

NADIR or NIRVANA?

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“No institution, no matter how great its stature in the traditional mode, will be able to escape the need to compete effectively through the skilled use of technology.”

The New Competitive Arena: Market Forces Invade the Academy
Frank Newman & Lark K. Couturier, *Change* Sep / Oct 2001



Overview

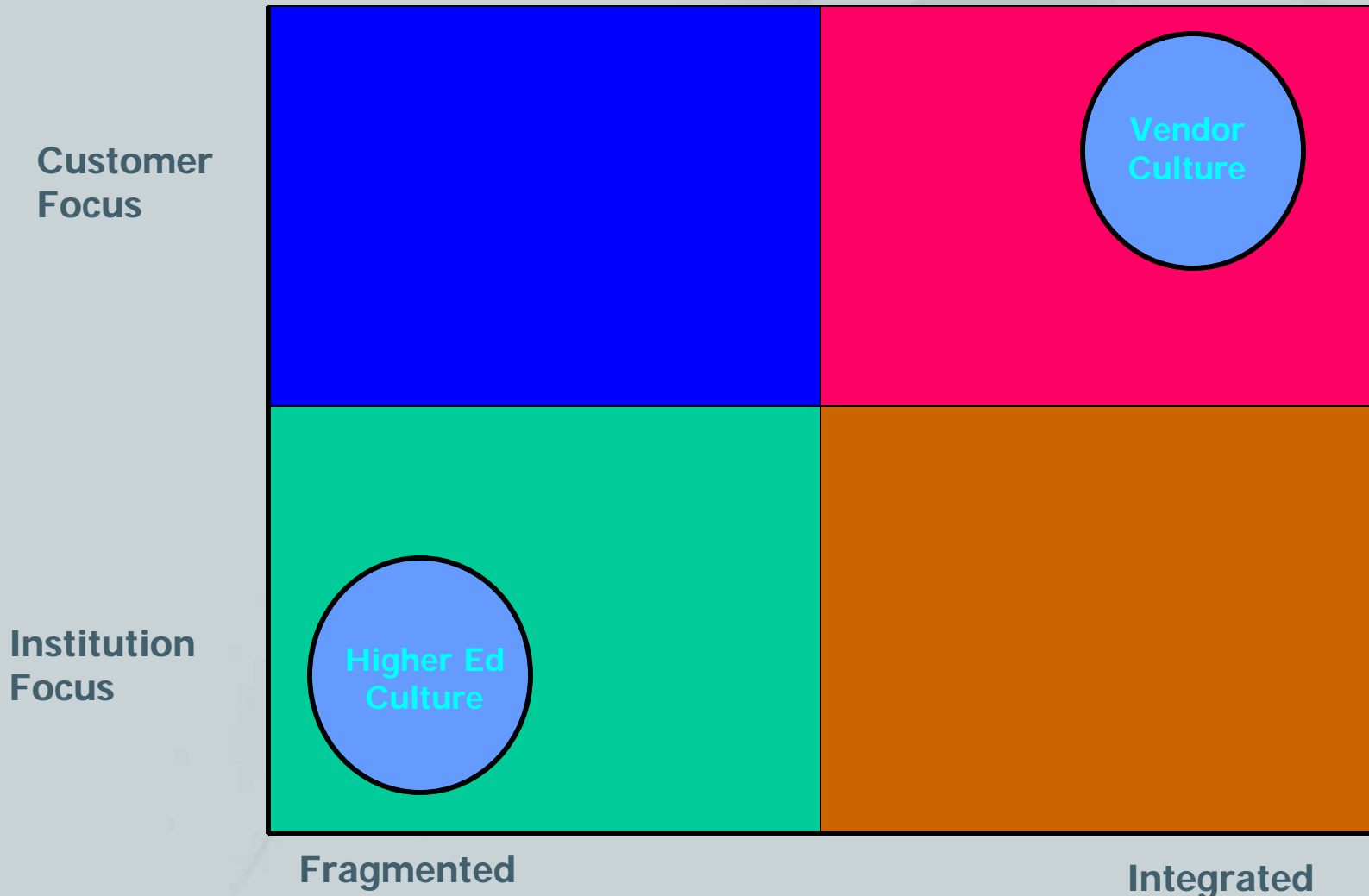
- Higher Education & Technology Management
- Institutional Diagnostics
- Case Study - HLVU
- Open discussion

Perception or Reality?

