



Co-funded by the
Erasmus+ Programme
of the European Union



561614-EPP-1-2015-1-ES-EPPKA2-CBHE-JP

Information Technology Governance for Tunisian Universities (ITG4TU)

Initial Training Managers

11th – 15th July 2016, University of Almeria, Spain



Initial Trainin
Managers
ITG4TU



Attendees



Universitat
de les Illes Balears



UNIVERSITÉ DE GABÈS
University of Gabes
جامعة قابس



جامعة منوبة
Université de la Manouba



UNIVERSITÉ DE
TUNIS EL MANAR

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Local Researchers

Jose Cespedes

Corporate Governance Proffesor

jcespede@ual.es

Antonio Fernández

UNIVERSITIC Research Coordinator

And GTI4U Developer

afm@ual.es

Irene Martínez

ITG Researcher

irene@ual.es

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU

Agenda

ITG4TU Project Initial Training Managers Agenda					
	Monday 11th	Tuesday 12th	Wednesday 13th	Thursday 14th	Friday 15th
09:00		Working Session I	Working Session I	Working Session I	Working Session I
11:00	Welcome Coffee	Coffee Break	Coffee Break	Coffee Break	Coffee Break
11:30	Reception & ITG Introduction	Working Session II	Working Session II	Working Session II	Working Session II
14:00	Lunch	Lunch	Lunch	Lunch	End of Training
15:00	Working Session I	Working Session III	Working Session III	Working Session III	-
17:00	Working Session II	SRH Session	-	-	-
19:00	-		-	-	-
21:00	-		-	Project dinner	-



Initial Trainin
Managers
ITG4TU



Contents

1. UNIVERSITIC

2. ITG Enhance Project

3. GTI4U Spanish Framework

4. Team Works

Co-funded by the
Erasmus+ Programme
of the European Union



IT at Spanish Universities



Initial Trainin
Managers
ITG4TU

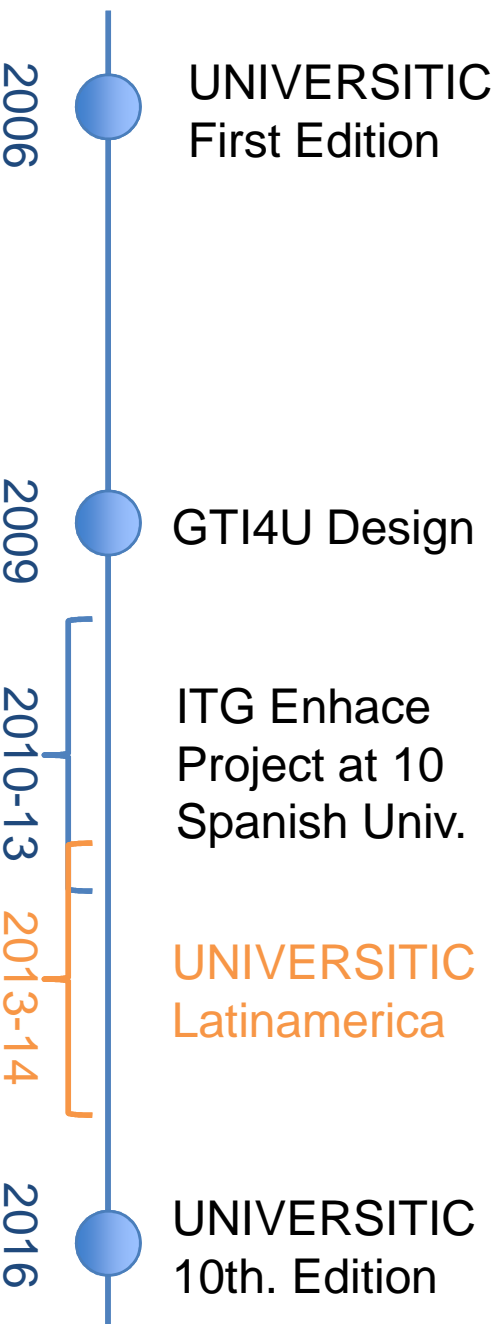


CRUE

TIC Comisión Sectorial de las Tecnologías
de la Información y las Comunicaciones



Investigamos en Gobierno de las TI



Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



What is UNIVERSITIC

It is the name of...

- **An Annual Survey**, which results are published in a report of the same name.
- **A Catalogue of IT indicators**, which include 3 different kind of indicators: description, management and governance.
- **A knowledgebase**, which includes values from 10 survey editions.

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



UNIVERSITIC database

- A huge database that allows us to analyse the current IT situation in each Higher Education Institution (HEI)
- Compare the IT situation of a HEI versus another one (benchmarking)
- Discover the global IT situation of the Spanish Higher Education System.
- But also, analyses their evolution along these 10 years and discover clusters and trends

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



UNIVERSITIC is a catalogue

Divided into 3 tiers...



IT Governance



IT Management



IT Description

An integral vision of IT in a HEI !!!

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



UNIVERSITIC is a catalogue

1. Teaching and Learning
2. Research
3. Management Processes
4. Information Management
5. IT Training and Culture

IT Description Axes

Co-funded by the
Erasmus+ Programme
of the European Union



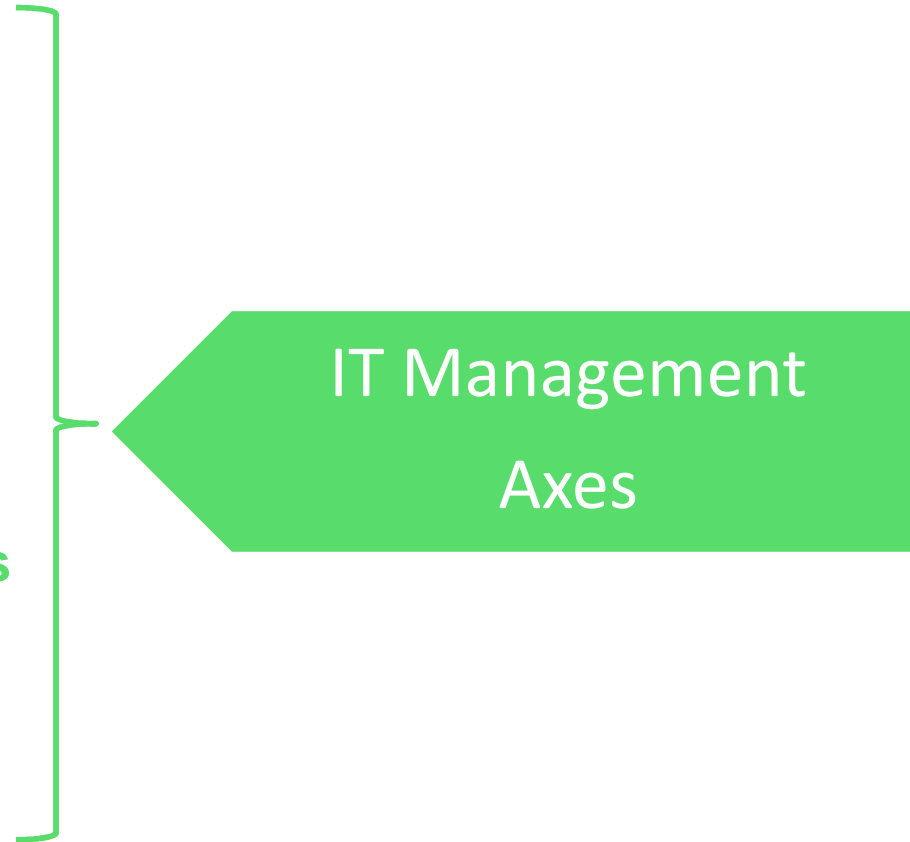


Initial Trainin
Managers
ITG4TU



UNIVERSITIC is a catalogue

1. IT Resources
2. IT Projects
3. IT Services
4. IT Management
5. IT Quality, Regulations and Standards
6. Collaborations



Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



UNIVERSITIC is a catalogue

1. Responsibility
2. Strategy
3. Acquisition
4. Performance
5. Conformance
6. Human Behaviour

IT Governance
Principles
(ISO 38500)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



UNIVERSITIC is a catalogue

Principles: **6**
Objectives: **30**
Variables: **128**
Indicators: -

IT Governance

Axes: **7**
Objectives: **21**
Variables: **142**
Indicators: **26**

IT Management

Axes: **5**
Objectives: **15**
Variables: **71**
Indicators: **26**

IT Description

Variables – Introduced by HEIs

Indicators – Calculated automatically by the system

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



UNIVERSITIC is a survey

- **Designed by and for IT Directors**
- **Includes cost and volume indicators but most of them are best practices indicators**

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



UNIVERSITIC is a survey

Composed of two different projects...

