

TEAM WORKS 2:

Strategy

“the organization's business strategy takes into account the current and future capabilities of IT; the strategic plans for IT satisfy the current and ongoing needs of the organization's business strategy”

ISO 38500 (2008)

GTI4U COMPONENTS:

- The Government Team (GT) should design an IT Strategy aligned with the business strategy
- GT should create a Strategy Committee to design strategies about IT
- GT should promote an IT Strategic Plan
- CIO should participate planning the IT Strategy
- GT should prevent business risks because of IT
- GT should write and support IT Policies
- CIO should plan IT Resources renovation
- GT should analyse and implant new IT trends

INDEX OF EXERCISE

Who decides about each level of IT responsibility?

Who have the responsibility about 6 main IT decisions?

Who has the input and decision rights for main IT decisions?

Has been designed a well known making decision circuit about IT?

Which IT committees are activated in your university?

Who is the CIO in your university? CIO is on the Board?

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What is the attitude of your university in relation to IT?

Attitude of an organization with IT can be of two kinds (Nolan and McFarlan, 2005):

- **Defensively**, the organization only cares that their current systems do not fail because any fall will produce economic losses, delays in deliveries, loss of confidence, etc.
- **Offensive**, the organization seeks the best competitive position and undertakes major change projects assuming certain amount of risk and investing in innovative solutions.

What is the attitude of your university, defensively or Offensive?

PLS Ramboll launched in 2004 a study, the landscape concerning the current and future level of IT integration and e-learning in European universities.

The study has provided an analytical overview of the current situation of the EU universities regarding their use of IT integration and e-learning by using a cluster analysis that characterises the universities into four clusters:

'The front-runners'

The first cluster accounts for 16% of the universities. These institutions are clearly the front-runners in integrating ICT in both the educational and the organisational setting. The universities within this cluster are found among all sizes of universities. These universities are well ahead in both integrating ICT in on-campus teaching and in offering a substantial number of e-learning courses as part of both basic academic training and supplementary training. Additionally, they are characterised by their extensive use of on-line course registration. Their ICT development is substantially funded by the universities themselves, which indicates focus and prioritisation at the management level. This focus and prioritisation is also manifested in the fact that three quarters of the front-runner universities have formulated an explicit ICT strategy. What further distinguished these universities are the very positive attitudes towards ICT among management, teachers and students. Finally, the front-runner universities stand out in being significantly involved in strategic co-operation with domestic and foreign universities, as well as with other suppliers of education, e.g. private companies.



'The co-operating universities'

The second cluster of universities, the 'co-operating universities', accounted for 33% of European universities. Generally speaking, the co-operating universities are relatively far ahead in their ICT development process, especially in their use of ICT in the organisational setting, although they are not as far advanced as the front-runners. The co-operating universities are heavily involved in strategic co-operation with both domestic and foreign universities and with other education suppliers. The co-operating universities are, like the front-runners, quite far advanced in integrating ICT in their campus-based teaching. However, e-learning courses as such are offered only to a minor extent for basic academic training and supplementary training. Additionally, digital services such as on-line course registration are not as prevalent as they are among the front-runners. The general attitude towards ICT among management and students are positive, but a distinct proportion of sceptical teachers were identified. These universities' ICT development is financed by a mix of government and self-funding.

'The self-sufficient universities'

The third cluster – the self-sufficient universities – is the largest, accounting for 36% of the universities. Generally speaking, the self-sufficient universities are similar to cluster two (the co-operating universities) as regards their ICT integration in both the organisational and the educational settings and in terms of their generally positive attitudes towards ICT, but have a larger group of sceptical teachers. However, the self-sufficient universities are much less involved in co-operation with other universities or actors, and place less emphasis on EU initiatives and new forms of co-operation as drivers for their development. In fact, the study found that the self-sufficient universities are engaged in strategic co-operation with domestic and foreign universities or with other suppliers of education only to a very low extent.



'The sceptical universities'

The fourth and final cluster is the smallest, accounting for 15% of the universities. It was found that the universities in the fourth cluster are lagging behind the rest in almost all respects. They are characterised by limited use of digital services such as on-line course registration, limited ICT integration in their on-campus teaching, and by only offering a very limited number of e-learning courses in both basic academic training and supplementary training. Additionally, only 13% of these universities have developed a formal ICT strategy. The attitudes towards ICT are mixed, with substantial numbers of teachers and management being sceptical. Their financing of ICT relies on a mix of government funding, self-funding and EU funding. Finally, the sceptical universities are only involved to a very limited extent in strategic co-operation with domestic and foreign universities or with other suppliers of education

According to PLS Ramboll classification what kind of university it's yours?



What is the level of maturity of strategic planning at your university?

P01 Define a Strategic IT Plan

Management of the process of *Define a strategic IT plan that satisfies the business requirement for IT of sustaining or extending the business strategy and governance requirements whilst being transparent about benefits, costs and risks* is:

0 Non-existent when

IT strategic planning is not performed. There is no management awareness that IT strategic planning is needed to support business goals.

1 Initial/Ad Hoc when

The need for IT strategic planning is known by IT management. IT planning is performed on an as-needed basis in response to a specific business requirement. IT strategic planning is occasionally discussed at IT management meetings. The alignment of business requirements, applications and technology takes place reactively rather than by an organisationwide strategy. The strategic risk position is identified informally on a project-by-project basis.

