

# IT governance and management at The University of Manchester

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# Key Message

The only people who get excited about IT governance are IT professionals!!

# Agenda

1. About the University and its history
2. The impact of major change
3. University Structure & Governance
4. Useful Models / Concepts
5. IT Organisation & Governance
6. Key Messages

# History of The University of Manchester

- Lays claim to 23 Nobel Prize winners
- The nuclear age was born here with Ernest Rutherford's pioneering research that led to the splitting of the atom
- The computer revolution began in Manchester in June 1948 when a machine built by Tom Kilburn and Sir Freddie Williams, known affectionately as "The Baby", ran its first stored programme.



# History of The University of Manchester

- Economist and logician WS Jevons formulated the principles of modern economics
- At Jodrell Bank in Cheshire a young Bernard Lovell built the world's largest steerable radio telescope just after the Second World War.



# The University of Manchester



- The largest single site university in the UK
- > £650M capital investment programme
- Aims to be a top 25 world university by 2015
- Annual income > £630M
- £1.4 billion contribution to NW
- Most popular – 65,000 applicants
- 35,000 students
- 12,000 staff
- 360 IT staff



# Manchester 2015

- Manchester 2015 is the strategic plan for the University
- Ambitious plan to become a top 25 research university in the world by 2015
- Nine Goals to facilitate a “step change” in performance
  - High international standing
  - World-class research
  - Exemplary knowledge and technology transfer
  - Excellent teaching and learning
  - The UK's most accessible research intensive institution
  - Empowering collegiality
  - Efficient and effective management
  - Internationally competitive resources
  - Increasingly effective community service

# Progress so far ...

- Appointed 1,000 new academic researchers
- Appointed 4 iconic scholars (including 2 Nobel prize winners)
- Invested £400M in redevelopment of state of the art campus
- Increasing expenditure on research from £269M in 2003-4 to £357M in 2006-7 (39% in 3 years)
- Year on year improvement in place on Shanghai Jiao Tong league table - moved from 53<sup>rd</sup> to 40<sup>th</sup>

# The Impact of Major Change

- The 2004 merger process resulted in some very significant changes
  - The University structure underwent a ‘root and branch’ reorganisation
  - Two different cultures were brought together
  - There was significant pressure to devolve responsibility
  - Expectations of users and customers underwent a step change ... *“I want world class services, and I want them NOW!!”*

# Change and IT ...

- Brought together two very different IT departments (culturally)
- Needed to integrate and harmonise IT infrastructure and core services very quickly
- Early decision to replace main administrative applications for Finance, HR/Payroll and Student (£30M programme)
- All at the same time as University structures, systems and processes were changing...!

# University Structure

- *4 academic faculties*
  - 23 academic schools
    - 100s of specialist research groups
  - 11 specialist research institutes (interdisciplinary)
- *Administration / Professional Services*
  - Finance, Estates, HR etc etc
  - IT Services
  - Library
  - STARS
- *Budget holders - 4 Faculties (Deans) plus Administration (Registrar & Secretary)*

# University Governance and Devolution

- The University operates a “devolved tri-partite administration” where responsibilities are delegated from the centre to Faculties and Schools
- Empowerment and enablement of Faculty and School teams has been a key objective
- The University operates with the minimum number of committees. There is an emphasis on individual empowerment and accountability

# Brief history of IT Services ...

- Initial merger of IT teams – late 2004
- Devolution review – mid 2005, resulting in high level restructure to create 'IT Services' to focus on internal service
- University-wide, root & branch restructure of IT (2007) to deliver 20% cost savings
- Integration of Research Computing team (mid-2008)

# The Manchester Approach

- There has been a lot of change and need to make some sense of a large and complex environment
- An early attempt at 'doing governance' had limited success – except with IT staff
- IT governance now part of general strategy to develop IT services within the University

# Models/Concepts

- IT Credibility and Organisational Maturity model
- IT strategy model
  - Organisational structure
  - Governance
- Also used concepts of:
  - Shared Services
  - Relationship Manager role

# IT Credibility Model

- A useful model about the maturity of an IT/IS organisation
- Focus is on increasing value to the enterprise
- Credibility is about belief, trust and confidence
- You can apply the model to the organisation as a whole

