CAMPUS TECHNOLOGY 08

The 21st Century IT Department Today and Tomorrow

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AGENDA

- 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

- 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

"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*

- 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

- 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

- 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

- 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"

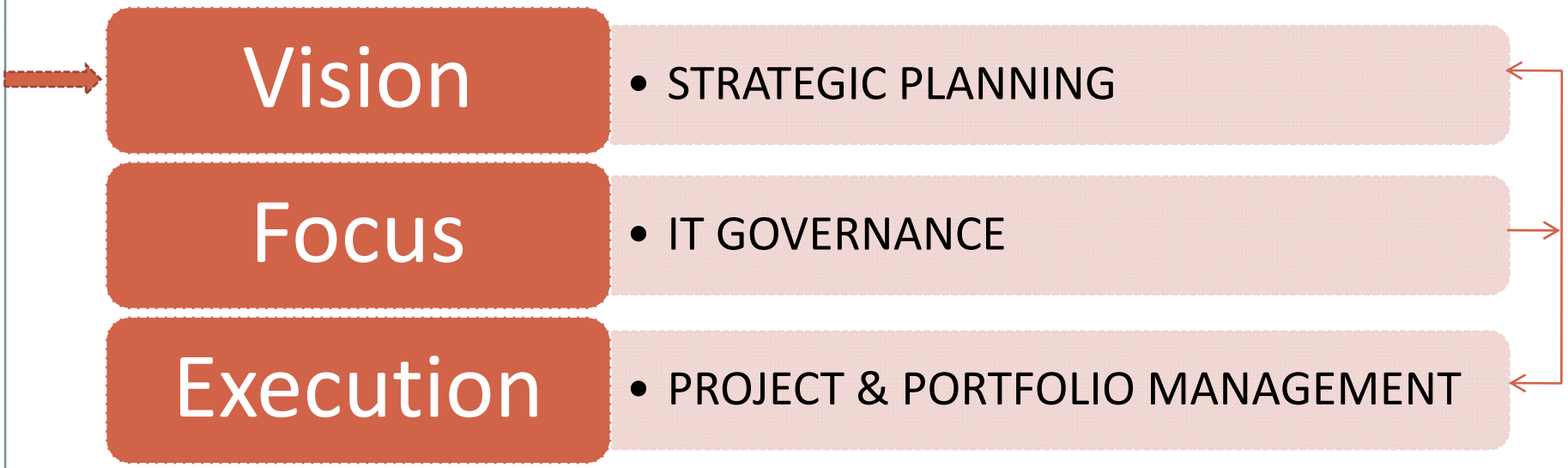
Core Organizational Competencies: Vision, Focus and Execution

- 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

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

VISION, FOCUS AND EXECUTION IN ACTION*



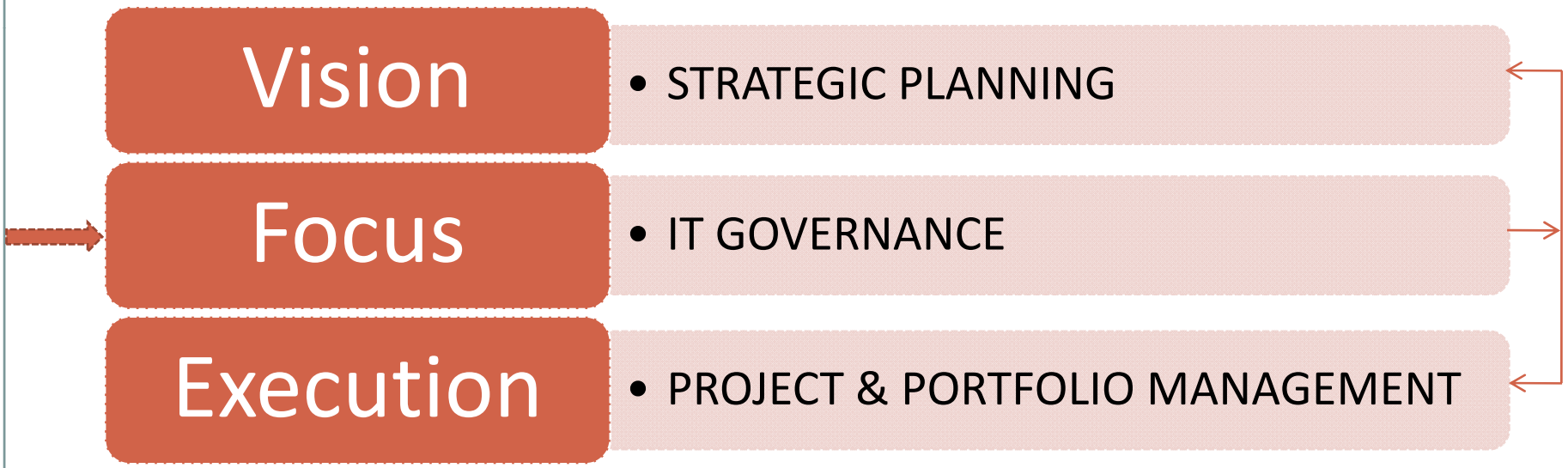
Debra Allison and John Camp, “Preparing for an IT leadership role,” December 2007.