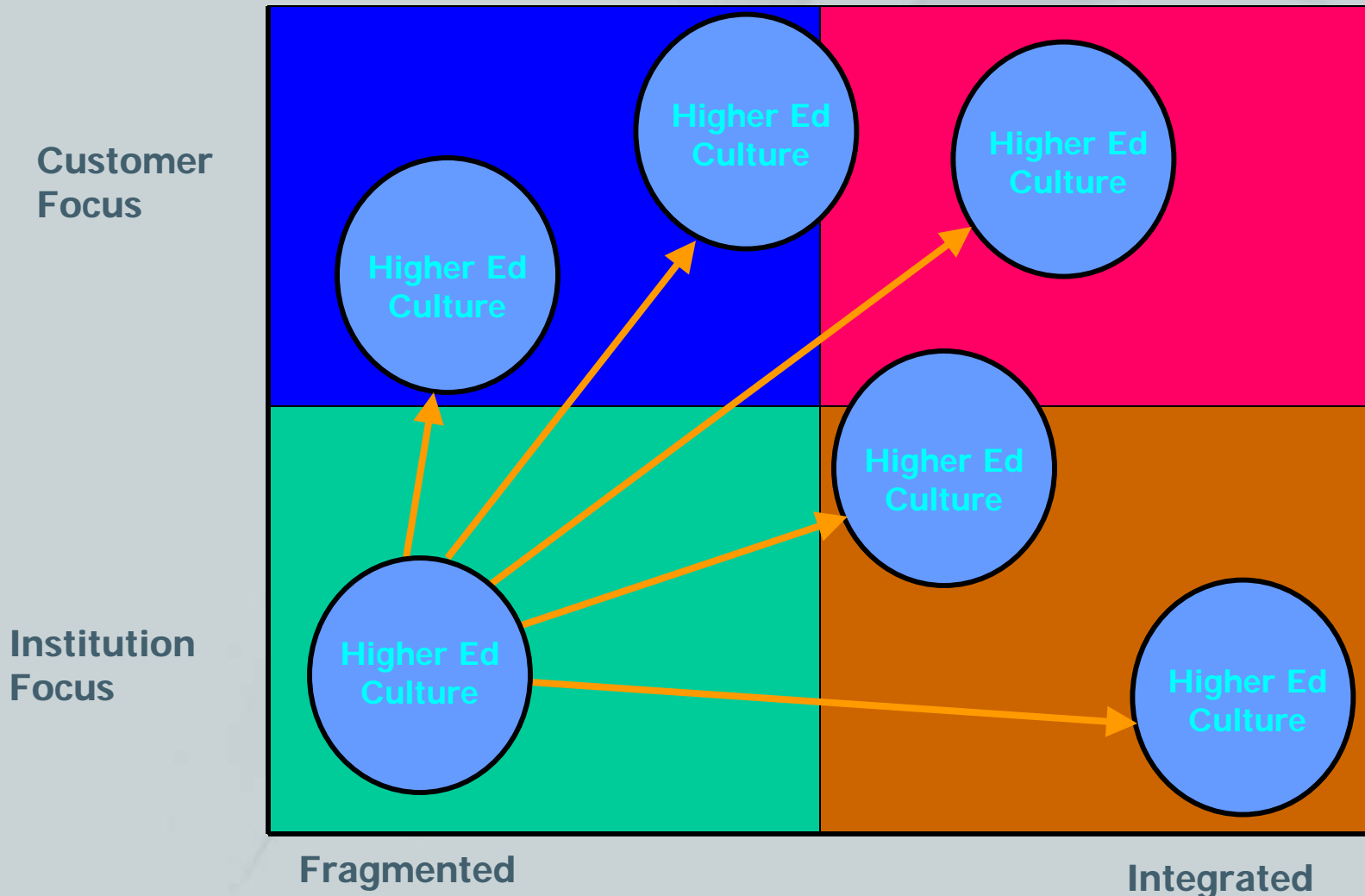
Higher Education Administrators Believe that IT Systems:

- cost too much, and
- have over promised and under-delivered.

