

Welcome to our workshop on

Developing an IT Strategy

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As you find a seat, please pair up with someone sitting near you and find out how each of you would answer the following questions:

- 1) What is a strategy;
- 2) What is the one IT strategic issue you would most like to achieve in your unit?

What is a Strategy?

From the New Shorter Oxford English Dictionary:

- The art of a commander-in-chief; the *planning and direction* of the larger military movements and *overall operations of a campaign*; an instance or variety of this;
- The art or skill of careful *planning towards and advantage or a desired end*; an instance of this, a stratagem;
- In game theory, business theory, etc., a plan for *successful action* based on the rationality and interdependence of the moves of opposing or *competing participants*.

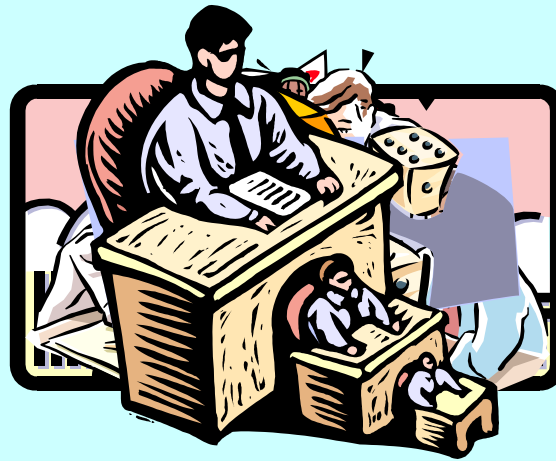
Why develop a Strategy?

Setting a DIRECTION
for IT in your unit

Getting required
SPACE

Getting SUPPORT
from management

GIFT scenarios



Getting required
FUNDING

FINGER POINTING
scenarios

Approval for
STAFFING and other
RESOURCES

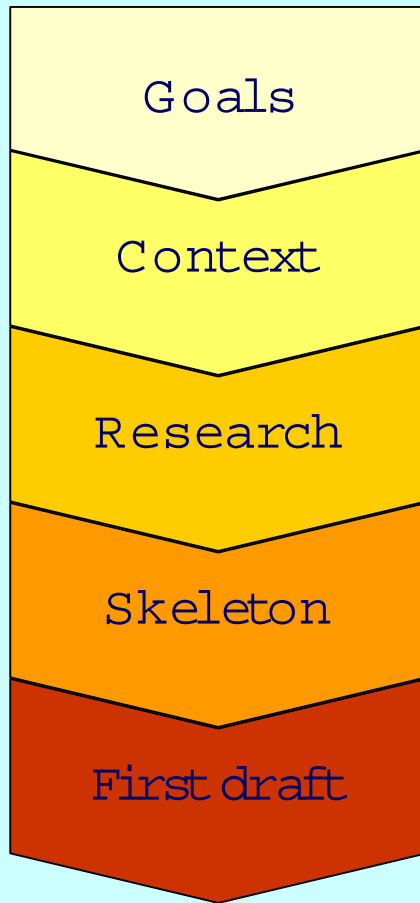
Environmental Features

You may need to
consider...

But sometimes you will
find...

Overall strategy of the organisation	Poorly defined
Management structure	Often no complete formal structure, or many small ' caveats '
Financial / budgetary model	Cloaked approach / hoarding of authority
Existing IT strategy	Systems have usually evolved on a ' needs must ' basis rather than by plan

How to develop a strategy



1. Identify purpose of your strategy
2. Relate to existing environment
3. Gather all required information
4. Sketch out a skeleton document
5. Write the first draft

Who to involve

- Who is on your side? Get them onboard;
- Find people who are respected within your organisation;
- Potentially difficult people – involvement early on can defuse trouble later
 - but be aware of dynamics
- Consider who the strategy will be presented to. Whose support will count?



What to include: content

User services

Servers / software

Students

Research staff

Printing

CD-RW /
scanners / etc

Administration

Workstations /
software

Skills / training

Conferences /
guests

What to include: content (2)

- **Finances**
 - budgets
 - schedule of expenditure
 - mechanism of funding
- **Service levels**
 - core services?
 - additional services?
- **Links to other documentation**
 - IT policies eg. AUP, SITSAP
 - Code of practice
 - Disciplinary procedures

