



Towards an ICT Strategy

Establishment of a single ICT Team

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ICT Challenge



The Oxford ICT Challenge:



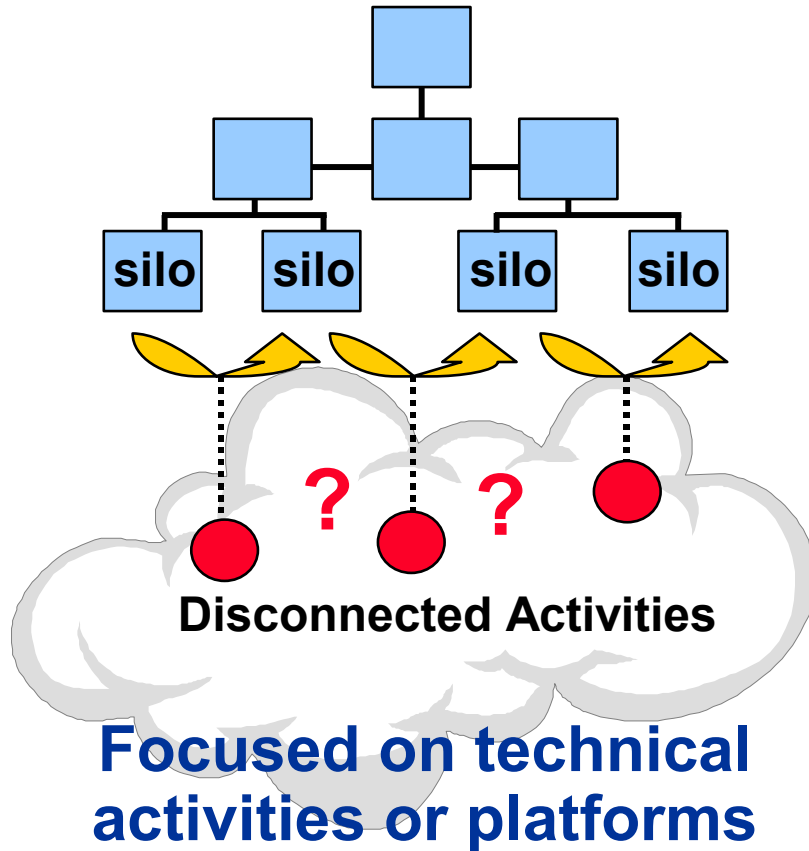
1. How can ICT ensure that it is *aligned* and meets the collegiate university's mission and objectives to support a world class research and teaching university?
3. How should a strategic ICT plan be developed to support the university's objectives to be a 21st century top world university?
5. What organizational changes are necessary to deliver first rate, cost-effective, uniform ICT services and support?
7. What critical factors must the ICT organization understand to move toward the development of a coordinated *ICT Team*?