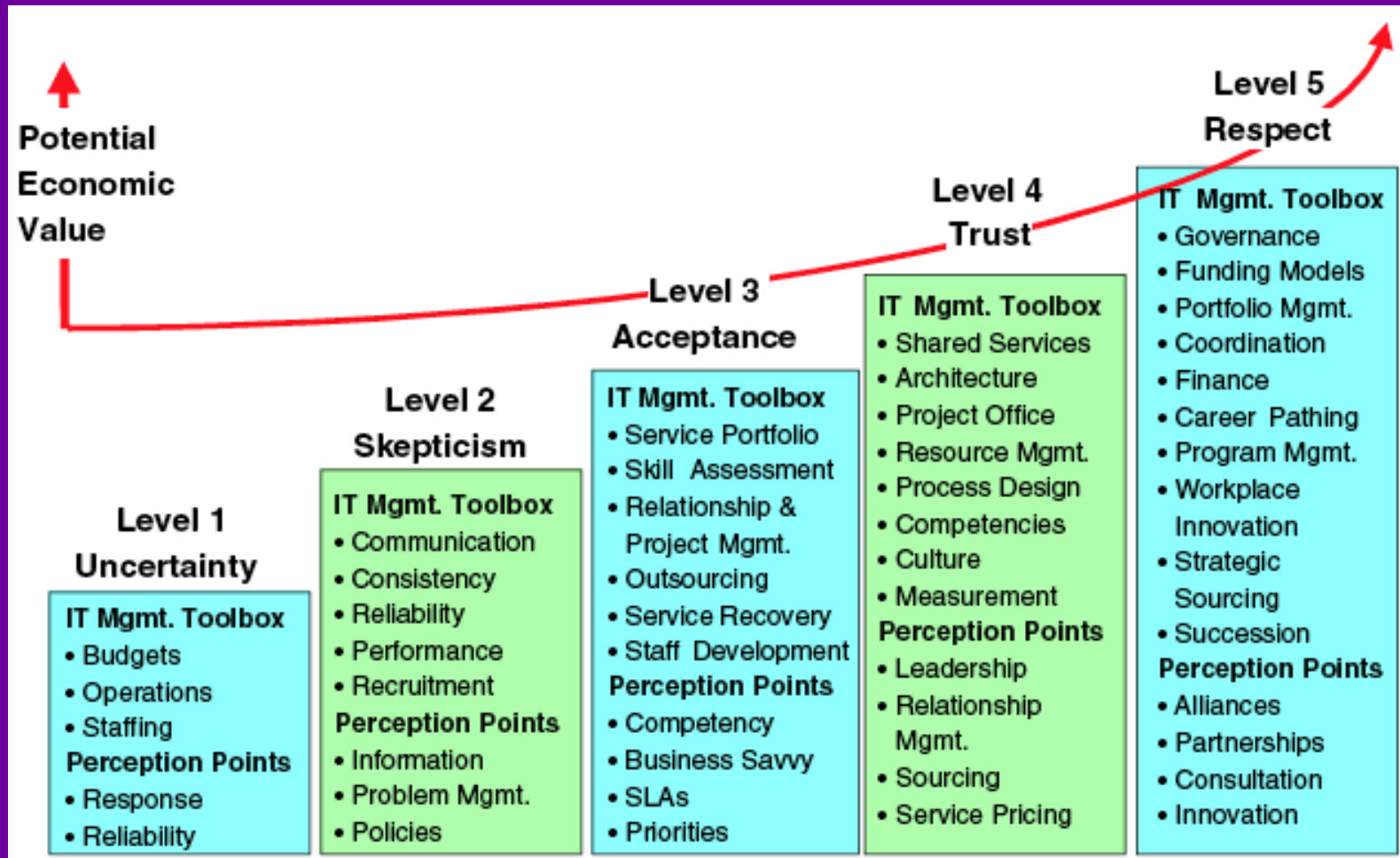
# Low credibility statements

- The IS organisation is inconsistent and relatively unknown
- It makes empty promises and fails to meet commitments
- Statements, behaviours and attitudes are impenetrable to employees and workgroups ostensibly served by the IS group

# High credibility statements

- Enterprise business leaders actively seek advice, counsel and innovation of the IS organisation
- The IS organisation has gained the broad respect of all customers

