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# Changes And Challenges In Uncertain Times: When The Only Constant Is Change

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REPORT FROM  
THE ACUTA FORUM FOR STRATEGIC LEADERSHIP  
IN INFORMATION COMMUNICATIONS TECHNOLOGY

## CHANGES AND CHALLENGES IN UNCERTAIN TIMES: WHEN THE ONLY CONSTANT IS CHANGE



APRIL 20-21, 2009  
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Cover photo courtesy of Florida State University

## THE FORUM

Since 1997, the annual ACUTA Forum for Strategic Leadership in Information Communications Technology has provided a unique opportunity for campus leaders to exchange ideas and discuss issues relevant to the use of technology in meeting the goals of higher education. Held in conjunction with ACUTA's Annual Conference and Exhibition, this forum brings together men and women of vision, foresight, and authority to discuss strategic directions for the campus of the future.

## GOALS

- To provide a venue for the examination of issues and challenges facing the higher education community as we grapple with planning, financing, and implementing technology on our campuses.
- To establish a forum in which senior university leaders with responsibility for information communications technology can meet with their peers, share their collective expertise, and come away with solutions that will meet their institutions' needs.

## EXECUTIVE SUMMARY 2009

- We live in an age of rapid change, and while technology may not be the driver, it is the vehicle. Those who plan for technology in higher education must be involved in the strategic planning process to direct the integration and implementation of new technologies into the campus culture.
- The American Recovery and Reinvestment Act will provide billions of dollars in grants and loans to higher education, but programs are specific and rules and restrictions apply.
- The latest, most advanced technology cannot transform an enterprise unless the end users are committed to learning it and putting new systems in place. The CIO must focus on end users and develop IT capabilities that transform end-user performance.
- When difficult financial conditions threaten campus services, it's time to look at creative alternatives. Prioritizing, redefining, outsourcing, and eliminating duplications are just some of the approaches to sustaining quality of service.
- The successful CIO is not only technically capable, he or she is also a strategic thinker, a thought leader, an implementor, and a fund raiser, and is comfortable in the board room or among faculty. He knows how to lead his staff, and how to grow them into leaders themselves.
- While teaching and learning are the core of every campus, educational methodologies are in a state of rapid change. Outfitting the classroom for the Millennial Generation involved remaking the campus all the way down to the infrastructure, and the demands of the Neomillennials are going to challenge us in all new ways.

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## THE CHALLENGES OF CHANGING TECHNOLOGY

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The goal for this presentation was to examine some of the challenges the panelists have faced with changing technologies, and to discuss some of their approaches to leading positive change in their campus environments. Each panelist gave a brief description of their institution and its unique characteristics.

**The Georgia Institute of Technology** envisions itself as defining the technological research university of the 21st century. It is a multi-campus institution with the main campus located in Atlanta and additional campuses in Savannah, Europe, and Asia. Georgia Tech has 19,413 students, 1005 faculty, and 4,624 staff. Their "business" is education and technology, but they do not focus on the technology. Their focus is on the impact of technology, including the resulting cultural changes. They view the pace of change in technology as increasing, and this has affected the ways in which the institution is managed and helped them overcome "cultural inertia."

Building a solid business case for technology investments and translating technology into results are important to the Georgia Tech leadership. In addition, they focus on effective governance and decision-making, and taking care of their staff.

**Lee College**, located 10 miles east of Houston, TX, is the 6th fastest growing community college in the nation. The college serves 15,600 students per year, with 172 faculty members and 219 total administrators and staff. Their community and corporate partnerships have enabled them to undertake advanced technology initiatives. Their

main challenge is keeping up with changing technology on a limited budget and with limited staff. An additional unique challenge for Lee College is serving the high school population to prepare them for a college-level education. The college depends on grant funding to build its technology infrastructure, so grant-seeking is a major function of the IT leadership. They also have a significant need for training of long-term staff in new technologies.

At Lee College, the administration has not generally engaged in lengthy committee deliberations for decision-making—their culture calls for making decisions quickly and moving on to the next issue. However, campus leaders are currently engaging in longer-range planning for the institution as a whole, and IT is an integral part of the plan.

**Northwestern University** describes itself as a world-class institution, distinguished in innovation, research, and teaching. Northwestern has two campuses in the Chicago area, and one in Doha, Qatar, with a total of 17,000 students, 2,500 faculty and 7,100 staff. The focus for Northwestern IT is integrating the IT strategic plan with the three-year strategic plan of the university. The international and remote campuses and meeting the needs of international students also pose challenges for IT operations.

Recently at Northwestern, there has been increased scrutiny of new staff positions and new projects. Technology is viewed as a means to improve productivity and the competitive advantage for the university. In addition, when federal funding becomes available, they are expected to be "shovel ready."

All of the panelists cited increasing demands and expectations on their IT operations, in an environment of stable or shrinking funding and human resources. In this context, the management of customer expectations becomes key, in order to avoid disappointing customers who have limited technical knowledge and unrealistic expectations created by sales hype. There is a definite expectation that the technology will be intuitive and easy to use, as a result of the proliferation of more intuitive consumer electronics.