Typical Institution



Agile Institution

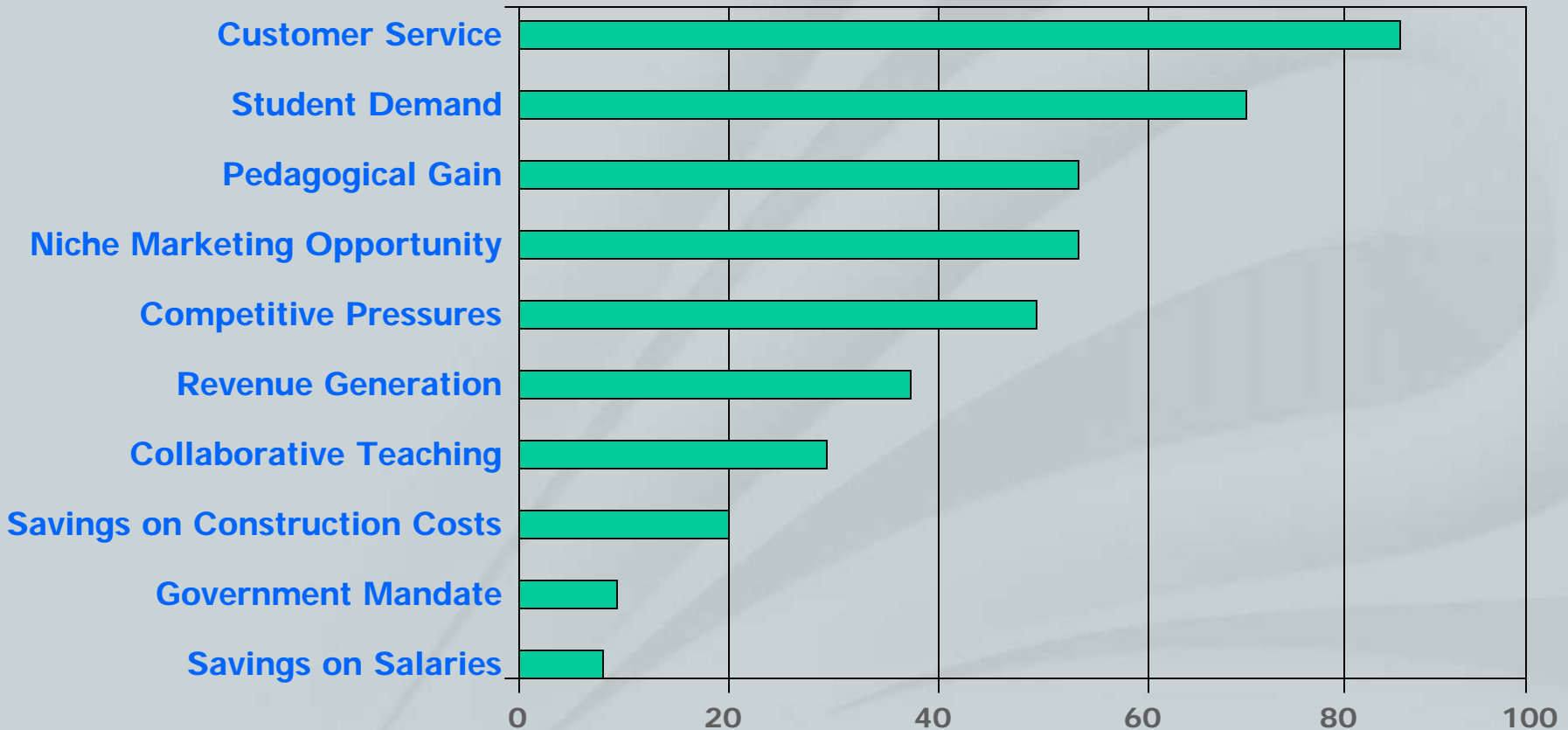


Why Change?

- Commitment to customer service.
- Role of the Internet in modernizing higher education.
- Long term financial and demographic changes in higher education.

*Source: The Gartner Group,
October 2001*

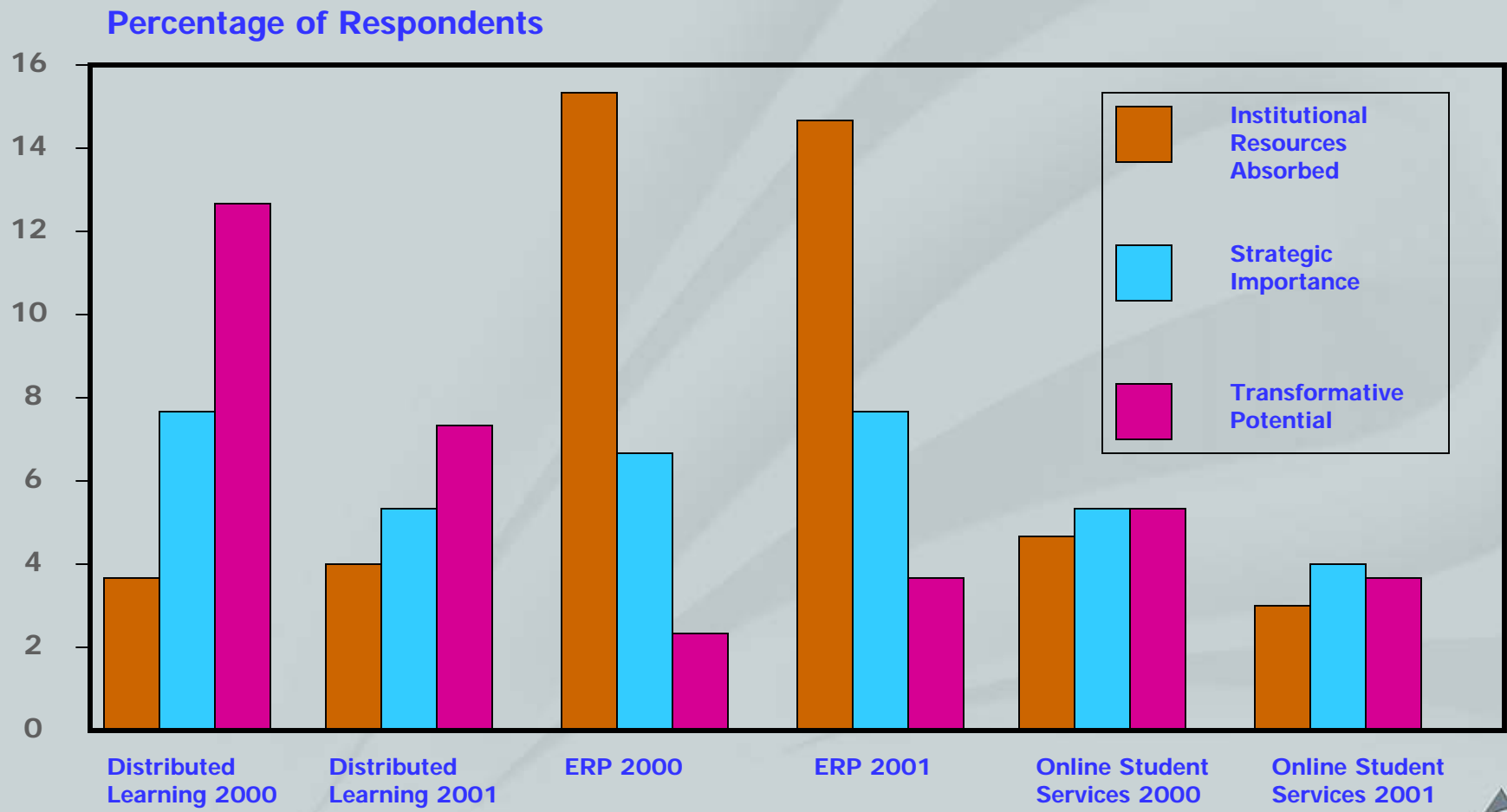
Institutional Motivations?



