Governance and IT

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A few words on governance

- Higher education should look at the creation of the US constitution
  - Good governance starts with a good discussion of roles and responsibilities. Exactly what are the powers of specific agents?
  - Very often we get locked into governance dysfunction because parties haven't agreed to roles and responsibilities

- Governance is about decisions and information
  - Who makes the decision?
  - Who is consulted?
  - Who is informed?
  - Who is accountable for the decision?

- Once a shared understanding of the delineation of powers between local and central units is achieved, governance can be productive

The role of the CIO in governance

- What collection skills does the CIO bring?

- What strengths and weaknesses?

- What are his or her leadership qualities?

- Has the CIO's superiors signaled to the campus the CIO authority in governance issues?

- How is the IT governance articulated in the strategic plan?

- Does the CIO and IT unit have delivery credibility to tackle strategic issues?

Personalities

- Who are the principle people who have historically been involved?

- Who should be involved that hasn't been?

- What generative relationships have formed, seen and unseen?

- What are the historical friction points?

- Who leads the existing 'lobby' groups across campus?

- How engaged are faculty in current governance?

- Who are the faculty leaders?

Patterns of interaction

- What the current patterns of interactions between groups and people?
  - Existing governance groups
  - Ad-hoc working groups
  - Faculty committees within and across colleges

- How can you change the pattern of interactions?
  - What new generative relationships between people can be formed?
  - How can information flow horizontally?
  - How can transparent planning make clear intentions?
  - Who are the people who can cross boundaries and communicate well?

What are the top issues?

- I prefer issue-based governance. Give the governance structure a set of issues to tackle and provide input and guidance on

- Link the issues to the strategic plan

- Give the governance groups the power of the pen

- Find interesting ways to break through face-saving group mechanisms that prevent a clear path through unstated tensions
  - Monopoly money game
  - Surveys, questions written on a card
  - Let the quiet voice speak
  - Appoint devil's advocates
  - Be clear about conflicting opinion
  - Find mediators and facilitators who can help the process

Alignment with IT

- Alignment or integration?

- Linkage and involvement with strategy

- Framing of the problems

- Describing the benefits

- Respect the significance and difficulty of funding infrastructure

- Live it! People earn governance by doing it, not reading about it

- Trial and error. It won't be perfect. Acknowledge that up front