Strategic ITM Plan Framework
Standard
**Effective Date**: February 26, 2015

Authority & Alignment

Authority: D1200 Code of Conduct, D3300 Internal Controls, D8000 ITM Governance and Management
Alignment: International standards – CobiT 4.1, ISO 38500:2008

Overview

The Strategic Information and Technology Management (ITM) Plan should be developed from a strategic academic and administration perspective. If ITM is to successfully deliver services to support the University's strategy, there should be a clear ownership and direction of the requirements by the University and a clear understanding of what needs to be delivered, and how, by ITM. The University strategy should be translated into objectives related to IT-enabled initiatives. These objectives should lead to a clear definition of ITM's own objectives (the ITM goals), which in turn define the IT resources and capabilities (the enterprise architecture for IT) required to successfully execute ITM's part of the University's strategy (Figure 1)[1].

Figure 1 – Relationship between University Strategic Objectives and the Strategic ITM Plan
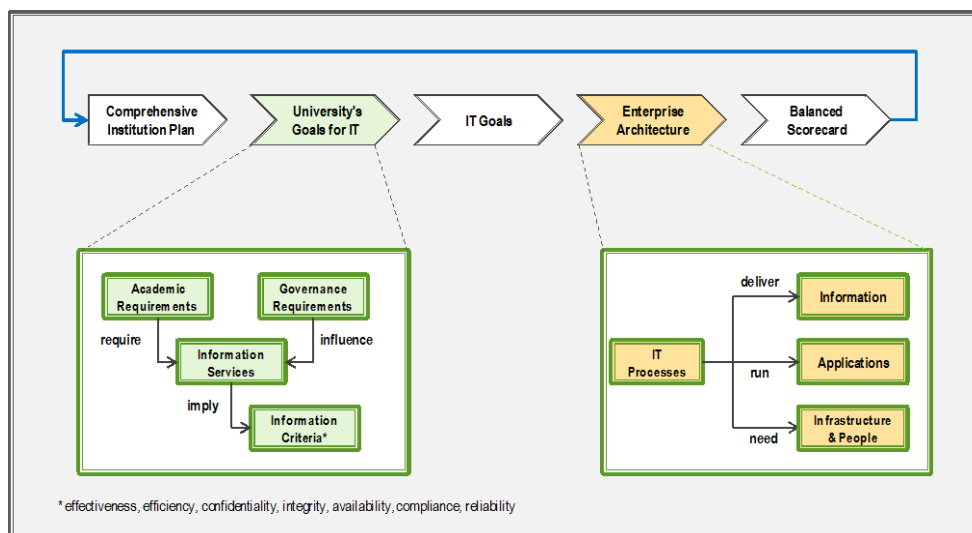
The strategic ITM plan defines the current and desired future state of the University's ITM environment, the roadmap to get to where the University wants to be and a means of measuring progress. It also defines the targeted time horizon to achieve the desired future state.

Scope and Definitions

Scope includes all University initiatives, in pursuit of strategic objectives, that contain an information technology component.

Compliance & Exceptions

Responsibility for compliance with MacEwan policies and standards extends to all members of the MacEwan community as defined in D1200 Code of Conduct – Employees. Non-compliance

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[1] CoBIT 4.1

may create risk for MacEwan and will be addressed accordingly (see clause 4.5.1 "Respect for the law and University governance" of the University's policy D1200 Code of Conduct – Employees for additional guidance).

Standard Requirements

The Strategic ITM Plan will be developed under the leadership of the CIO, and endorsed by the ITM Committee.

It should be developed for a period of not less than three years and not more than five years, subject to annual review and refresh. The following principles, goals and key activities will be applied to the Strategic ITM Plan:

Principles

- The Strategic Focus of the University will reflect and give life to its student-centered values (pillars) in all its planning, policies and actions, including programming, services and administration. It is essential that these pillars, which clearly place students at the center of the university's identity and purpose, be reflected in all aspects of university planning and activity.[2]
- Information Technology (IT) is a value driver for the university.
- IT strategic planning is a complex and critical undertaking requiring close co-ordination amongst university-wide academic and business unit plans, and IT strategic plans.
- Value must be delivered in support of strategic objectives while considering the associated risk in relation to the University's risk appetite.
- The plan must be flexible and adaptable to meet rapidly changing academic and business requirements, and IT opportunities for innovation.
- The presence or absence of IT capabilities can either enable or hinder the University's strategies; therefore, IT strategic planning should include transparent and appropriate planning of IT capabilities.
- Governance of strategic sourcing with external product vendors is a significant strategic planning activity.

Goals

- Align strategic IT plans with academic and business objectives.
- Delivery of IT services in line with academic and business requirements.
- Ensure the IT strategy is cost-effective, appropriate, realistic, achievable, university-focused and balanced.
- Ensure awareness of the IT strategy and a clear assignment of accountability for delivery.
- Knowledge, expertise and initiatives for academic and business innovation.

Key Activities

- Describe the vision for ITM in the context of the vision and mission of MacEwan University.
- Identify risk from current, potential and declining technologies.
- Define high-level ITM objectives and goals and how they will contribute to the University's objectives.
- Identify and adequately address risk, costs and implications of organizational changes, technology evolution, regulatory requirements, business process re-engineering, staffing, insourcing and outsourcing opportunities, etc., in the planning process.
- Identify both the internal and external factors that influence the University's strategic objectives.
- Develop and maintain a baseline of the ITM environment, capabilities and services.
- Describe the desired future state of ITM.
- Gap analysis – a description of the differences between the current and desired future states.

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[2] Strategic Directions and Core Strategies for MacEwan University 2014 – 2019 (Draft)

- Roadmap – a description of the major goals and initiatives which will be undertaken to address the gap between the current and desired future states, mapped to specific academic and business goals, including costs, sourcing strategy, proposed schedule, dependencies, risks and risk mitigation strategies.
- Create awareness and understanding of the academic, business and IT objectives and direction, as captured in the ITM strategy, through communication to appropriate stakeholders and users throughout the University.
- Formally obtain support from stakeholders and obtain approval for the plan.
- The Strategic ITM Plan should be sufficiently detailed to allow for the definition of ITM tactical plans.[3]

Related Content

Type	Title
Policy	ITM Governance and Management
Standard	ITM Committee
Standard	CIO Roles & Responsibilities
Standard	ITM Risk Management Framework

Key Words

plan, strategic, IT, ITM, objectives, goals

Measurement

- ✓ Number of approved initiatives resulting from innovative IT ideas.
- ✓ Percent of objectives in the IT strategy that support the University's strategy.
- ✓ Percent of projects in the IT project portfolio that can be directly traced back to the IT strategy
- ✓ Number of new opportunities realized as a direct result of IT developments

Contact

CIO

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[3] The Principles, Goals and Key Activities are taken from Cobit 5, APO02.