EDUCAUSE Center for Applied Research

IT organization and governance

University of Bergen
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IT senior-most leadership title

Official title of senior most leader	Count	% of responses
President/chancellor	1	0.3
Provost/academic vice president/chancellor	1	0.3
Vice president/chancellor	70	21.2
Vice provost	14	4.2
Associate or asst. vice president/chancellor	46	13.9
Associate or assistant vice provost	9	2.7
Chief information officer	158	47.9
Chief operating officer	1	0.3
Chief financial officer	1	0.3
Chief technology officer	28	8.5
Chief security officer	2	0.6
Dean	8	2.4
Director	87	26.4
Manager/supervisor	2	.6
College/university librarian	5	1.5
Professor	17	5.2
Lecturer	1	.3
Other	14	4.2
Total responses	330	100.0

Areas of responsibility

Responsibility area	Senior IT position	Percent
Institution-wide IT policy	319	96.7%
Institution-wide IT planning	319	96.7%
Data communications	318	96.4%
Administrative systems	317	96.1%
Institution-wide IT security	315	95.5%
Software licensing	315	95.5%
Academic computing	305	92.4%
User support and training	296	89.7%
Web support services	290	87.9%
Voice communications	249	75.5%
Media services	162	49.1%
High performance computing	147	44.5%
Distance education	139	42.1%
Television services	138	41.8%
Instructional development	124	37.6%
Printing	103	31.2%
Records management	77	23.3%
Mail services	59	17.9%
Other	58	17.6%
Computer store	57	17.3%
Copying/reprographic services	56	17.0%
Library	54	16.4%
Institutional research	39	11.8%

Number of employees

Senior-most position	Frequency	Percent
Not responsible for a unit	1	.3
Less than 5	12	3.6
5 - 10	20	6.1
11 - 25	70	21.5
26 - 50	76	23.0
51 - 75	42	12.7
76 - 100	26	7.9
101 - 150	29	8.8
151 - 200	21	6.4
201 - 250	10	3.0
251 - 300	12	3.6
301 - 350	1	.3
Over 350	9	2.7
Total	330	100.0

Budget

Senior-most position	Frequency	Percent
Not responsible for a unit budget	1	.3
Less than $250,000	12	3.7
$250,001 - 500,000	7	2.2
$500,001 - 1,000,000	28	8.7
$1,000,001 - 5,000,000	151	46.7
$5,000,001 - 10,000,000	54	16.7
$10,000,001 - 20,000,000	39	12.1
$20,000,001 - 30,000,000	15	4.6
$30,000,001 - 40,000,000	7	2.2
Over $40,000,000	9	2.8
Total	323	100.0

Highest degree earned

Degree earned	Senior most IT leader	IT professional	Total
Doctorate	74	173	247
	22.4%	11.4%	13.4%
Other professional degree	19	65	84
	5.8%	4.3%	4.6%
Masters	165	622	787
	50.0%	41.1%	42.7%
Baccalaureate	64	532	596
	19.4%	35.2%	32.4%
Associate		61	61
		4.0%	3.3%
Other	8	59	67
	2.4%	3.9%	3.6%
Total	330	1512	1842
	100.0%	100.0%	100.0%

Plans

Formal institution-wide strategic plan	**414**	**69.6%**
Formal IT planning process	332	56.0%
Have formal IT plan	328	55.9%
Use formal IT strategic planning model	250	42.4%

IT plan best at the following

IT plan best at:	All	Percent	Senior-most	Percent
Communicating IT strategies and priorities	815	44.1%	192	58.2%
Directing efficient use of existing resources	733	39.6%	131	39.7%
Aligning IT investments with institution	696	37.6%	163	49.4%
Influencing adoption of new technologies	442	23.9%	57	17.3%
Establishing IT objectives and measures	426	23.0%	86	26.1%
Inspiring thinking about role and use of IT	318	17.2%	80	24.2%
Resolve allocation conflicts	285	15.4%	52	15.8%
Other	201	10.9%	14	4.2%

IT plan and the institution

	Mean	Senior-most
Institution has a clearly articulated vision, mission & strategy	3.79	4.06
IT is prominent element in institution-wide strategic plans	3.64	3.82
Central IT organization priorities are derived from clearly articulated institutional priorities	3.21	3.69
Institution has effective process for setting IT priorities	3.10	3.55
Departmental IT plans are aligned with institutional IT plans	2.96	3.41
Institution's IT planning process is broadly inclusive & well understood	2.72	3.23
Deans/dept heads look to institutional IT strategic plan when making own IT investment decisions	2.64	3.00

Central IT sets standards of purchase of hardware/software

	Frequency	Percent	Cumulative Percent
Almost never	23	3.9	3.9
Rarely	21	3.5	7.4
Sometimes	67	11.3	18.7
Often	105	17.7	36.4
Almost always	374	63.1	99.5
DK	3	.5	100.0
Total	593	100.0	

