



**CAMPUS** 08  
**TECHNOLOGY**

**The 21st Century IT Department  
Today and Tomorrow**

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# AGENDA

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- Today's headlines
- Looking Ahead
  - Roles & Responsibilities of IT Leaders
  - Core Competencies of IT Organizations
- Innovation and Emerging Technologies
- Recap and Q&A

# RECENT HEADLINES

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- Doubts Raised About CIOs' Strategic Importance
- Pressures Mount on CIOs to Deliver All of the Time
- California Bar Association Sanctions Legal Training in Virtual World
- Is Your Head in the Clouds?

# RECENT PRONOUNCEMENT

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“Information-technology departments of large organizations, including colleges, are the most regressive and poisonous force in technology today.” (Walter S. Mossberg, The Chronicle’s Presidents Forum, June 2007)

# SEVEN ROLES OF EFFECTIVE CIOs\*

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- Utility provider
- Educator
- Relationship architect
- *Leader*
- Information steward
- Integrator
- Strategist

\* The Seven Roles of Highly Effective CIOs, CIO Insight, May 19, 2007

# CIO'S FIVE MOST IMPORTANT RESPONSIBILITIES

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- Contribute to business strategy
- Ensure reliability of infrastructure
- Improve business processes
- Ensure people can access accurate, complete, timely data
- Help drive innovation

\*CIO Insight, June 2008, p. 17.

# CHARACTERISTICS OF EFFECTIVE LEADERS

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- Broad knowledge of IT *and* higher education
- A *vision* for advancing higher education with technology and the ability to *focus* on and *execute* that vision
- Outstanding communicator and a constructive collaborator
- Developer, mentor, and motivator

# CHARACTERISTICS OF EFFECTIVE LEADERS

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- Passionate and positive; treats people with respect
- Rolls with the punches and doesn't give up
- Enjoys his/her work and has a sense of humor
- Willing to take *reasonable* risks

**I SAID, “TAKE REASONABLE RISKS”**



# CORE ORGANIZATIONAL COMPETENCIES: VISION, FOCUS AND EXECUTION

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- Vision—point in the right direction
- Focus—select the right projects to get you there
- Execution—successfully complete IT projects *and* manage your entire portfolio of projects

# THEY GO TOGETHER: VISION, FOCUS AND EXECUTION

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- Vision alone—dreaming
- Vision and Focus alone—failing
- Vision, Focus & Execution—succeeding

# VISION, FOCUS AND EXECUTION IN ACTION\*

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Debra Allison and John Camp, "Preparing for an IT leadership role," December 2007.

# STRATEGIC PLANNING

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Strategy  Competitive Advantage

If an initiative, although important to do, doesn't provide your institution with a *competitive advantage*, it's NOT strategic.

# VISION, FOCUS AND EXECUTION IN ACTION\*

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Debra Allison and John Camp, "Preparing for an IT leadership role," December 2007.

