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# CONCLUSION

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As ambitious as the 2014 Strategic IT Plan seems to be, it is really just the logical continuation of a major shift toward an enterprise approach in IT service delivery that was first outlined in the 2012 plan. On that same note, much of our confidence in the direction and viability of the 2014 plan lies in the developments since 2012, particularly in the realm of IT governance. Our Look Back (p. 5) appropriately emphasized the role of the IT Executive Steering Committee (ITESC) as a key catalyst for the recent progress made in advancing an enterprise approach. As the enterprise-oriented initiatives multiply and expand, a fundamental challenge emerges: how to replicate that effective governance model while not over-burdening the ITESC or expecting it to micro-manage complicated subsequent projects.

The answer involves focusing the ITESC primarily on “governing governance”: that is, ensuring that individually large and complex endeavors have their own effective, day-to-day governance mechanisms, which can then channel the appropriate issues and decision items back up to the ITESC as needed. For example, in 2014, the ITESC established the IT Directors Committee to advise the state CIO, recommend IT strategies and tactics, and help DET execute the enterprise IT strategies developed and sponsored by the ITESC. The ITESC ensured the infrastructure consolidation project had a governance team representing the five large agencies included in that project’s scope, and is likewise utilizing interagency resources for managing the follow-up rationalization effort. For the STAR Project, the ITESC made sure there are dedicated staff to provide regular communication to employees, as well as oversee change management activities. The ITESC designed the IT Security Program to be governed by the Cyber Security Steering Committee, which ensures the policies, controls, projects, and technologies are meeting the state’s needs. In addition, the ITESC appointed representatives to the eGovernment Board, which manages the day-to-day operations of the self-funded portal program.

This approach for “governing governance” means from a practical standpoint the ITESC will not be swamped by details that can be more efficiently handled by governance teams closer to the projects. But, just as importantly, it promotes within the culture of state government the principle of proactively designing effective IT governance mechanisms, which permeate all levels of enterprise IT activity. Governance shouldn’t be an afterthought when taking on complex enterprise IT challenges – it needs to be the first order of business. With that basic, overriding strategy in place, the State of Wisconsin continues with confidence the enterprise approach fully adopted through the establishment of the ITESC.

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*“These initiatives are just the beginning. Over time, if the state IT community continues to build relationships, establish trust, and provide evidence of a customer-service focus, then we can be essential partners with agency businesses in driving government efficiency and innovation.” - David Cagigal, State CIO*

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