

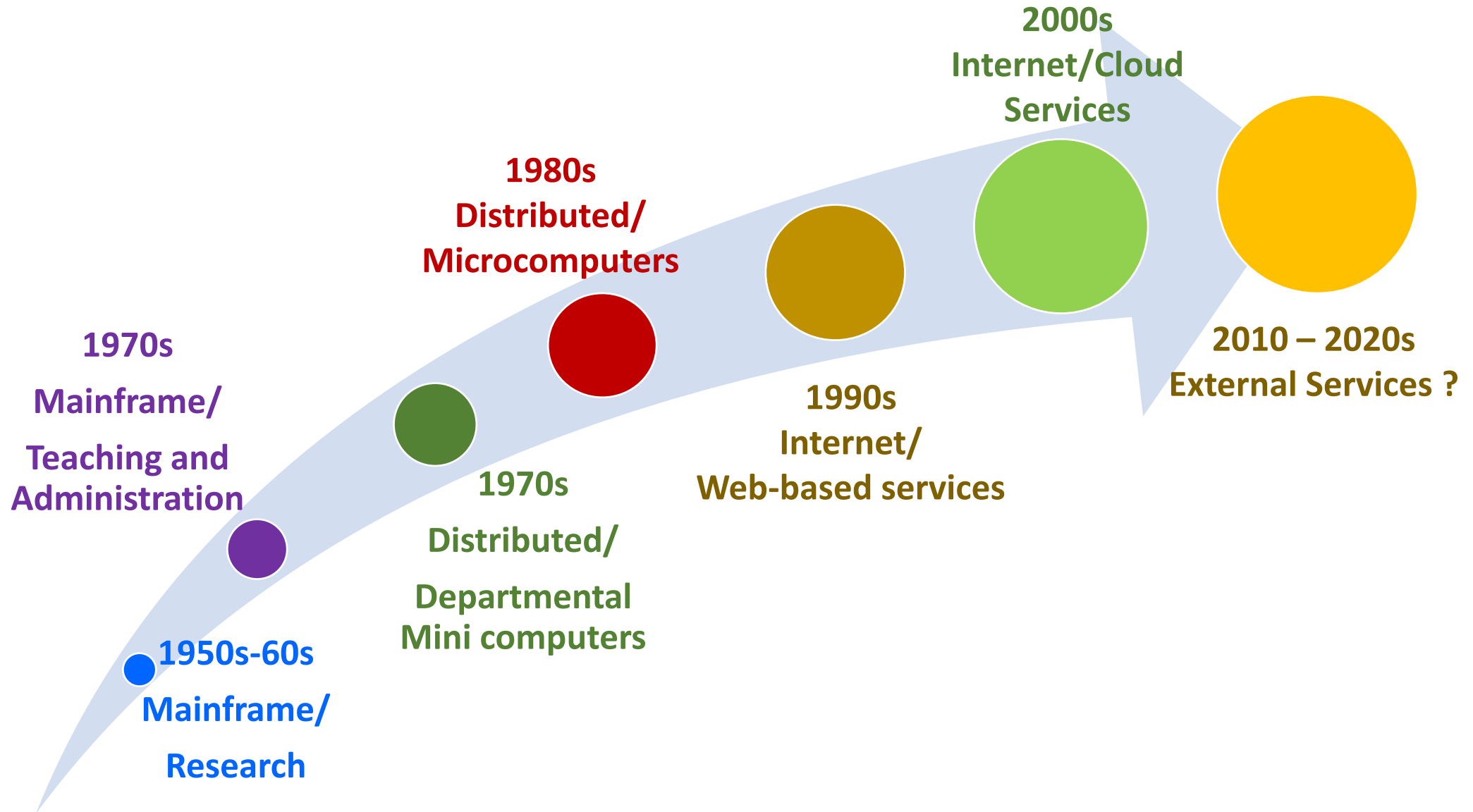
The Future of IT Management: A Longitudinal Qualitative Review