# REQUIREMENTS: EFFECTIVE IT GOVERNANCE\*

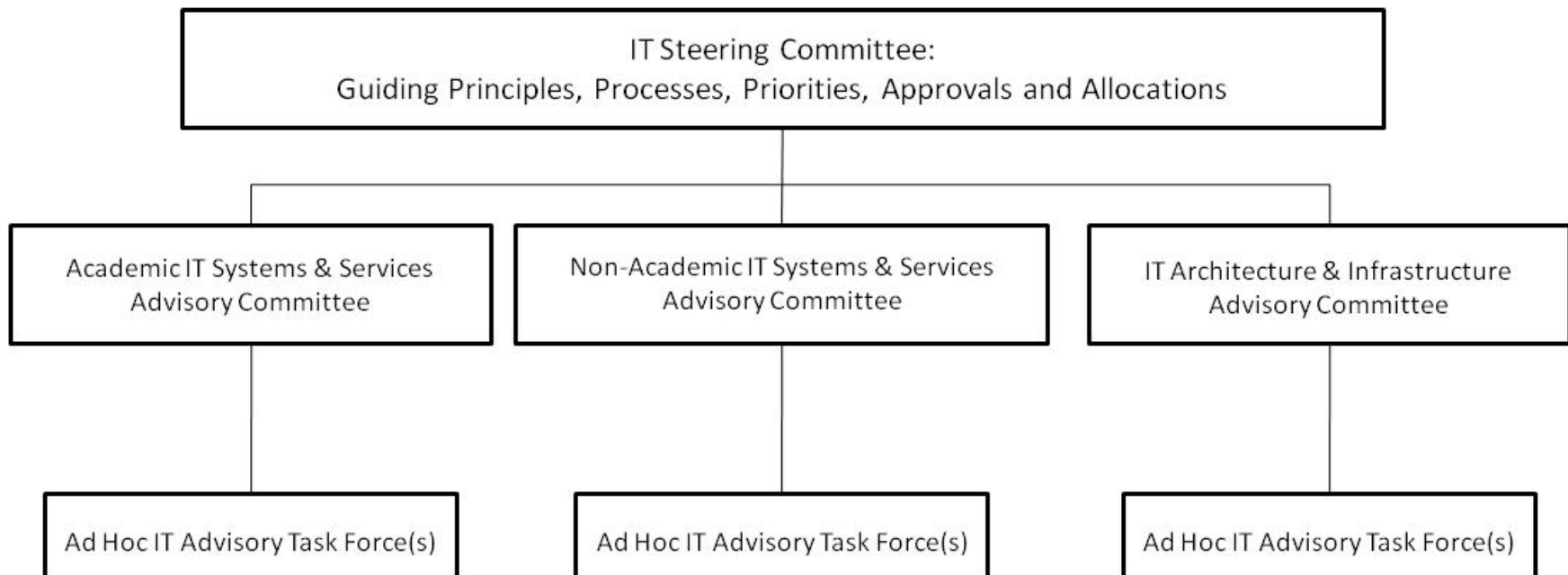
15

- A flexible *structure* for steering and advisory committees
- *Guiding principles* for IT at your institution
- *Processes* for proposing, prioritizing and decision-making

\* Cassio Dreyfuss, Create a governance architecture that adapts to change, Gartner, November 26, 2003, pp. 3-4.

# EXAMPLE OF GOVERNANCE STRUCTURE

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# EXAMPLES OF GUIDING PRINCIPLES

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- Align IT resources and services with the strategic goals and objectives of the institution.
- Invest in IT resources and services that provide the institution with a competitive advantage in attracting and retaining students, faculty, staff and external support.