IT Description and Management survey

IT Governace survey

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU

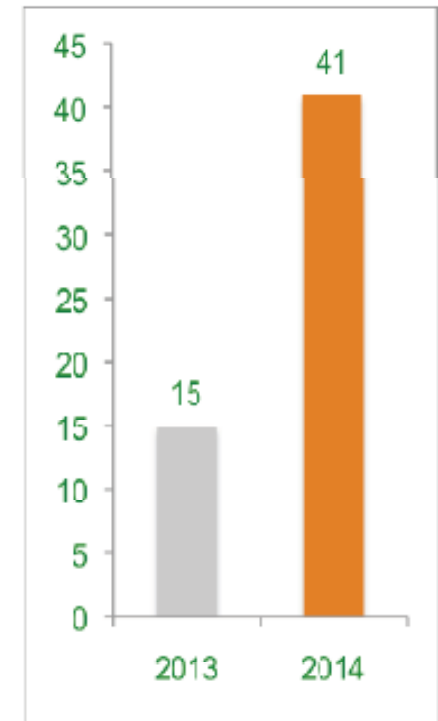
IT Description and Management survey

Participation

SPAIN



LATINAMERICA



In 2014, 87% of Spanish HEIs participated



Initial Trainin
Managers
GTI4U



IT Description and Management survey

- Funded with 20.000€ by CRUE-TIC (from partners)
- For HEIs, participation is currently free of charge
- CRUE-TIC hires GTI4U Team to promote participation, supervise the campaign, validate the dates, analyse the data and write the UNIVERSITIC Report
- IT Area Director coordinates the data gathering needed for the survey in each university
- IT Area Director distributes the survey to different departments, and each one write their values into kTI

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



IT Description and Management survey

- CRUE has established a Confidential Information Policy *HEIs can only publish anonymous information*
- GTI4U Team elaborates the UNIVERSITIC Report that contains a detailed analysis of the aggregated results for all Spanish universities (distributed in a printed copy and pdf)
- Participants also receive an Excel file with all the collected values, which allows them to prepare their own reports and compare their situation with others HEIs (benchmarking)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



IT Description and Management survey

Some results...

IT Description

7 out of 10 classrooms
have Internet access
and a multimedia
projector

6% are fully IT equipped*
and 12% have no IT
equipment

* Fully IT equipped – Internet access, multimedia projector, interactive whiteboard, & recording and diffusion of classes system

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



IT Description and Management survey

Some results...

IT Description

88% of students use the institutional WiFi once or more during an academic year

95% of students and 92% of teachers are members of the virtual teaching platform

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU

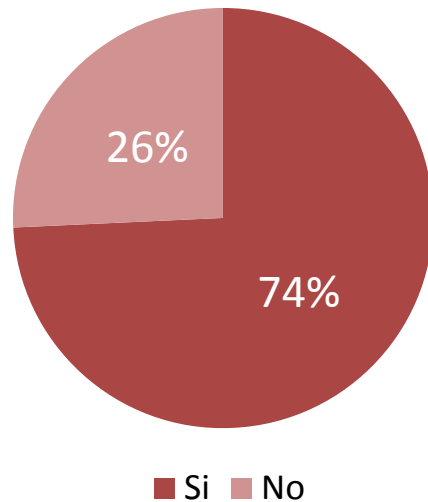


IT Description and Management survey

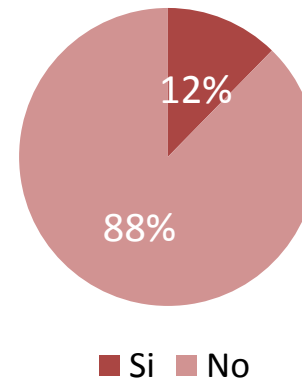
Some results...

IT Description

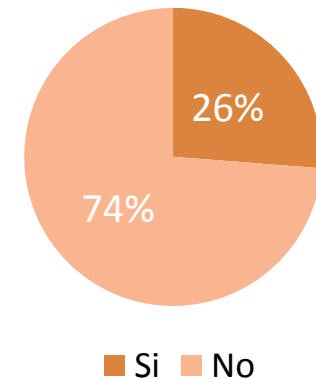
IT services provided by Central IT Service (mean)



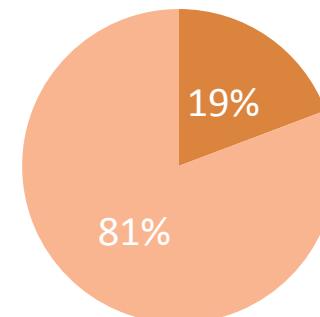
Cloud



SLAs



Open Source



Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



IT Description and Management survey

Some results...

IT Description

Services provided by Central IT Service:

Group	%	#
Help-desk	93%	6,5 out of 7
Networking and Telecommunications	85%	6 out of 7
Teaching and Academic ITsupport	85%	6 out of 7
Identitymanagement	84%	4 out of 5
WEB andcontentspublishing	78%	8,5 out of 11
Administrativeapplications and support	73%	46 out of 64
Email and collaborativetools	69%	9 out of 13
Researchcomputing	66%	2,5 out of 4

90% of Spanish Universities will provide 53 services out of 122 (45%) this year.

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



IT Description and Management survey

Benchmarking with EDUCAUSE

IT Services
(new)

EDUCAUSE Report “Information Technology in Higher Education – 2014”

Analogies:

- Most developed areas are “Networking and Telecommunications”, “help-desk “ and “ERP”.
- The offer in “Teaching and Academic IT support” is also quite similar, but a little bigger in Spanish Universities.
- IT support in researching activities is quite low in both cases, and the service portfolio is similar.
- IT Services that support research activities are highly decentralized. And the consolidation of this services is not a demand of the researchers.

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU

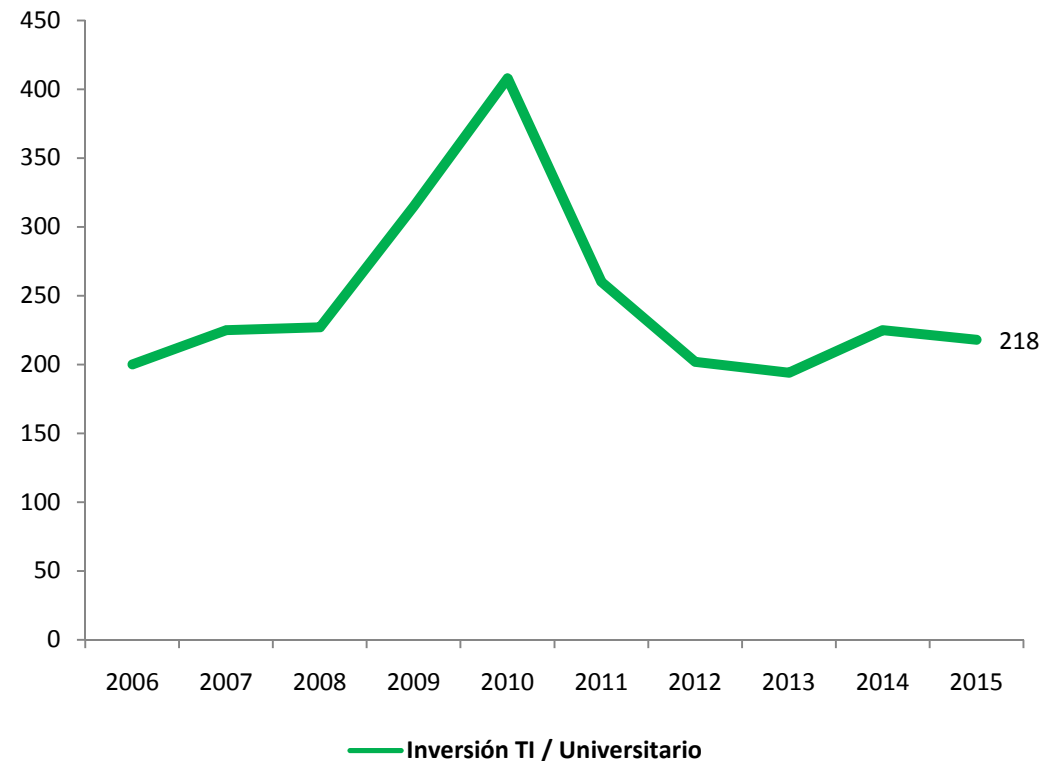


IT Description and Management survey

Some results...

IT Management

IT expenditure
dropped drastically
in 2010 but last two
year has been
“stabilized”
(218 €/student)



Co-funded by the
Erasmus+ Programme
of the European Union





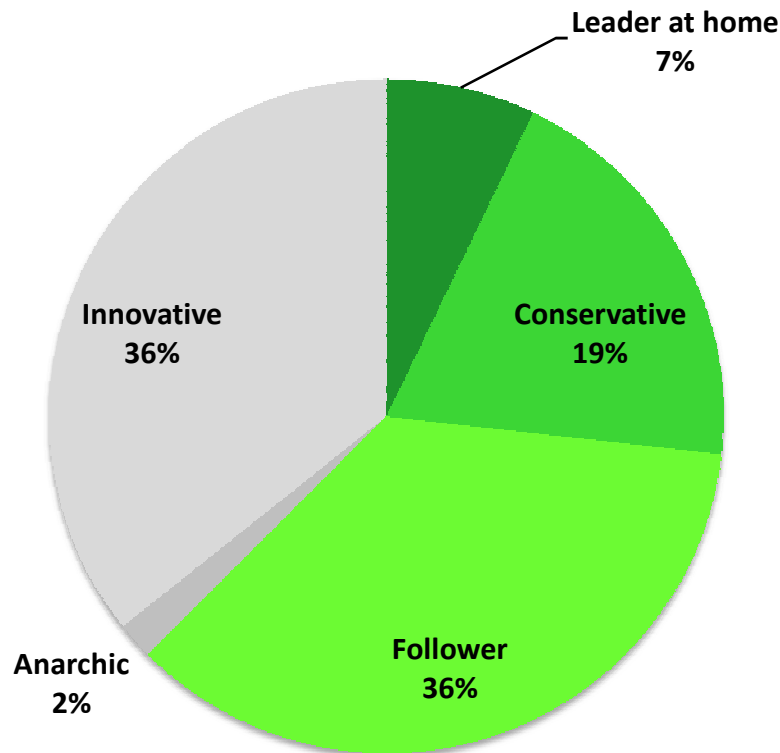
Initial Trainin
Managers
ITG4TU



IT Description and Management survey

Some results...