IT Organization: Processes and Structure



Siloed Structure

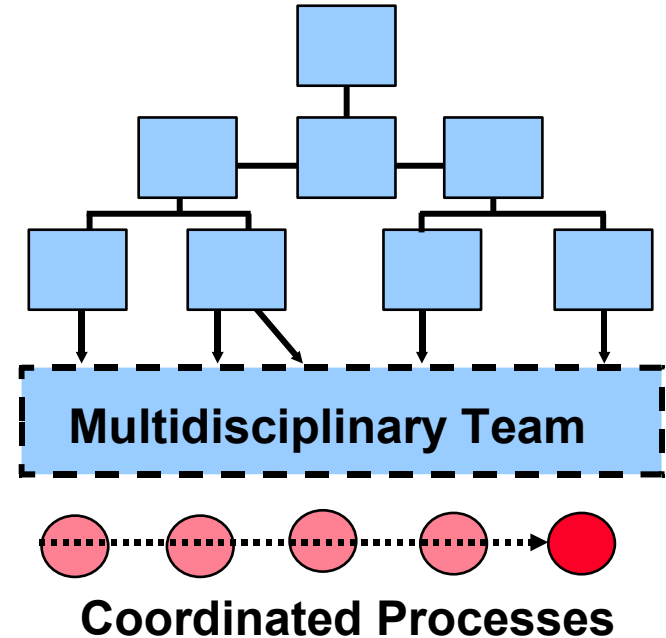


Functional Alignment

Worst Practice

Gartner

Integrated Structure