# EXAMPLES OF GUIDING PRINCIPLES

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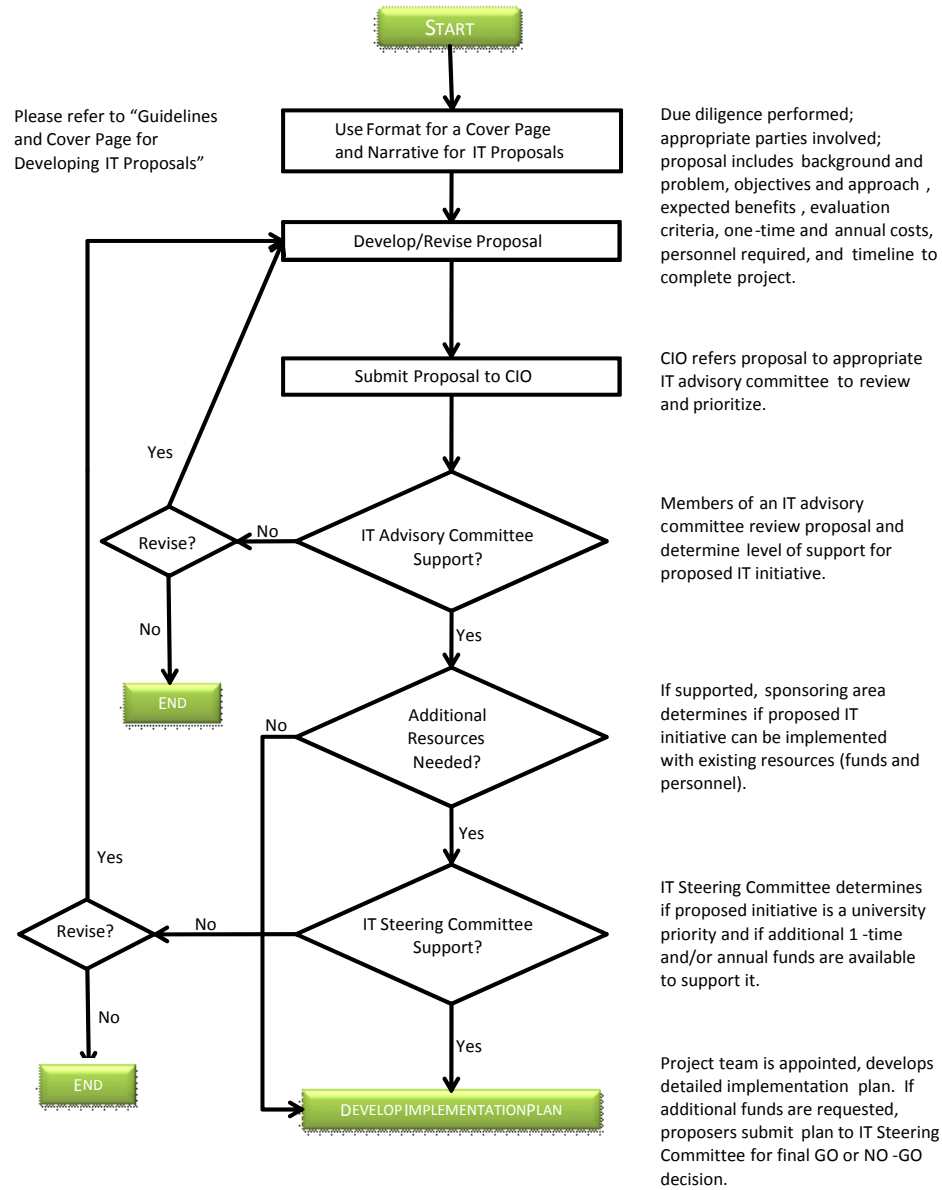
- Support IT projects that reflect best practices for using IT to advance teaching, learning, scholarly activities, or University services.
- Seek collaborations among units to improve how IT resources are acquired, deployed and supported.

# EXAMPLES OF GOVERNANCE PROCESSES

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- Developing and submitting proposals
- Assessing and prioritizing needs
- Reviewing and acting on proposals
- Sponsoring and managing approved projects

**PROCESS FOR DEVELOPING, SUBMITTING AND REVIEWING IT PROPOSALS**



# IT GOVERNANCE LESSONS LEARNED

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- Charter from President/Chancellor with buy-in from stakeholders
- Key decision-makers and “big picture” thinkers on steering and advisory committees
- Non-IT chairs or co-chairs may lend credibility

# VISION, FOCUS AND EXECUTION IN ACTION\*

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Vision

- STRATEGIC PLANNING

Focus

- IT GOVERNANCE

Execution

- PROJECT & PORTFOLIO MANAGEMENT

Debra Allison and John Camp, "Preparing for an IT leadership role," December 2007.