Related Topics

Mission Statement

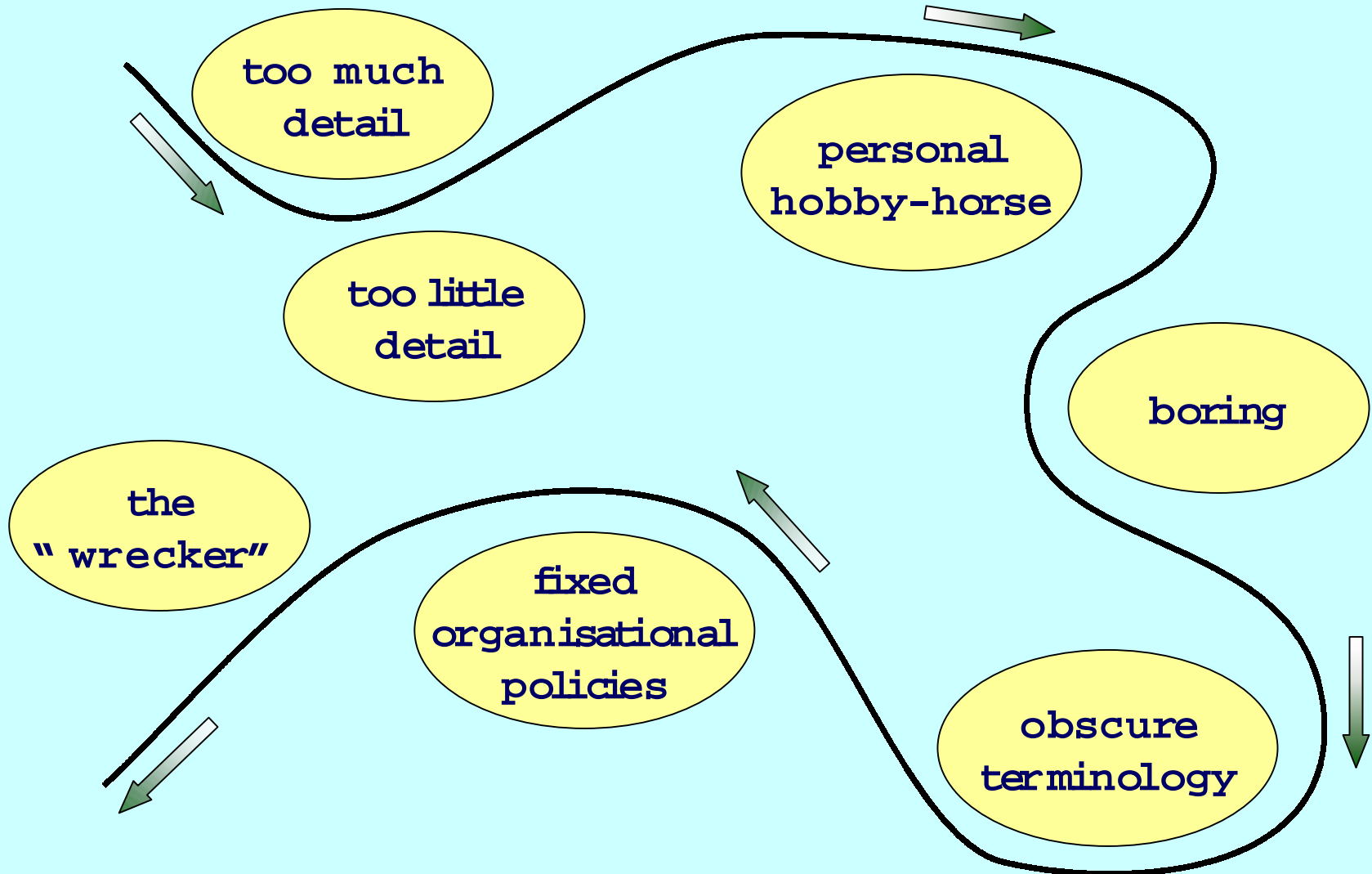
Mission statements are often rather nebulous, but can help to keep a strategy focussed.

IT Strategy

Service level agreements

Although "service level agreements" in their strictest sense may not be appropriate, it is still reasonable to define standards of provision.

