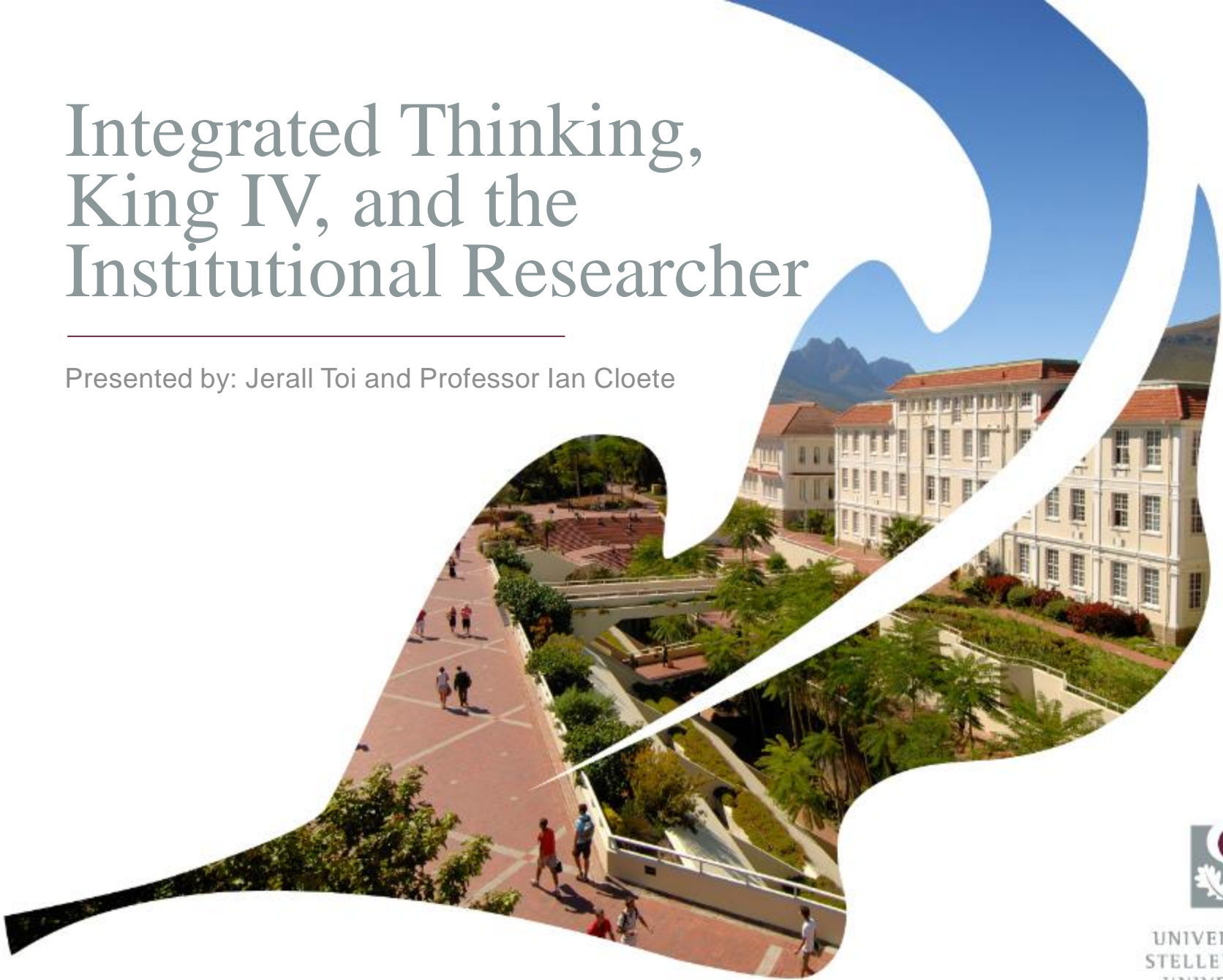


# Integrated Thinking, King IV, and the Institutional Researcher

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Presented by: Jerall Toi and Professor Ian Cloete



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# What's today about?

