IT Governance at the University of Oxford

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Various Definitions of IT Governance

- The structure, oversight and management processes which ensure the delivery of the expected benefits of IT in a controlled way to help enhance the long term sustainable success of the enterprise.
- IT governance is the responsibility of the board of directors and executive management. It is an integral part of enterprise governance and consists of the leadership and organisational structures and processes that ensure that the organisation's IT sustains and extends the organisation's strategies and objectives.
- A structure of relationships and processes to direct and control the enterprise in order to achieve the enterprise's goals by adding value while balancing risk versus return over IT and its processes.
- Specifying the decision rights and accountability framework to encourage desirable behaviours in the use of IT.
- Governance is not about what decisions get made – that is management – but it is about who makes the decisions and how they are made.
- IT governance is the term used to describe how those persons entrusted with governance of an entity will consider IT in their supervision, monitoring, control and direction of the entity. How IT is applied will have an immense impact on whether the entity will attain its vision, mission or strategic goals.

UNIVERSITY GOVERNANCE

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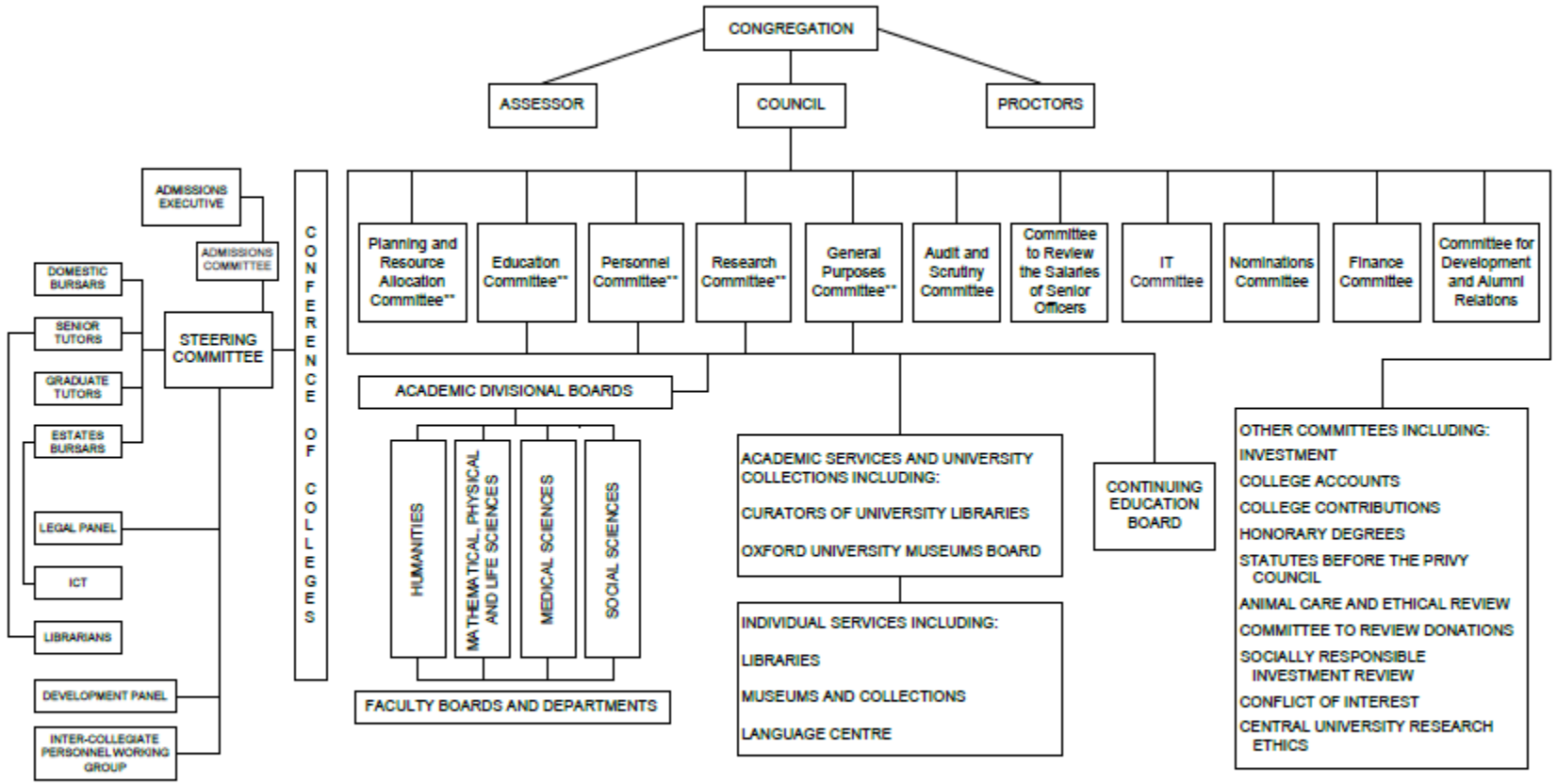
UNIVERSITY COMMITTEES



**These committees are the five main committees of Council and they each have a number of sub-committees reporting to them.

Notes (1) This chart shows the principal committees and sub-committees; it is not a comprehensive depiction of the committee structure in the collegiate University. Council has over 80 committees reporting to it or to its committees in total.

(2) This chart does not show the arrangements for Oxford University Press.

(3) This chart does not show the arrangements for the subsidiary companies.

(4) St Cross College and Kellogg College are departments of the University.

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IT GOVERNANCE FOR THE UNIVERSITY

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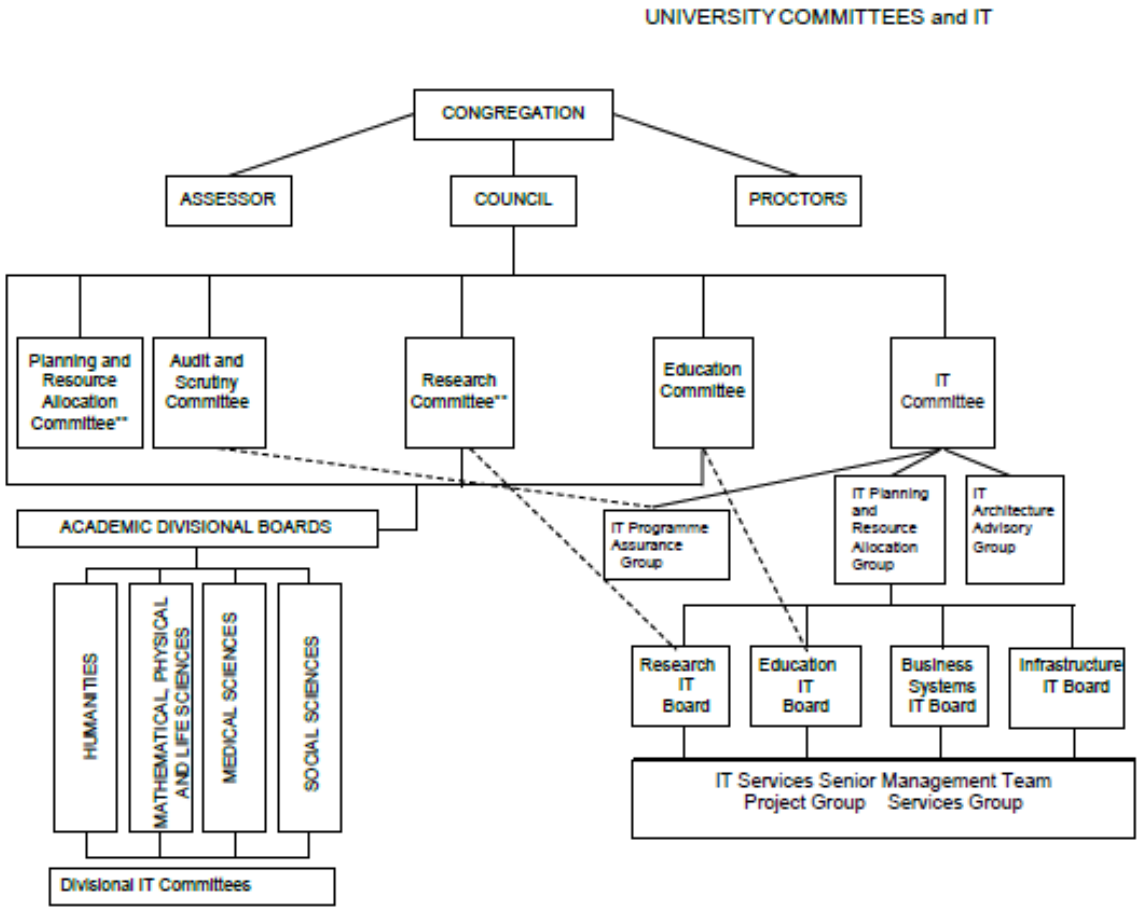
UNIVERSITY COMMITTEES and IT