Central IT can retain unexpended funds

	Frequency	Percent	Cumulative Percent
Almost never	190	31.9	31.9
Rarely	62	10.4	42.4
Sometimes	138	23.2	65.5
Often	60	10.1	75.6
Almost always	133	22.4	98.0
DK	12	2.0	100.0

Institution has top policy committee

	Frequency	Percent	Cumulative Percent
Yes, reports to respondent	153	25.9	25.9
Yes, reports to someone else	229	38.7	64.6
No	209	35.4	100.0
Total	591	100.0	

Authority of policy committee

Authority of policy committee	Count	Valid percent
Advisory	374	98.7%
IT policy	271	72.5%
Governance	160	44.2%
Other	88	32.8%
Budgetary	69	19.2%
IT operations	67	18.8%
Fee setting	55	15.4%

Central IT's interaction with the university community

	Mean for all	Mean Sr-most
Meet with in conduct of job: others in own organization	4.45	4.37
Meet with in conduct of job: immediate management	4.27	4.32
Meet with in conduct of job: other managers/supervisors	3.96	3.74
Meet with in conduct of job: department/unit heads	3.81	3.67
Meet with in conduct of job: administrative executives	3.71	4.12
Meet with in conduct of job: faculty	3.65	3.76
Meet with in conduct of job: technical peers in other campus organizations/departments	3.56	3.27
Meet with in conduct of job: functional peers in other campus organizations/departments	3.50	3.47
Meet with in conduct of job: deans	3.10	3.85
Meet with in conduct of job: students who are not employees	3.04	2.98
Meet with in conduct of job: IT vendors	3.01	3.22
Meet with in conduct of job: provost/academic vice president	2.82	4.13
Meet with in conduct of job: president/chancellor	2.15	3.63
Meet with in conduct of job: trustees/regents/governing board	1.71	2.71

Participation with central IT

	Mean	Std. Deviation
How often sr. managers from affected departments participate in initiation/authorization stage of IT initiatives	3.70	.944
How often sr. managers from affected departments participate in planning stage of IT initiatives	3.60	.939
How often sr. managers from affected departments participate in implementing stage of IT initiatives	3.33	1.057
How often sr. managers from affected departments participate in post-implementation review/assessment stage of IT initiatives	3.19	1.051
How often sr. managers from affected departments participate in controlling/monitoring/measuring progress stage IT initiatives	3.17	1.009

Links with other departments

		Total
Central IT formally assigns specific person as IT liaison to each major unit/function	Yes	732
		43.4%
	No	820
		48.6%
	DK	136
		8.1%
Total		1688
		100.0%

IT governance

	Mean	Senior-most
Top IT leader is perceived as responsible for institution's IT governance structure	3.61	4.07
Administration is actively involved in IT governance process	3.58	.952
IT governance process is effective at institution	3.08	3.68
Faculty members are actively involved in IT governance process	2.99	3.33
Deans are actively involved in IT governance process	2.91	3.10
IT governance process is well understood at institution	2.76	3.69

Qualities of the IT organization

	Mean	Senior-most
IT organization has staff members who are well trained in technologies required to do their jobs	3.87	4.06
IT organization proactive in developing vendor partnerships/negotiating contracts that significantly benefit campus community	3.84	4.12
IT organization quickly & effectively resolves problems that arise during campus IT project implementations	3.84	4.30
IT organization is increasingly influential	3.80	4.21
IT organization resolves IT vendor software problems & conflicts fairly & promptly	3.77	4.14
IT organization fosters responsible experimentation & innovation	3.75	4.20
IT organization sets IT architecture & standards that guide independent IT decisions of divisions/departments	3.73	4.30
IT organization is final authority on campus-wide IT infrastructure decisions	3.71	4.43
IT organization is perceived as delivering high quality services	3.63	4.17
IT organization maintains excellent relationships with other units across campus	3.52	4.14
IT organization makes organizational & personnel changes to accommodate deployment of new technologies	3.48	3.96
IT organization actively communicates IT architecture to campus	3.38	3.83
IT organization has strong project management & process management skills	3.30	3.81
IT organization works with major users to establish measurable service level agreements	3.18	4.27
IT organization regularly measures customer satisfaction with IT services	3.06	3.38
IT organization regularly uses metrics to evaluate performance of IT activities	2.87	3.12