IT Management



1 out of 3 of the HEIs consider that IT are controlled with innovative style, 1 out of 5 with conservative style and most of them (4 out of 10) are followers

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



UNIVERSITIC Latinamerica

- Two Editions of *UNIVERSITIC Latinamerica*
- 15 HEIs have participated in 2013 and 42 in 2014.
- New Strategy! A survey for each country!

- Last year, only one IT Governance Enhance Project was implanted (CONFACAUCA University – Colombia).

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



BenchIT Europe

- A whole Europe survey will include the main common IT indicators from each of our national surveys
- Each national system could keep their own surveys and feed the common system with the needed values
- Publish a final report with European results
- Distribute the data to every participant allowing to do your own analysis (after “sign” a Confidential Information Policy)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



What is kTI?

Web software...

- Is a web software created by CRUE to support UNIVERSITIC Project
- With kTI you can design catalogues of IT indicators, and launch campaigns to collect and analyse their values

If you are interested in testing kTI we can send you a login to access a demo version in English !!!

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



What is kTI?



DEMO

Campaign: DEMO 2012

language | contact | help | log out | 11/8/

IT Description

Jun 1 - Dec 31

IT Management

Jun 1 - Dec 31

IT Governance

Jun 6 - Dec 31

Reports

- Scorecards
- Forms

Administration

- User Management
- Change password

Home \ IT Description \ Axis 1 \ Objective 1.1

Antonio Fernández (Administrator)
Universidad de Murcia

IT Description 4%

0.General indicators	17%
Objective 0.1	2/12 - 17%
1.Teaching and Learning	7%
Objective 1.1	2/22 - 9%
Objective 1.2	0/8 - 0%
2.Research	0%
Objective 2.1	0/2 - 0%
Objective 2.2	0/5 - 0%
Objective 2.3	0/3 - 0%
3.Management	0%
Objective 3.1	0/2 - 0%
Objective 3.2	0/2 - 0%
Objective 3.3	0/6 - 0%
4.Information Management	0%
Objective 4.1	0/3 - 0%
Objective 4.2	0/2 - 0%
Objective 4.3	0/3 - 0%
5.IT Training and Culture	0%
Objective 5.1	0/8 - 0%
Objective 5.2	0/6 - 0%

IT Description

Axis 1. Teaching and Learning

Objective 1.1. To provide support and introduce new technologies to support classroom teaching.

Show all (22) Show completed (2/22) Show pending (20/22)

NAULASB The number of classrooms with BASIC IT equipment (all work spaces are connected to the Internet and there is a multimedia projector)



Campaign	Value	Mean	Deviation	Percentil	Num. samples	Sample date
2012	300	340.00	-40.00	-11,76%	2	10/21/12

PAULASB The percentage of classrooms with BASIC IT equipment (all the work spaces are connected to the Internet and there is a multimedia projector).



Campaign	Value	Mean	Deviation	Percentil	Num. samples	Sample date
2012	0.75	0.72	0.03	+3,83%	2	

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



What is kTI?

Scorecards

Select scorecard **Variables UNIVERSITIC 2011**

Variables UNIVERSITIC 2011

Todos los indicadores tipo variable que se han introducido

Summary

Positive deviation: 74 (57.81%) **Negative deviation: 50 (39.06%)**
 No available: 4 (3.12%) No filled: 0 (0.00%)

IT Description

D. General indicators

1. Teaching and Learning

1.1. Supporting classroom learning with IT

NAULASB	458.00 (+79,39%)	NAULASA1	99.00 (+323,15%)	NAULASA2	10.00 (-40,44%)
NAULASA3	0.00 (-100,00%)	NOLIBRE	1,249.00 (+68,41%)	NPORTATILES	168.00 (-76,11%)
NPAULAMOVIL	455.00 (+516,87%)	NCONWIFI	4,456,968.00 (+130,52%)	NUSUARIOSWIFI	29,826.00 (+109,59%)

1.2. Supporting and promoting E-Learning

NPDIV	1,930.00 (+31,81%)	NEDV	27,076.00 (+35,94%)	NTITULANP	0.00 (-100,00%)
--------------	--------------------	-------------	---------------------	------------------	-----------------





Initial Trainin
Managers
ITG4TU

What is kTI?

kTI by CRUE Government Universities 2011 Campaign: Gobierno 2012 language | contact | help | log out | 11/8/1

IT Description IT Management **IT Governance** Feb 20 - Dec 31 Reports Administration

Coordinate Best practices Mar 7 - Mar 18 B. practices consensus Mar 19 - Apr 2 Maturity Apr 3 - Apr 21 Maturity consensus Apr 22 - Apr 23 Improvement proposal Apr 24 - May 31 Summary

Home \ IT Governance \ Scorecard Antonió Fernández (Administrator)
Universitat Politècnica de Catalunya

Summary
Scorecard

Scorecard Export

Maturity Level

Category	Current Level	Target Level
Responsibility	2	3
Strategy	1	2
Acquisition	1	2

% Best Practices

Category	Level 1	Level 2	Level 3
Responsibility	34%	62%	33%
Strategy	56%	69%	14%
Acquisition	44%	50%	33%

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU

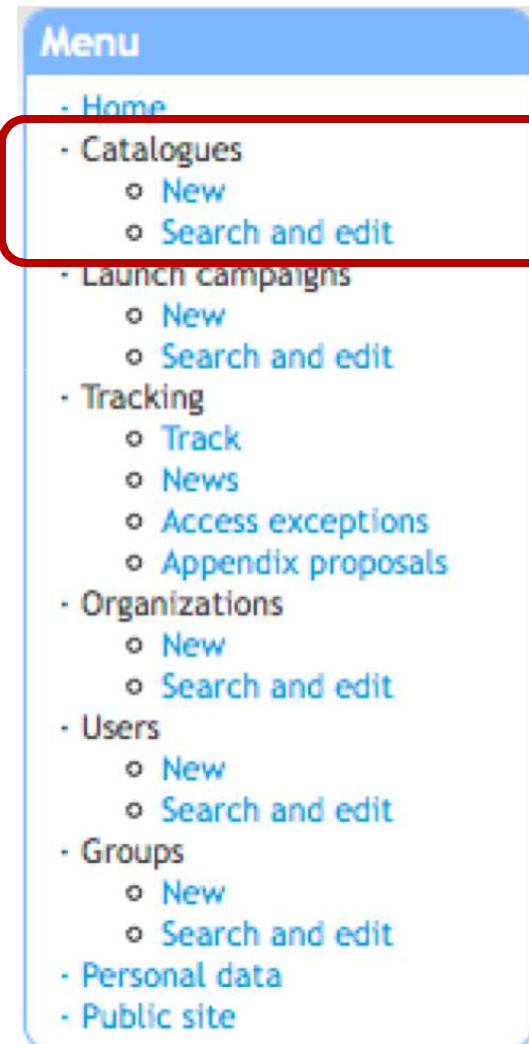


Co-funded by the
Erasmus+ Programme
of the European Union



What is kTI?

Administration Menu...



Create and edit a new
catalog of IT indicators

Use UNIVERSITIC 2016
catalog

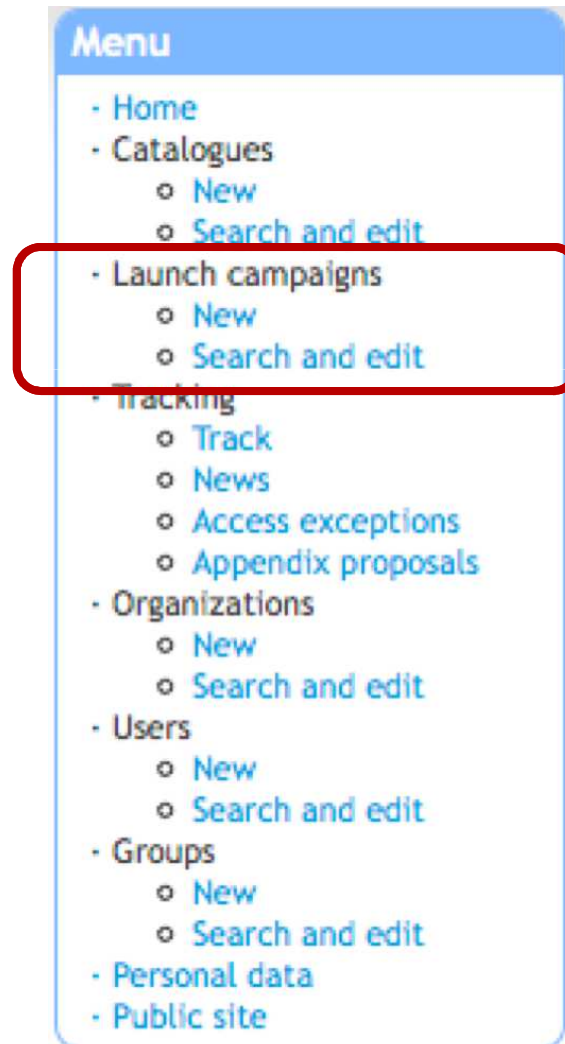


Initial Trainin
Managers
ITG4TU



What is kTI?