2015



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UNIVERSITY COMMITTEES and IT

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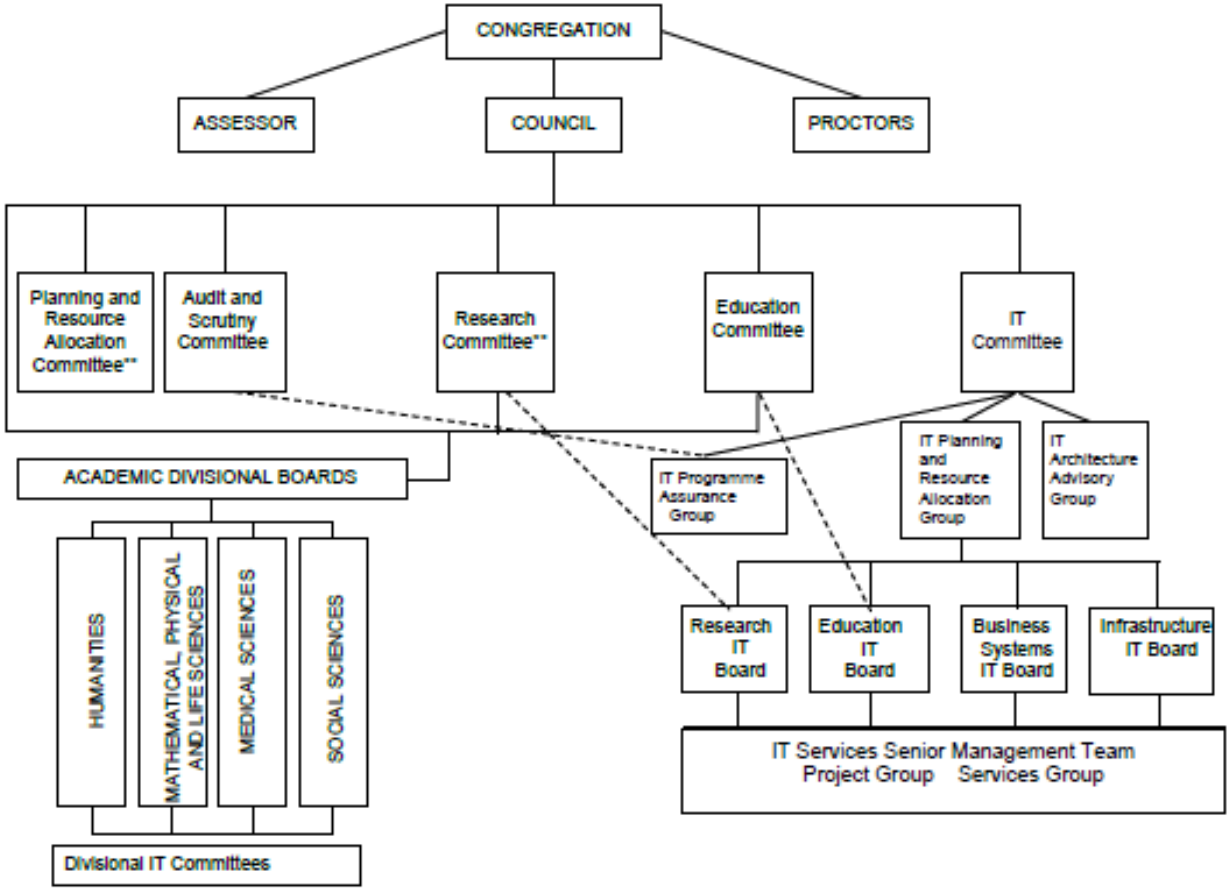

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IT Committee

2016

Programme Assurance Group

~~IT Planning and Resource Allocation Group~~

IT Architecture ~~Advisory~~ Group

Solutions Design Authority

Research IT Board

Education IT Board

Business Systems IT Board

Infrastructure IT Board

User Services Board

IT Services Senior Management Team

PMO SMO

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HOW DECISIONS ARE MADE

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IT STRATEGIC PLAN

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Principles and assumptions

Efficiency and effectiveness

Collaboration and partnership

Agility and resilience

Effective governance and skilled *IT Organisation*

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Final sections

1. Vision
2. Research
3. Education: teaching and learning; the student experience
4. Widening engagement
5. Enterprise Administrative Information Systems
6. Infrastructure
7. Cybersecurity
8. IT service excellence
9. IT Staff and skills.

Wide consultation within University and external organisations (Gartner)

Once it was agreed by Council an implementation plan was created Activities within each area are measured against the plan.

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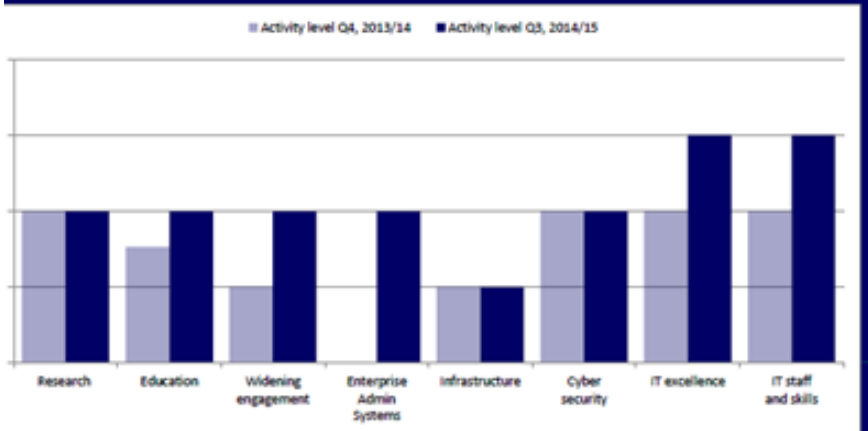
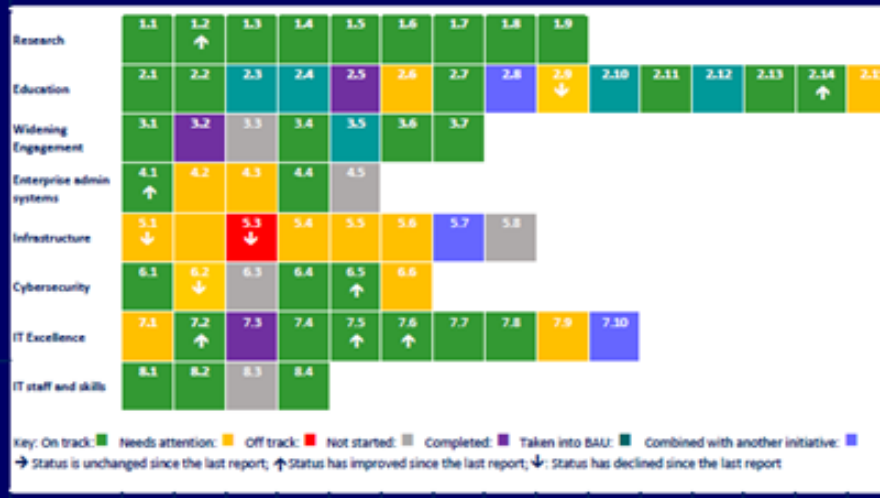
IT Strategy Implementation Plan - Performance Dashboard as at 30 April 2015

1. Progress in levels of maturity across initiatives



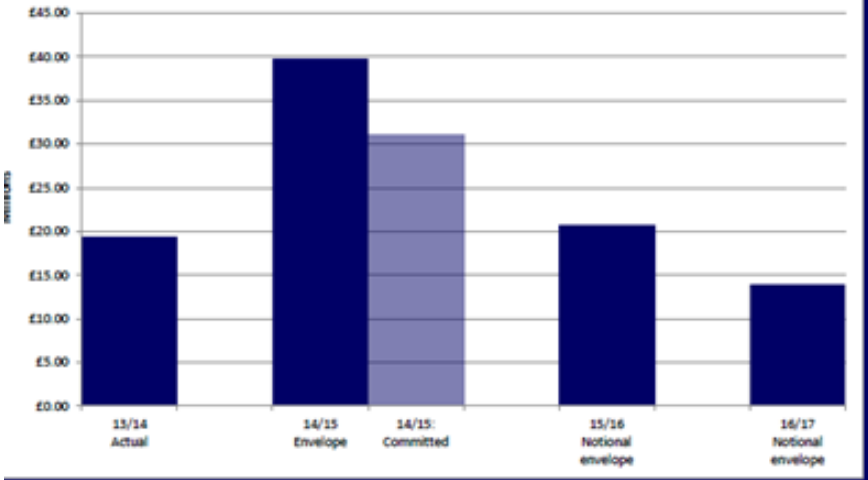
Key: 0 - no existing activity on this initiative; 1 - initial activity (scoping or pilot phase); 2 - developing activity; 3 - now at a level of optimising and completing the activity; 4 - benefits are being realised.