Potential Pitfalls and Gotchas



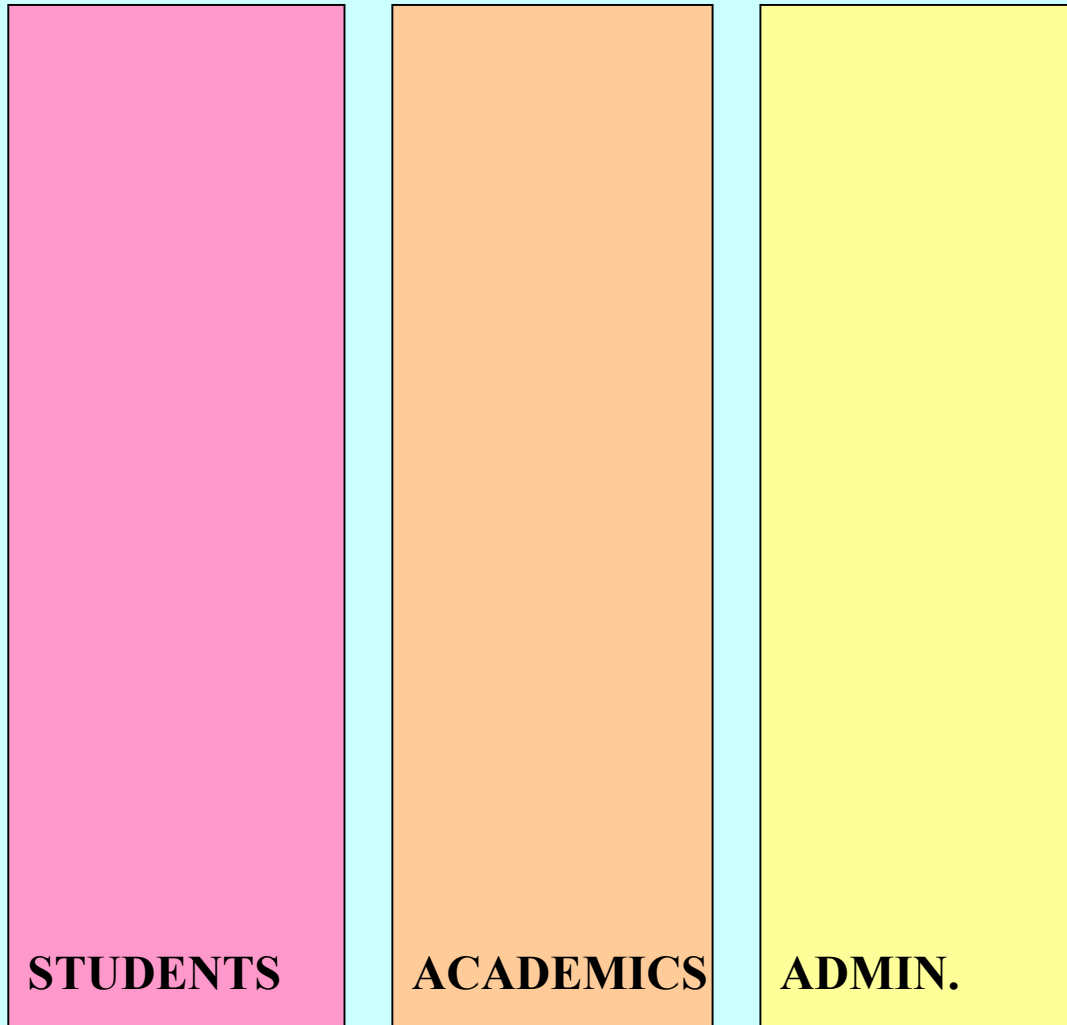
How to layout: BME

BEGINNING

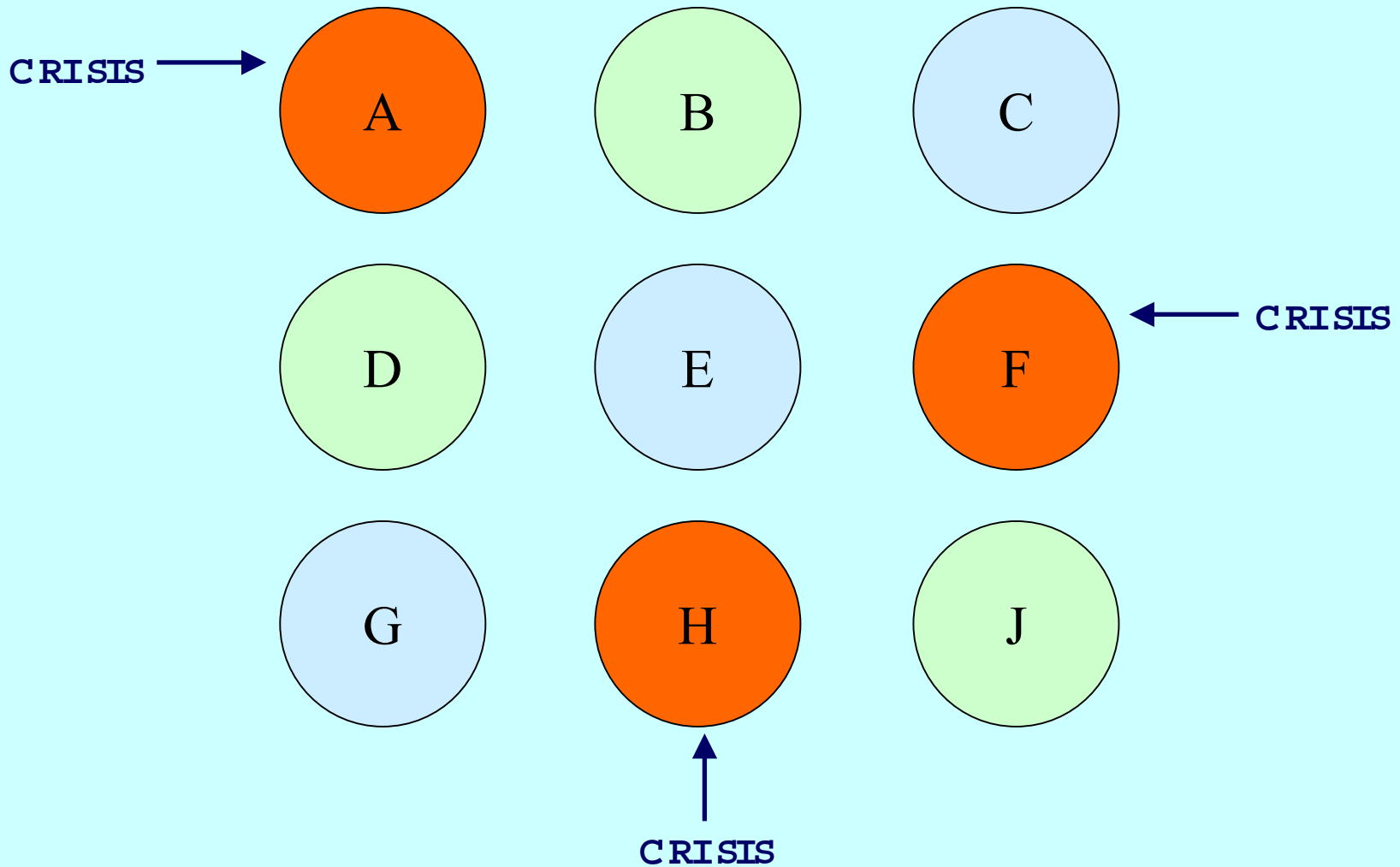
MIDDLE

END

How to layout: client groups



How to layout: crisis topics



DRAFT

Tips and Wrinkles

“ He who wants to get his own way prepares the first draft”

Harold Wilson

It was Harold Wilson 's doctrine that you should always write the first draft because that gave you control of what came out in the end;

- Use the word DRAFT!
- Bounce the first draft off someone outside the organisation (eg. a friend);
- Be willing to amend the first draft;
- Allow people to make an input (or at least think they can);

Tips and Wrinkles (2)

- Put tables, figures, charts in an appendix, and include a glossary;
- If possible, provide a 1 page executive summary;
- Use pictures where they explain better than words;
- Keep it focussed: use the SMART¹ target paradigm;
- Speak with accountant etc beforehand;
- Carve out time (4 days of elapsed time?);
- Be persistent.

¹ SMART: Specified, Measurable, Achievable, Realistic, Time-based

Useful References

- University IT strategy: <http://www.ox.ac.uk/it/strategy/>
- IT Strategic Framework 2000 (Appendix III) "Suggested guidelines for divisional / departmental IT Strategies"
<http://www.ox.ac.uk/it/strategy/2000/it014.htm>
- IT Strategic Framework 2000 (Appendix V) "College IT Services and Facilities" (really a policy document!)
<http://www.ox.ac.uk/it/strategy/2000/it016.htm>
- Advice on writing a strategy
<http://www.keele.ac.uk/depts/aa/landt/litcom/advice.htm>

Making a resolution

Please turn back to the person you spoke to at the start of this session, and let them know:

- 1) Do you intend to put together a strategy?
- 2) If so, then what steps are you going to take?

What am I going to do now?

TARGET: write down one important thing you want to get out of a strategy;

SPEAK: with someone on your side about wishing to draw up an IT strategy;

HEADINGS: List the main headings you want to use;

TIME: be sure to set aside some time - book it in your diary.

Good bye and Good luck

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