Strategic Planning

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*



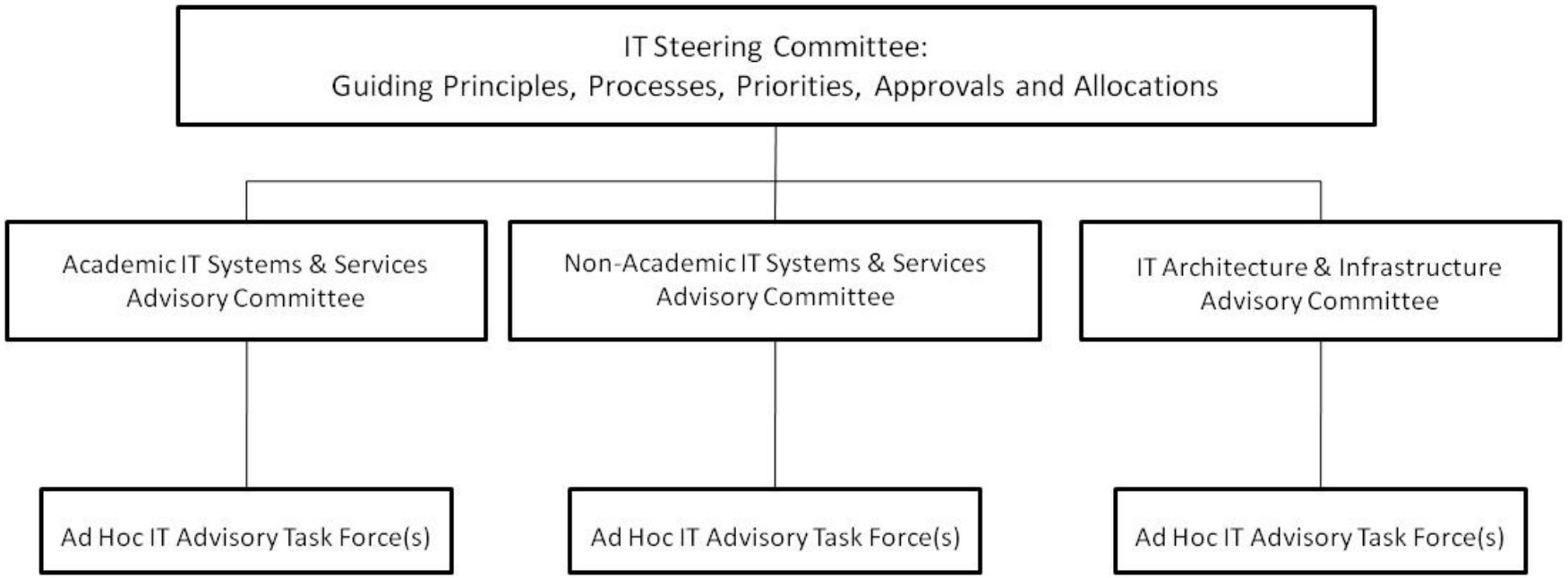
Debra Allison and John Camp, “Preparing for an IT leadership role,” December 2007.

REQUIREMENTS: EFFECTIVE IT GOVERNANCE*

- 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



Examples of Guiding Principles

- 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.