Source: The Gartner Group,
October 2001



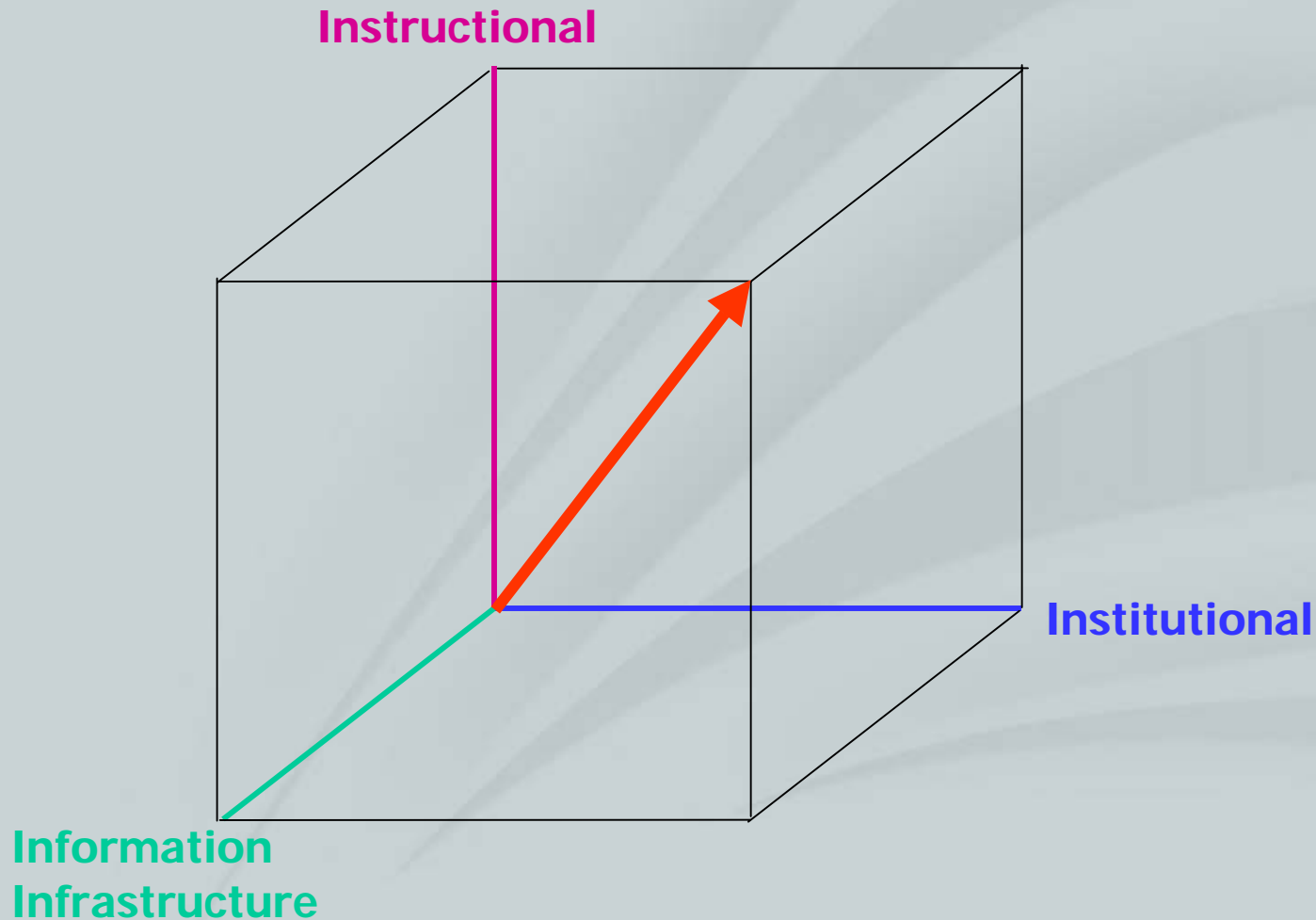
Transformative Potential of IT?



Source: The Gartner Group, October 2001

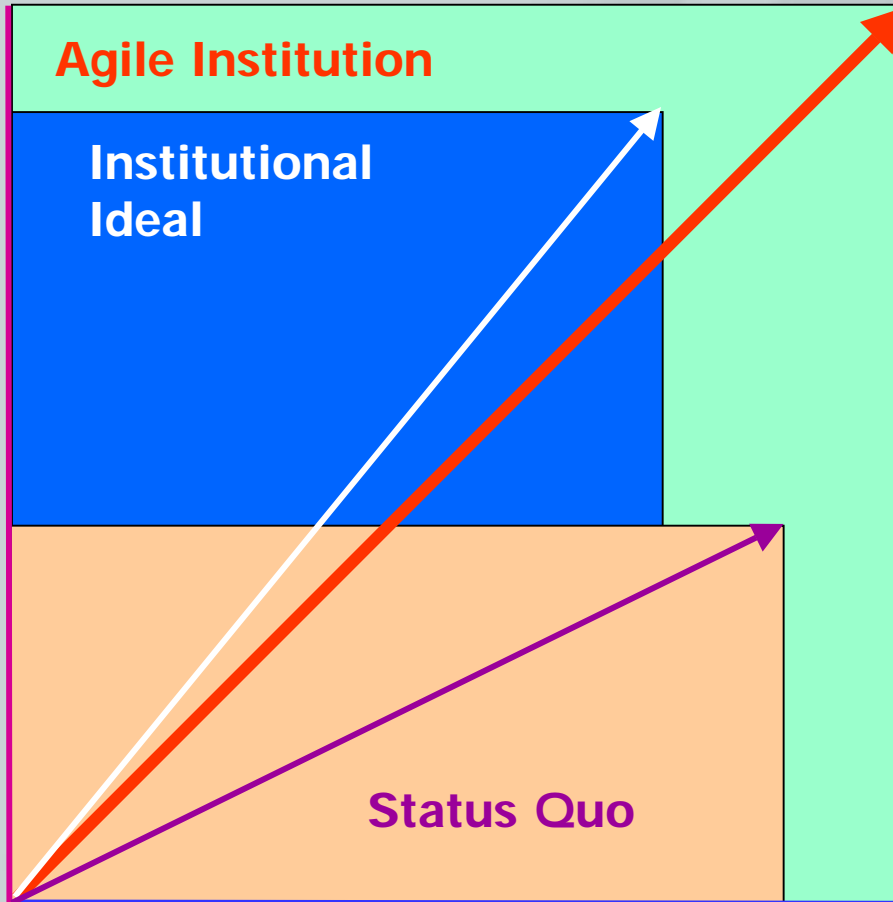


How to Profile?