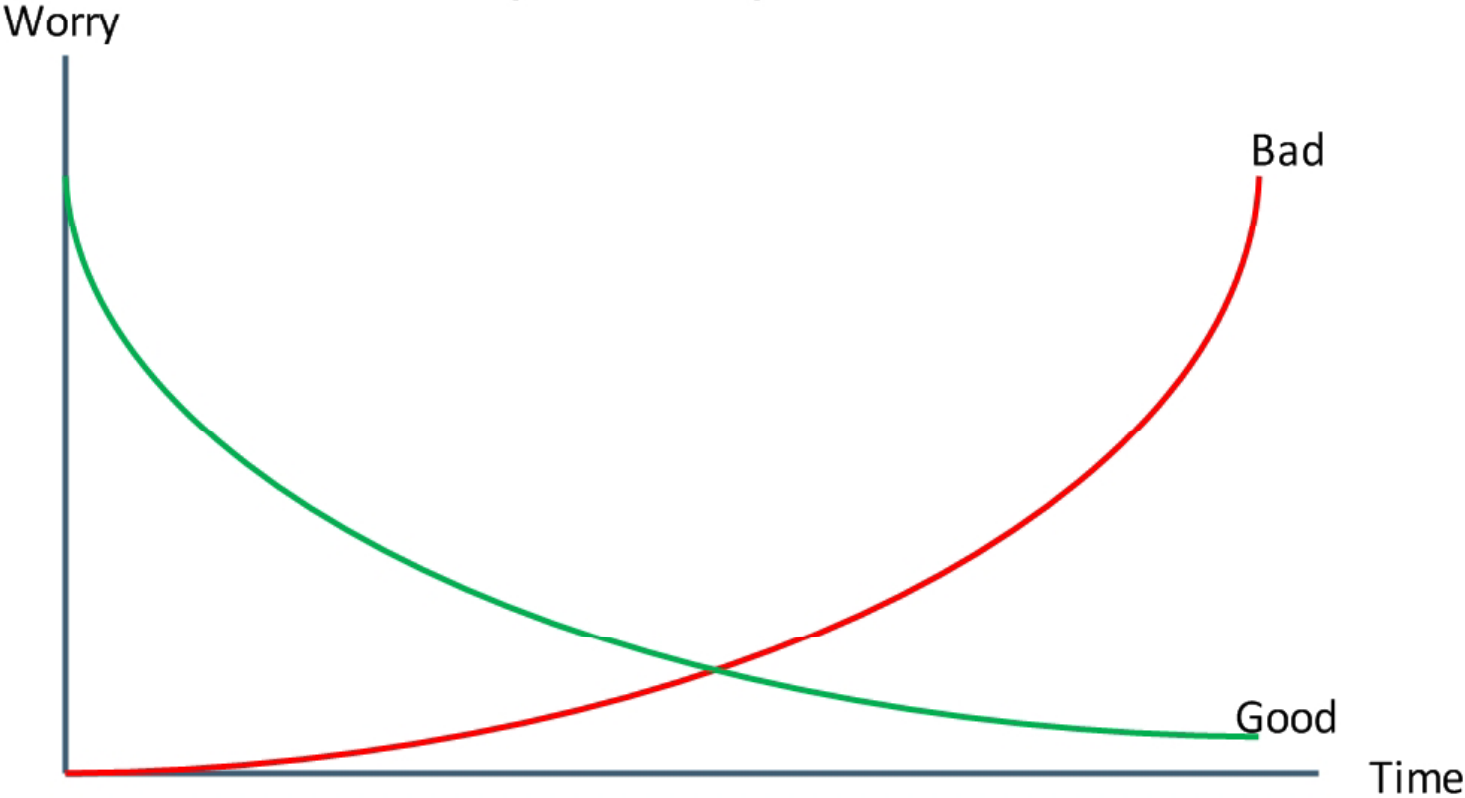
# PROJECT & PORTFOLIO MANAGEMENT

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To be successful:

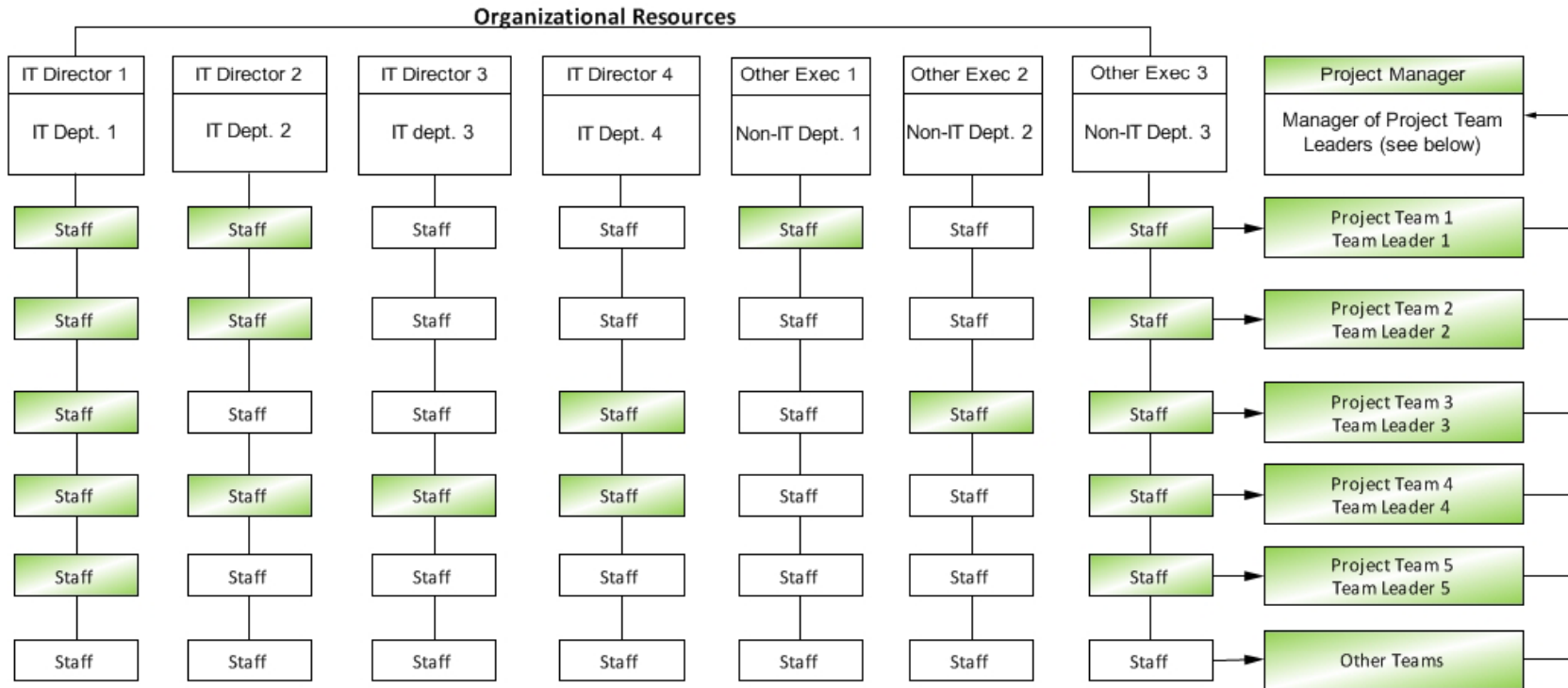
- Adopt PM methodology and tools, and train all staff
- Charter each project with description, objectives, scope, deliverables, organization, etc.
- Schedule each project with major tasks, task leaders, durations, and required resources (\$\$s and people)
- Manage and motivate project teams with project status meetings

# Project Worry Curves



Dennis Young, Project Success Inc., Atlanta, GA

## Strong Matrix Project Organization Project: Project Name Here



Staff = Personnel resource(s) are needed from department to complete work of named project team  
Staff = Personnel resource(s) are NOT needed from department to complete work of named project team

# PROJECT & PORTFOLIO MANAGEMENT

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Manage your entire portfolio of projects:

- Adopt methodology and tools
- Track capacity to take on new projects
- Involve and inform members of IT Governance committees