2. Progress Against Milestones 2014/15



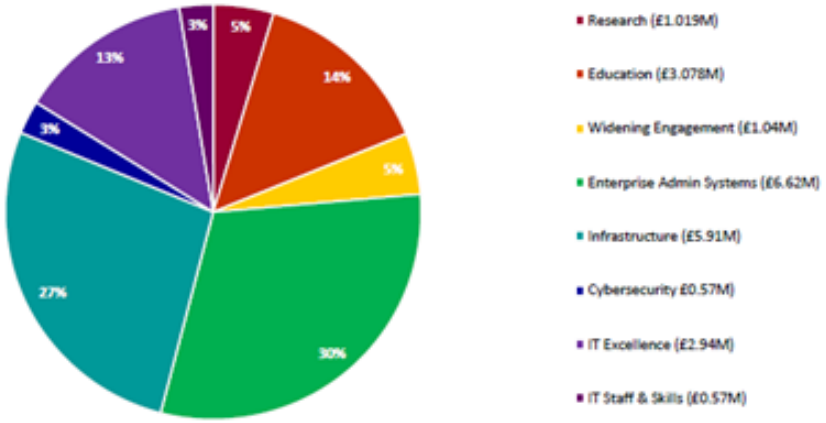
3. Expenditure against the capital plan 2014/15

(at at end of Q3)

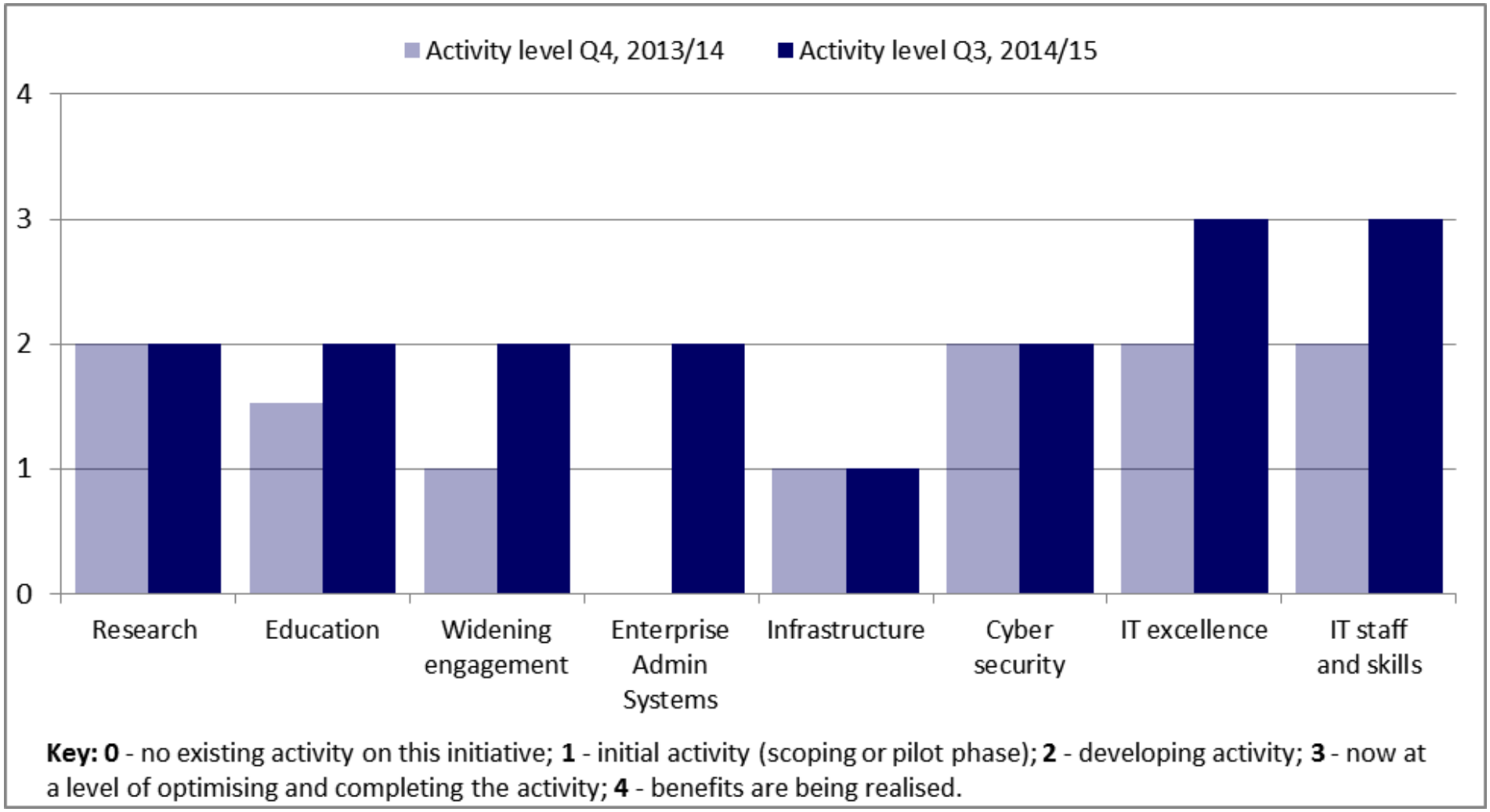


4. Operational costs by strategic priority for 2014/15

(calculated via the VIT Exercise for the financial year)



Progress in levels of maturity across initiatives



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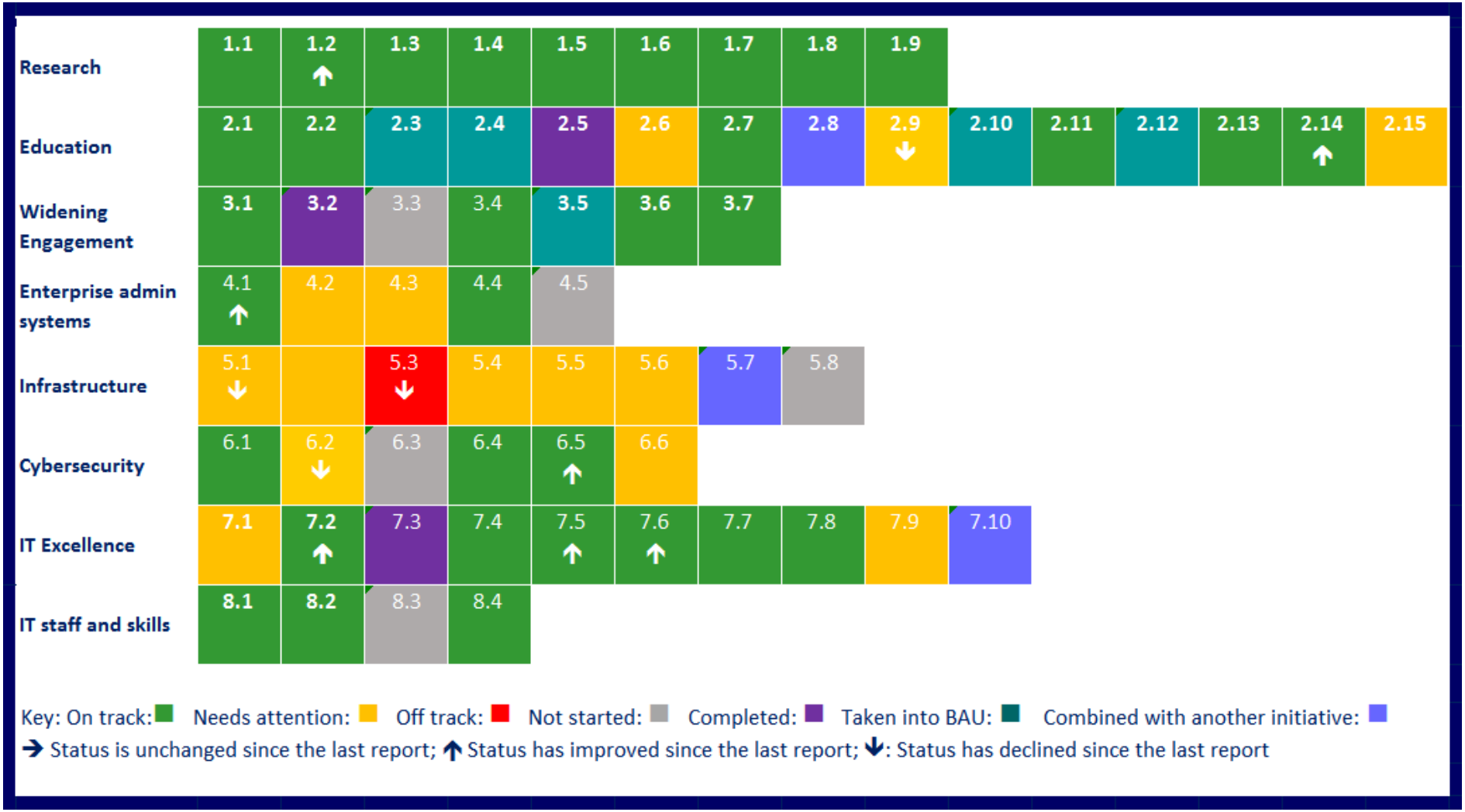
Progress Against Milestones 2014/15



