Case history: IT Governance at University of Parma

CIO Workshop, Humboldt University

June 1th, 2016
Agenda

- The University of Parma
- IT Governance at UNIPR
- Why UNIPR started an IT Governance project?
- How UNIPR is doing IT Governance?
- What’s next...
University of Parma: some numbers

- # 1° level degree: 40
- # 2° level degree: 42
- # 3° level degree: 53
- # spin-off: 17
University of Parma: some numbers

- # Academic personnel: 827
- # Technical/administrative personnel: 886
- # IT personnel: 60
- # 1st level Org. Units & Departments: 24
- # Buildings: 87
- # Students: 25.000
- Budget UNIPR: € 200.000.000
- Budget IT: € 4.000.000
IT Governance at UNIPR (1/2)

- Aligning the IT and UNIPR strategies
- Delivering more business value through IT
- Using IT resources responsibly
- Managing IT risks appropriately
It’s NOT (only) about centralizing human resources “as is”

It’s NOT (only) about focusing on technology

It’s NOT ONLY IT
Why UNIPR started an IT Governance project? (1/5)

Supporting UNIPR Business Plan

- Improve quality of research
- Improve higher education
- Improve UNIPR process
- Student and stakeholders satisfaction about IT services

Information Management

Law compliancy (MBO, ESG, etc.)

Re-organising the IT structure
Why UNIPR started an IT Governance project? (1/5)

- Supporting UNIPR Business Plan
- Information Management
- Law compliancy (MBO, ESG, etc.)
- Re-organising the IT structure

- Quality of data and information for making decision
- Ownership of data and information
- Life cycle of data and information
Why UNIPR started an IT Governance project? (1/5)

- Supporting UNIPR Business Plan
- Information Management
- Law compliancy (MBO, ESG, etc.)
- Re-organising the IT structure

- New Public Management for Italian universities
- Standards and Guidelines for Quality Assurance in the EHEA
- E-Government
- Spending review
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Why UNIPR started an IT Governance project? (1/5)

Supporting UNIPR Business Plan
- Resource fragmentation
  - Personnel: 17 IT organisation units
  - Cost: 21 IT budget

Information Management
- Low IT services integration
  - Different solutions for similar problems
  - Quick & dirty approach
  - Low planning and low prioritization

Law compliance (MBO, ESG, etc.)
- IT staff burnout
  - Role and responsibilities not always defined
  - Emergency & reactive approach
- Low IT services quality perception
  - IT’s only desktop management...

Re-organising the IT structure
How UNIPR is doing IT Governance? (1/12)

1. The Drivers
2. Defining the problem
3. The Target Model
4. Where we are today
5. How to get to the Target Model (IT strategic plan)
6. How to move even further
How UNIPR is doing IT Governance? (2/12)

1. The drivers

- Facing IT Function problems
- New UNIPR Governance (2013) VS admin-focused approach

Obtain commitment

- Understand business & IT objectives and harmonise them with the internal organization guidelines
- Enable the change
- Adopt and adapt good practices
- Focusing on quick wins and priority
- Availability of high-level competences (external)
2. Defining the problem

- Interviewes and Self-assessment questionnaire:
  - 30 stakeholder interviews
  - 77 competences questionnaires (e-CF model)
  - 44 IT services questionnaires
  - 21 infrastructure and applications questionnaires

- Benchmark
  - 5 italian universities
2. Defining the problem → The Results

- **Plan**
  - Manage strategy
  - Manage Architecture
  - Manage Portfolio
  - Manage budget & costs
  - Manage Service Agreement
  - Manage Supplier
  - Manage Asset
  - Manage IT framework
  - Manage Relationship
  - Manage Security
  - Manage Risks

- **Build**
  - Manage Projects
  - Manage Requirement Definition
  - Manage Solution Identification and Build
  - Manage Organisational Change Enablement
  - Manage Changes
  - Manage Configuration
  - Manage Change Acceptance and Transitioning

- **Run**
  - Manage Operations
  - Manage Service Request and Incident
  - Manage Problems

**Definitions**
- Not started
- Just started
- Repeated
- Defined
3. The Target Model

- CIO
- Planning
- Processes & Security
  - Demand Mgmt
  - Develop
  - Run
  - SPOC
How UNIPR is doing IT Governance? (7/12)

3. The Target Model

**Plan**
- Manage strategy
- Manage Architecture
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- Manage Operations
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**Legenda**
- Not started
- Just started
- Repeated
- Defined

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How UNIPR is doing IT Governance? (8/12)

4. Where we are today (since 2015)
How UNIPR is doing IT Governance? (9/12)

4. Where we are today (2016)

Plan
- Manage strategy
- Manage Architecture
- Manage Portfolio
- Manage budget & costs
- Manage Service Agreement
- Manage Supplier
- Manage Asset
- Manage IT framework
- Manage Relationship
- Manage Security
- Manage Risks

Build
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Run
- Manage Operations
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- Manage Problems

Legenda
- Not started
- Just started
- Repeated
- Defined
How UNIPR is doing IT Governance? (10/12)

5. How to get to the Target Model

PLANNING
WHAT: IT-UNIPR harmonisation
HOW: IT Implementation Plan

Harmonisation:
- Digital Administration
- Virtualisation & Cloud Computing
- Business Intelligence

Implementation Plan:
SPOC | Strategy | Relationship | Configuration | Requirements | Security | IT Framework | KPI

INTERNAL COMMUNICATION
Relationship & Engagement

Service Catalogue

EMPOWERMENT
Improve IT competencies, enable common language, teamwork

ITIL foundation for IT staff
IT competencies develop plan

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6. How to move forward

- Shared services & common IT Governance approach
- Integration & Standards

IT Strategic Plan 2016-2018
Thank you!

Content by Emilio Iori

Emilio.iori@unipr.it

Presented by Michele Mennielli