Hypothetical Employee Load Matrix for Allcoating Time to Responsibilities

Employee	Maintenance and Support				Projects				Other			Total
	App 1	App 2	...	App N	Proj 1	Proj 2	...	Proj M	Innovation	Prof Dev	Absences	
1	0.3	0.1			0.2				0.2	0.1	0.1	1.0
2	0.1			0.3		0.3			0.1	0.1	0.1	1.0
3		0.3		0.1				0.3	0.1	0.1	0.1	1.0
4	0.2				0.2	0.3			0.1	0.1	0.1	1.0
5		0.2			0.2	0.3			0.1	0.1	0.1	1.0
6				0.2	0.2	0.3			0.1	0.1	0.1	1.0
7				0.2	0.2	0.3			0.1	0.1	0.1	1.0
8				0.2	0.2	0.3			0.1	0.1	0.1	1.0
9					0.2	0.3		0.2	0.1	0.1	0.1	1.0
10					0.2	0.3		0.2	0.1	0.1	0.1	1.0
11					0.2	0.3		0.2	0.1	0.1	0.1	1.0
12							0.3	0.4	0.1	0.1	0.1	1.0
13							0.3	0.4	0.1	0.1	0.1	1.0
14							0.3	0.4	0.1	0.1	0.1	1.0
15							0.3	0.4	0.1	0.1	0.1	1.0
...												...
X	0.4	0.3							0.1	0.1	0.1	1.0
Total	0.6	0.6	0.0	1.0	1.8	2.7	1.2	2.5				