WHAT DECISIONS ARE MADE ABOUT…..

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IT CAPITAL PLAN (ORIGINAL)

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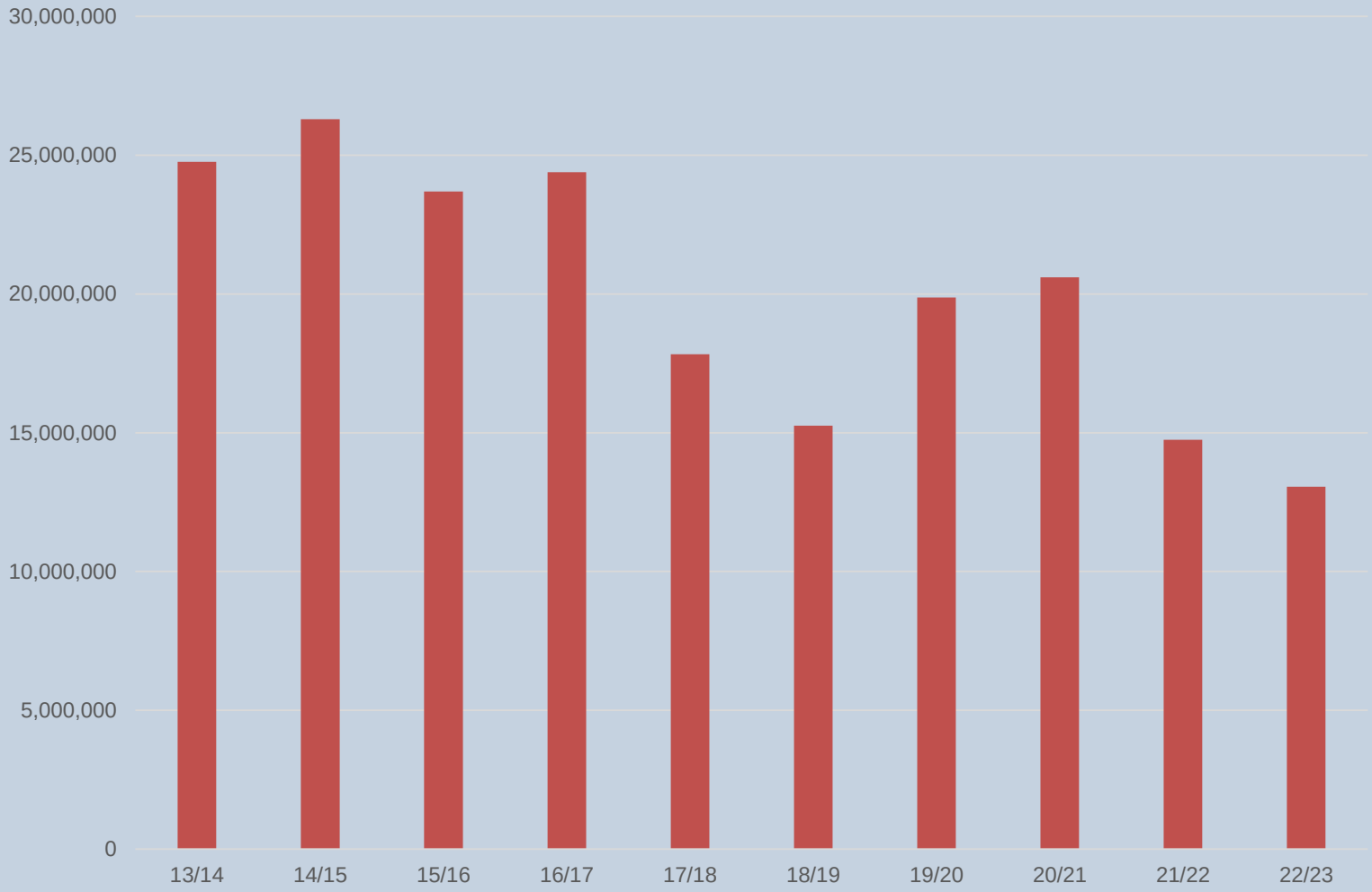
Capital Plan background

- The first time there has been a University IT Capital Plan
- Underpins the IT Strategic Plan
- 10-year-plan developed with first five years more detailed, second 5 years more skeletal
- P(hase)1 is 13/14 -17/18, although 13/14 was a ‘consolidation’ year merging various existing projects with different source of funds (PRAC ICT Committee [PICT], UAS Information Services Board, the new IT PRAG, and other [e.g. SSP agreed by PRAC])
- P1 ‘agreed’ at £112m subject to yearly review
- Funding considered in 3-year envelopes (considering 15/16,16/17,17/18)
- Only projects over £1m will have commitment and spend phased across years. Projects <£1m have full commitment in year, even if projects (and thus spend) run into subsequent years.