Noel Wilson and Johan Bergström

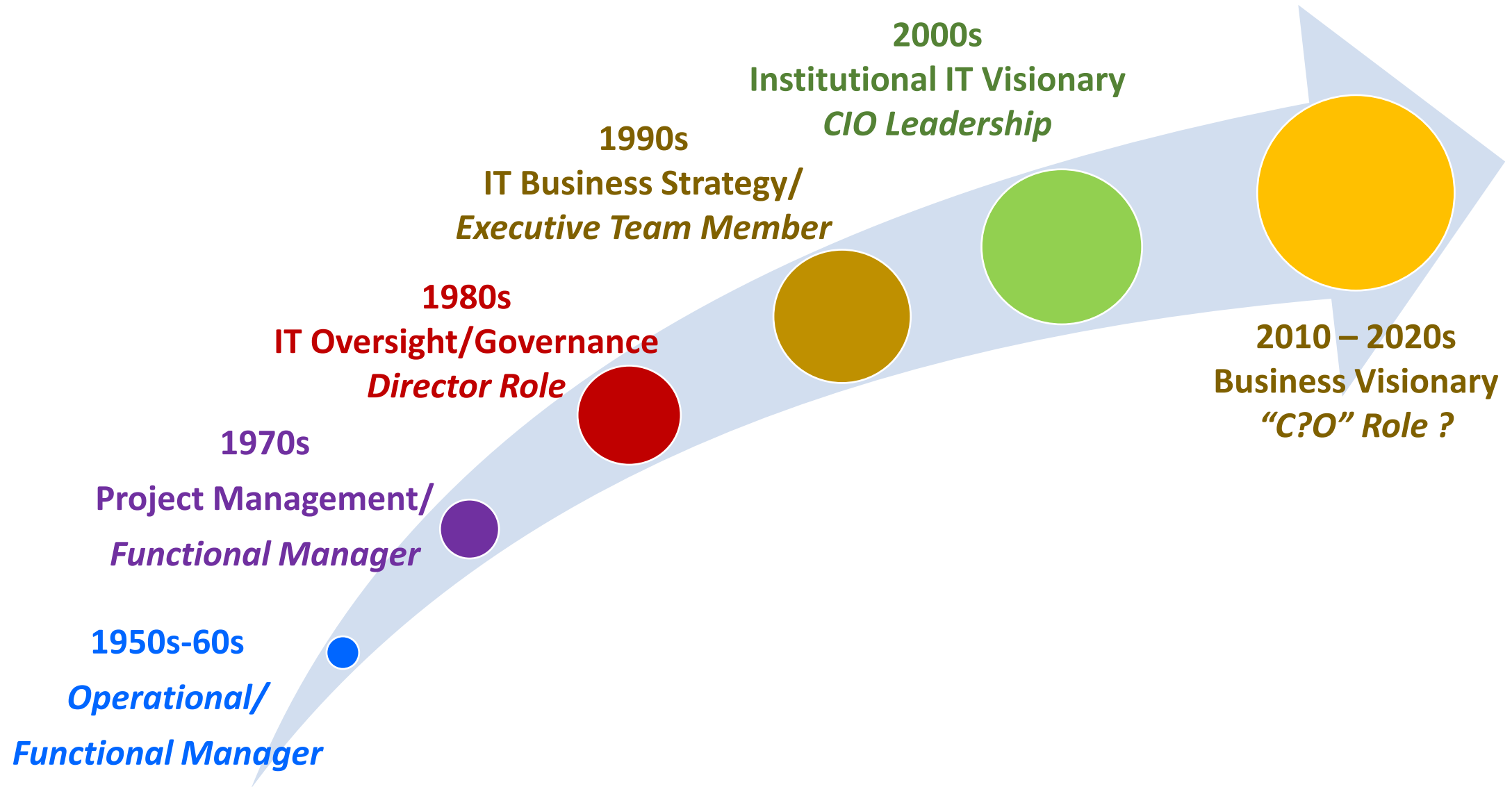
Context

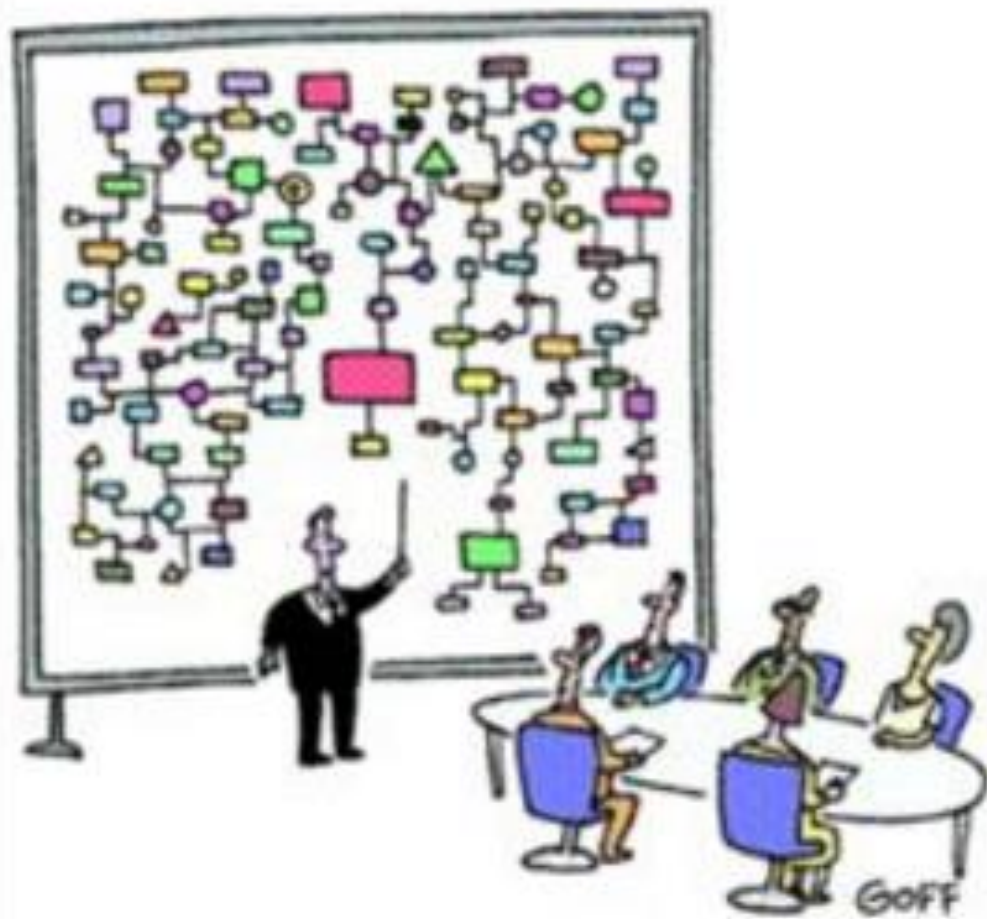
- Historical Perspective
 - From “Machine Managers” to “What?”
- The Evolutionary View
 - Technology and Managerial Status and Roles
 - “Top Concerns”
- EUNIS Congress Information
 - What does it reveal?
- “Concerns” Trends – From Differing Perspectives
- Concluding Remarks

