



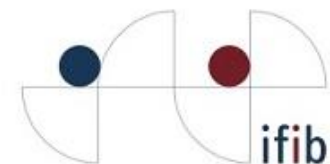
CIO structures and the success of HE institutions

Why should we have a good governance?

von der Heyde & Breiter, EUNIS 2016



21.06.2016



Why I am here today

- Recommendations since 2001
- After 12 years
- Survey 2014
- Validation in 2015
- Context in 2016



Now we have a CIO.

- What exactly is a CIO?
- Does it help?
- How do we measure?



Overall HE System in Germany

| institutional type | number | sum of students | participation 2016 | institutions with CIO |
|--------------------|------------|-------------------|--------------------|-----------------------|
| universities | 110 | ~1.740.000 | 25 (~23%) | ~50 |
| music and arts | 54 | ~36.300 | 2 (~4%) | ~5 |
| applied science | 228 | ~968.000 | 17 (~7%) | ~30 |
| sum | 392 | ~2.750.000 | 44 | ~85 |

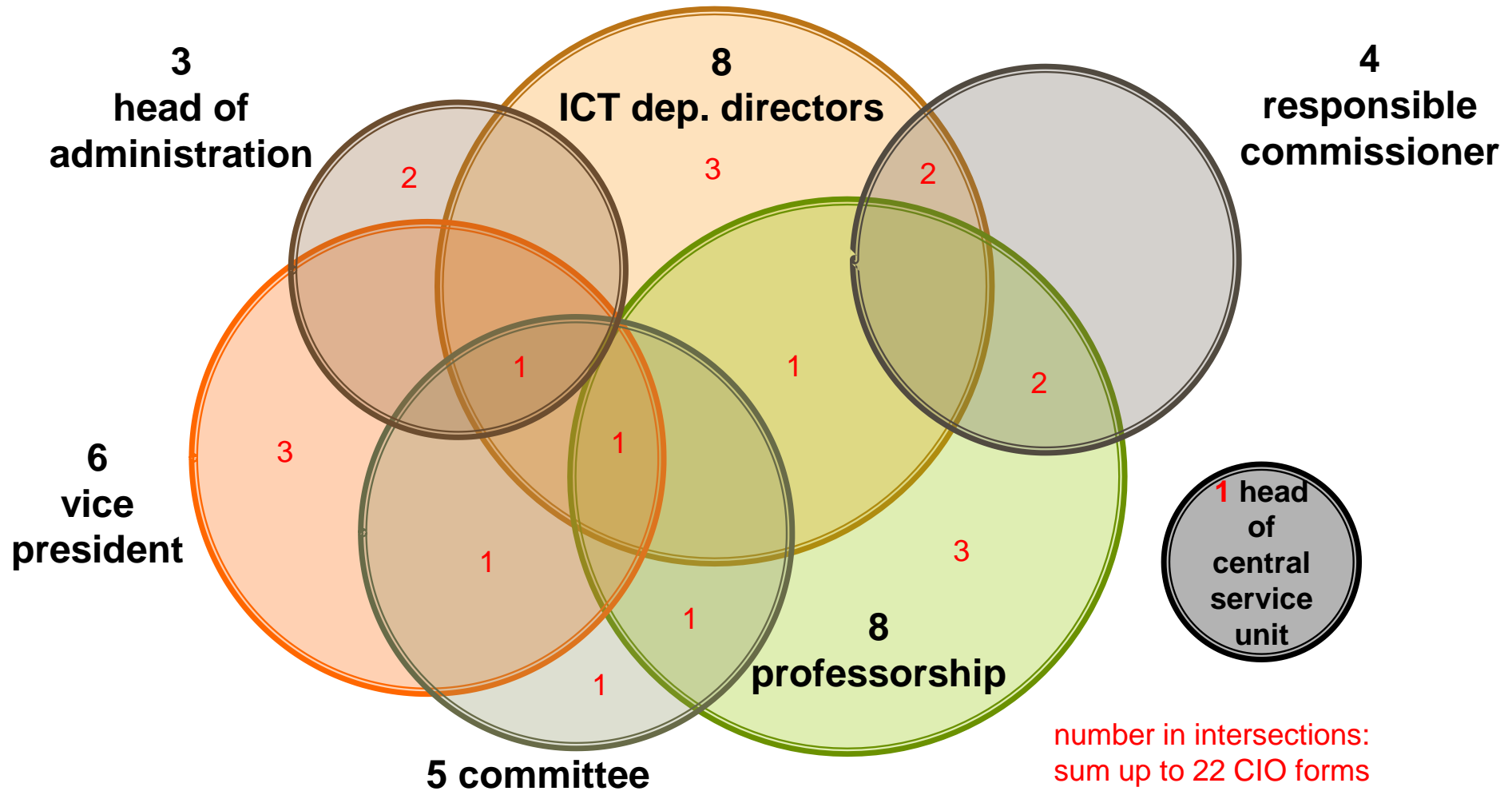
median: 2620 students → 196 sum up to 2.6 Mio and 196 with only 150.000 (~ 5.5%) students