Administration Menu...



Set the main dates of a campaign

Determine the participating HEIs

Select the catalog of IT indicators to be used

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



What is kTI?

Administration Menu...

- Menu
 - Home
 - Catalogues
 - o New
 - o Search and edit
 - Launch campaigns
 - o New
 - o Search and edit
 - Tracking
 - o Track
 - o News
 - o Access exceptions
 - o Appendix proposals
 - Organizations
 - o New
 - o Search and edit
 - Users
 - o New
 - o Search and edit
 - Groups
 - o New
 - o Search and edit
 - Personal data
 - Public site

Track the HEIs interaction with the system

Create and communicate news to the users

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



What is kTI?

Administration Menu...

Menu

- Home
- Catalogues
 - o New
 - o Search and edit
- Launch campaigns
 - o New
 - o Search and edit
- Tracking
 - o Track
 - o News
 - o Access exceptions
 - o Appendix proposals
- Organizations
 - o New
 - o Search and edit
- Users
 - o New
 - o Search and edit
- Groups
 - o New
 - o Search and edit
- Personal data
- Public site

Introduce a new HEI,
users of each HEIs or
create group of HEIs &
manage them

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Agenda

1. UNIVERSITIC

2. ITG Enhance Project

3. GTI4U Spanish Framework

4. Team Works

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project

Goals

- To become an excellent reference results for universities that intend to implement corporate governance of IT systems or to improve existing ones
- To asses the maturity of corporate governance of IT practices at each university
- To foment the implementation of IT governance in whole SHES (promote by CRUE)
- To provide an empirical assessment of GTI4U Framework (based on ISO 38500)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project

Participation

2011	3 HEIs
2012	5 HEIs
2013	2 HEIs

Total, **10 HEIs** have participated in this project
(15% of Spanish universities)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project

Participation

2011



2012



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

Universidad
de Oviedo

2013



Universidad
Zaragoza

Co-funded by the
Erasmus+ Programme
of the European Union





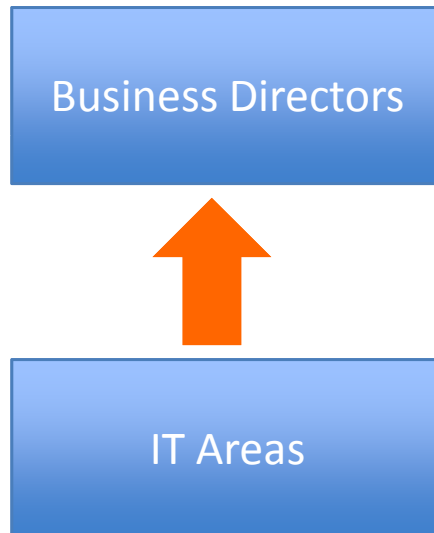
Initial Trainin
Managers
ITG4TU



ITG Enhance Project

Strategy

Bottom-up



Top-down



Co-funded by the
Erasmus+ Programme
of the European Union



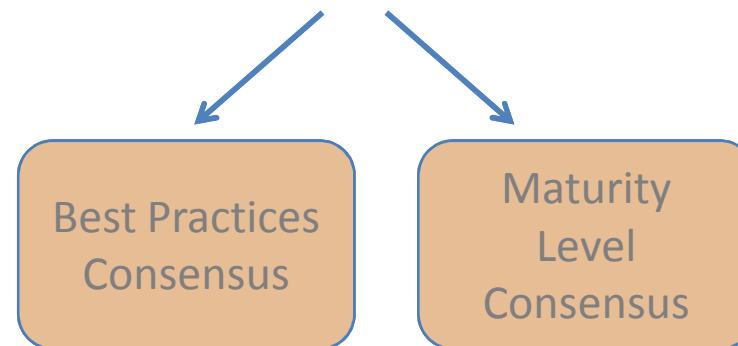


Initial Trainin
Managers
ITG4TU



ITG Enhance Project

Steps



Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project

- An IT Governance Committee (ITGC) is created in each HEI, composed of those in charge of IT (usually several members of the HEI Executive Board)
- ITGC is educated in IT Governance, it fills in the survey forms individually, and achieves consensus about the proposed items
- ITGC discovers the current state of IT Governance, sets the future goals and selects improvement actions they consider appropriate to achieve them
- Researchers supports ITGC along this process and helps write the final report

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project

IT Governance Committee average composition

Government Team	32%
Central IT Area	24%
Others IT Areas (<i>e-learning, library, etc.</i>)	21%
Others Areas (<i>Decanal team, Academic Dpt., etc</i>)	23%

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project

IT Governance Best Practices



Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project Results

IT Governance Best Practices



LOW NUMBER OF BEST PRACTICE IN SHES





Initial Trainin
Managers
ITG4TU

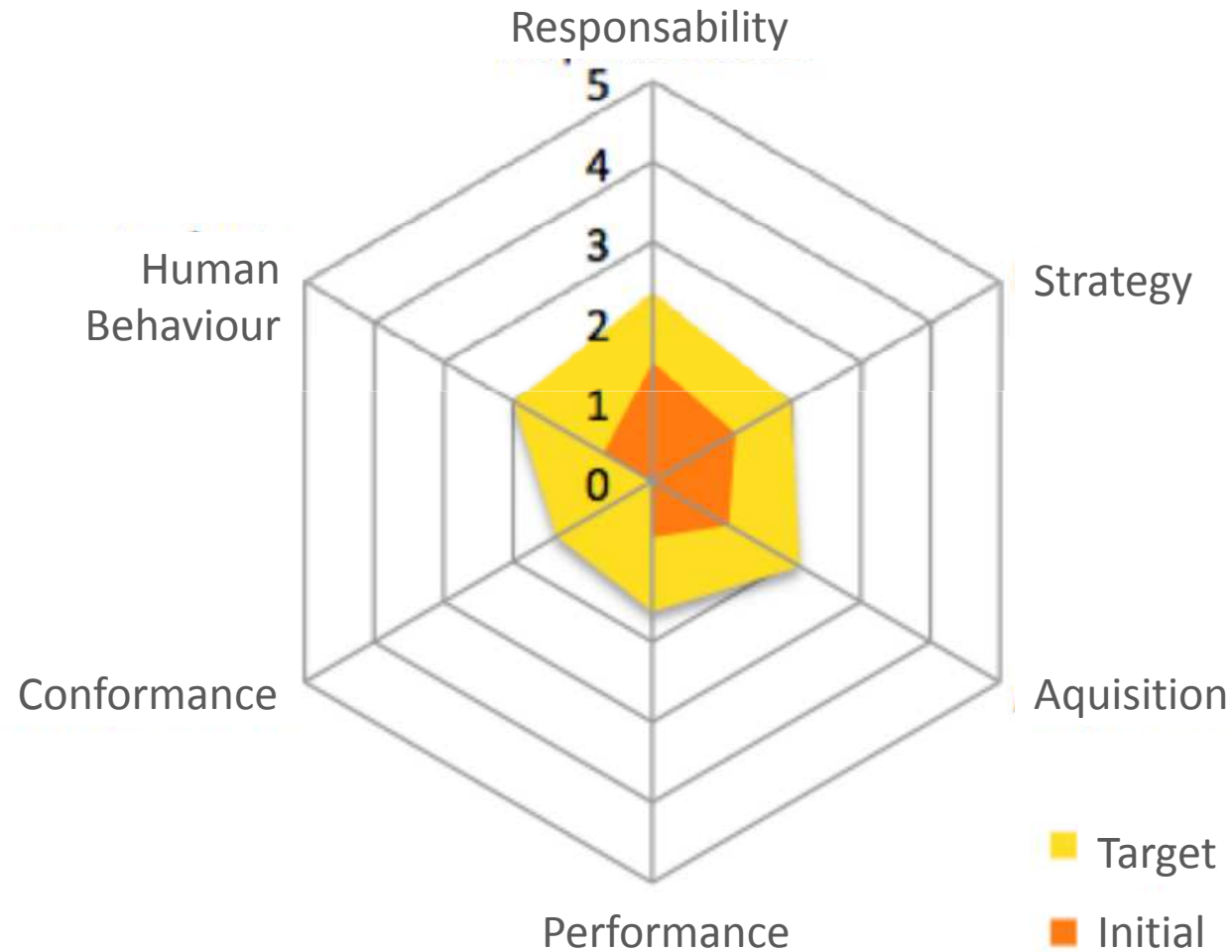


Co-funded by the
Erasmus+ Programme
of the European Union



ITG Enhance Project Results

Initial IT Governance Maturity and targets



LOW LEVELS OF ITG MATURITY IN SHES



Initial Trainin
Managers
ITG4TU



ITG Enhance Project Results

Study Cases Results

ITG INITIAL SITUATION

HEI's attitude related with IT
Are IT strategy and university strategy aligned?
% IT Budget relative to Spanish HEI's average
IT expenditure per student above Spanish HEI's average
% Description Indicators above Spanish HEI's average
% Management Indicators above Spanish HEI's average
% ITG Good Practices above 8 Cases average
Initial ITG Maturity level relative to 8 Cases Average



favorable			
UD	UB	UF	UG
Offensive, Cooperating and Innovative	Offensive, Front-Runner and Innovative	Offensive, Front-Runner and Innovative	Offensive, Front-Runner and Leader
ALIGNED	ALIGNED	ALIGNED	ALIGNED
EQUAL AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
ABOVE AVERAGE	ABOVE AVERAGE	EQUAL AVERAGE	FAR ABOVE AVERAGE
EQUAL AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE
FAR ABOVE AVERAGE	FAR ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE
ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE



Initial Trainin
Managers
ITG4TU



ITG Enhance Project Results

Study Cases Results

	DEFENSIVE HEIs		OFFENSIVE HEIs			FRONT-RUNNERS AND OFFENSIVE HEIs		
	UA	UE	UL	UH	UD	UB	UF	UF
HEI's attitude related with IT	Defensive, Self-sufficient and Anarchic	Defensive, Self-sufficient and Similar to other HEIs	Defensive, Self-sufficient and Similar to other HEIs	Offensive, Cooperating and Innovative	Offensive, Cooperating and Innovative	Offensive, Front-Runner and Innovative	Offensive, Front-Runner and Innovative	Offensive, Front-Runner and Leader
Are IT strategy and university strategy aligned?	NOT ALIGNED	NOT ALIGNED	NOT ALIGNED	NOT ALIGNED	ALIGNED	ALIGNED	ALIGNED	ALIGNED
% IT Budget relative to Spanish HEI's average	FAR BELOW AVERAGE	EQUAL AVERAGE	BELOW AVERAGE	EQUAL AVERAGE	EQUAL AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
IT expenditure per student above 8 Spanish HEI's average	FAR BELOW AVERAGE	FAR BELOW AVERAGE	FAR BELOW AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	EQUAL AVERAGE	FAR ABOVE AVERAGE
% Description Indicators above 8 Spanish HEI's average	FAR BELOW AVERAGE	FAR BELOW AVERAGE	EQUAL AVERAGE	BELOW AVERAGE	EQUAL AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE
% Management Indicators above 8 Spanish HEI's average	FAR BELOW AVERAGE	FAR BELOW AVERAGE	EQUAL AVERAGE	BELOW AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE
% ITG Good Practices above Cases' average	FAR BELOW AVERAGE	FAR BELOW AVERAGE	BELOW AVERAGE	BELOW AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
Initial ITG Maturity level relative to 8 Cases Average	BELOW AVERAGE	FAR BELOW AVERAGE	BELOW AVERAGE	BELOW AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
	ONE YEAR AFTER							
Target ITG Maturity level relative to 8 Cases Average	BELOW AVERAGE	BELOW AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
% Proposed Improvement Practices Implanted	VERY LOW IMPLANTATION	NOT AVAILABLE	VERY HIGH IMPLANTATION	HIGH IMPLANTATION	VERY HIGH IMPLANTATION	VERY HIGH IMPLANTATION	VERY HIGH IMPLANTATION	HIGH IMPLANTATION
IMPLANTATION ENABLERS	FEW	NOT AVAILABLE	MANY	FEW	MANY	MANY	MANY	MANY
IMPLANTATION INHIBITORS	MANY	NOT AVAILABLE	FEW	MANY	MANY	FEW	NONE	NONE
ENIMA's Impact on IT Goals	LOW 1,8/5	NOT AVAILABLE	HIGH 3,8/5	HIGH 3,8/5	NOT AVAILABLE	HIGH 3,8/5	MEDIUM 3/5	NOT AVAILABLE
RUMMA's Impact on Strategic Goals	LOW 1,8/5	NOT AVAILABLE	HIGH 3,8/5	MEDIUM 2,8/5	NOT AVAILABLE	HIGH 3,8/5	MEDIUM 2,8/5	NOT AVAILABLE
CIO's opinion	ETI (EU) procedures can be supported by the Governing Body to the Improvement Plan	No Information available due to the Governing Body to the Improvement Plan	MUCH INFORMATION from the Board and CIO to the Improvement Plan has been available	Initial support from the Board has led the implementation of many improvements along with the Board that has seen a great improvement in the process continuity	Despite some structural inhibitors, both support from CIO and EG has promoted a high implementation of the improvement actions	ITG enablers due to the high Government culture in the University has allowed the implementation of its ITGS	The strategic importance of IT for the University has allowed the improvement of its ITGS	High ITG culture and IT core location has facilitated the security level improvement

This HEI has a HIGHER status than SUE's average on respect to 8 cases average
 This HEI has a SIMILAR status than SUE's average on respect to 8 cases average
 This HEI has an INFERIOR status than SUE's average on respect to 8 cases average

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project Results

DEFENSIVE HEIs

- Attitude in relation to their IT was *defensive, self-sufficient and no innovative*.
- Initial situation was *unfavourable*.
- Final situation one year later: *improvement objectives below average, few improvement actions implemented, few enabler elements and many inhibitors elements*.
- The improvement process *has failed and had no impact on IT and strategic objectives*.
- **Why?**: *Board of Directors didn't support the process.*

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project Results

OFFENSIVE HEIs

- *Different attitudes in relation to their IT and different initial situation (two unfavourable and two favourable)*
- *Final situation one year later: improvement objectives above average, high percentage of improvement actions implemented, many enabler elements and few inhibitors elements.*
- *The improvement process has been successful and impacts on IT and strategic objectives.*
- **Why?:** *Board were involved in the process.*

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project Results

FRONT-RUNNERS and OFENSIVE HEIs

- Attitudes in relation to their IT was *offensive, front-runners and innovative and have established cooperation processes*. IT initial situation was *favourable*
- Final situation one year later: *improvement objectives above average, high percentage of improvement actions implemented, many enabler elements and few or none inhibitors elements*.
- The improvement process *has been successful and impacts on IT and strategic objectives*.
- **Why?**: *IT initial situation was favourable and Board support the process*.

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project Results

CONCLUSIONS

1

Final ITG maturity is not dependent on the initial situation

	DEFENSIVE HEIs		OFFENSIVE HEIs		UD	FRONT-RUNNERS AND OFFENSIVE HEIs		
	UA	UE	UC	UH		UB	UF	UG
HEI's attitude related with IT	Defensive, Self-sufficient and Anarchic	Defensive, Self-sufficient and Similar to other HEIs	Defensive, Self-sufficient and Similar to other HEIs	Offensive, Cooperating and Innovative	Offensive, Cooperating and Innovative	Offensive, Front-Runner and Innovative	Offensive, Front-Runner and Innovative	Offensive, Front-Runner and Leader
Are IT strategy and university strategy aligned?	NOT ALIGNED	NOT ALIGNED	NOT ALIGNED	NOT ALIGNED	ALIGNED	ALIGNED	ALIGNED	ALIGNED
% IT Budget relative to Spanish HEI's average	FAR BELOW AVERAGE	EQUAL AVERAGE	BELOW AVERAGE	EQUAL AVERAGE	EQUAL AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
IT expenditure per student above Spanish HEI's average	FAR BELOW AVERAGE	FAR BELOW AVERAGE	FAR BELOW AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	EQUAL AVERAGE	FAR ABOVE AVERAGE
% Description Indicators above Spanish HEI's average	FAR BELOW AVERAGE	FAR BELOW AVERAGE	EQUAL AVERAGE	BELOW AVERAGE	EQUAL AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE
% Management Indicators above Spanish HEI's average	FAR BELOW AVERAGE	FAR BELOW AVERAGE	EQUAL AVERAGE	BELOW AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE
% ITG Good Practices above 8 Cases' average	FAR BELOW AVERAGE	FAR BELOW AVERAGE	BELOW AVERAGE	BELOW AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
Initial ITG Maturity level relative to 8 Cases Average	BELOW AVERAGE	FAR BELOW AVERAGE	BELOW AVERAGE	BELOW AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
	ONE YEAR AFTER							
Target ITG Maturity level relative to 8 Cases Average	BELOW AVERAGE	BELOW AVERAGE	ABOVE AVERAGE	ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE	FAR ABOVE AVERAGE
% Proposed Improvement Practices Implanted	VERY LOW IMPLANTATION	NOT AVAILABLE	VERY HIGH IMPLANTATION	HIGH IMPLANTATION	VERY HIGH IMPLANTATION	VERY HIGH IMPLANTATION	VERY HIGH IMPLANTATION	HIGH IMPLANTATION
IMPLANTATION ENABLERS	FEW	NOT AVAILABLE	MANY	FEW	MANY	MANY	MANY	MANY
IMPLANTATION INHIBITORS	MANY	NOT AVAILABLE	FEW	MANY	MANY	FEW	NONE	NONE
EMMA's impact on IT Goals	LOW 1,8/5	NOT AVAILABLE	HIGH 3,8/5	HIGH 3,8/5	NOT AVAILABLE	HIGH 3,8/5	MEDIUM 3/5	NOT AVAILABLE
EMMA's impact on Strategic Goals	LOW 1,8/5	NOT AVAILABLE	HIGH 3,8/5	MEDIUM 2,8/5	NOT AVAILABLE	HIGH 3,4/5	MEDIUM 2,3/5	NOT AVAILABLE
CIO's opinion	EMMA low impact due to little support by the Governing Body to the Improvement Plan	No Information available due to little support by the Governing Body to the Improvement Plan	Mutual support from the Board and CIO to the improvement Plan has become in a success	Initial support from the Board has led the implementation of many improvement actions, but the next Board has been a great inconvenience for the process' continuity.	Despite some structural inhibitors, both support from CIO and EG has promoted a high implementation of the improvement actions	ITG enhanced is due to the high Governance culture in this HEI, besides its IT planning and quality procedures	The strategic importance of IT for this university, has facilitated the improvement of its ITGS	High ITG culture and IT consideration has facilitated the maturity level improvement.