The Evolution of IT



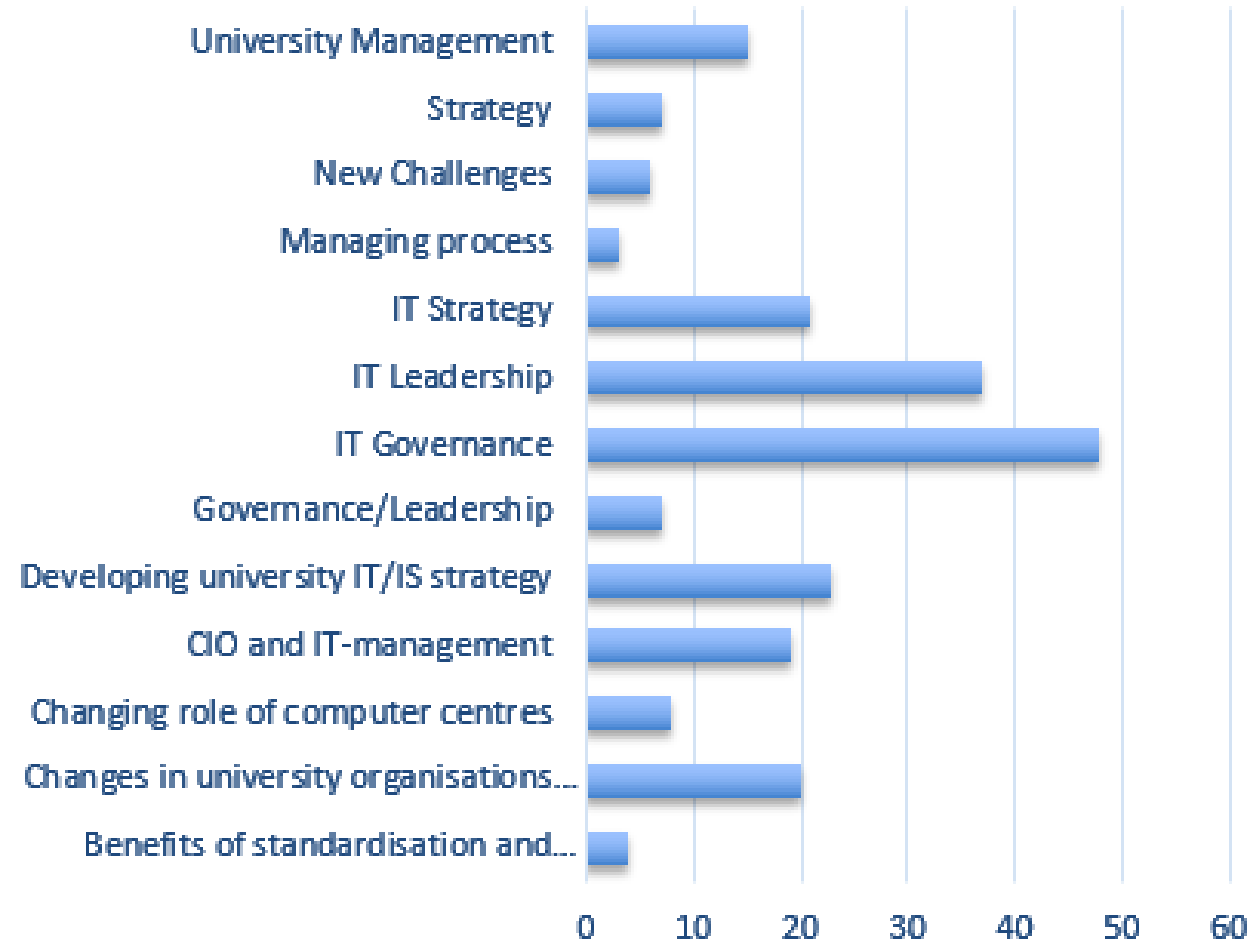
The Evolution of the IT Management Role



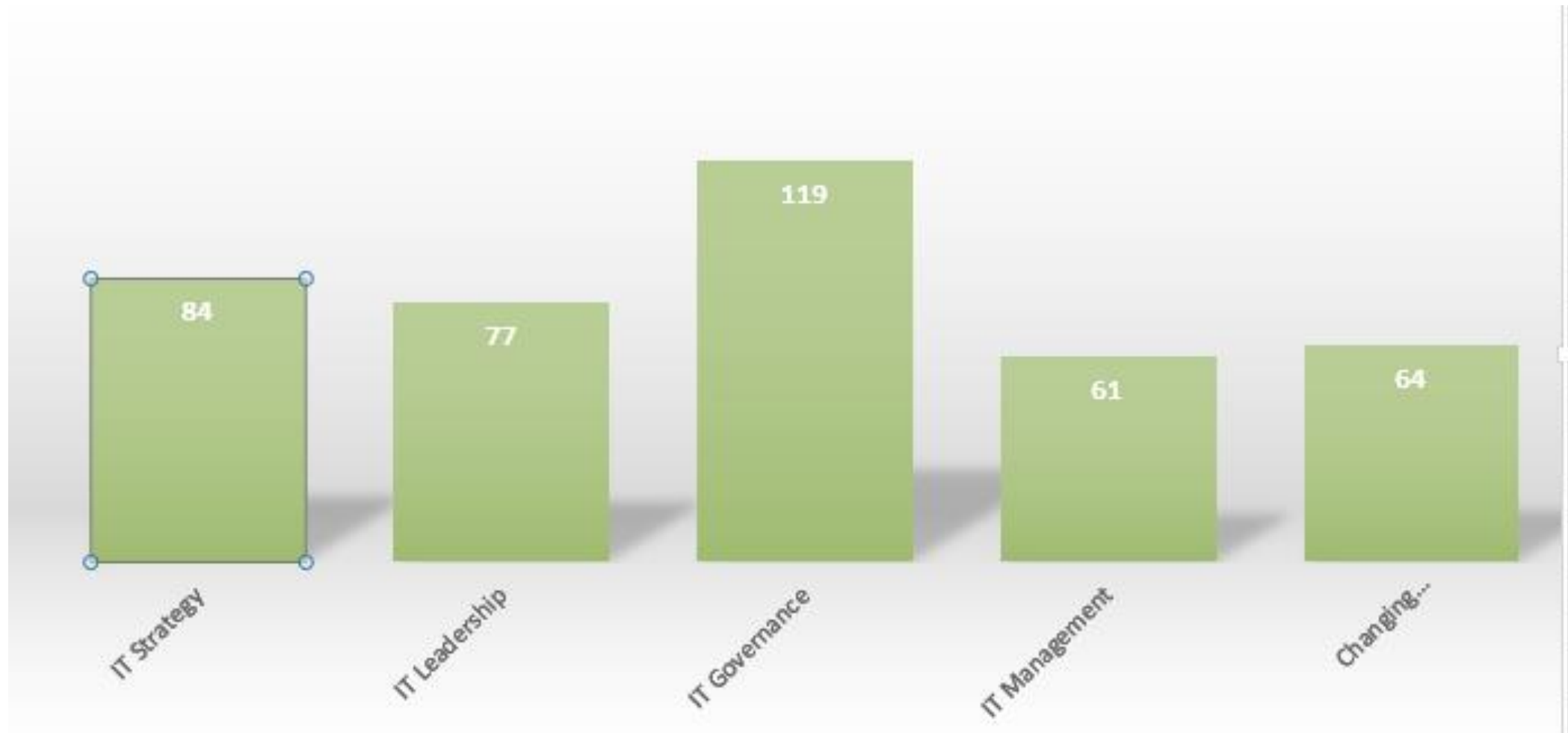


"And that's why we need a computer."