# The IT Credibility Curve



Source – Gartner Research October 2002

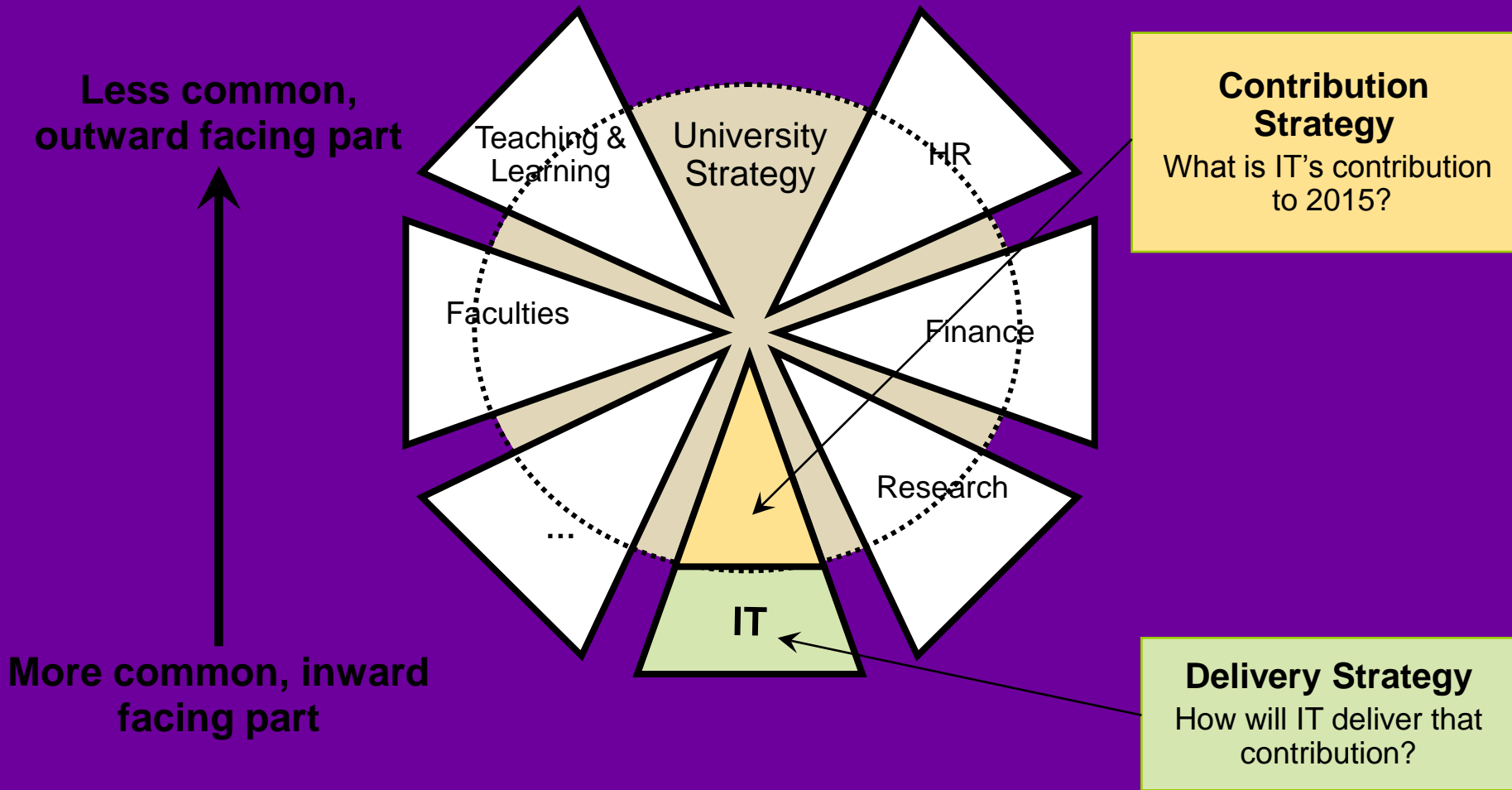
# Credibility Model Implications

- Keep it simple
- Just enough process
- Aim to grow up steadily
- Don't baffle the business with jargon about IT governance!

