
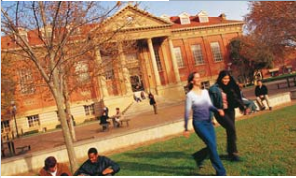
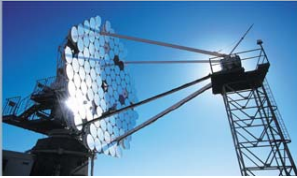



Division of Services and Resources



It is better to travel hopefully than it is to arrive ...

A journey in IT strategy at the University of Adelaide

*Associate Professor David S Munro
Associate Director, IT Strategy and Architecture*

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IT Strategy and Architecture

- Dedicated team created in early 2009 to:
- *“Lead the development of the IT Strategy for the University that enables the University to deliver on its strategic business objectives”*
 - *But.. what does “IT supporting and enabling the strategic objectives of the University” mean in practice?*
- *“Lead strategic planning processes across the Infrastructure Technology Groups and amongst key stakeholders”*
 - *Where to start?*
 - *Butwhat falls into this and what doesn't?*
 - *How does IT Strategy and Architecture fit along side Technology Services?*
- The combined aim is **still** to deliver effective IT services

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University Strategic Directions


- We pretty much know what these are...
 - Developing world class research and an outstanding research training environment
 - Providing a high quality learning environment
 - Ensuring the requisite enabling services and resource capabilities to support research and teaching
- Was the IT offering in 2008 well-placed to meet these challenges?
 - How do we get it there?
 - “More of the same” strategy will push IT to a position of being a significant limiting factor in the University’s Strategic direction

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The starting reality...

- Significant effort to achieve a level of operational quality
 - Strong foundation IT services
 - Reliable and scaleable IT infrastructure
- Technology Services however is saturated with operational activities
 - Limited capacity for innovative projects




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Principal Challenges

- IT is seen as inflexible
- IT is seen as a cost and not as an investment
- The scope of IT services available do not meet business needs
- Foundation IT services are not university wide
- Poor IT governance and business partner engagement processes exist
- Limited IT funding growth
- Lack of IT innovation and leadership




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Essential Ingredients

- IT Governance
- Technology Transformation strategic planning
- Enterprise Architecture
- Partner Engagement
- Communications



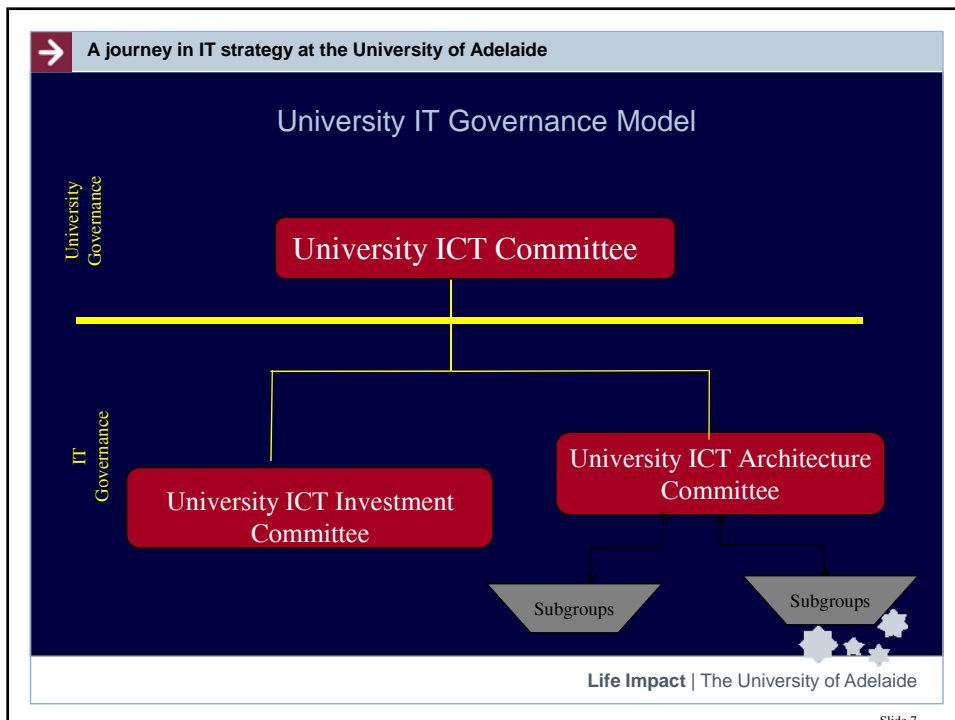
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We need principles

- What is our vision for IT?
- Enable the University's core business – excellence in research and teaching
- Deliver a rich, engaged student and staff ICT experience
- Promote operational efficiency
- Ensure systems are robust and agile
- Ensure information and systems are secure
- Manage ICT as an investment

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Where to put the effort?