First approach

- What had been important factors at the beginning?
 - need for transparency
 - some “big” project
 - change at head of IT
 - external evaluation



Different CIO Structures (2015)



What's special?



- decision process
- resources at hand
- responsibility for information processing units
- individual context of institution → people

How to define “success”?

- Position in ranking? → reputation by papers and degrees
- Any kind of awards? → ...
- Amount of money? → external research budget

- Correlation is no explanation!
- Where is the common basis?

→ Looking for the causal link in 2016 survey!

Service and benefit

- Does a CIO participates in decisions for IT-Strategy?

| | 7 x no | 18 x yes | U value |
|-----------------------------------------------------------------------------|--------|----------|---------------|
| decision for IT-architecture | 0% | 72% | 17,5 30 |
| decision for IT-application | 0% | 67% | 21 30 |
| information for strategy architecture, infrastructure and application | 0% | 67-78% | 14 .. 21 30 |
| planning of IT Service portfolio | | | 29 30 |
| university benefits from IT engagement | | | 22,5 30 |

Why CIO – we have ICT

- Is the ICT director involved in strategic IT decisions?

| | 13 x no | 12 x yes | U value |
|---------------------------------------------------|------------|-----------|----------------|
| IT-services from central IT are obligatory | | | 32,5 37 |
| the strategic value of IT is clearly communicated | | | 36,5 37 |
| CIO provides input to invest and priorities | 77% | 25% | 37,5 41 |
| number of students | ~10900 | ~14200 | n.s. 78 41 |
| university budget | ~110 Mio € | ~60 Mio € | n.s. 36,5 19 |

Best effort

- IT-Service is informal and without liability

| | 10 x no | 9 x yes | U value |
|----------------------------------------------------------------------|-----------------------------|---------------------------------|-----------|
| IT provides a value to the success of the university | Y ● N | Y ● N | 15,5 20 |
| IT is organized with transparent processes | Y ● N | Y ● N | 12,5 20 |
| IT organization is flexible enough for the universities requirements | Y ● N | Y ● N | 19,5 20 |

Innovation

- Does your institution consistently finance innovative solutions?

| | 14 x undifferentiated and no | 10 x yes | U value |
|----------------------------------|------------------------------|-----------------|--------------|
| IT-funding is safe | Y -----●----- N | Y -----●----- N | 25,5 36 |
| IT service is mostly centralized | Y -----●----- N | Y -----●----- N | 16 36 |
| IT staff | 41 | 23 | 30,5 36 |
| number of students | ~13500 | ~12150 | n.s. 42 36 |

Wrap up methods

- Participation:
 - 2014 → 28 structured interviews
 - 2015 → web questionnaire → 37 HE
 - 2016 → web questionnaire → 44 HE
- Statistics:
 - often no Gaussian distribution
 - U-Test with 5% level of significant
- lots of data and plenty of nice correlations

Get a CIO...



- and become centralized as well as innovative at the same time
- and just need 60% of staff
- and don't bother the ICT director with IT strategy...

Message to go

- get CIOs to decide - at least on IT-strategy
- define services to provide value
- best governance alone does not help
→ it's all about people