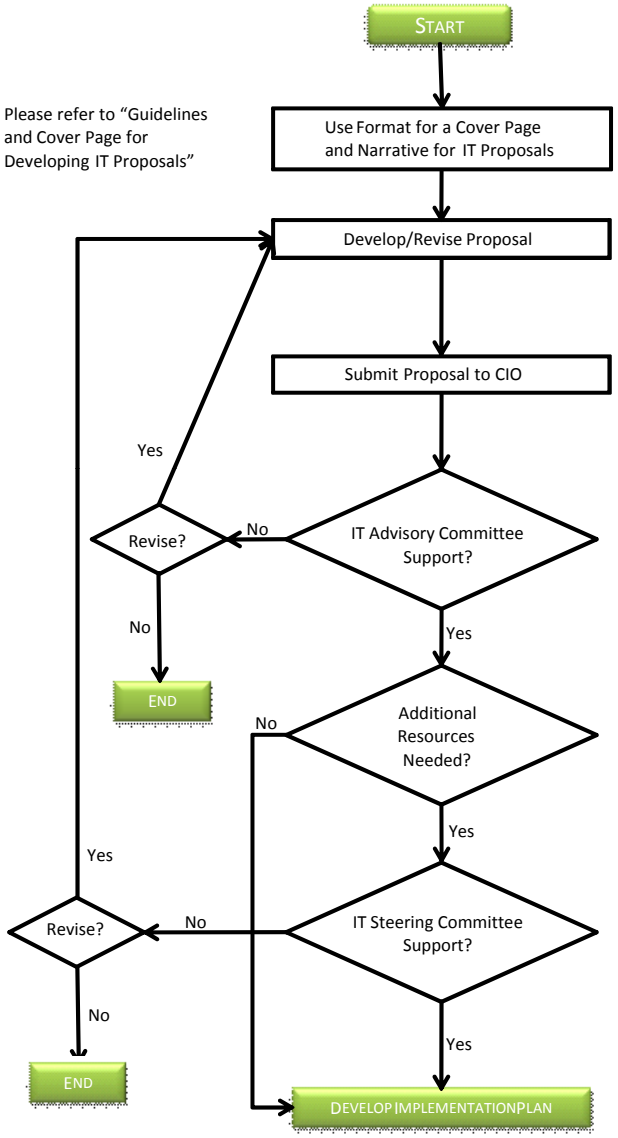
Examples of Guiding Principles

- 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

- 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



Please refer to "Guidelines and Cover Page for Developing IT Proposals"

Due diligence performed; appropriate parties involved; proposal includes background and problem, objectives and approach, expected benefits, evaluation criteria, one-time and annual costs, personnel required, and timeline to complete project.

CIO refers proposal to appropriate IT advisory committee to review and prioritize.

Members of an IT advisory committee review proposal and determine level of support for proposed IT initiative.

If supported, sponsoring area determines if proposed IT initiative can be implemented with existing resources (funds and personnel).

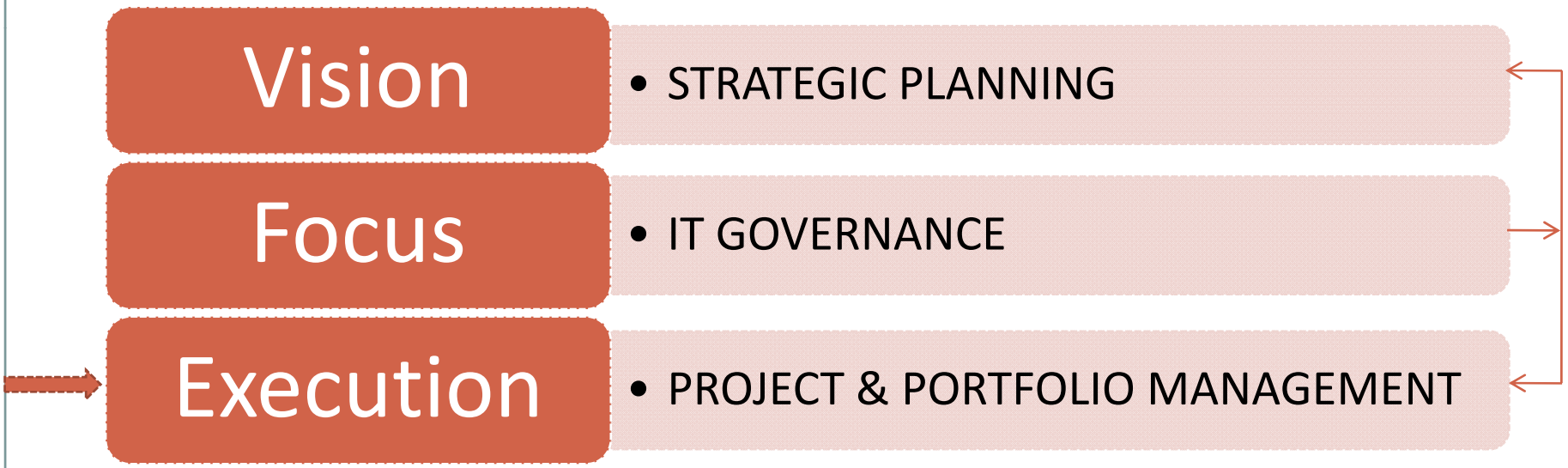
IT Steering Committee determines if proposed initiative is a university priority and if additional 1-time and/or annual funds are available to support it.