“User” Centric

Operational Excellence

Innovation

- An operation that has the ability to quickly respond to almost any user's needs.
- An operation that provides reliable, secure, functional infrastructure and services
- An operation that provides products and services that push and enhance flexibility.
- Feedback from all sources was clear
 - focus should be on services that are firstly operationally efficient and then 'User'-centric

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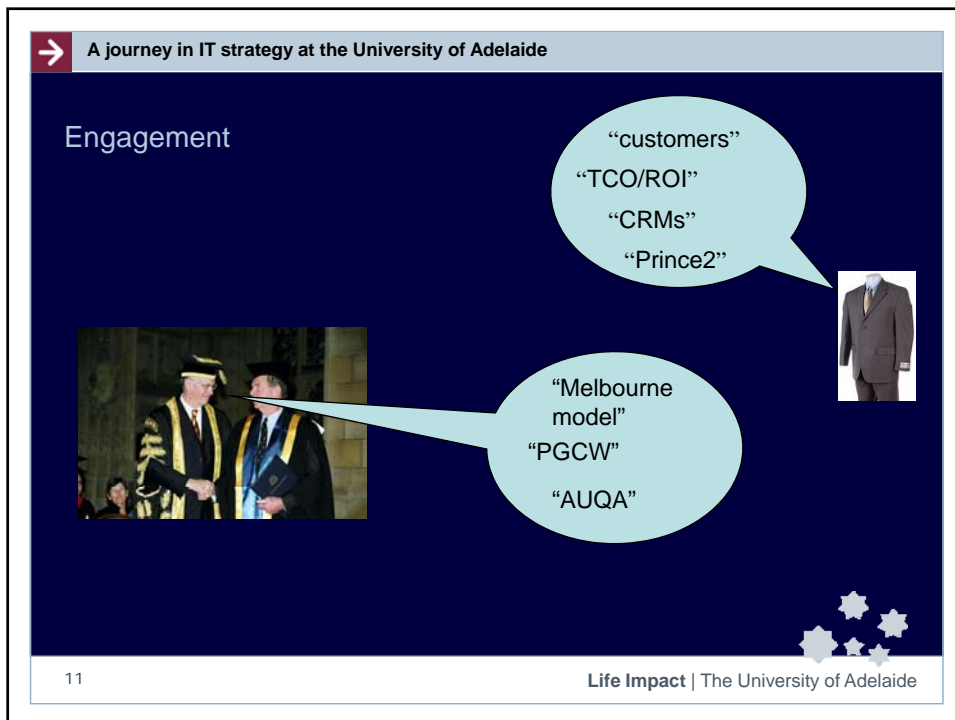
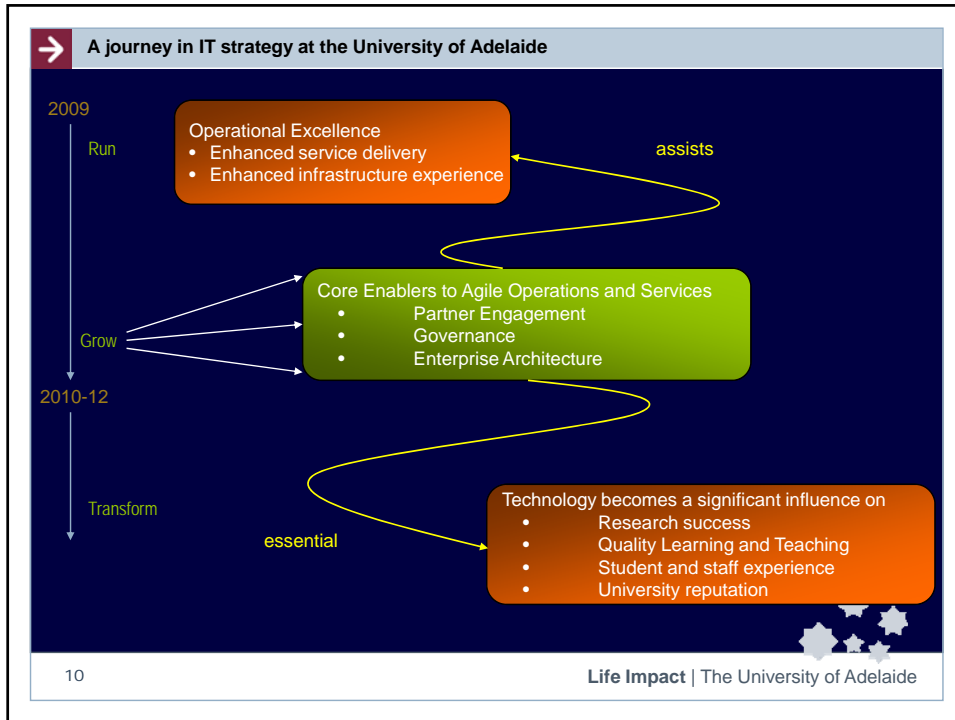
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Strategy Framework