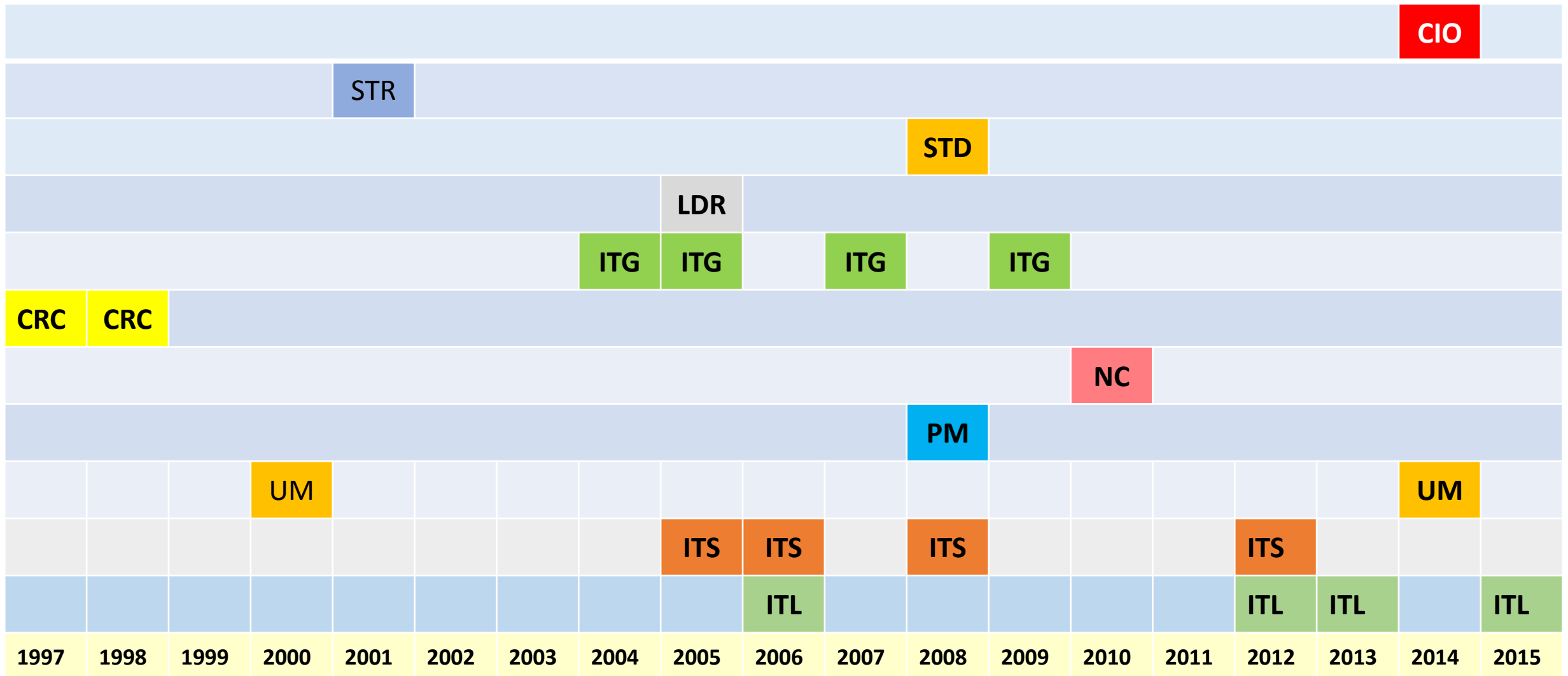
EUNIS Congress “Non-technical” Tracks



Distribution of Key Themes (grouped Tracks)



Chronological Distribution of Tracks



The Evolutionary View: “Top Concerns”

1977: (Graham Field, Manager, User Support Group, University of Manchester)

Role of Regional Computer Centres	GOVERNMENT POLICY
Balance between local and regional facilities	STRATEGY
Liaison and advice for users	HUMAN RESOURCES
Budget erosion through Government policy decisions and inflation	FINANCES

The Evolutionary View: “Top Concerns”

1977: (*J Tansley, Department of Computer Science, University of Edinburgh*)

“A User’s Perspective”

“ ... that Computing Centres should have a very much reduced role in managing and developing the use of computers in universities.”

VISION

“ ... Computing Centres as currently structured are academically unsound and a considerable drain on resources given the limited contribution they make ...”

FINANCES

“ ... the decision to buy a computer need no longer be the prerogative of a central authority.”

POLICY

“ ... Computing services appear to be at their worst when access is open to an expanding user community.”