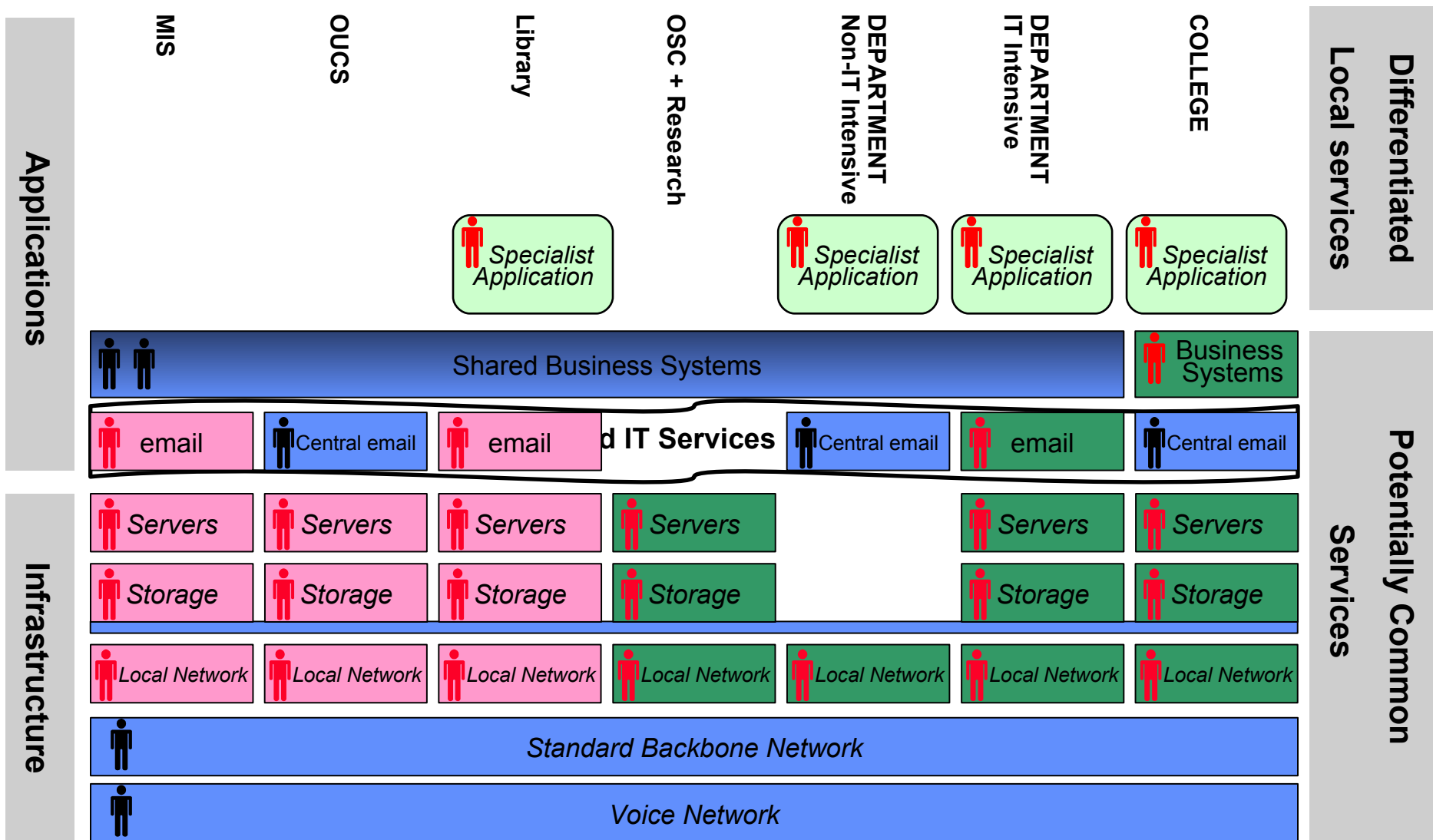
Process Alignment

Best Practice

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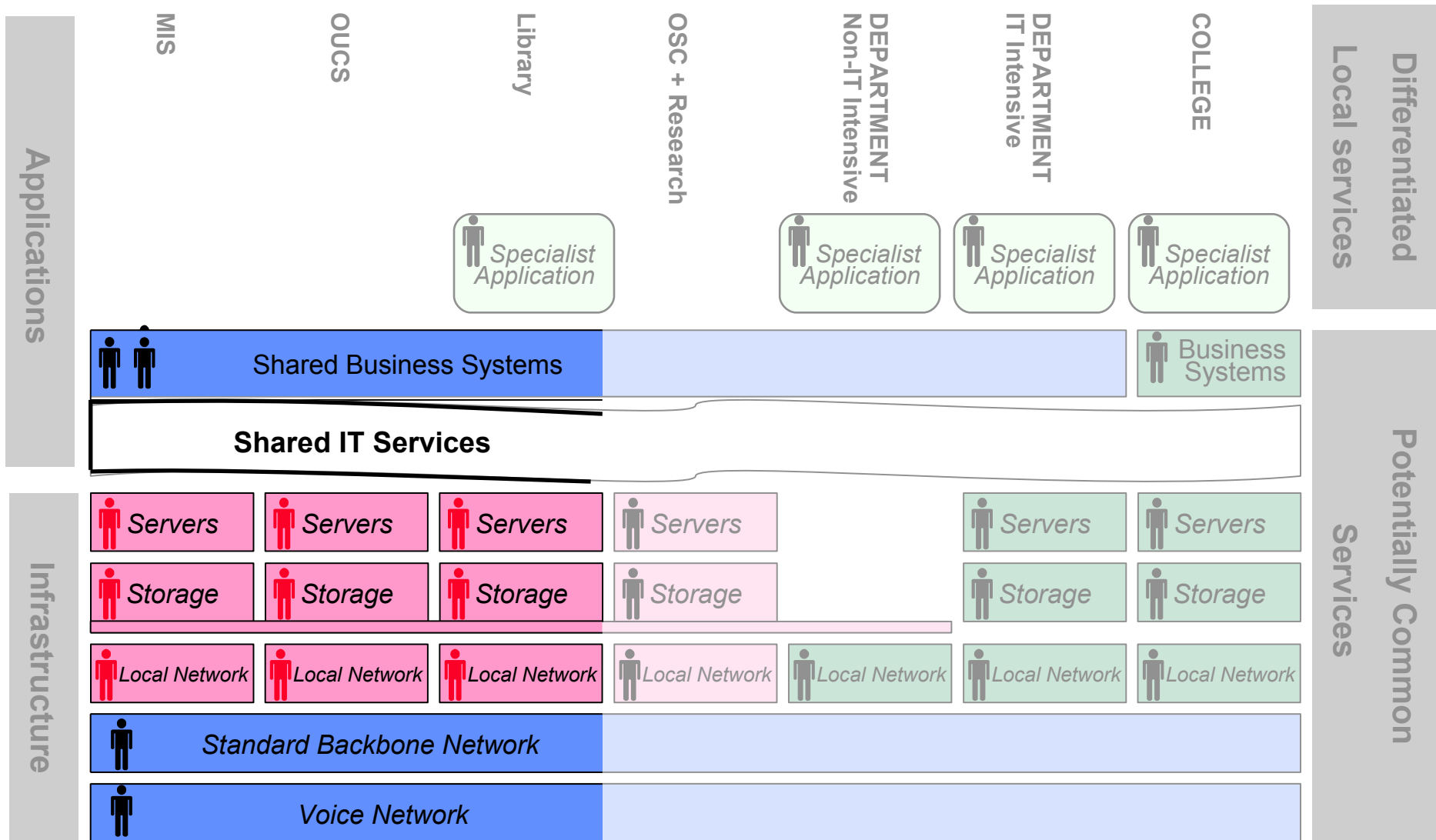