Planned IT Capital Investment by year



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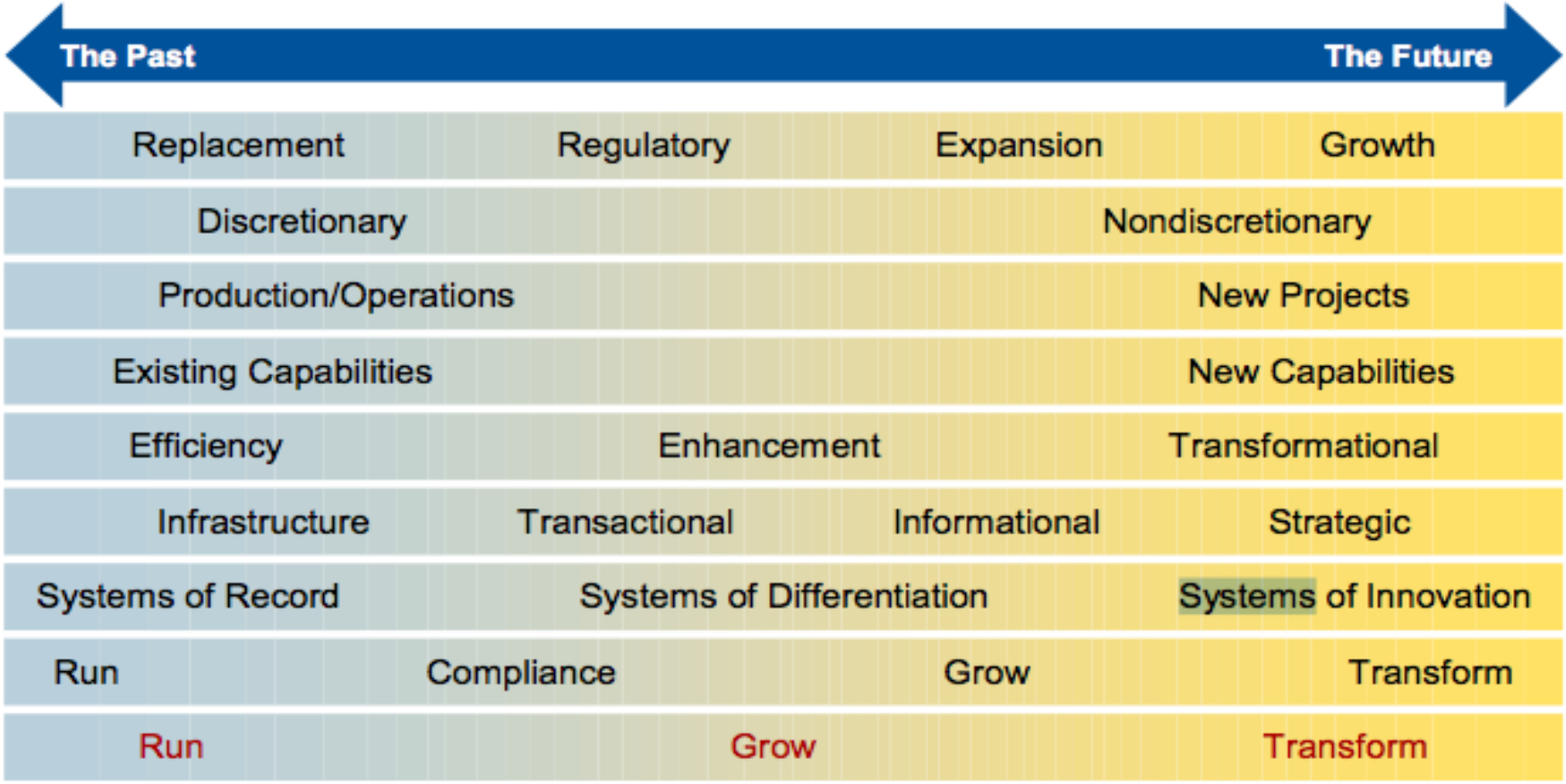
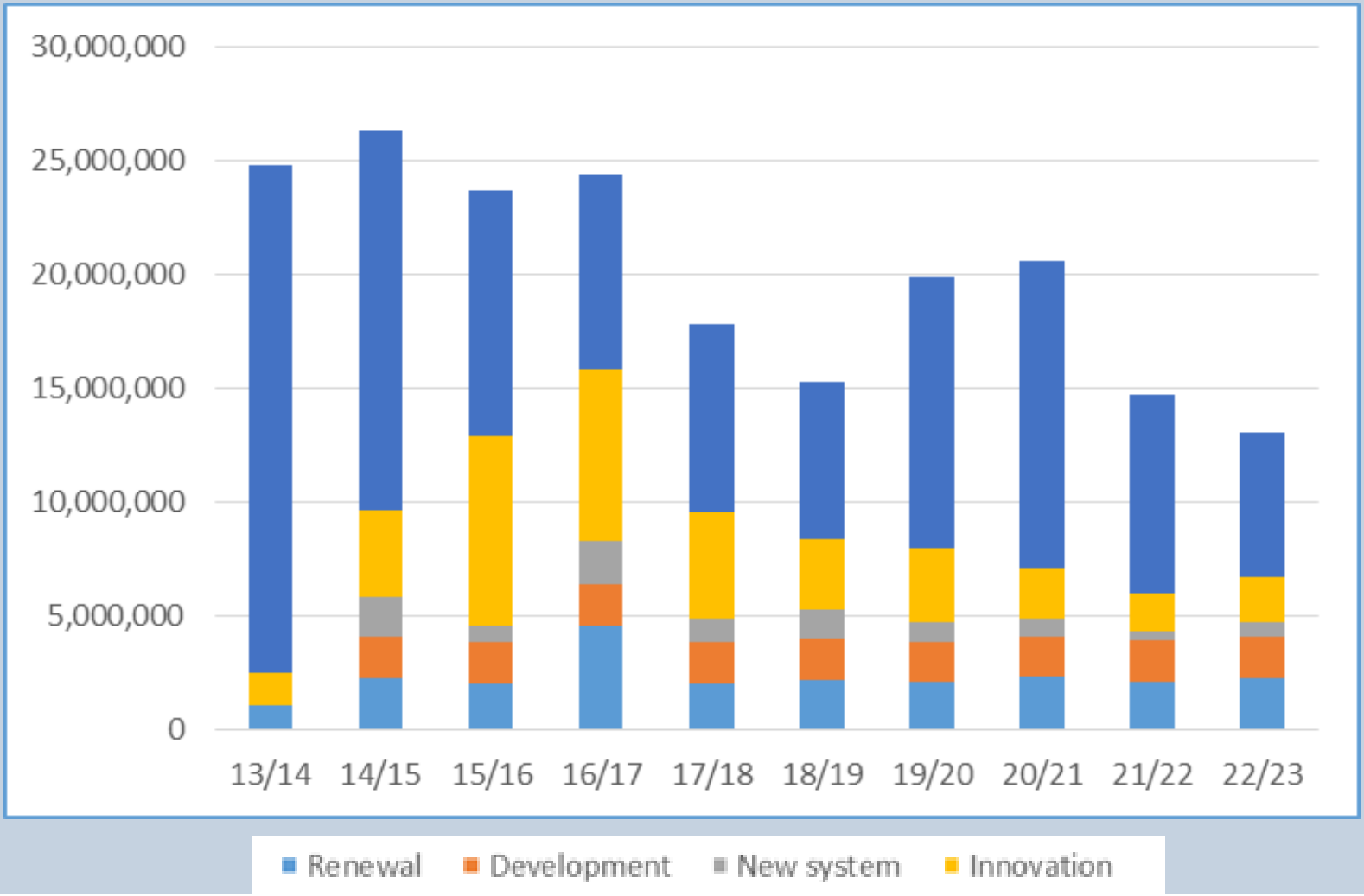
Investment Segmentations Categories and Nomenclatures



Source: Gartner (March 2012)