Project team is appointed, develops detailed implementation plan. If additional funds are requested, proposers submit plan to IT Steering Committee for final GO or NO-GO decision.

IT Governance Lessons Learned

- 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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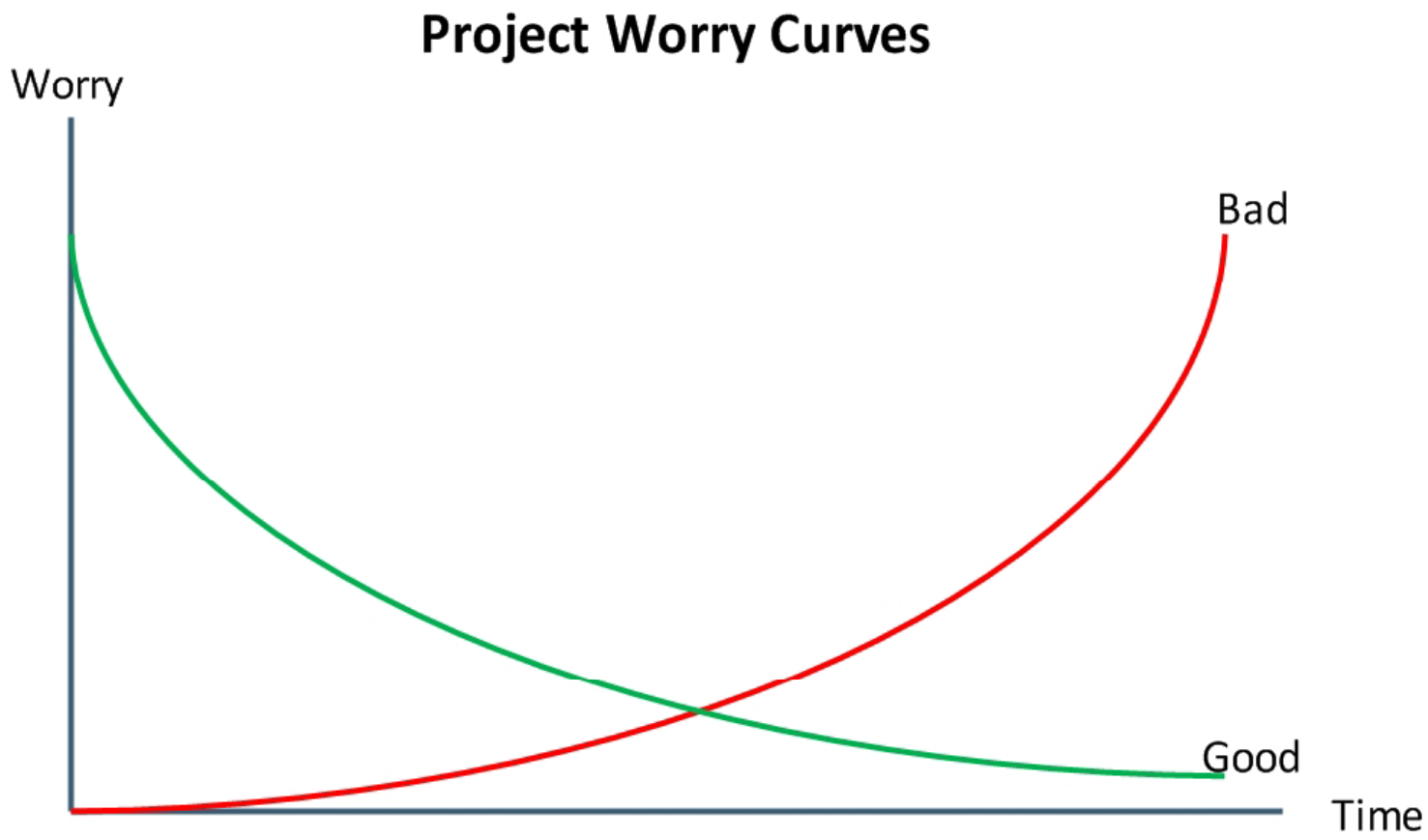
Project & Portfolio Management