# IT Strategy Model

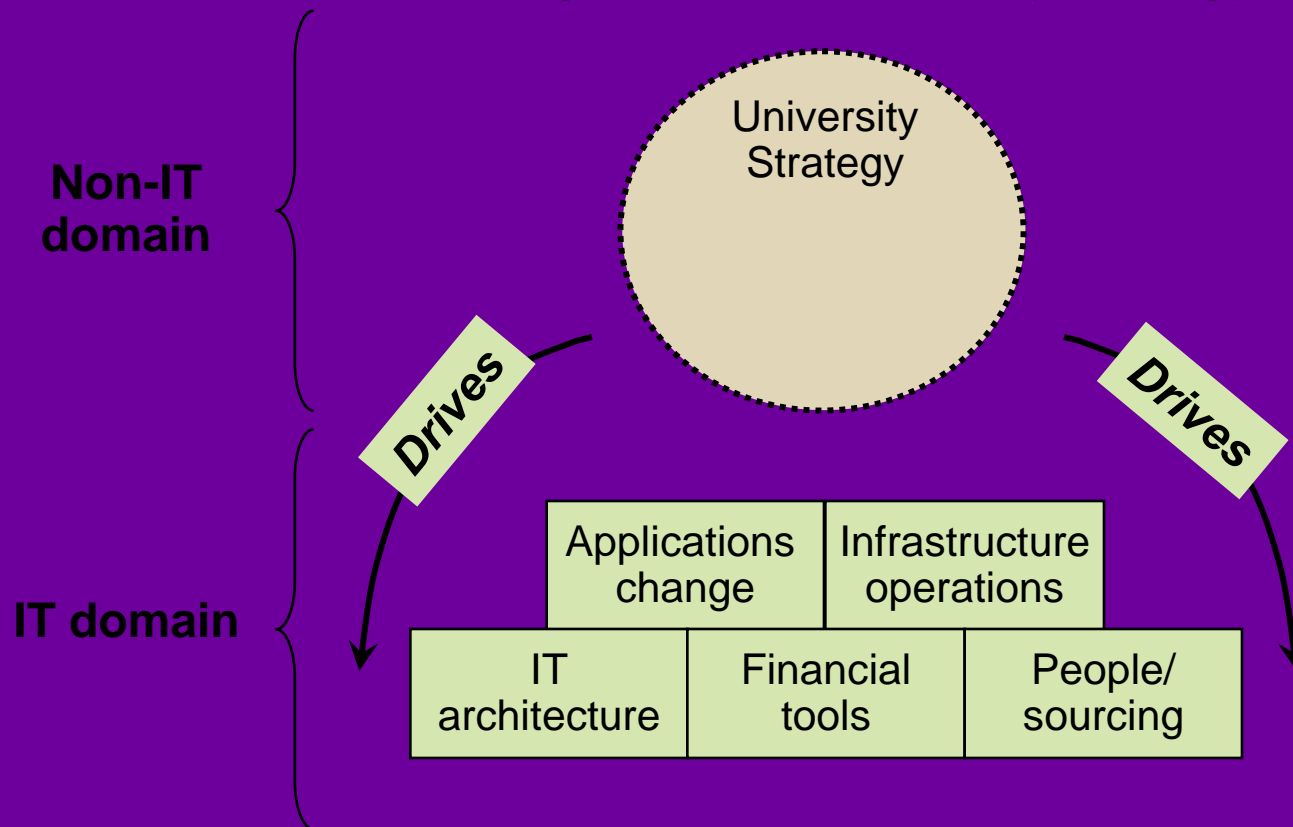
- Built on what works in other organisations, used Gartner model
- Two elements:
  - Contribution Strategy – how IT contributes to the overall University strategy
  - Delivery Strategy – how IT delivers the contribution strategy