STRATEGIC

The Evolutionary View: “Top Concerns”

1980: (IUCC Management Conference, University of Glasgow)

Recurrent Funding and Accounting

FINANCES

Word Processing and Managing Campus Networks

VISION

Anticipation of Change

STRATEGY

Demand for intra-campus communications facilities
(advent of the ‘Cambridge Ring’)

TECHNOLOGY

The Evolutionary View: “Top Concerns”

1986: *(David Hartley, Director of Computing Service, University of Cambridge)*

Distributed Systems – Computing Services as a co-ordinator: Operate SUPPORT not PROVISION

STRATEGY

“.. the computing service director must undertake an entrepreneurial role with respect to influencing funding both on his own behalf and of those he serves”

FINANCES

“The days of a Computer Board that operates as a critical but nonetheless totally funding ‘sugar daddy’ are long gone”

GOVERNMENT
POLICY

“.. Our greatest asset is our staff – we must seek to develop it wisely both in terms of expertise and, where possible, numbers”

HUMAN
RESOURCES

The Evolutionary View: “Top Concerns”

2000: (EDUCAUSE “Top 10”)

#1 - Funding

FINANCES

#2 – Faculty development, support and training

STRATEGY/HUMAN
RESOURCES

#3,4,5,8,9 – “Applications”