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



ITG Enhance Project Results

CONCLUSIONS

- 2 The initial perception of the government team on the initial situation and its IT strategy coincides with reality and final results
- 3 Universities with better alignment between business goals and IT goals initially also satisfies a higher number of ITG best practices
- 4 Universities can improve their ITG maturity without increasing investment in IT

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



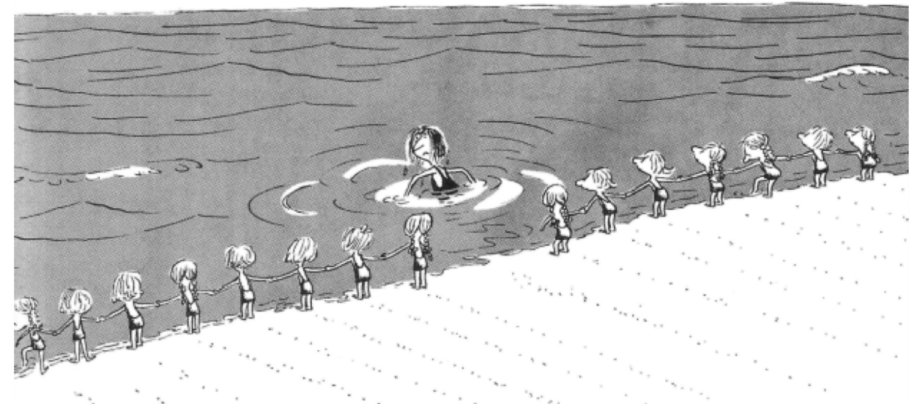
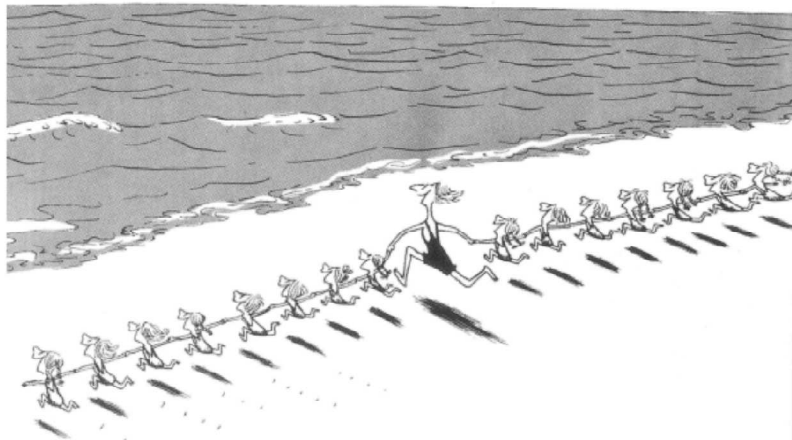
ITG Enhance Project Results

CONCLUSIONS

5

The most important factor in improving IT governance is the involvement of the CIO and the government team