# A complete IT strategy has two parts: a delivery strategy and a contribution strategy



# IT delivery strategy consists of five components

## *Building blocks of IT delivery strategy*

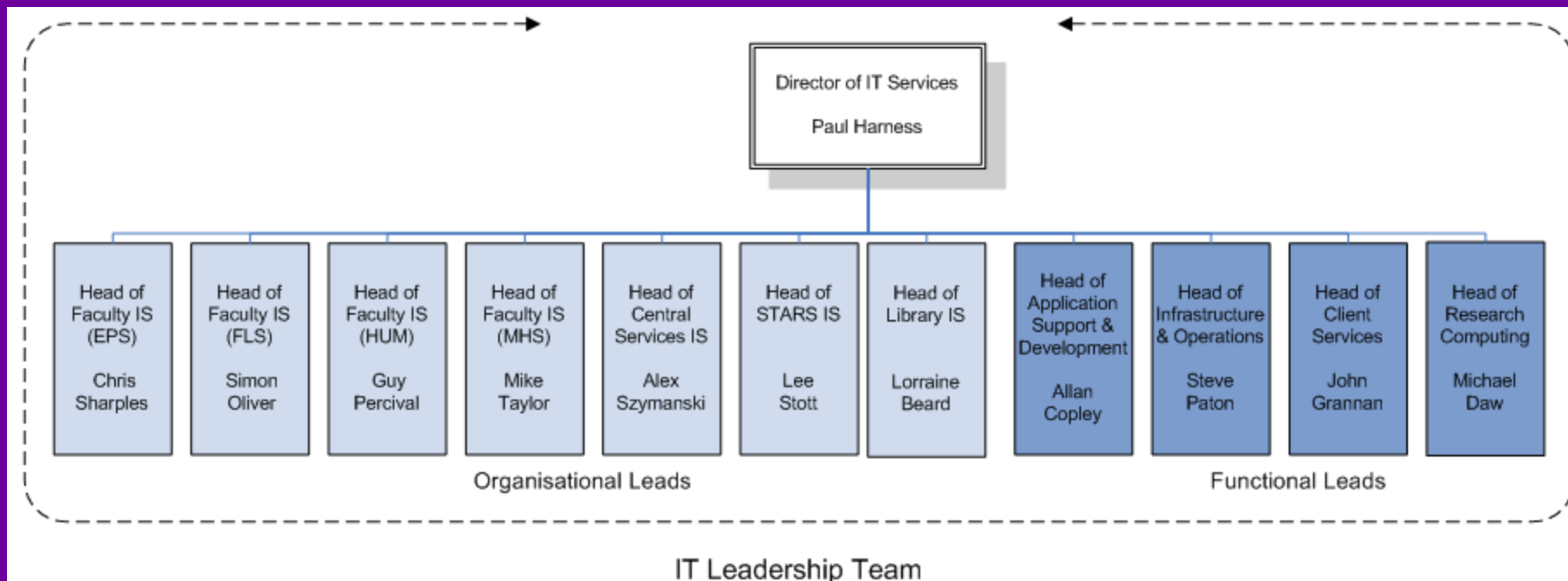


# Strategy Model Implications

- Organise around **Infrastructure, Applications and Service Delivery**
- Key issues:
  - How mature are our architecture, financial and other processes?
  - How do we prioritise?
  - How do we decide what we prioritise?

# Organisational Structure

- Single integrated organisational structure
- Functional Heads – Infrastructure & Operations, Applications, Client Services, Research Support
- Organisational Heads – Faculties, Central Services, Library, STARS



# Relationship Manager Role

- Organisational Heads undertake a relationship manager role
- As our maturity increases, the role will move towards adding value and business partnership more than delivering services
- There are complexities with relationships between central functions like Finance, HR etc and the Faculties which also overlay the IT structure
- There are complexities with relationships with research activities too

# IT Leadership Team

- IT Leadership Team brings together **Functional** and **Organisational** Heads and is the key IT governance group
  - To oversee the delivery of integrated IT services
  - To oversee the development of integrated strategic, operational and financial plans
  - To monitor delivery of strategic and operational plans;
  - To review and approve IT policies and procedures as appropriate;
  - To identify and monitor key risks.

# Shared Services

- Provision of a service by single part of organisation that had previously been provided by multiple parts of the organisation
- Our approach is to ensure:
  - A single point of accountability
  - Shared service delivery
  - Shared governance
- Provide a lower cost, coordinated approach suited to 'commodity' activities

# Shared Services Examples

- Service Desk – reduction from 15+ desks to 2
- Desktop – University-wide adoption of managed desktop and desktop application support
- IT Procurement – Streamlining and moving to online processes
- IT application development – coordinated development and prioritisation - Work in progress
- Benefits – 20% cost reduction, improved service

# Decisions

- IT Principles – Defined in IT Strategy, to be agreed by Senior Executive Team
- Architecture – IT Leadership Team
- Infrastructure – IT Leadership Team
- Applications – Registrar & Secretary
- Investment – Planning & Resources Committee

# Key Messages

1. The only people who get excited about IT governance are IT professionals!
2. IT governance is only a tool and it is more important to ensure effective relationships between you and your various stakeholders
3. IT Governance models and structures can help ensure that people feel okay about IT decisions
4. But you may find that you have to fix lots of other things along the way
5. Shared Services help create partnership and trust