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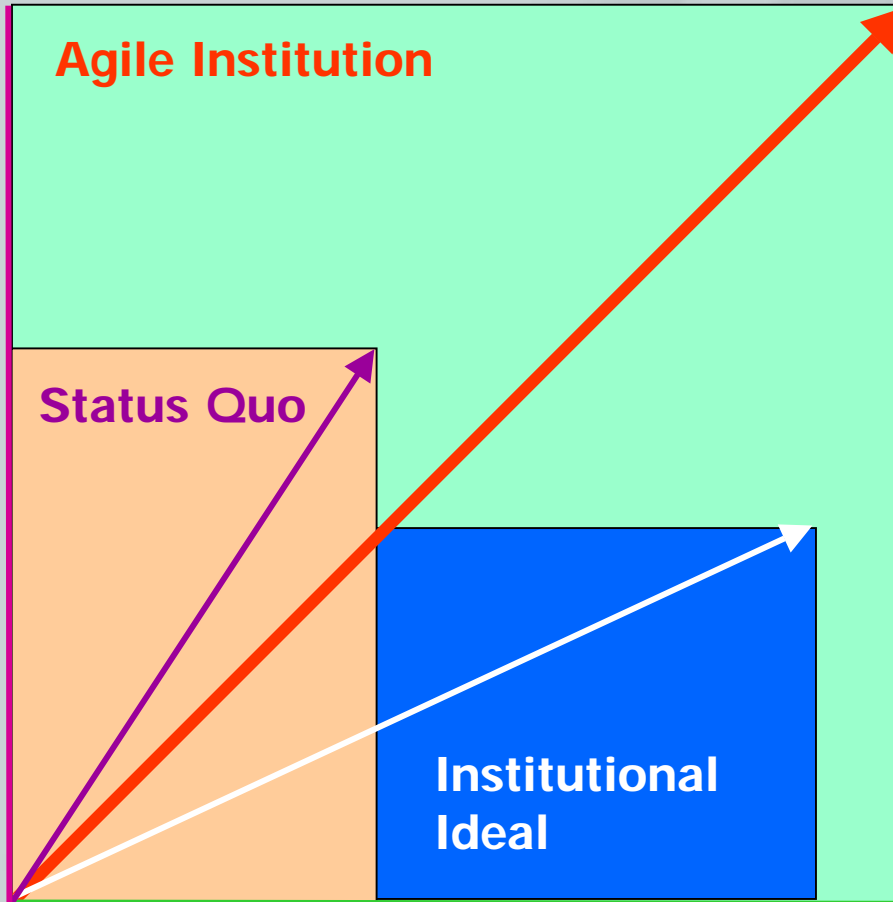
Instructional



Institutional

How to Profile?