Current Fragmented IT



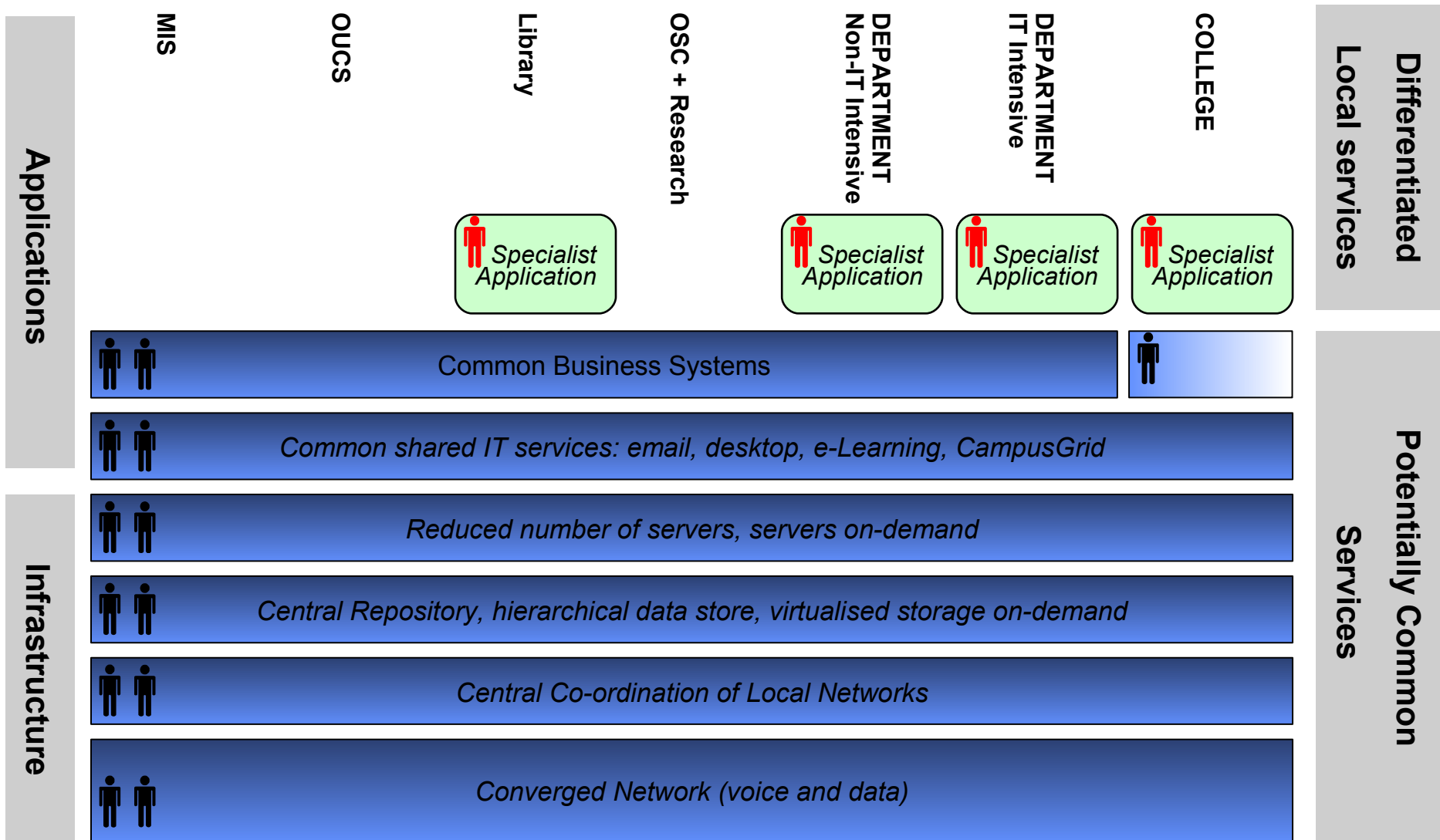


Fragmented IT - tripartite





(Eventual) Coherent ICT





Case for change



Business Imperative:

- ICT functionality needed for 21st century top-5 University
meet research and teaching needs
align with (academic) strategic priorities
- Must maximise ‘ICT Value’;
requires alignment of priorities with collegiate university
need to be able to measure and monitor ‘ICT Value’
- “In less than 3 years – uncompetitive”

Cost-effectiveness:

- Industry experience suggests - reducing to industry benchmark level:
Common procurement saves 20% (£1.2m)
- Improved use of resources – more important



ICT Strategy



Recognise that significant and challenging undertaking

- IBM and Microsoft statements – “do not underestimate the commitment needed”

Genuine possibility of reduced quality of service in the process

Commission ICT Strategy Steering Group:

- Oversee development of ICT Strategy
- Up to 50% external membership
- Convene June 2005, report April 2006
- See handout

- Launched today!