INVOLVEMENT



Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Agenda

1. UNIVERSITIC

2. ITG Enhance Project

**3. GTI4U Spanish
Framework**

4. Team Works

Co-funded by the
Erasmus+ Programme
of the European Union

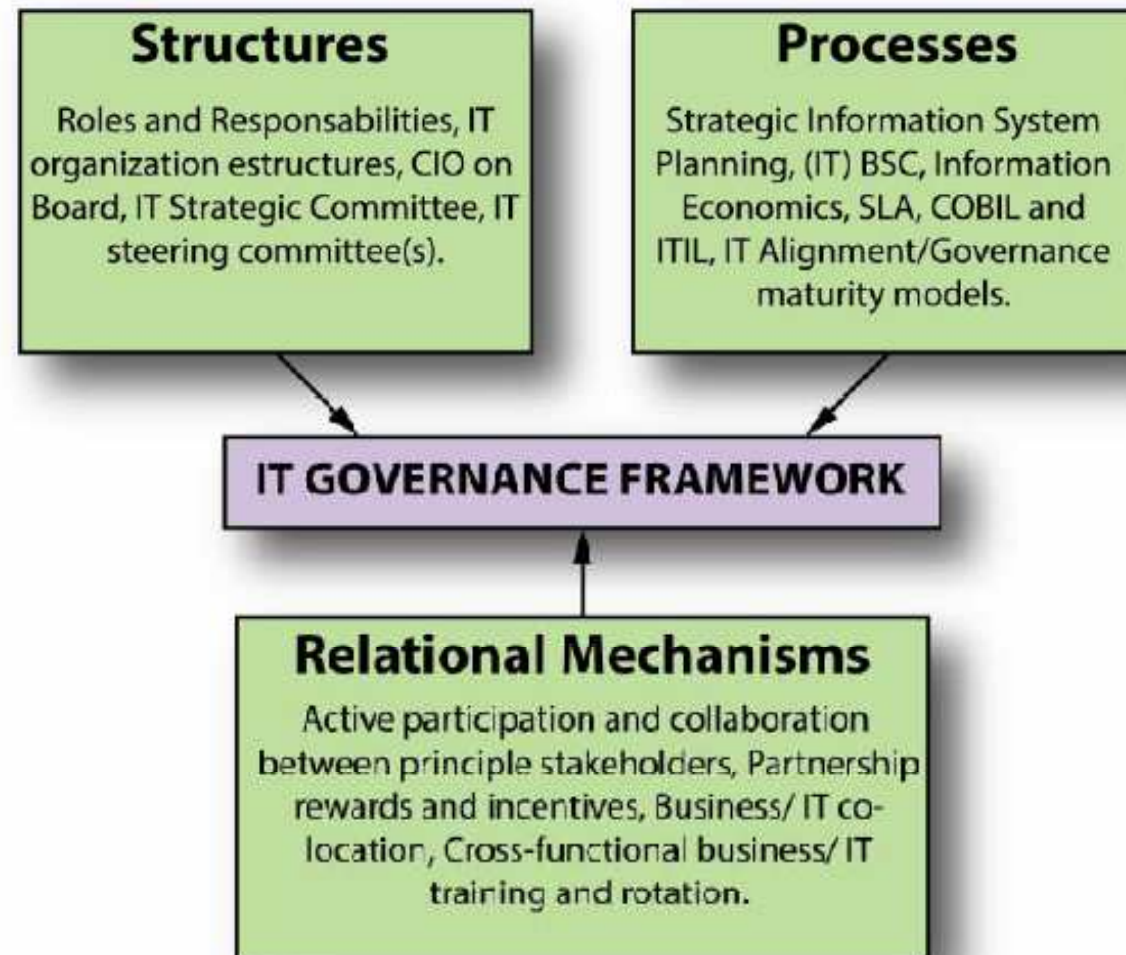




Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework



Co-funded by the
Erasmus+ Programme
of the European Union



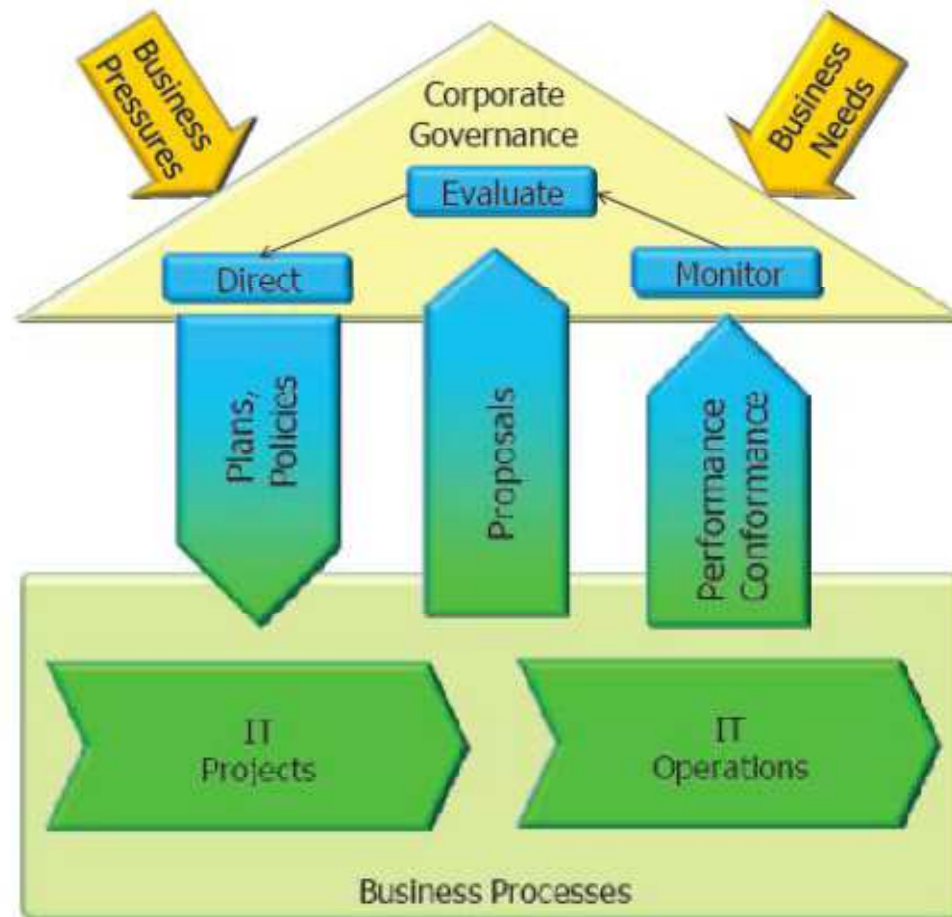


Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

ISO 38500 Governance Model



Co-funded by the
Erasmus+ Programme
of the European Union

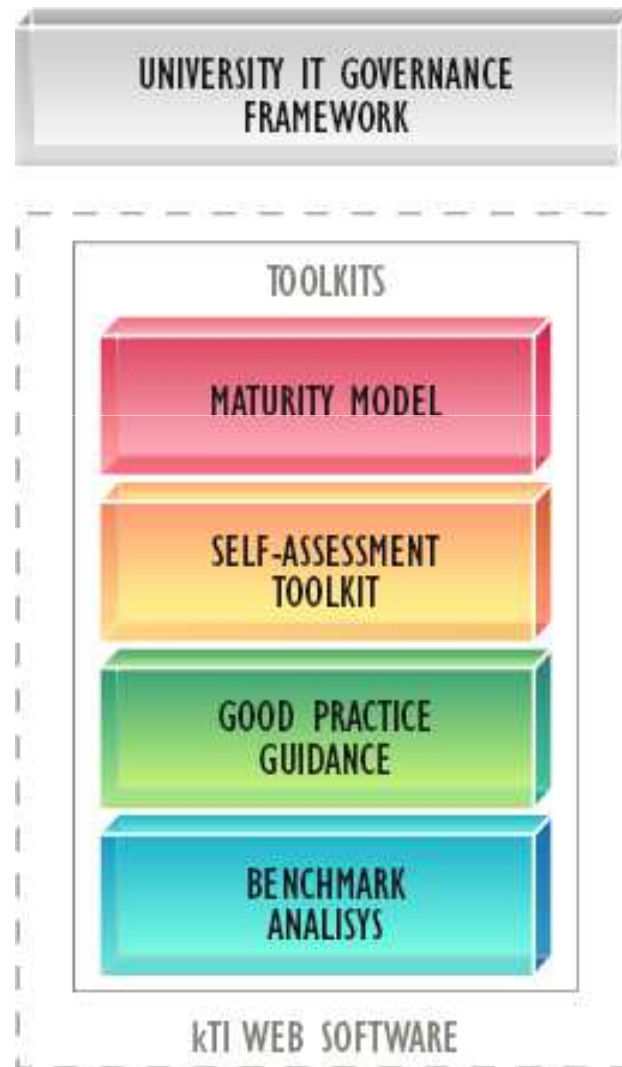




Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework



Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

Governance of IT for Universities Model

Co-funded by the
Erasmus+ Programme
of the European Union



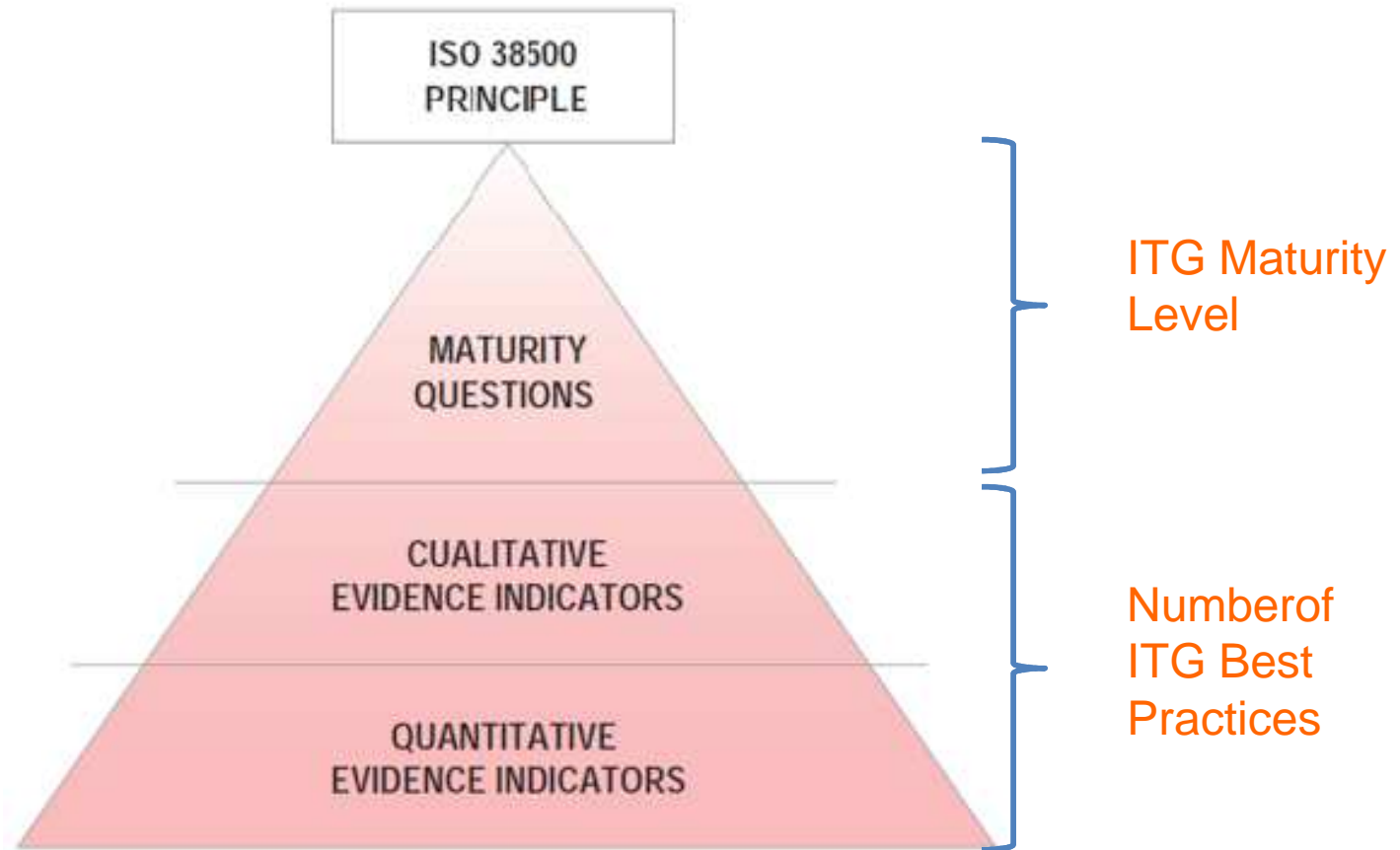


Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

IT Governance indicators of GTI4U



Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

IT Governance Best Practices Objectives

Responsibility	Strategy	Acquisition
Governance Team	Strategic Plan	IT Investment
Responsibility		
IT Governance	IT Policies	Acquisitions Policy
Chief Information Officer	IT Resources	Suppliers
Committees	IT Innovation	IT Projects
Responsibilities Assignment	IT Culture	IT Acquisitions and Projects Priority
Monitoring		IT Projects Results
		Collaboration and Comparison
Performance	Conformance	Human behaviour
Performance	Catalogues	Stakeholders
IT Services Continuity	Conformance	Resistance to Change
Information Availability and Quality	Audits	People in the process
Service Level Agreements	Standards	Workload

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

Responsability Best Practices

Governance Team (GT) responsibility		100%
RE1	Does the University's Governance Team (GT) regularly review which IT assets should be monitored centrally and which should be delegated?	Yes 🗳️
RE2	Does the GT team actively direct the strategic planning of IT in the university	Yes 🗳️
RC1	<i>How many times per year do IT governance decisions appear on the GT schedule?</i>	1 🗳️
IT Governance		29%
RE3	Is the GT aware of the importance of IT Governance?	Yes 🗳️
RE4	Has the GT promoted actions (training, communication, etc.) to disseminate in the university community the importance of proper IT governance?	Yes 🗳️
RE5	Is it understood that IT Governance is the responsibility of the GT and not of IT experts and professionals?	No 🗳️
RE6	Has the GT chosen the model of IT governance that it wishes to implement and has this been communicated to, understood by and supported by all relevant groups in the university?	No 🗳️
RE7	Has the GT designed and funded a project to implement an IT governance system in the university?	No 🗳️
RC2	<i>What is the amount of funding assigned to the project for the implementation of an IT governance system this year?</i>	0 🗳️
RE8	Has the GT identified the roles and responsibilities related to IT governance and strategy and have these been assigned to individuals and committees?	No 🗳️
RE9	Does the GT regularly review the effectiveness of IT governance processes?	DK 🗳️
Chief Information Officer		0%
RE10	Has the GT assigned the responsibility of directing the management of IT and of working together with the GT in preparing the IT strategy and governance to a CIO?	DK 🗳️