Planned annual capital spend by type



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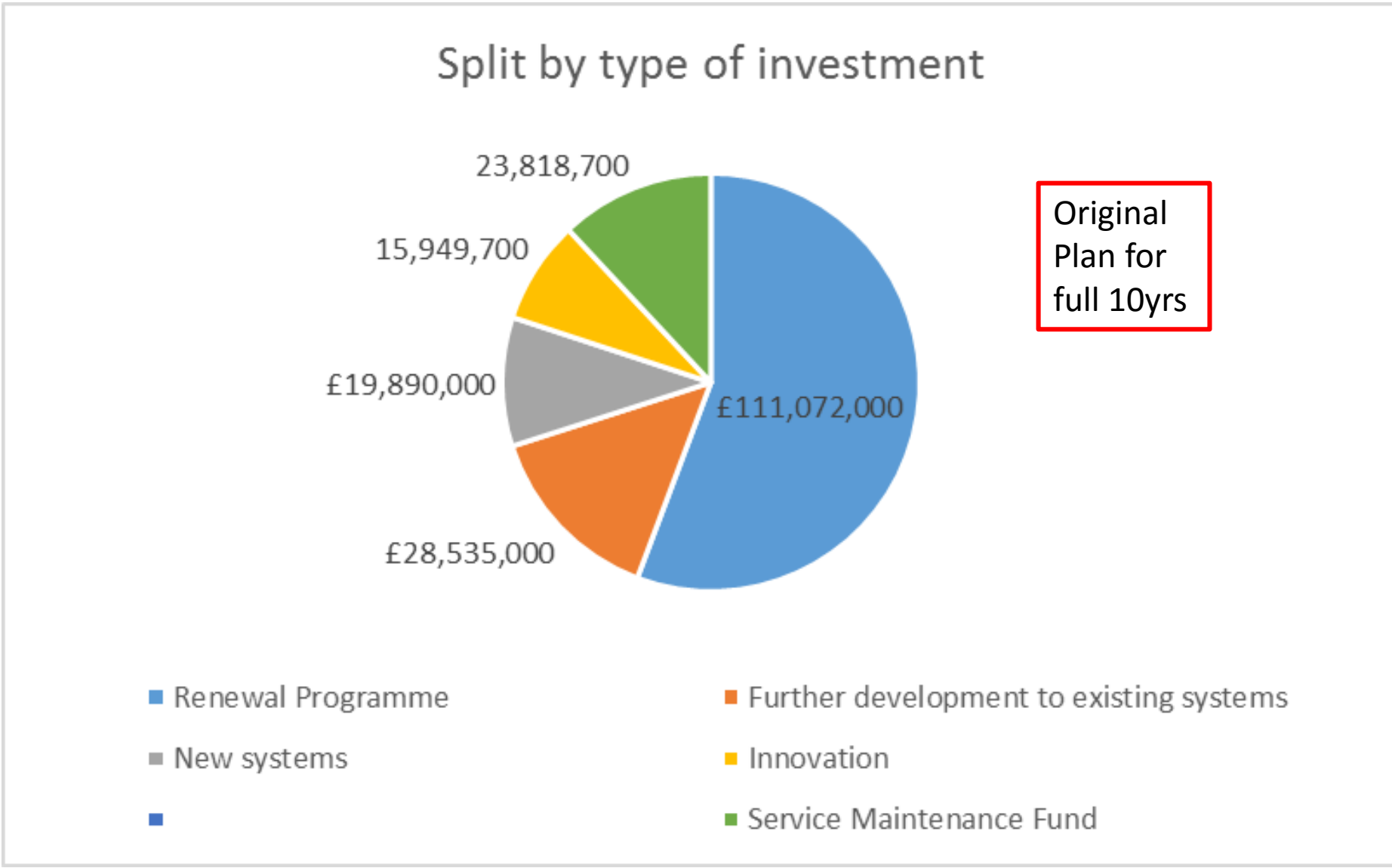
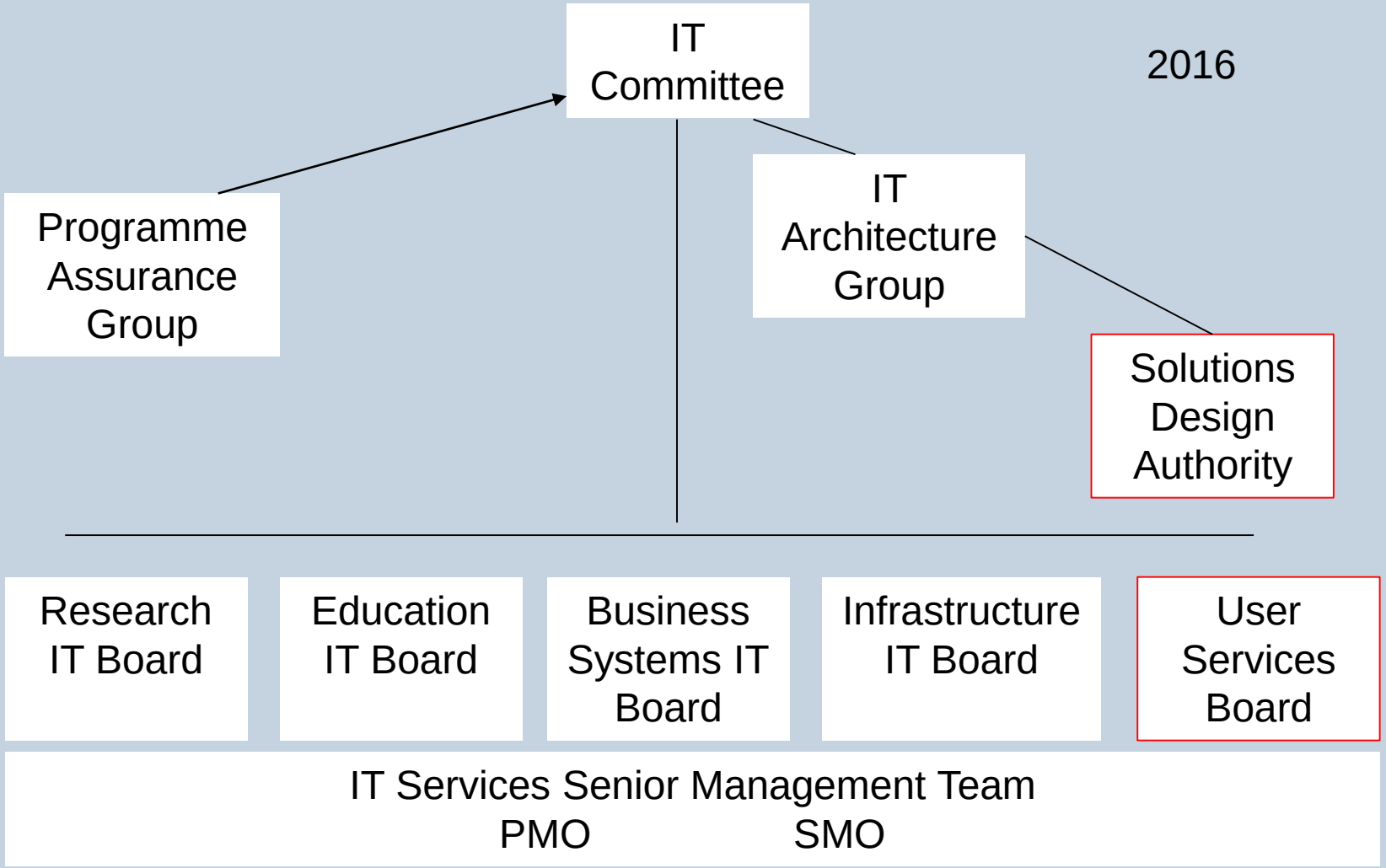


Original Plan for full 10yrs



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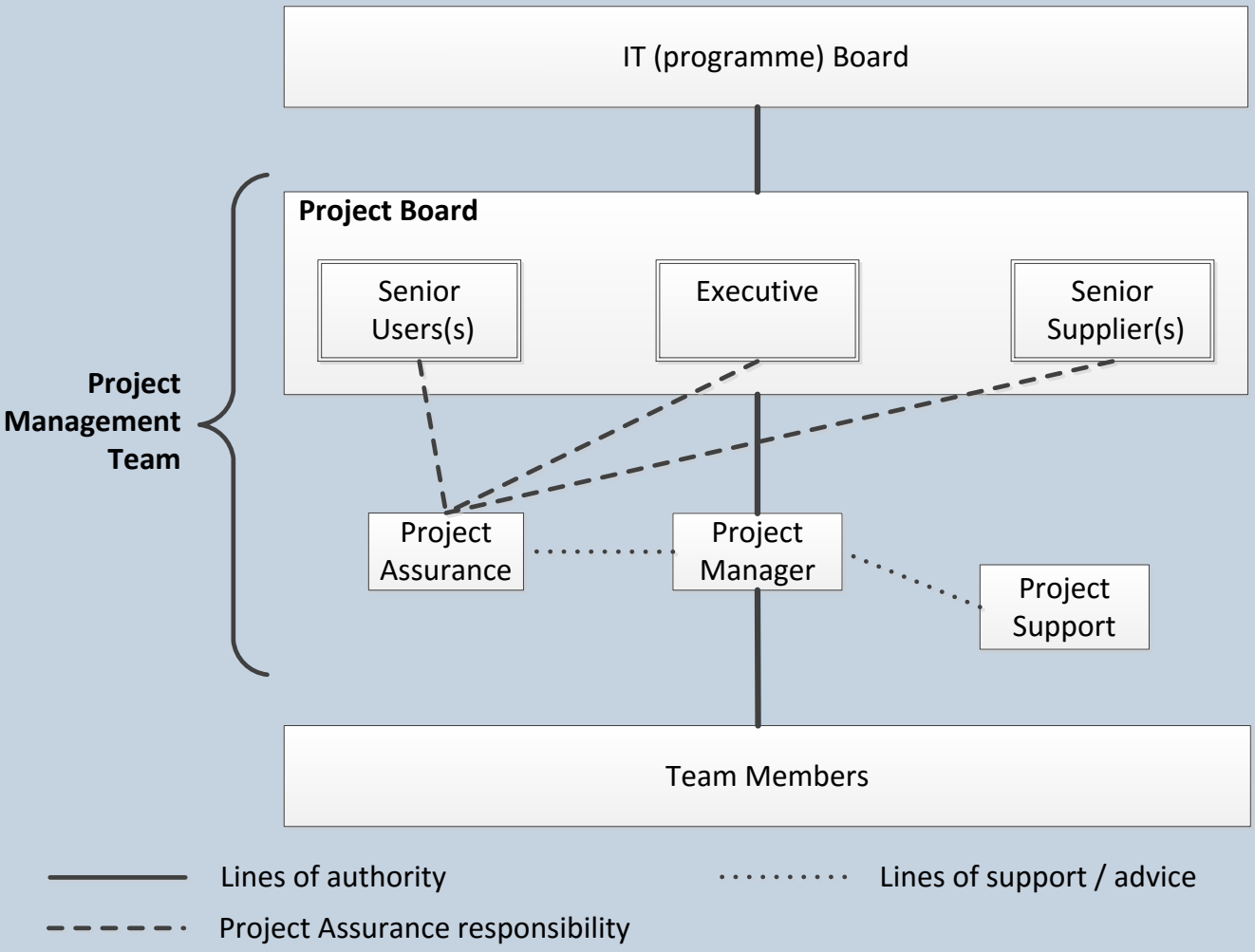
Project organisation