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The 2014 *Regulations for Reporting by Public Higher Education Institutions* brought integrated reporting, and thereby the *King Code of Corporate Governance for South Africa 2009 (King III)*, to the fore for South African HEIs.

In November 2016, we expect to see the formal release of King IV. Today, we're going to focus on a selection of the core concepts and changes between King III and IV, and where Institutional Researchers may play a role in supporting their institutions during this transition.



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# Integrated Reporting

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By a show of hands, let's see how many of you :

- Are involved in the integrated reporting life cycle:
  - the strategic plan
  - the annual performance plan
  - the mid-year performance report
  - the annual report



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# Corporate Governance



Corporate Governance refers to the “internal regulation of a company. Good corporate governance is based on the foundation of intellectual honesty with its four ethical values of responsibility, accountability, fairness, and transparency. In an individual, the equivalent of good corporate governance can be described as good character, moral compass, doing the right thing, and the ability to know right from wrong.”

— King and Roberts (2013)



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# Information Technology Governance



IT Governance “may be defined as the processes that ensure effective and efficient use of IT in enabling an organisation to achieve its goals.”

— Logan (2010)

A “governance view that ensures that information and related technology support and enable the enterprise strategy and the achievement of enterprise objectives. It also includes the functional governance of IT, i.e., ensuring that IT capabilities are provided efficiently and effectively.”

— COBIT 5 (2012)



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# Traditional Information Governance



Donaldson and Walker (2004) first scientifically introduced the concept of Information Governance. Aiming to develop a series of refined national standards to support United Kingdom's National Health Services, they defined the HORUS model:

- **H**olding information securely and confidentially;
- **O**btaining information fairly and efficiently;
- **R**ecording information accurately and reliably;
- **U**sing information effectively and ethically; and
- **S**haring information lawfully and appropriately.



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# Traditional Information Governance



“Information Governance is the specification of decision rights and an accountability framework to encourage desirable behaviour in the valuation, creation, storage, use, archival and deletion of information. It includes the processes, roles, standards and metrics that ensure the effective and efficient use of information in enabling an organisation to achieve its goals.”

— Logan (2010)



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# Integrated Reporting



The Integrated Reporting <IR> Framework (2013) defines:

- An integrated report as: a concise communication about how an organisation's strategy, governance, performance and prospects, in the context of its external environment, lead to the creation of value over the short, medium and long term; and
- Integrated reporting as: a process founded on **integrated thinking** that results in a periodic integrated report by an organisation about value creation over time and related communications regarding aspects of value creation.



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# Integrated Thinking



The Integrated Reporting <IR> Framework (2013) defines:

- Integrated thinking as: the active consideration by an organisation of the relationships between its various operating and functional units and the capitals that the organisation uses or affects. Integrated thinking leads to integrated decision-making and actions that consider the creation of value over the short, medium and long term; and
- Capitals as: stocks of value on which all organisations depend for their success as inputs to their business model, and which are increased, decreased or transformed through the organisation's business activities and outputs.



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# The Institutional Researcher



Swing and Ross (2016) introduced a new vision for Institutional Research as detailed within the *Statement of Aspirational Practice for Institutional Research* and encapsulated as: “the future role for Institutional Research is oversight of data and analytical tools as valuable resources that empower decision making at the tactical and operational levels—not just support for top-level strategy.”



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# Modern Information Governance?



Traditional Information Governance enables formal compliance with our numerous information laws, audits, and other requirements. But does it allow us to fully embrace the ethos of these (sometimes) noble laws?

With King IV, institutions are forced to reconsider their vision for information. It is here that Institutional Research can contribute to the refresh of institutional Information Governance frameworks, by identifying what is possible, unpacking what is desirable, and guiding the realisation of those institutional visions for information.



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# Questions?



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