Initial Implementation



“Tripartite CCE project”



Tripartite Central Team: Common Computing Environment

- Recommended in OUCS and OULS reviews

Address:- [desktop/network/servers](#) (nb IBM concern re. network)

MIS: responsible for more than 900 desktops

OULS: responsible for c.1200 desktops

OUCS: responsible for c. 200 desktops

University had three possibilities:-

1. Status quo
2. Invest in MIS and OULS
3. Invest (same amount) in ICT Team

Crucially important that new central CCE services - absolutely first rate



ICT Team



- Project monitoring Group formed (sponsor, MIS, OULS, OUCS)
- IT Transition Work Group formed, HR consulted, staff consulted

Minimum additional requirements for tripartite CCE project (best estimate):-

Staff:	4FTE for 1 year	-> £160k
Equipment:		-> £ 40k
	Request for funding	-> £200k
minimum		

-> Recruiting ICT Enterprise Manager with key skills to:-

- Form ICT Team
- Deliver “tripartite CCE project”
- Interface with IT Strategy Steering Group

Common Computing Environment – made available to the University

Need to expand ICT Team to include wider university ICT staff

- different type of membership



Benefits of creating ICT Team



96 (c): Foster innovation, best practice, and value for money in the use of IT in teaching, learning, and research across the University

91 (g): Improve research infrastructure and the efficiency with which it is used

96 (f): Enhance quality of student life

94 (d): Create more time for research by reducing administrative burdens

96 (d): Provide high-quality and cost-effective IT services and training that meet the needs of the University and its members

Objective (4): Attract, develop and retain (academic) staff of the highest (international) calibre



Corporate Plan (Draft)



To develop a coherent ICT infrastructure across the collegiate University

Information and Communication Technology (ICT) is an essential component within the fabric of the collegiate University – engrained fully in its research, teaching, business processes and administration. To fulfil the strategic aim to “to provide high-quality and cost-effective IT services and training that meet the needs of the University and its members”, the University recognises that it is imperative to have a co-ordinated approach to the development, deployment and support of ICT systems and services throughout the collegiate University. The most appropriate model for Oxford is a *federated ICT model* which has the benefits of centrally defined and managed ICT functions together with local ICT implementation and support. The federated model is built on partnership between the centre and local ICT staff, enabling best practice developed in one part of the collegiate University to be deployed elsewhere.

The University has established an ICT Strategy Group to provide strategic support for a coherent ICT infrastructure across the collegiate University. A Common Computing Environment (CCE) is under development which initially will be implemented within three service units, but subsequently will be offered as an option for wider deployment across the University.

A federated ICT model will enable a coherent ICT infrastructure to be developed. The *value* of ICT to the collegiate University, measured in terms of the knowledge capital (for example as measured by the RAE and the QAA Institutional Audit) and creation of value (for example as measured by the quality of applications to Oxford), can only be realised fully through a coherent ICT infrastructure.



www.ox.ac.uk/it/ict

1. Infrastructure Metric (ICTC)
2. IT Regulations
3. ICT Team Project Planning sub group document
- 4. Information Strategy**
5. University Academic Strategy Green Paper
6. University Governance Green Paper



Boundary Conditions



1. ToR
2. Membership
 - Technical experts co-opted
3. 5-6 meetings face-to-face
4. Deliver by April 2006
5. Deliver to Council GPC through ICTC (or equivalent) and thence to Council



Objectives for day

1. Consensus on ambitions for ICT Strategy SG exercise
2. Determine how to build coherent ICT infrastructure
3. Determine how to manage team which delivers ICT infrastructure
4. Governance for ICT team (replacement for ICTC etc)
5. How to maximise ICT value for collegiate university; what is needed
6. Understand relations with Information Strategy
7. Understand relations to ICT Team; roll-out of CCE
 - Appreciate sensitivities
 - Crucially important that CCE works

Deliverables from day

1. Action plan with timings for ICT Strategy SG
2. Chapter headings and section heading for ICT Strategy document
 - What needs to be done to deliver text within sections
3. Clear view on what the ICT Strategy needs to cover and what should be excluded



End of presentation