVERSITIC 2010
  o Last five years summary
  o Two important conclusions:
    o indicators with no growth potential
    o need of a participative model

Search for a model

Alignment with business objectives and long-life management

IT Governance
What is being done in IT Governance...
What is being done in IT Governance...

...and it is just starting

- Overview of the first steps that are being taken
  - A maturity model (evaluable and certifiable) is being proposed (similar to EFQM)
  - A pilot project is being run by four Universities involved in the CRUE-TIC IT Governance workgroup
  - An example: the case of Universitat Jaume I
What is being done in IT Governance

Proposal of a maturity model

- Definition
- Agents involved
- Framework
What is being done in IT Governance

Defining the model: what do we mean by IT Governance

"Corporate Governance of IT is the system by which the current and future use of IT is directed and controlled. Corporate governance of IT involves evaluating and directing the use of IT to support the organization and monitoring this use to achieve plans. It includes the strategy and policies for using IT within an organization."

ISO IEC 38500:2008 Corporate Governance of Information Technology

"Effective IT governance must address three questions:"
1. What decisions must be made to ensure effective management and use of IT?
2. Who should make these decisions?
3. How will these decisions be made and monitored?"

Whitty Ross, 2004
What is being done in IT Governance

Defining the model: what do we mean by IT Governance
What is being done in IT Governance

Defining the model: framework ITG4U

• Proposed by A. Fernández (Universidad de Almería)
• University-oriented IT Governance Framework (ITG4U) for the Spanish Association of University Rectors (CRUE in Spanish), published in December 2008
• Based on the Joint Information Systems Committee model and on the standard ISO 38500:2008.

• ITG4U framework is divided into three levels:
  • ISO 38500 principles
  • Seventeen IT goals linked to the ISO principles
  • Indicators: maturity, quantitative and qualitative
What is being done in IT Governance

Defining the model: framework
What is being done in IT Governance

Defining the model: objectives

IT Goals

1. Have a very clear idea of the vision and IT strategy for the whole university.
2. Align the IT strategy with the institutional strategy (business strategy).
3. Reach IT objectives using an integral IT Governance system.
4. Have a decision making structure aligned with the IT strategy.
5. Provide high level IT policies and procedures which comply with external laws and regulations and support international standards.
6. Make IT decisions that are correctly reasoned and effective.
7. Know and achieve the return value on IT investment.
8. IT projects must achieve the planned goals.
9. Define an IT architecture that will include process definition and system integration.
10. Acquire the necessary technology to fulfill the requirements of the institution.
11. Guarantee that the established IT systems are working according to plan.
12. IT-based services must meet the level required by the users.
13. Know and manage IT associated risks.
14. Ensure that IT systems are flexible and agile in responding to future changes.
15. Have adequate and sufficiently trained staff who can govern IT efficiently.
16. Incorporate respect for people and social and environmental values within the IT strategy.
17. Exchange IT experiences with other organizations and with society as a whole.
What is being done in IT Governance

• Pilot project using “ITG4U”
  o Universities involved: Universitat d’Alacant, Universidad de Murcia, Universidad Politécnica de Cartagena and Universitat Jaume I.
  o Initial task:
    o Involvement of the governing bodies of the Universities
    o Several dissemination seminars took place during 2009
  o Cooperation with AENOR (Spanish normalization and certification body)
What is being done in IT Governance

• Pilot guidelines for Universities involved:
  o Creation of an IT governing group within the University
  o Elaboration of a situation report having ISO 38500 objectives as a reference
  o On-line training for the governing groups of the Universities
  o Creation of a set of on-line support tools for the model (Universidad de Murcia):
    ✓ auto evaluation tool
    ✓ analysis tool
    ✓ decision support tool
What is being done in IT Governance

- Pilot: implementation of the ITG4U model

“Steps when implementing an IT governance system in an organization: training the IT managers in IT Governance, analyzing and understanding the initial situation of IT Governance (self-assessment) and designing a plan for implementing IT governance in the organization.”

Van Grembergen y De Haes, 2008
What is being done in IT Governance

• The case of Universitat Jaume I

Done!

Senior management team is highly committed with IT Governance initiatives
What is being done in IT Governance

• The case of Universitat Jaume I

Good results!

Maybe too good... Some indicators may need a reformulation or adjustment after the pilot.
What is being done in IT Governance

• The case of Universitat Jaume I

Improvement actions

Are selected from different sources, but an important one are the strategic plans of the administrative units, academic departments and research groups.
What is being done in IT Governance

• The case of Universitat Jaume I

Technology framework

A framework for gathering initiatives, prioritizing them and transform them into ICT projects
What is being done in IT Governance

• The case of Universitat Jaume I

Being done...
... probably forever
What is being done in IT Governance

• The case of Universitat Jaume I: Technology Framework

**Initiatives**
- Units and departments strategic plans
- Audit
- Technology Surveillance
- Specific needs

**Technology Forecast Committee**
- Vicerector ICT
- Manager
- General Secretary
- CENT
- GPPT
- SI
- SCP
- Inst. projects directors

**Technology Projects Committee**
- Vicerector ICT
- SI director
- GPPT director
- SI project directors
- GPPT project directors

**Computing Services**
- SI director
- SI project directors
- SI analysts
- SI programmers
- Operation and user support
Thank you very much for your attention!!

Danke schön!!