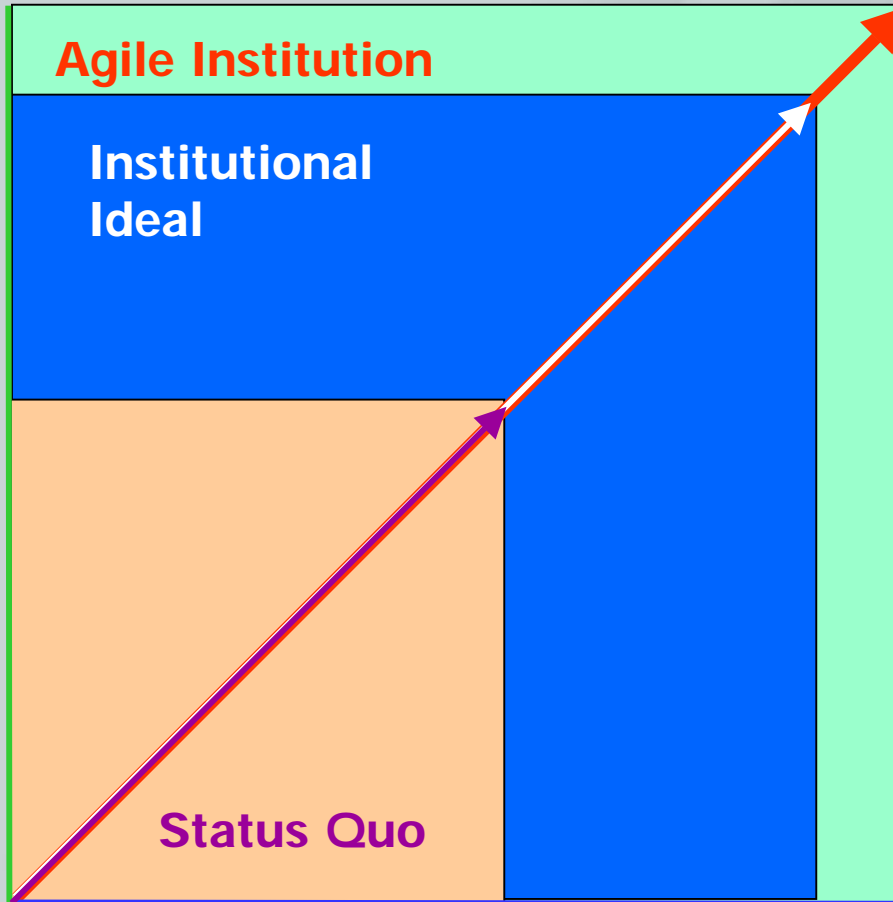
Instructional



Infrastructure

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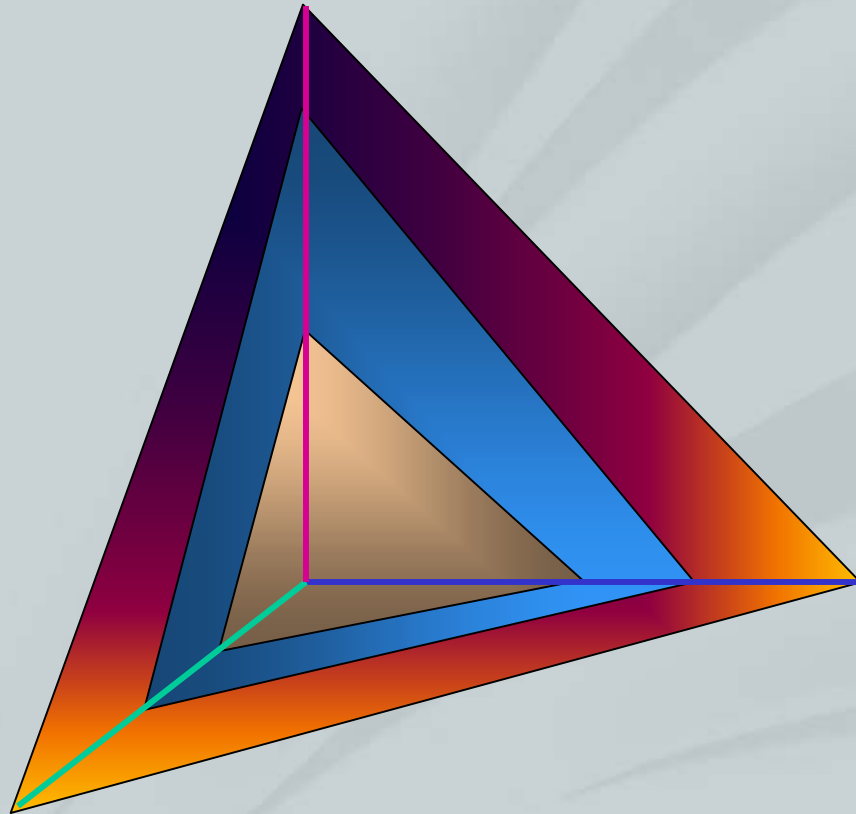
Infrastructure



Institutional

HTVU Gap Analysis

Instructional



Institutional

Information
Infrastructure

HLVU Case Study

- Founded 100 years ago
- Has 8 campuses: 6 in S.Ca, 1 in Hawaii, 1 in Singapore
- About 8000 students headcount – 4000 FTE, 200 Faculty, 350 adjunct.
- OIT estab. 2000, provides service & support for all aspects of IT, (except academic computing & telecomm) + all S.Ca campuses
- CIO reports to Exec. VP Finance & Admin

IT Development at HLVU

- Regarded as service
- Development ad hoc, problem oriented
- Fragmented structure
- “Political” road blocks
- No line item funding
- Historically IT low priority in planning and expenditure allocation
- Strategic planning dormant since 1995

Current IT Status at HLVU

- Senior Administration has requested strategic technology plan
- Additional staff and funding allocated (against budget surplus)
- Technology management & support structures rationalized
- Senior Administration expectations of IT as “magic bullet”

IT Priorities at HLVU

- Rationalization and consolidation of existing technology infrastructure
- Implementation of network security policy and procedures
- Crisis Management, Systems Redundancy & Disaster Recovery regime

Strategic Priorities at HLVU

- ERP – management linkage of administrative & instructional functions
- Strategic sourcing of administrative & technology functions (core v. context)
- Refocusing of resources to enable dvlpt of unique educational offerings / positioning

HLVU – Agile Institution?

- Leadership?
- Student-centric?
- “Window of opportunity”?
- “Sense of urgency”?
- Centralized technology management?
- Strategic sourcing?

HLVU Diagnostic - Institution

Does the Senior Administration have a clear technology vision?

Is there an IT plan with regular annual updates?

Is this plan fully integrated with HLVU strategic direction?

Is there a "sense of urgency" in planning for HLVU change?

Is there a current "map" of HLVU technology identifying infrastructure, applications and related business processes?

Is IT seen as an integrated strategic function?

Is all IT management centralized under one senior manager?

Is the IT budget greater than 5% of total HLVU budget?