TECHNOLOGICAL
/STRATEGIC

#6 – IT Staffing and Human Resources
#10 – Support Service Demands

HUMAN
RESOURCES

#7 – IT Strategic Planning

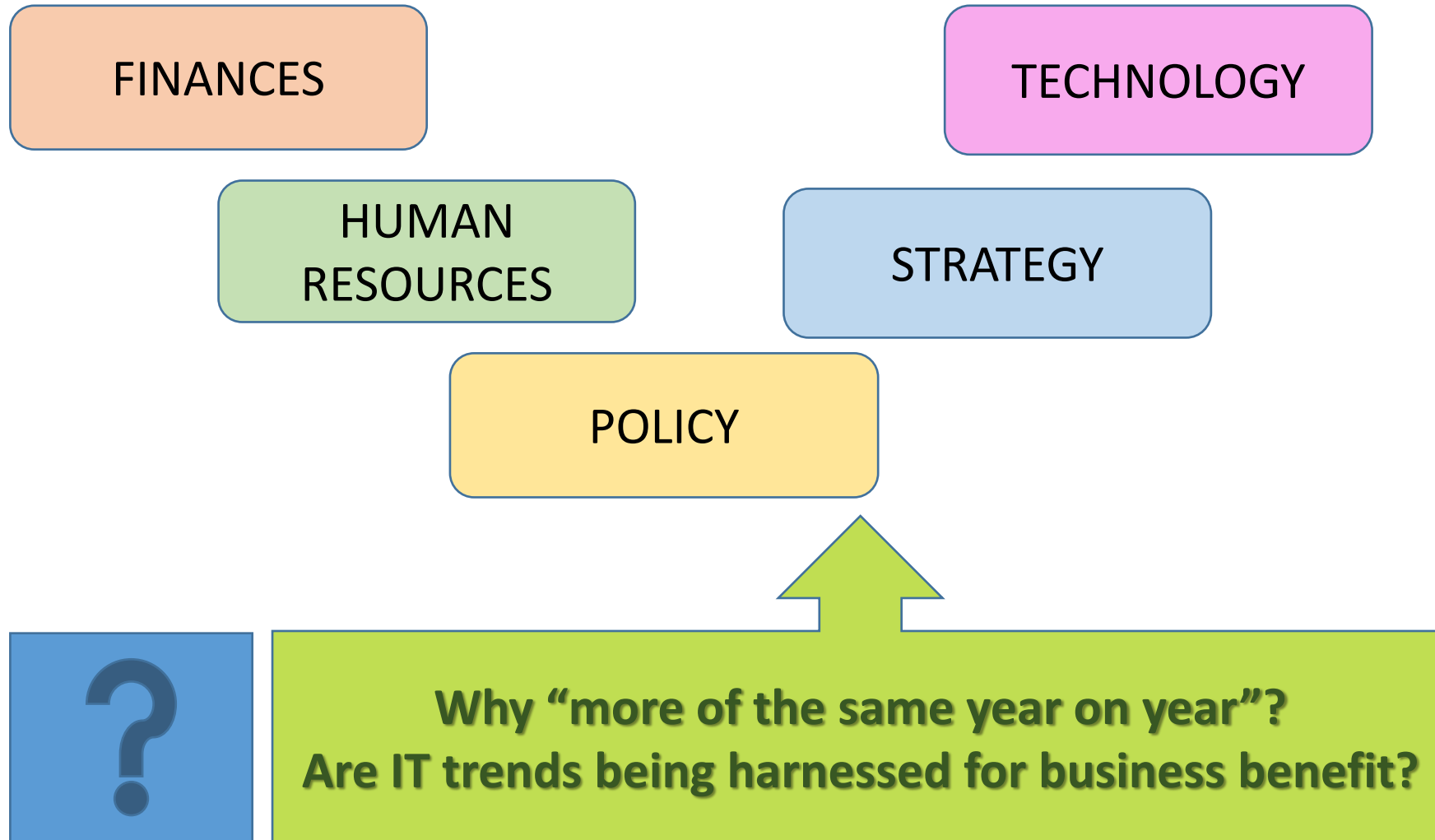
STRATEGY

The Evolutionary View: “Top Concerns”

2011: (UCISA “Top Concerns”)

<p>#1 – Funding #2 - Delivering services under severe financial constraint #8 - Benchmarking, costing and value for money</p>	FINANCES
<p>#6 - Cloud, managed services, alternative service delivery models #7 – IT Strategy and Planning</p>	TECHNOLOGY/ STRATEGIC