- The key message from day one was one of *consolidation*
 - Concentrate on enhanced service delivery and infrastructure experience
 - Not to add a plethora of innovations
- Improve the efficiency of delivering effective services
 - Hence build capacity over time for leading-edge IT
- Three core enablers essential for this journey
 - Partner Engagement
 - Governance
 - Enterprise Architecture



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Engagement



“linux”
“VOIP”
“SLAs”
“SOEs”



“CEQs”
“HDR completions”
“ERA” “Bradley”



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Engagement



“Quotas”
“Printing Policy”
“Acceptable Use”
“Charging”

“FaceBook”
“Tweets”
“iTunes”
“Free” “Beer”



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Engagement

- A take-away for Central Services
 - Productive Engagement cannot happen until you know *how* to engage
- Learn and talk the language of the “business”
 - Immersion into IT for research
 - Immersion into IT for L+T
 - Immersion into IT for students
 - Immersion into IT for University admin
- We have come a long way since 2009

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Enterprise Architecture


- A discipline that considers and captures the University as a whole
 - structure, outputs, operations, technology, and the relationships tying these together.
 - Hard to see how you achieve alignment with business needs any other way
- Input to Governance
 - Growing reputation across Faculties and Divisions
- Increased focus on business drivers rather than on technology solutions
- University-wide consideration and decision making
- Change expressed in terms of business benefits understandable to the University community
- Service Oriented Architecture (SOA) adopted as our preferred Architectural direction

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Technology Transformation Strategic Plan 2010-12

- What is the plan for/about
 - Establish a framework within which proposed initiatives can be assessed
 - A *partnership* based approach to the identification and delivery of future services.
 - Initiatives and priorities determined as a product of the partnership engagement and Governance.



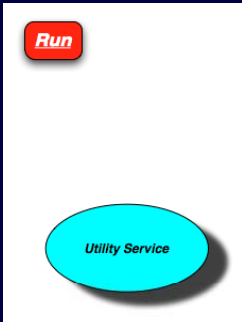
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Starting Position

- Benefits and pitfalls of centralisation
 - Economies of scale
 - Robustness, core service provision, expertise etc
 - Removed IT specialists, empathy and expertise away from Schools
 - Goal seemed more important than the journey
 - Evolved into a functional, yet distanced *utility* service



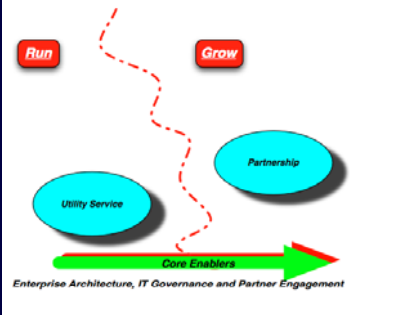
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Partnership model

- Engagement with Faculties, Schools and Business Units
 - promotes and leverages innovation
 - enables staff in these Units to direct ICT investment towards the services most critical to their needs
- Utility service still needed!!
 - Don't rob one to pay the other!