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Gap Analysis - Institution

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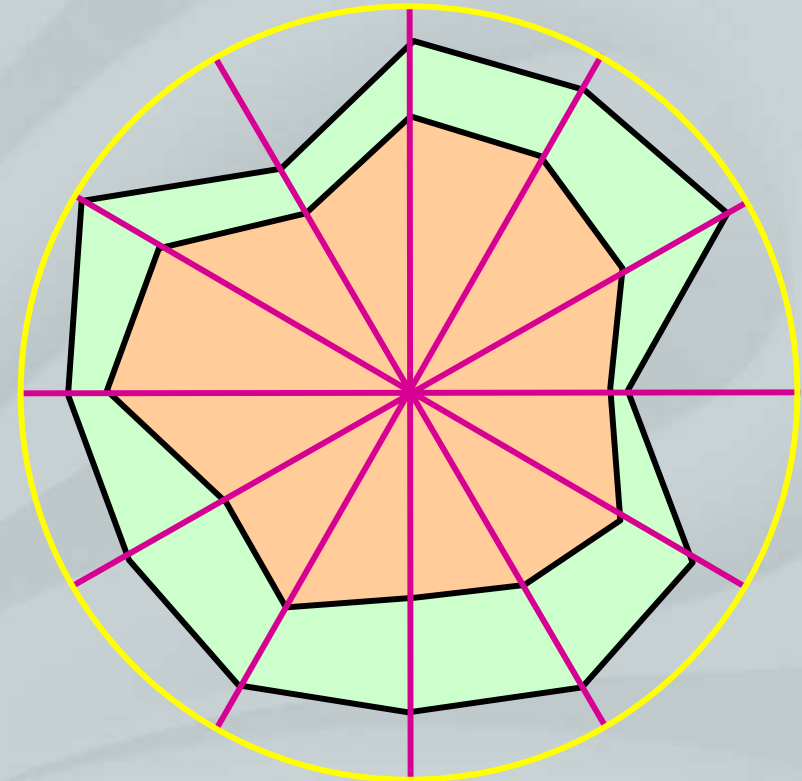
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**Expected
Scored**

**75%
45%**

HLVU Diagnostic - Instruction

- Do faculty have a clear technology vision?
- Is there an instructional technology plan with regular annual updates?
- Is this plan fully integrated with HLVU's strategic direction?
- Is there a "sense of urgency" in planning for distributed learning?
- Is distributed learning seen as a core component of instruction?
- Is training in instructional technology routinely available for faculty?
- Do a majority of faculty routinely use technology in instruction?
- Are classroom / instructional facilities upgraded for instructional technology?

HLVU Diagnostic - Instruction

Do faculty have a clear technology vision?

Is there an instructional technology plan with regular annual updates?

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Is there a "sense of urgency" in planning for distributed learning?

Is distributed learning seen as a core component of instruction?

Is training in instructional technology routinely available for faculty?

Do a majority of faculty routinely use technology in instruction?

Are classroom / instructional facilities upgraded for instructional technology?

HLVU Diagnostic - Instruction

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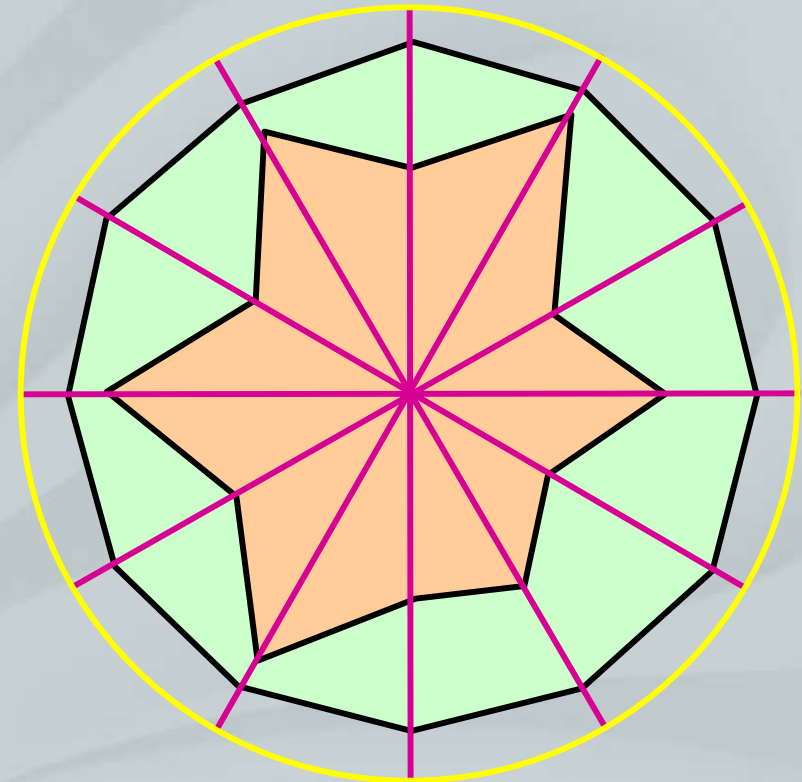
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**Expected
Scored**

**85%
40%**

HLVU Diagnostic - Infrastructure

Do you know how many hours a week the systems go down?

Do you have Internet content monitoring and filtering system?

Is there QoS or traffic prioritization on the router or the switches?

Do you have fiber backbone with Gigabit Ethernet?

Do you have security policy and procedures in place?

Do you have disaster recovery policy and procedures In place?

Is there network & server alarm notification application service in place?

Do you deliver 10/100 Mbps to desktop?

How do consider your network bandwidth utilization?