IT SERVICE PORTFOLIO

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IT Services Portfolio

- Desktop & Mobiles
  - Wireless and Internet Access
  - Desktop/laptop and Printing
  - Supporting Mobiles
  - Working Remotely
- Working & Communicating
  - Secure Use
  - Email, Calendars, and Phones
  - Collaborating
  - Office Applications
- University Administration
  - Administration Systems
  - Management Reporting & Business Intelligence
  - Websites
- Supporting Learning & Teaching
  - Podcasting, iTunesU, Filming, Streaming Events
  - Putting Learning Materials Online
  - WebLearn
  - IT Skills Training
  - Websites, Mobile Apps
  - Plagiarism Detection
- Working on Research
  - High Performance Computing
  - Data Management & Archiving
  - Supporting Research Systems
- Widening Engagement
- Getting Help & Advice
- Custom Solutions

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This is to help us describe what we do
This is not how we are structured
The Service Catalogue is a level below this

Service Governance

- Publishing new service catalogue in September
- Reviewing services in terms of
  - Use
  - Cost
  - Quality
  - Pricing models
  - Delivery mechanism
  - Staff

- It will be the first time the IT Boards have fully participated in governance of service portfolio

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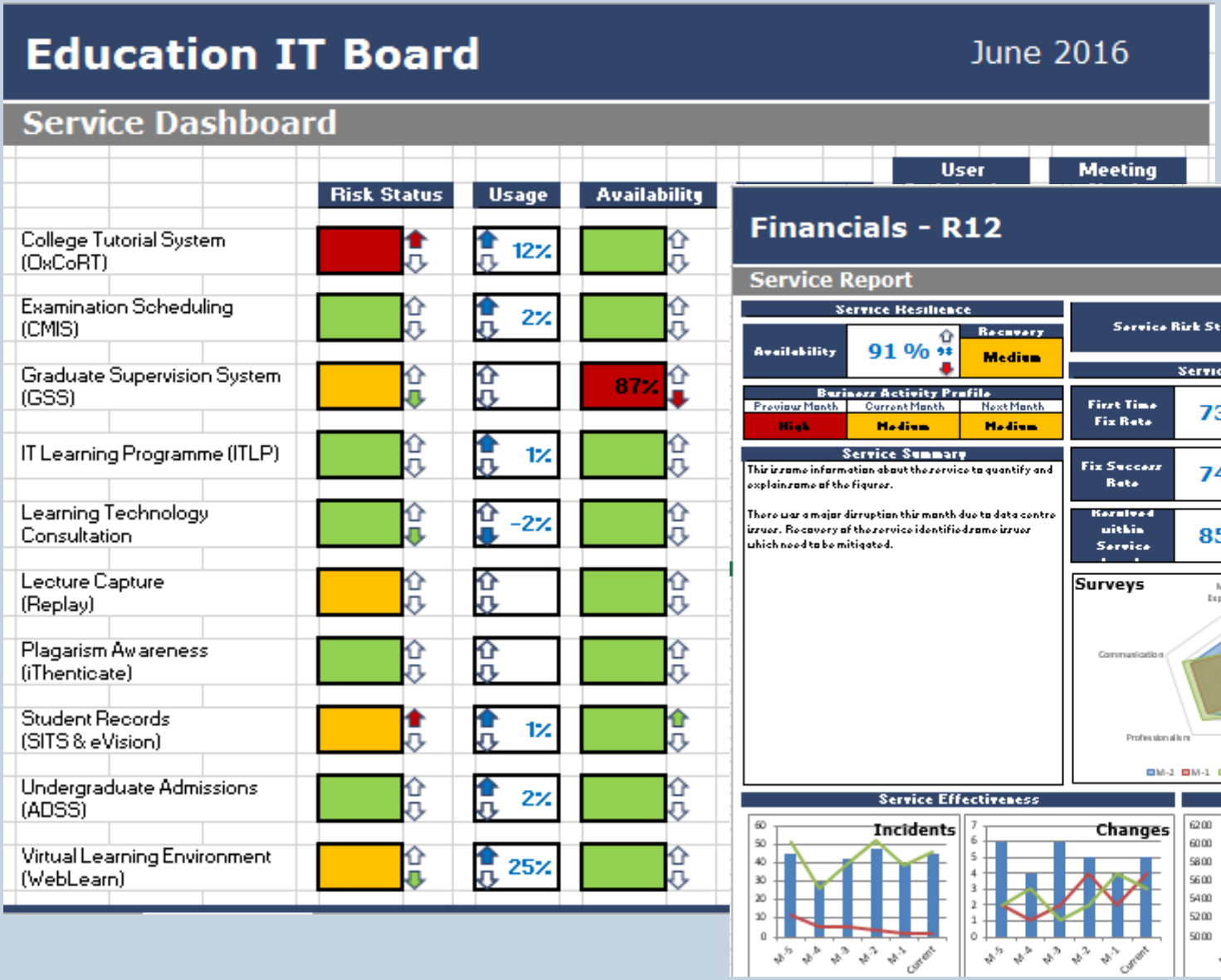
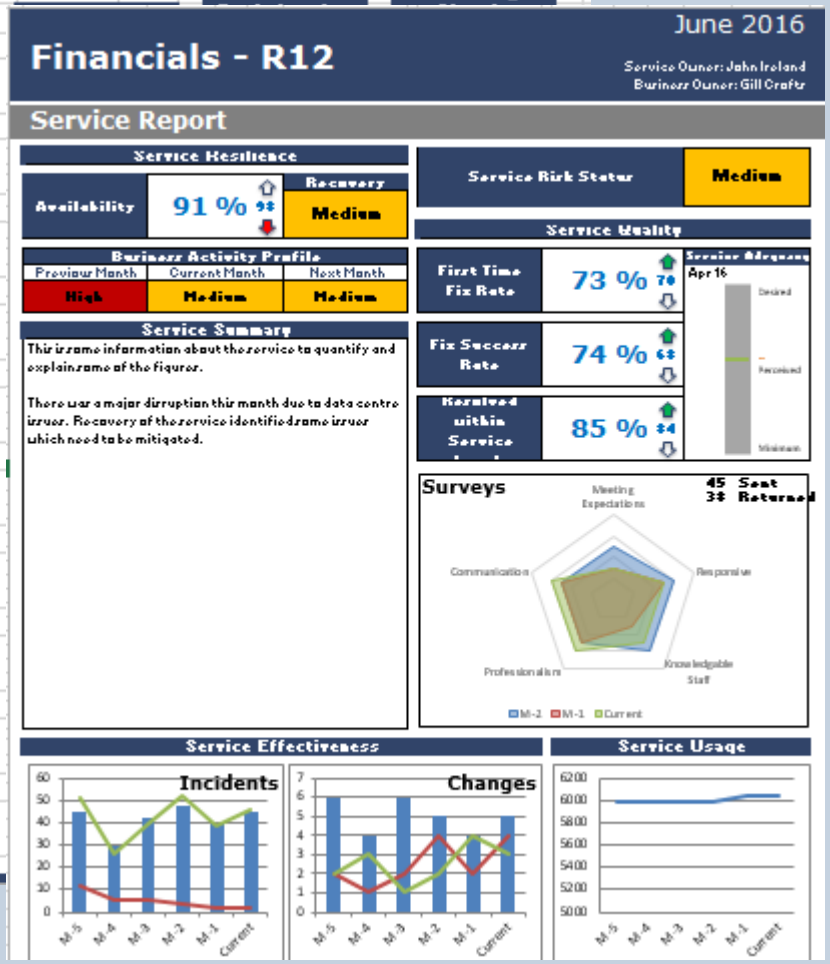
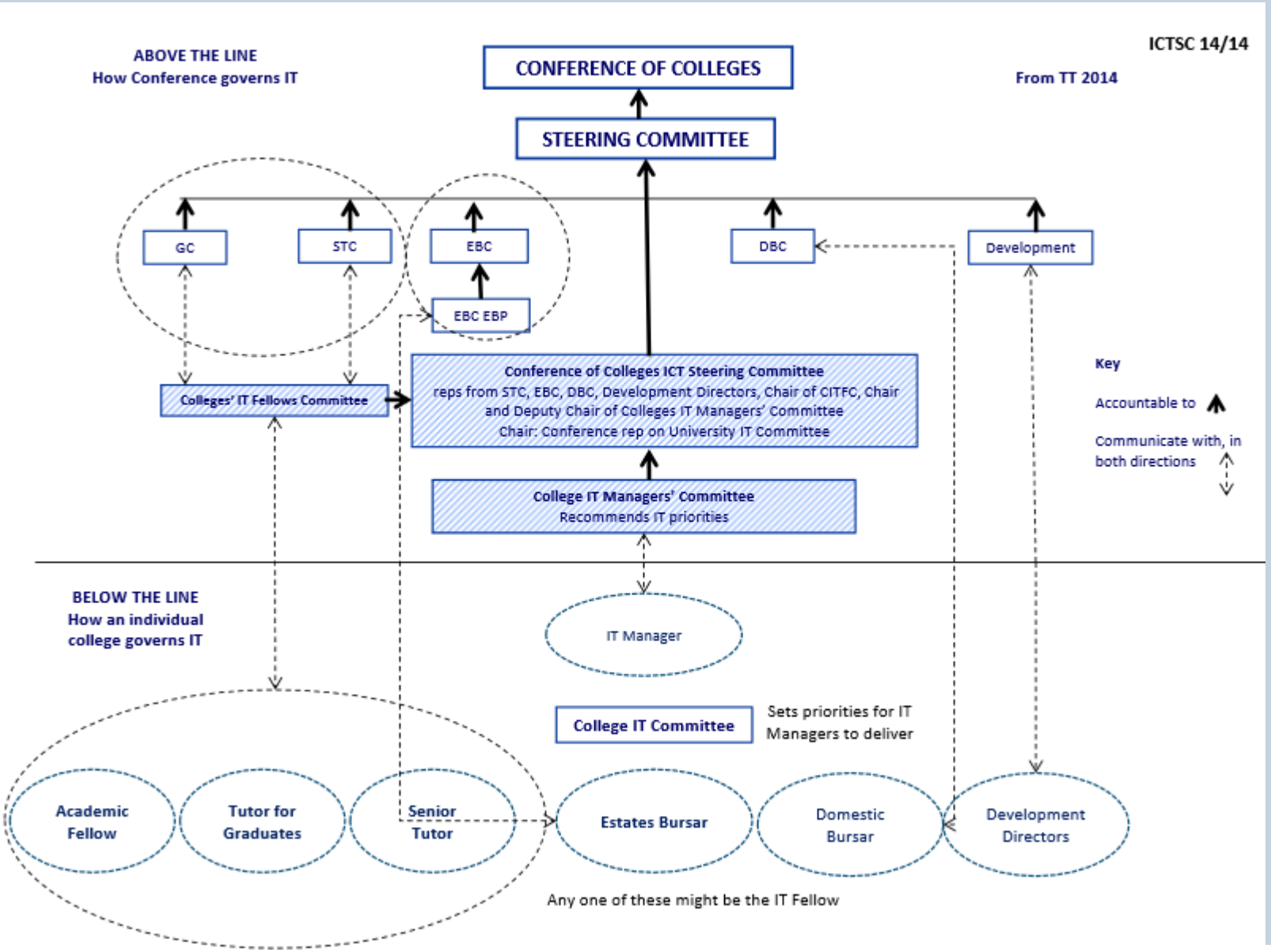