2 Repeatable but Intuitive when

IT strategic planning is shared with business management on an as-needed basis. Updating of the IT plans occurs in response to requests by management. Strategic decisions are driven on a project-by-project basis without consistency with an overall organisation strategy. The risks and user benefits of major strategic decisions are recognised in an intuitive way.

3 Defined when

A policy defines when and how to perform IT strategic planning. IT strategic planning follows a structured approach that is documented and known to all staff. The IT planning process is reasonably sound and ensures that appropriate planning is likely to be performed. However, discretion is given to individual managers with respect to implementation of the process, and there are no procedures to examine the process. The overall IT strategy includes a consistent definition of risks that the organisation is willing to take as an innovator or follower. The IT financial, technical and human resources strategies increasingly influence the acquisition of new products and technologies. IT strategic planning is discussed at business management meetings.

4 Managed and Measurable when

IT strategic planning is standard practice and exceptions would be noticed by management. IT strategic planning is a defined management function with senior-level responsibilities. Management is able to monitor the IT strategic planning process, make informed decisions based on it and measure its effectiveness. Both short-range and long-range IT planning occurs and is cascaded down into the organisation, with updates done as needed. The IT strategy and organisationwide strategy are increasingly becoming more co-ordinated by addressing business processes and value-added capabilities and leveraging the use of applications and technologies through business process re-engineering. There is a well-defined process for determining the usage of internal and external resources required in system development and operations.

5 Optimised when

IT strategic planning is a documented, living process; is continuously considered in business goal setting; and results in discernible business value through investments in IT. Risk and value-added considerations are continuously updated in the IT strategic planning process. Realistic long-range IT plans are developed and constantly updated to reflect changing technology and business-related developments. Benchmarking against well-understood and reliable industry norms takes place and is integrated with the strategy formulation process. The strategic plan includes how new technology developments can drive the creation of new business capabilities and improve the competitive advantage of the organisation.

Select the level of maturity of strategic planning at your university



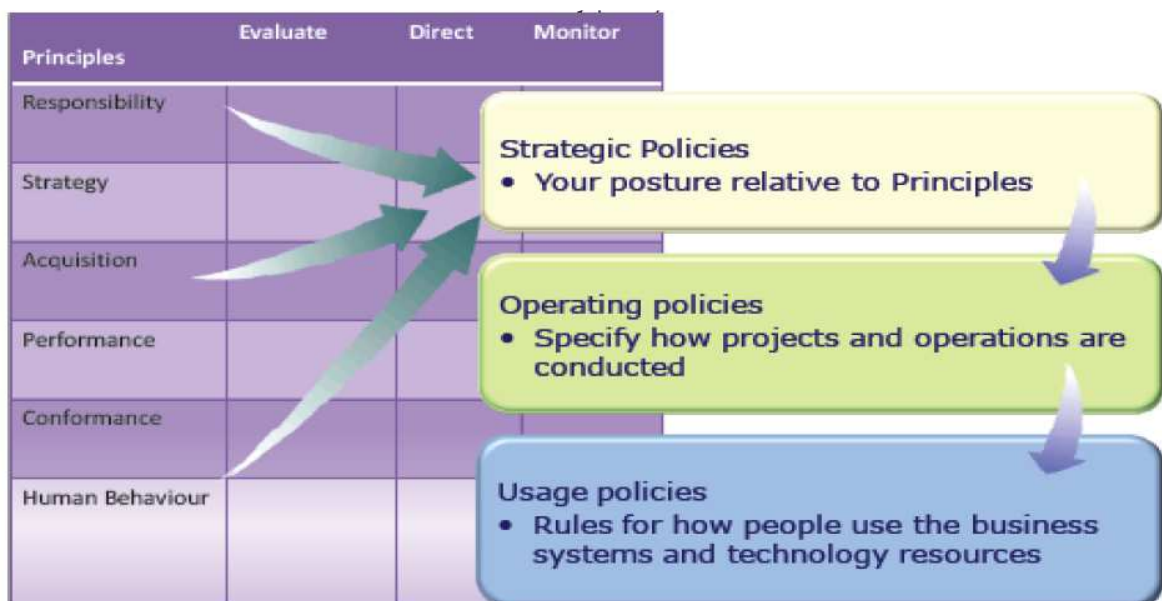
Do you consider the risks when planning IT strategy?

We do not use the term "risk" from a technical perspective but from the perspective of government. This means that risk assessment is to establish which elements can contribute to the initiatives will not succeed or what are the elements that can adversely affect the university services.

Write in the follow table several risks associated with most important strategic goals.

Strategic Goal	IT Risk associated
1.	
2.	
3.	
4.	

Do design your university strategic policies related to IT?





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"Policy" is a clear and measurable statement of managers which is the direction and behavior they wish to follow when making decisions within the organization. For example, if the policy established by the management of the university was "all the software used in college will be open source" would be clear that no executive should propose the purchase of proprietary software because it would go against the institutional policy.

For a principle to be considered "institutional policy" should be reflected in a document, it has been released and be known by all university.

Write in the table bellow the most important policies your university must implant

1.
2.
3.
4.