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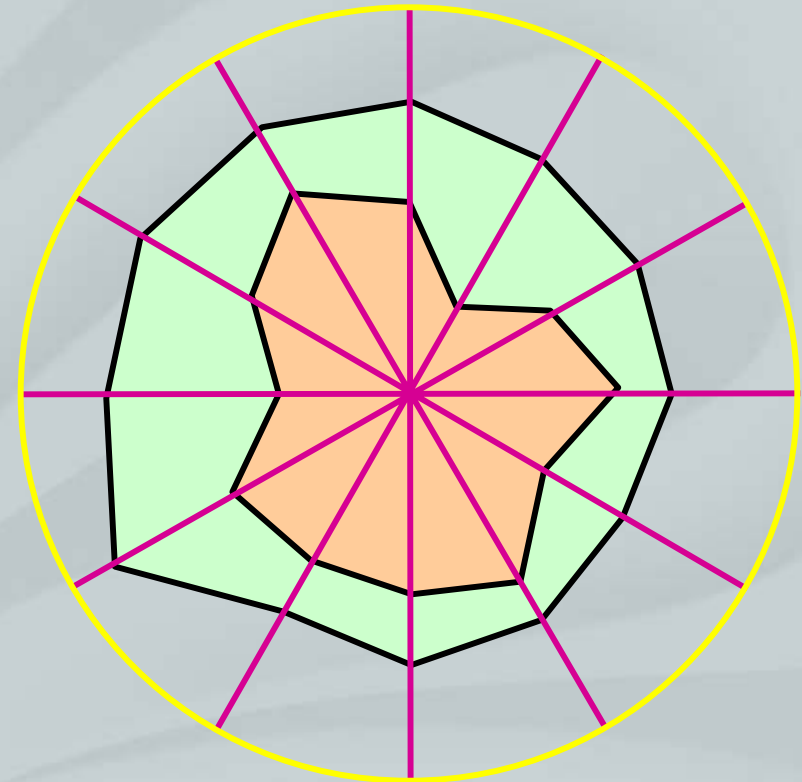
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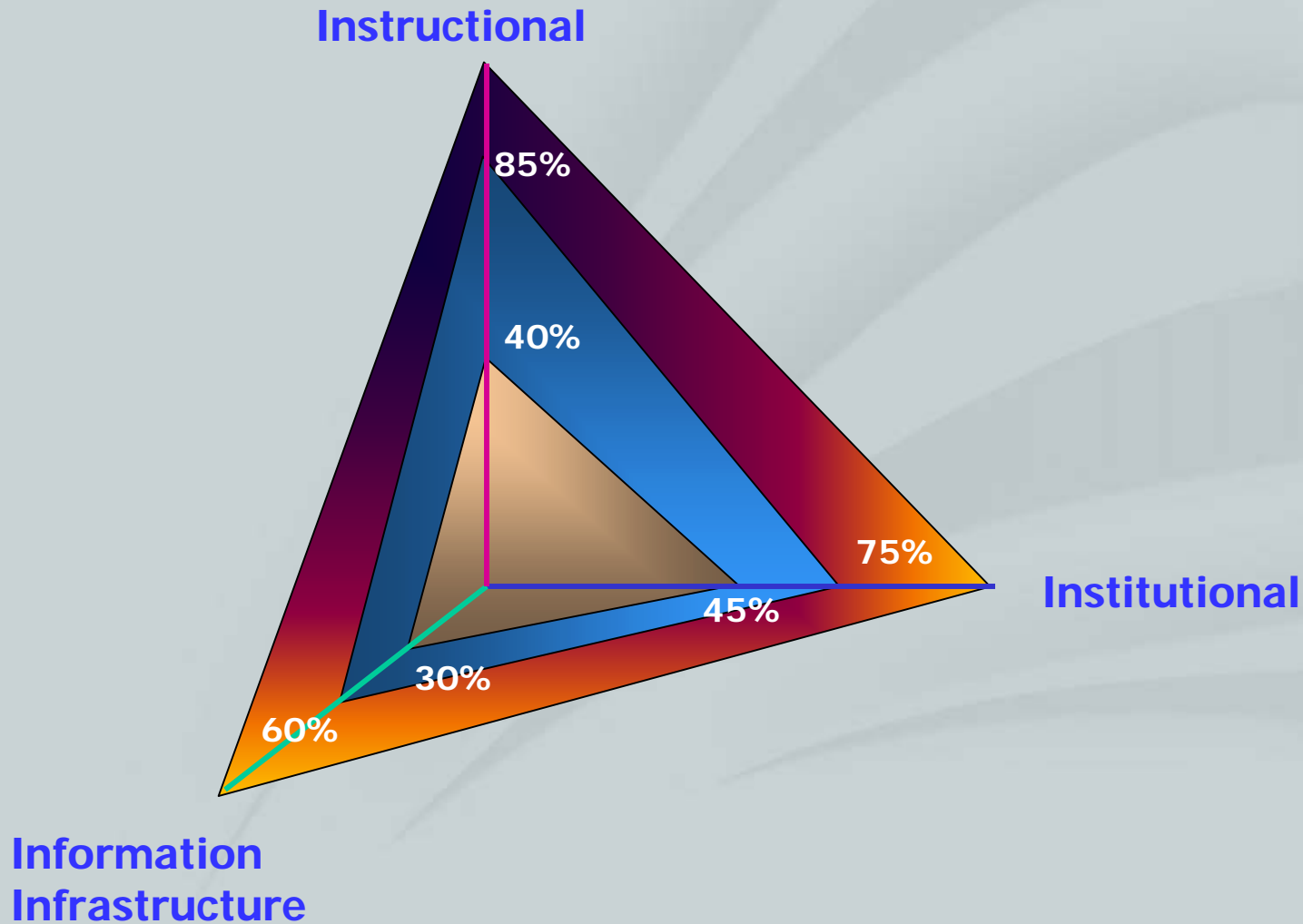
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**Expected
Scored**

**60%
30%**

HTVU Gap Analysis



“Information technology is no longer just a tool for process efficiency and effectiveness. It is, or soon will be, a primary determinant of institutional survival and prosperity.....”

KMPG Transforming Higher Education : The Time Has Come