<p>#3 - Providing a quality, resilient service #4 - Organisational change and process improvement #10 -IT/IS service quality</p>	STRATEGY/HUMAN RESOURCES
<p>#5 -Business systems to support the institution #9 - Mobile computing, anytime, anywhere computing, home working</p>	STRATEGY
<p>#8 – Governance of IT</p>	GOVERNANCE

The recurring “Top Management” Issues 1977 - 2011



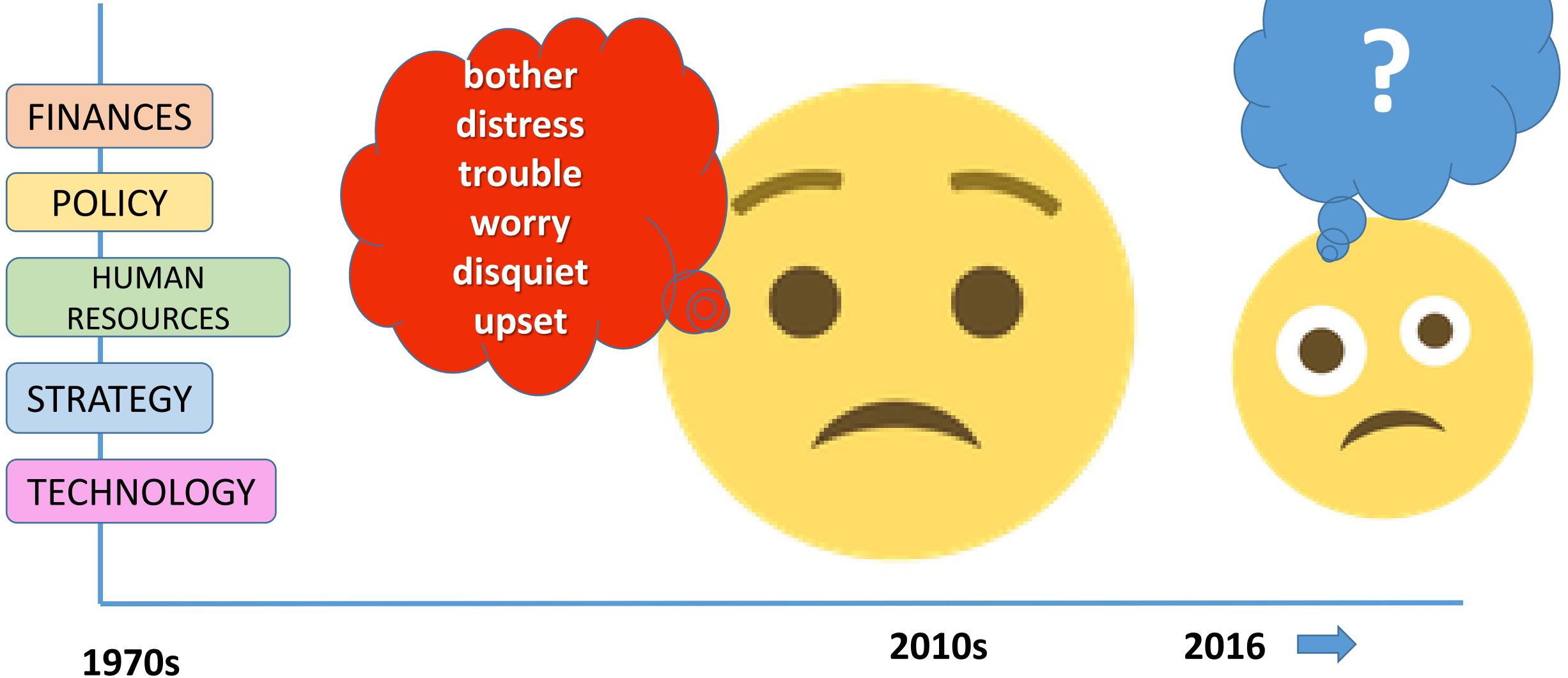
The Evolutionary View: “Top Concerns”