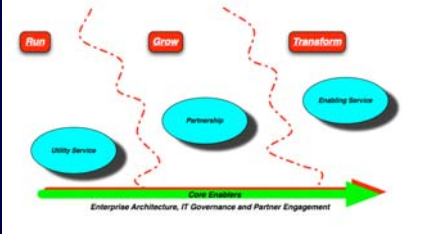
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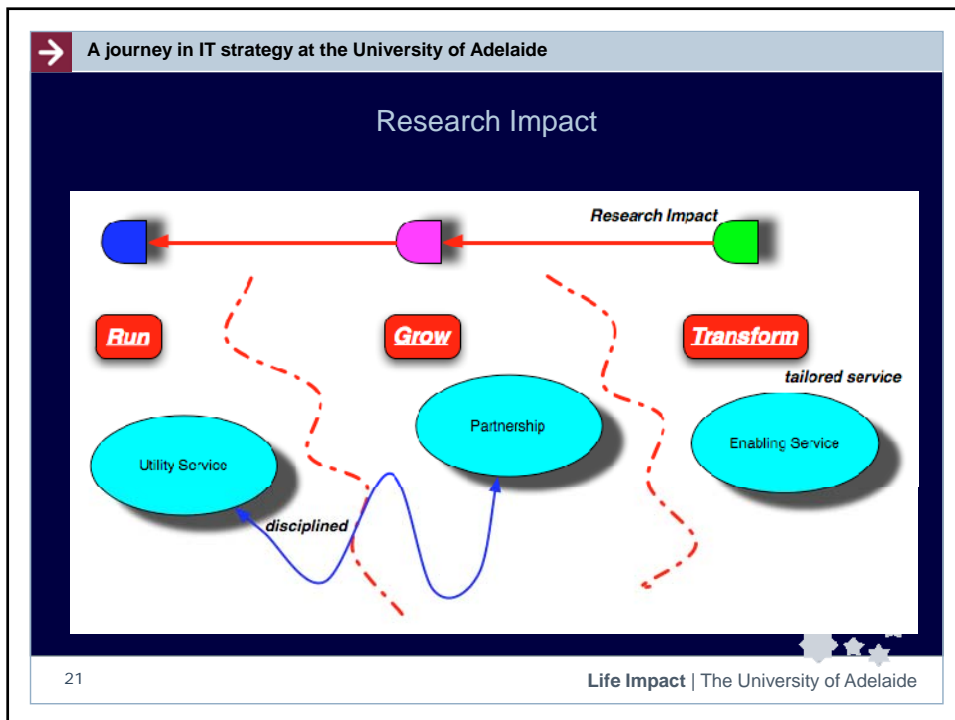
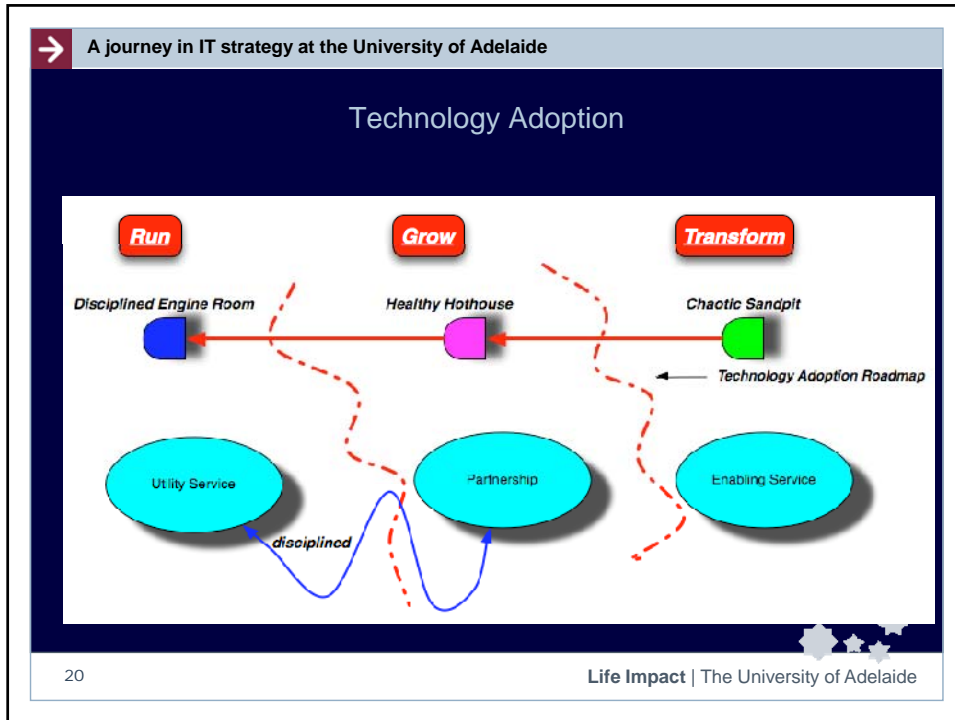
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Embrace it or perish!

- Technology becomes a significant influence, benefit and challenge on
 - Research success
 - Quality Learning and Teaching
 - Student and staff experience
 - University reputation



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So where are we now?


- Strategic plan is a not a static document
 - Service catalogue
 - three year enterprise-wide IT investment plan
 - a subsequent program of ICT investments and initiatives,
 - a program of service improvement initiatives within Technology Services,
 - a comprehensive review of ICT for research
- Functioning Governance
 - Quality academic and faculty administrative input
 - Safety net rather than mandatory
 - SOA adoption
 - Real cost savings
- Effective Enterprise Architecture
 - Growing understanding of the importance of "business architecture"
- Partner Engagement and Communication
 - Possibly our biggest area of improvement

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In summary...

- What are the University's IT principles?
 - What is it trying to achieve?
- What is the manifestation of the IT principles?
 - Architecture
- How is this going to be achieved?
 - Strategy
- Who makes these decisions and who has input to them?
 - Governance
- How can we deliver the "right" Architecture and Strategy?
 - Partner Engagement
- How do we align the IT service with these needs?
 - Enterprise Architecture



Run
Consolidate foundation IT

Grow
Engagement, Governance and Enterprise Architecture

Transform
Contribute to success of the University

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