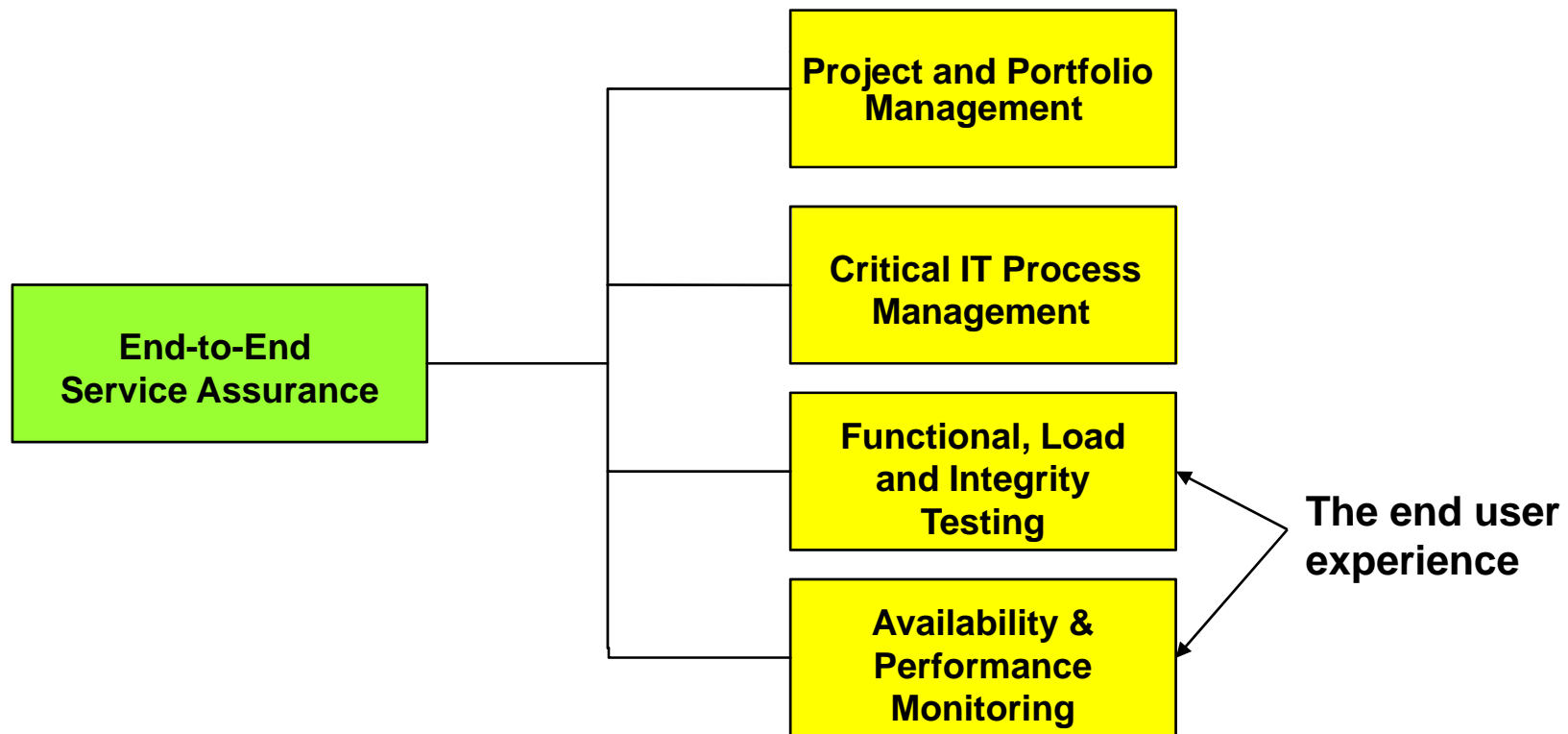
# OTHER CORE ORGANIZATIONAL COMPETENCIES

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- Critical IT processes—mature and effective
- Critical services—meet end-to-end service delivery expectations
- Culture—encourages and supports innovation

# END-TO-END SERVICE ASSURANCE

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# HOWEVER...

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Although an IT leader's role isn't about technology per se, s/he must always look ahead for emerging technologies that have the potential to transform education.

# GARTNER'S LIST 2008-2012

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Multicore and hybrid processors	User Interface
Virtualization and fabric computing	Ubiquitous computing
Social networks and social software	Contextual computing
Cloud computing and cloud/Web platforms	Augmented reality
Web mashups	Semantics

# THE MOST EMERGENT TECHNOLOGIES\*

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Storage virtualization	Browser based visualization
Application virtualization	RFID/wireless sensors
Unified communications	Linux on desktop
802.11n Wi-Fi	Social network analysis
Hosted productivity applications (e.g., Google apps)	Cloud computing

\*Brian P. Watson, Research: Web 2.0, Mobile Gain Momentum, CIO Insight, May 12, 2008.

# THE MOST EMERGENT TECHNOLOGIES\*

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Grassroots Video (<1 year)	Collaboration Webs (<1 year)
Mobile Broadband (2-3 years)	Data Mashups (2-3 years)
Collective Intelligence (4-5 years)	Social Operating Systems (4-5 years)

\* Lev Gonick et al, The Horizon Report 2008 Edition, The New Media Consortium and Educause, 2008.

# SIGNIFICANT CHALLENGES/TRENDS\*

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**The growing use of Web 2.0 and social networking ... is gradually but inexorably changing the practice of scholarship**

**The way we work, collaborate, and communicate is evolving as boundaries become more fluid and globalization increases**

Access to—and portability of—content is increasing as smaller, more powerful devices are introduced

The gap between students' perception of technology and that of faculty continues to widen

Higher education is facing a growing expectation to deliver services, content and media to mobile and personal devices

The renewed emphasis on collaborative learning is pushing the educational community to develop new forms of interaction and assessment

\*Lev Gonick et al, The Horizon Report 2008 Edition, The New Media Consortium and Educause, 2008.

# MEANWHILE: THE MOST PRESSING IT ISSUES\*

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Security	Administrative/ERP Information Systems
Funding IT	Infrastructure
Identity/Access Management	Disaster Recovery / Business Continuity
Governance, Organization, and Leadership	Change Management
E-Learning / Distributed Teaching and Learning	Staffing / HR Management / Training

Debra Allison, Peter B. DeBlois and the EDUCAUSE Current Issues Committee, Top 10 IT Issues 2008, *EDUCAUSE Review*, May/June 2008, p. 38.

# HOWEVER, ONCE AGAIN ...

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“Chief Information Officers (CIOs) who see their jobs as keeping the data centre running, business continuity planning and finding new technology toys to show to people will not survive. Instead, they will have to think beyond the constraints of conventional, in order to identify the technologies that might be in widespread use a few years from now.”

(David Cearly, in Gartner Identifies Top Ten Disruptive Technologies for 2008 to 2012, May 2008.)

# RECAP AND Q&A

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In the future, effective IT organizations will:

- Be led by true leaders (see slides 6 and 7)
- Be high-performing with strong core competencies (see slides 10-26, 33)
- Provide services that exceed end-to-end expectations (slide 27)
- Be strategic *and* innovative (slides 11-12, 28-32)

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