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

Best Practices Consensus

Consensus of Evidence Indicators

Members of ITG Committee:	1	2	3	4	5	6	7	8	9	10	11	12	PROPOSED CONSENSUS	AGREED CONSENSUS
RE1	Ns	Ns	Ns	No	Ns	Nc	No	Ns	No	Nc	Nc	Nc	No	No
RE2	Ns	No	Ns	No	No	Nc	No	No	No	Nc	Nc	Nc	No	No
RC1	ND	Nd	ns	10	ND	ND	4	ND	ND	ND	ND	ND	7	7
RE3	No	Yes	Yes	No	Yes	Nc	Yes	Ns	Yes	Nc	Nc	Nc	No	Yes
RE4	No	Yes	Ns	No	Yes	No	No	No	No	Nc	Nc	Nc	No	No
RE5	No	No	No	No	Ns	No	Yes	No	No	Nc	Nc	Nc	No	No
RE6	No	No	Ns	No	No	No	No	No	No	Nc	Nc	Nc	No	No
RE7	No	No	Ns	No	Yes	Nc	Yes	No	Ns	Nc	Nc	Nc	No	No



Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

Maturity Model for the principle Responsibility

Responsibility MM

	Evaluate	Direct	Monitor
0	Directors have not been assigned responsibilities in relation to IT	Directors do not make decisions related to IT	Directors don't monitor the performance of persons responsible for IT
1	Directors have been assigned responsibilities related to IT management Directors assign responsibilities based on their own criteria because don't know reference models	Directors oversee the management of IT but not in a planned way Most decisions are made by IT managers and confirm later by Directors	Directgors carry out informal monitoring responsibilities related to IT management
...			
5	Directors regularly review the models and options to assign responsibilities	Directors have ensured that the entire university is involved in IT governance Directors receive the information they need to make decisions and promote the pursuit of other interesting information proactively Director communicate the results of the IT governance processes compared to other universities	Directors periodically measure the maturity of the IT governance mechanisms Directors periodically checks if are been understood and been executed the responsibilities assigned or reassigned Directors monitor the performance of persons responsible for IT and communicate the results to the stakeholders

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

Maturity Indicators: Responsibility

		Evaluate 1	Conduct 1	Monitorize 2		
Nivel					Previous Value	Value
0	REM0					
	REM1	Have the directors allocated responsibilities related to IT management?	DA	Yes		
1	REM2	Do the directors allocate responsibilities based on their own criteria since they are not aware of any existing models?	DA	Yes		
	REM3	Do the directors allocate management responsibilities and some IT governance responsibilities?	DA	Yes		
2	REM4	Do the directors allocate some IT governance responsibilities although they do not apply any type of IT governance model?	DA	No		
	REM5	Do the directors take into account if a person that is allocated a responsibility has the appropriate skills?	DA	No		
	REM6	Are the directors aware of all the options available to allocate all the responsibilities related to the current use of IT?	DA	DA		
3	REM7	Do the directors take into account the skills of those persons to which they allocate responsibilities (these people are the top level managers in the university and are assisted by IT experts that understand the institutional objectives)?	DA	DA		
	REM8	Have directors allocated responsibilities to third parties?	DA	DA		
	REM9	Do the directors review whether the responsibilities allocated have been carried out correctly?	DA	DA		

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

Improvement Targets: **Responsibility**

Export View previous proposal

Please, check the actions that will be improved next campaign

	Evalute	Conduct	Monitorizate
Unexisting 0	The directors have not allocated IT-related responsibilities.	The directors do not make IT-related decisions.	The directors do not carry out any type of monitoring of those in charge of IT.
Initial 1	The directors have allocated responsibilities related to IT management. The directors allocate responsibilities based on their own criteria since they are not aware of any existing models.	The directors monitor IT management but not in a planned way. Most decisions on IT are made by IT managers and these are confirmed by the directors.	The directors carry out an informal monitoring of responsibilities related to IT management.
Repetitive / Intuitive 2	The directors allocate management responsibilities and some IT governance responsibilities. The directors allocate some IT governance responsibilities but they do not apply any type of IT governance model. The directors do not take into account if a person that is allocated a responsibility has the appropriate skills.	The directors take the responsibility of making decisions on IT. The directors endeavour to ensure that IT management is planned. The directors effectively communicate the main IT projects to the various stakeholders. The directors receive information that is scant and inadequate for decision making.	The directors check whether the responsibilities allocated are understood.
	The directors are aware of all the options available to allocate all the responsibilities related to	The directors are aware of the importance of their involvement in IT governance.	The directors check whether the person who is allocated the responsibility understands it.

Co-funded by the
Erasmus+ Programme
of the European Union



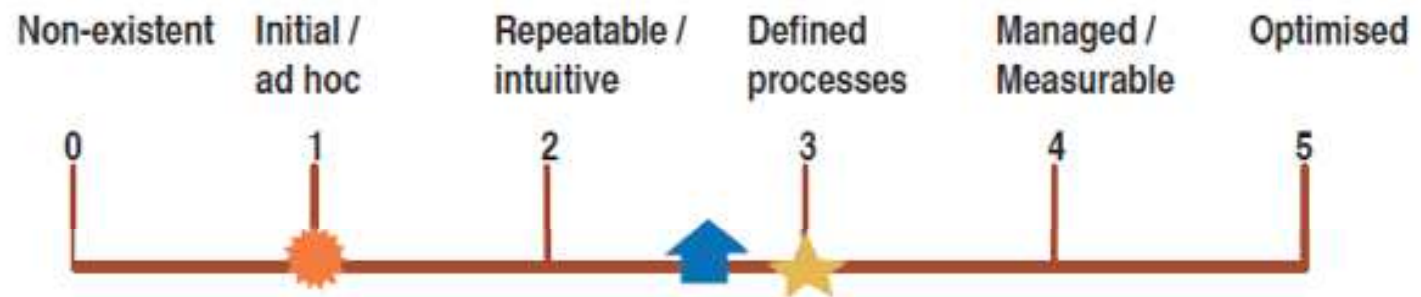





Initial Trainin
Managers
ITG4TU



GTI4U Spanish framework

A graphical model to show the maturity of each principle



-  Current status of the university
-  SHES average
-  Target value of the university

- 0—the university doesn't mean IT principle, it is not aware to need it
- 1—Principle established, but with disorganised and ad hoc processes
- 2—Principle immature, the processes follow a regular pattern
- 3—Principle begins to mature, documented and communicated processes
- 4—Principle reasonably mature, the processes are monitored and measured
- 5—Optimum level of principle, based on best practices

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU

kTI supports GTIEP

kTI by CRUE Government Universities 2011 Campaign: Gobierno 2012 language | contact | help | log out | 11/8/1

IT Description IT Management **IT Governance** Feb 20 - Dec 31 Reports Administration

Coordinate Best practices Mar 7 - Mar 18 B. practices consensus Mar 19 - Apr 2 Maturity Apr 3 - Apr 21 Maturity consensus Apr 22 - Apr 23 Improvement proposal Apr 24 - May 31 Summary

Home \ IT Governance \ Scorecard Antonió Fernández (Administrator)
Universitat Politècnica de Catalunya

Summary
Scorecard

Scorecard

Maturity Level

Responsibility		<p style="text-align: center;">% Best Practices</p>
Strategy		
Acquisition		

[Export](#)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Agenda

1. UNIVERSITIC

2. ITG Enhance Project

3. GTI4U Spanish Framework

4. Team Works

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Team Works Contents

INDEX: ISO 38500 and GTI4U Principles

- Responsibility
- Strategy
- Acquisition
- Performance
- Conformance
- Human Behaviour

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Responsibility

“individuals and groups within the organization understand and accept their responsibilities in respect of both supply of, and demand for IT. Those with responsibility for actions also have the authority to perform those actions”

ISO 38500 (2008)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU

Responsibility

GTI4U COMPONENTS:

- The Government Team (GT) should know the importance of IT Governance and assume its responsibilities regarding it
- GT should distribute all the IT Responsibilities throughout the organization
- GT should decide which IT Responsibilities are made centralized and which distributed
- GT should select an IT Governance framework, or design a new one, and implant it
- GT should monitor the maturity of IT Governance through a scorecard and plan Improve actions
- GT should create a real CIO role and the CIO should be on Government Team
- GT should create a Strategy Committee to design strategies about IT
- GT should create a Steering Committee to monitor the execution of IT projects
- GT should design a well known making decision circuit about information technology



Initial Trainin
Managers
ITG4TU



Strategy

“the organization's business strategy takes into account the current and future capabilities of IT; the strategic plans for IT satisfy the current and ongoing needs of the organization's business strategy”

ISO 38500 (2008)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Acquisition

“IT acquisitions are made for valid reasons, on the basis of appropriate and ongoing analysis, with clear and transparent decision making. There is appropriate balance between benefits, opportunities, costs, and risks, in both the short term and the long term”

ISO 38500 (2008)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Performance

“IT is fit for purpose in supporting the organization, providing the services, levels of service and service quality required to meet current and future business requirements”

ISO 38500 (2008)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Conformance

*“IT complies with all mandatory legislation and regulations.
Policies and practices are clearly defined, implemented and
enforced”*

ISO 38500 (2008)

Co-funded by the
Erasmus+ Programme
of the European Union





Initial Trainin
Managers
ITG4TU



Human Behaviour

“IT policies, practices and decisions demonstrate respect for Human Behaviour, including the current and evolving needs of all the ‘people’ in the process”

ISO 38500 (2008)

Co-funded by the
Erasmus+ Programme
of the European Union





**Initial Trainin
Managers
ITG4TU**



Thank you !!!

Co-funded by the
Erasmus+ Programme
of the European Union