Impact of IT initiatives

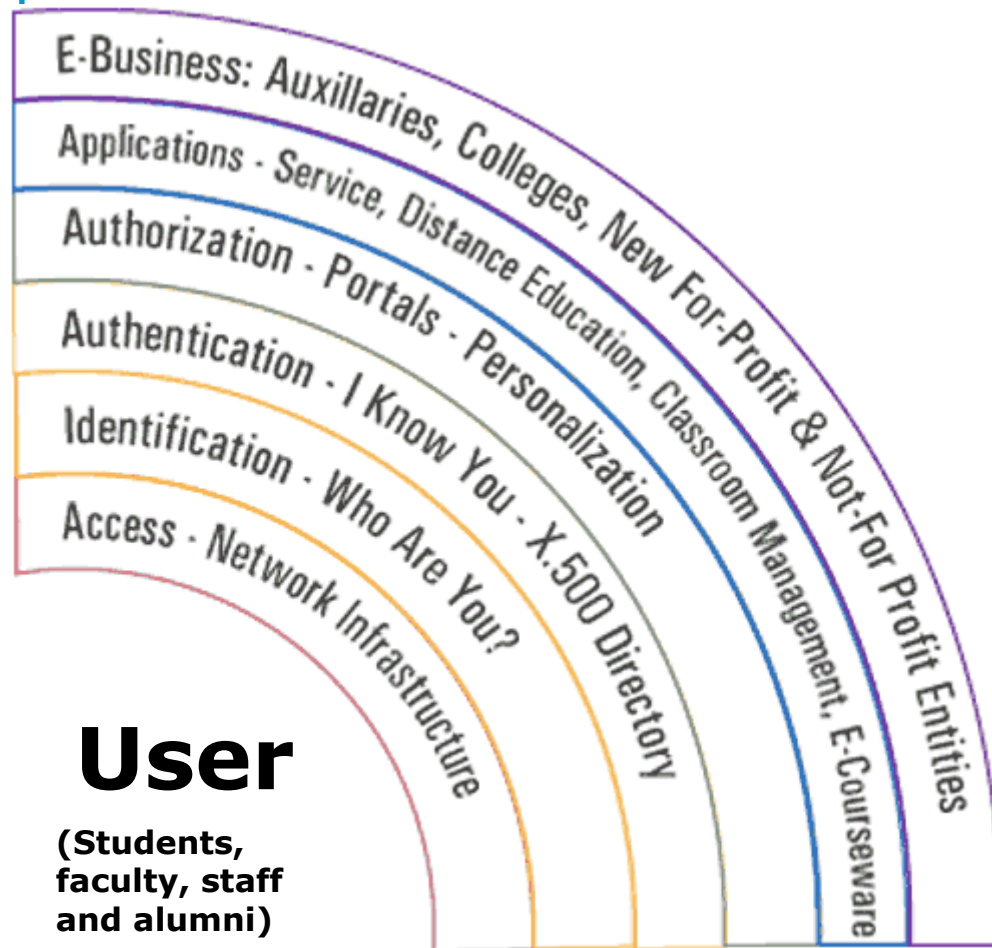|	Mean	Senior-most
IT initiatives challenge long standing procedures & processes	3.67	3.98
Institution has reputation for being forward thinking in use of IT	3.53	3.77
IT initiatives often result in sustainable & positive cultural change	3.44	3.78
IT initiatives result in highly innovative changes in administrative offices	3.17	3.57
People at institution have clear understanding of how IT projects relate to institutional strategy & goals	2.82	3.28

Skills required of IT leaders

Top skills	All	Percent	Senior-most	Percent
Ability to communicate	1626	87.9%	295	89.4%
Strategic thinking and planning	1293	69.9%	279	84.5%
Knowledge of technology options	765	41.4%	113	34.2%
Understanding business processes	674	36.4%	132	40.0%
Technical proficiency	492	26.6%	35	10.6%
Ability to influence/salesmanship	343	18.5%	84	25.5%
Negotiation skills	243	13.1%	39	11.8%
Other	60	3.2%	6	1.8%

Barriers to leadership

Barriers	All	Percent	Senior-most	Percent
Inadequate budgets	847	45.8%	167	50.6%
Conflicting priorities among units	737	39.8%	104	31.5%
No time for strategic thinking	558	30.2%	96	29.1%
Aligning IT with institutional goals	480	25.9%	73	22.1%
Lack of staff skill sets	469	25.4%	95	28.8%
Ineffective communication with users	400	21.6%	64	19.4%
Overwhelming pace of technology change	381	20.6%	82	24.8%
Difficulty assessing and proving value of IT	262	14.2%	54	16.4%
Leadership/institution knowledge within IT	260	14.1%	30	9.1%
Managing and building staff	244	13.2%	54	16.4%
Risk/uncertainty due to economy	229	12.4%	56	17.0%
Other	162	8.8%	23	7.0%
Conflicts with peers	133	7.2%	12	3.6%
Weak institutional financial performance	108	5.8%	29	8.8%
Poor vendor support and service	80	4.3%	17	5.2%
Inability to influence vendors	30	1.6%	5	1.5%

New governance and planning structure

E-Business: Auxillaries, Colleges, New For-Profit & Not-For Profit Entities

Applications - Service, Distance Education, Classroom Management, E-Courseware

Authorization - Portals - Personalization

Authentication - I Know You - X.500 Directory

Identification - Who Are You?

Access - Network Infrastructure

User

(Students, faculty, staff and alumni)

Questions and comments

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