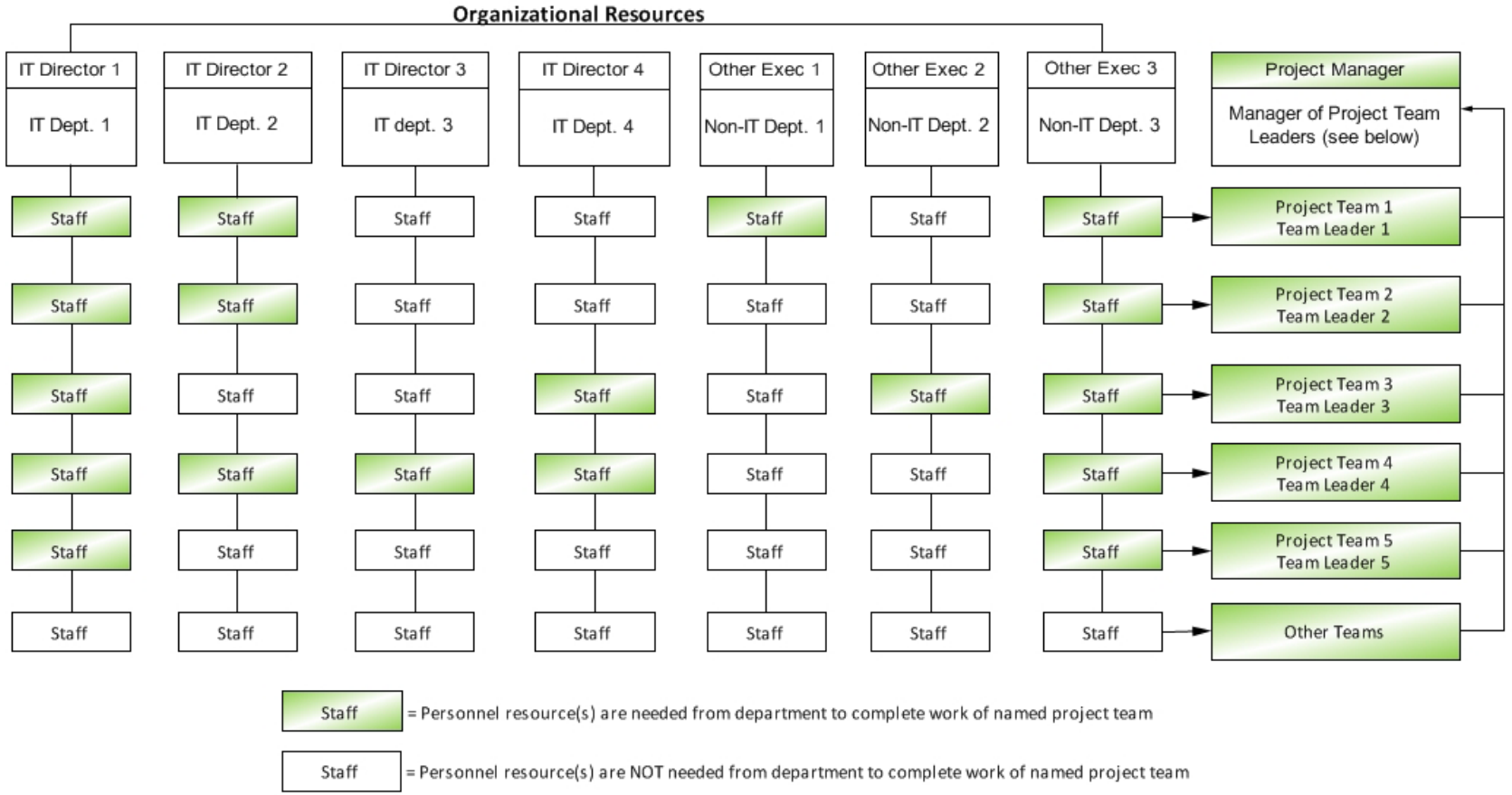
To be successful:

- 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



Dennis Young, Project Success Inc., Atlanta, GA

Strong Matrix Project Organization
Project: Project Name Here



Project & Portfolio Management

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

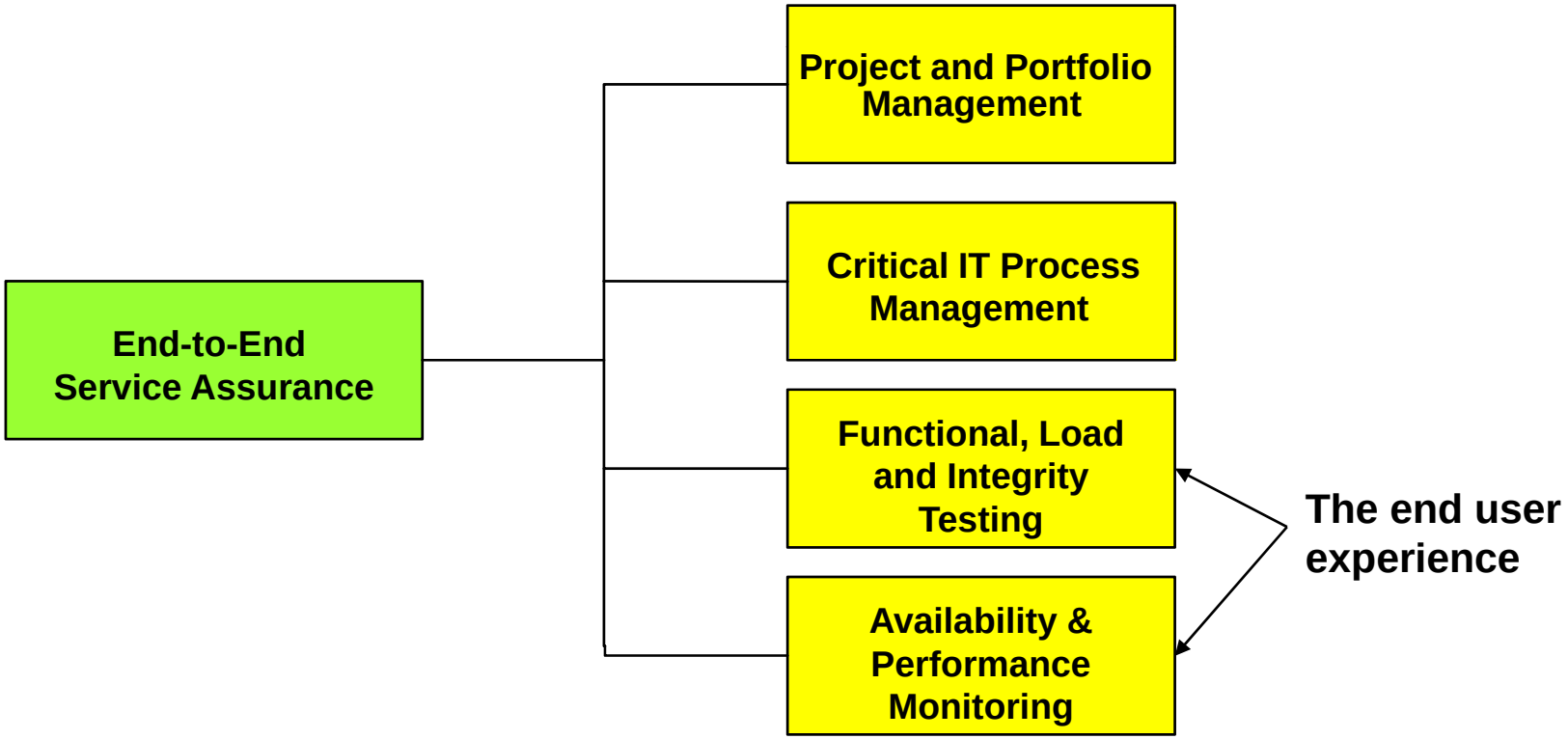
Hypothetical Employee Load Matrix for Allcoating Time to Responsibilities

	Maintenance and Support				Projects				Other			
Employee	**App 1**	**App 2**	**….**	**App N**	**Proj 1**	**Proj 2**	**…**	**Proj M**	**Innovation**	**Prof Dev**	**Absences**	**Total**
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

- 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



HOWEVER…

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

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 TECHNOLGIES*

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 Technolgies*

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*

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*

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 …

"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

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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