Mock up of service dashboards

IT GOVERNANCE FOR THE COLLEGIATE UNIVERSITY



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Intersection with University and College IT

- Colleges ICT Steering Committee (started 2014)
- Colleges' IT Fellows Committee
- College IT Managers' Committee
- ICTF

Note a mixture of joint/shared issues and independent issues

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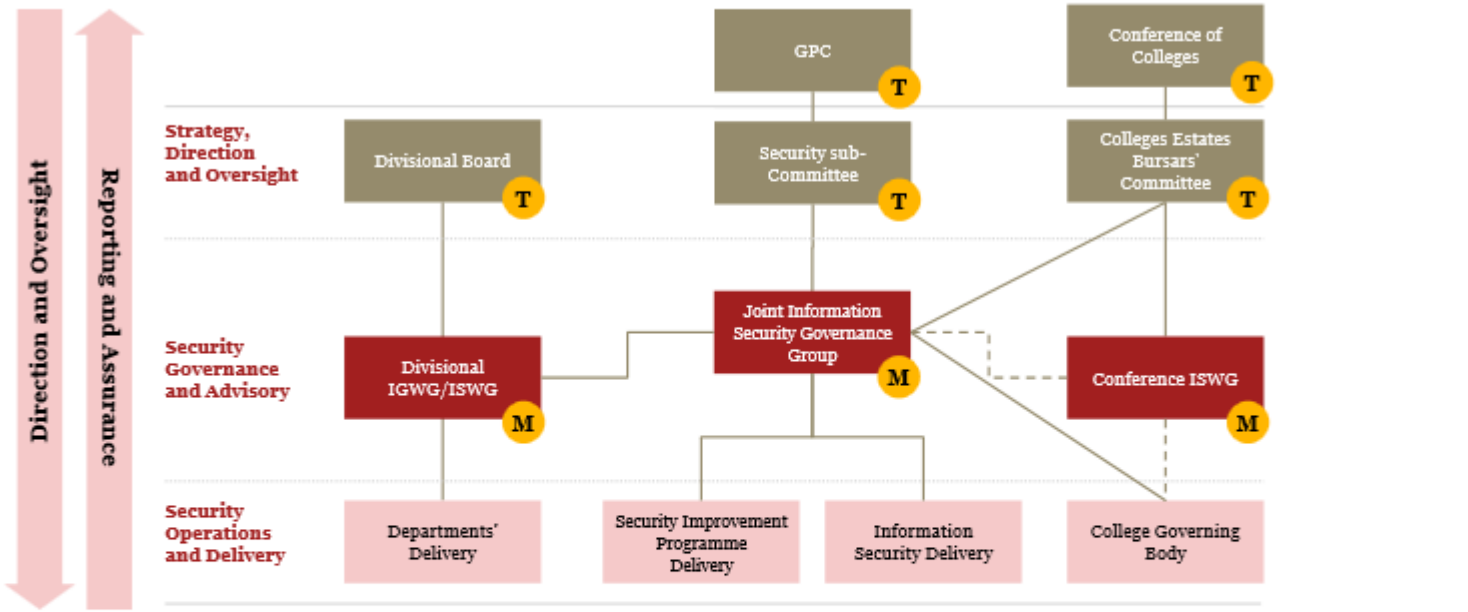
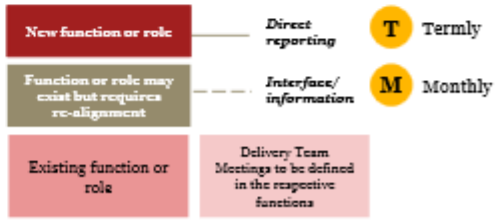
Information security governance



Notes

- The diagram does not cover every single interaction that exists within the University and focuses only on the main interactions when considering the information security agenda.
- The governance structure complements organisational reporting lines.

Key



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Conclusions

- University governance is not straightforward
- IT Governance has been kept as streamlined as possible but has to adopt a federated model to suit the collegiate University
- Governance in the University needs to work across a committee structure that includes a broad set of stakeholders – each one of whom has a say.

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QUESTIONS?

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