2016: Information Management Report (CIO Concerns)

<http://www.information-management.com/gallery/data-in-2016-top-10-cio-concerns-10027647-1.html>

#1 – IT Alignment with Business	Integrate !
#2 – Security and Privacy	Finance not IT!
#3 – Speed of IT Delivery/Time to Market	Technology/Outsource !
#4 - Innovation	Vision
#5 – Business Productivity and Efficiency	Human Resources/Business Process Engineers
#6 – Value Proposition to the Business	Business Process Engineering
#7 – Agility and Flexibility	Technology/Cloud Services!
#8 –Cost Reduction and Control	Finance/Cloud Services!
#9 -Business Agility and Flexibility	Integrate Teams !
#10 – Business Cost Reduction and Controls	Finance/Cloud Services!

Why focus on Concerns?



Focus on Vision and Opportunities

BUSINESS VISION

STRATEGY

POLICY

GOVERNANCE

INTEGRATED TEAMS

CAPEX vs OPEX

CLOUD XaaS



**EUNIS
Wish List**

Focussed Case Studies

Congress Papers emphasizing: vision, change, successes, opportunities

ERAI Opportunities

2016 →

Concluding Remarks

Our Paper suggests:

“Given the significance of IT “C-suite” roles within universities it is timely to consider an initiative whereby the European HE community could be surveyed, examining opportunities to collaborate in identifying developmental *opportunities for the future “CIO”* within EU HE institutions”

EUNIS’ Latest Announcement (on May 5th):

*“EUNIS has launched a new initiative dedicated to IT Leaders in Higher Education across Europe: the **EUNIS IT Leader Forum**. It will be an excellent opportunity to learn about and discuss their roles, concerns and challenges across Europe and to share their experience and ideas”.*

Concluding Remarks II

- Over time, “IT leader’s” titles have **changed**, however key “**concerns**” show a high level of consistency – “**different titles but broadening sphere of influence**”
- The environment (institution and external) has become increasingly complex; the pace of change may increase - “**concerns will be a constant preoccupation**”
- IT leadership ‘power of influence’ has grown with the importance of IT to the business. ‘**Business**’ not ‘IT’ is the driver!
- Is there a future requirement for a CIO? The need is for a person:
 - who harnesses technology to provide business benefits
 - with a proven understanding of the sectoral needs, a track record in business process design, a vision of the roles of technology and the agility to deliver solutions using “best of breed” approaches
- EUNIS is a platform upon which to further promote:
 - Success stories, tangible and intangible business benefits, visions, strategy outcomes
 - ...
- **EUNIS’ success in delivering many excellent papers on technology-aspects of leadership can be further developed!**

EDUCAUSE/JISC Report



March 2015

As IT used to be !

Position	He Wears	He Eats	He Believes	He Hopes	He Knows	He Wants	He Settles For
<i>Data Processing Manager</i>	<i>\$100 suit</i>	<i>On the operator's expense account</i>	<i>That he makes all the decisions</i>	<i>Other people believes it too</i>	<i>Everybody</i>	<i>To be part of top management</i>	<i>His picture in Computer Weekly</i>
Operations Manager	A worried Look	Not now ... later	That he is indispensable	The programmers don't want any time today	He makes all the decisions	Another 16k, 2 tapes and another disc drive	Biscuits and a cup of coffee
Systems Analyst	\$150 suit	In the executive dining room	He understands the problem	Everyone he interviewed told him the truth	The programmer will build in a bug	Professional Recognition	Making a speech at a Rotary
Programmer	Jeans and jumper	Raw steak	The computer hates him	The DP manager doesn't	The Operations Manager doesn't	To code in another language	A new pencil sharpener
Trainee Programmer	Dust coat when he has to shift cards and stationery	A pie in the canteen	Computers are wonderful	100 'fatal errors' per compile is not excessive	$E=mc^2$	A date with the new punch card operator	A kind word from someone
Computer Operator	A Confident smile	Coke and chewing gum	In miracles	They won't notice that a copy is missing	They will	To get out of afternoon shift	A '0% loading'
Control Clerk	Glasses	Computer operators for breakfast	The computer is out to get him	He can fix it with a journal entry	That the Sales Report has 4 copies	A week's holiday at the end of each month	Three week's holiday at end of financial year