Each panelist summarized their institution's approach to technology change. At Georgia Tech, their approach is to buy what they can, develop what is not available commercially, but seek to acquire it commercially as soon as possible. At Lee College, it is important to factor in the long-term costs of a technology acquisition, not just the short-term need for a solution. At Northwestern, a planning and priority-setting process is based on input from throughout the institution. There is also a recent trend toward centralization of technology services, brought on by the current budget issues. Deciding what is central and what belongs in the schools and departments is a major component of the planning effort.

The panelists also discussed the impact of technology change on their IT staffs. Restructuring of staff responsibilities is being driven by new technologies and the ITIL process. The panelists stressed the importance of communication, business and project management skills for IT staff members.

In conclusion, panelists offered the following advice to senior ICT leaders:

- Review and renew governance structures, and approach technology strategically across the institution (even if it slows the decision-making process).
- Take a leadership role, select solutions that best meet customer needs, move on and be willing to change.
- Encourage your staff to think globally, by rewarding and publicly acknowledging those who do.
- Leverage partnerships with business and with other institutions—this is a unique benefit of being part of the higher education community, so take advantage of it!

*Slides for this session are available at <http://www.acuta.org/?2474>.*



## AMERICAN RECOVERY AND REINVESTMENT ACT— OPPORTUNITIES FOR HIGHER EDUCATION TECHNOLOGY

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Mr. Salomon provided an overview of the ARRA, which includes \$787 billion in spending and tax incentives, the majority of which will be distributed in FY 2010. This compares to the entire FY 2010 budget of \$3.5 trillion.

The legislation contains \$7.2 billion in funding for broadband deployment, to be made available in three funding cycles with all of the funds required to be awarded by September 30, 2010. The \$7.2 billion is divided as follows:

- \$2.5 billion for the Rural Utilities Service (RUS), to be used for grants and loans for broadband deployment in rural unserved and underserved areas. In Mr. Salomon's opinion, higher education institutions will have a difficult time accessing these funds, because they are designed for carriers to serve very rural areas.
- \$4.7 billion for the National Telecommunications and Information Administration (NTIA), to be used for matching grants with a maximum federal share of 80 percent. This program is a more likely source of funds for higher education institutions, including community colleges, and libraries.

In order to be successful, proposals should meet the key objectives of job creation and improved Internet access, affordability, and/or usage. Network neutrality is also a requirement. NTIA's Broadband Technology Opportunities Program (BTOP) will also create opportunities for public/private partnerships.

Dow Lohnes has posted online informational resources on the broadband program, at [www.dowlohnesh.com/stimulus/dl/](http://www.dowlohnesh.com/stimulus/dl/), including archived webinars on this topic. They will continue to update this site as new information becomes available.

The ARRA also contains \$2 billion for health IT, for funding of initiatives in the construction of health IT architecture, adoption of electronic medical records, creation of health IT regional centers, and the creation of health IT-related degree programs. Higher education institutions will be eligible to apply for these funds.

The legislation also includes funds designated for the State Fiscal Stabilization Fund (SFSF), to be shared among K-12 and higher education institutions. Only public institutions are eligible. States can decide how to divide these funds between K-12 and higher education.

Additional provisions in the ARRA include "Build America" tax incentives for investors in bonds for capital projects, and reduced interest for non-profits who qualify for local borrowing for expenses such as building and renovation, equipment purchase, or debt refinancing.

Finally, Mr. Salomon discussed grant funding that will be available through the Higher Education Opportunities Act, for emergency notification, P2P compliance, and e-learning authentication. Details on obtaining these funds are not yet available.

Slides for this session are available at <http://www.acuta.org/?2496>.

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## CHALLENGES OF CHANGING TECHNOLOGY: A CORPORATE PERSPECTIVE FROM THE CIO EXECUTIVE BOARD

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Despite significant improvements in IT efficiency and effectiveness, CIOs still face hurdles in delivering business value. Mr. Weitzel's presentation focused on the evolution of the corporate IT function from efficiency to technology evangelism, demand management, and finally to enabling and improving business processes.

Along the way, corporate CIOs must overcome a number of challenges, including low end-user adoption and dissatisfaction with enterprise applications, leading to business units developing their own solutions without involving the central IT organization. In order to gain or maintain strategic relevance, CIOs need to increase the focus on end-users and develop IT capabilities that transform end-user performance.

The CIO Executive Board performed surveys of 51 systems at 23 different organizations, surveying CIOs, business sponsors, project managers, systems portfolio managers, and end-users.

A key focus of this study was assessing "usage willingness" of the end-users. While usage willingness has a direct impact on business performance improvement and employee productivity, their survey found that on average, only 32 percent of end-users were willing to use the systems that have been rolled out. Systems with highly-engaged end-users resulted in almost twice the business impact of those with "unengaged" users. The survey led to a recommended "plan of action" for CIOs to increase the willingness of end-users to use their systems, including:

- Refocus IT on end-user impact
- Involve end-users upstream in business needs assessment
- Balance sponsor and end-user stewardship roles
- Analyze the portfolio from the end-user's perspective

Incorporating end-user feedback early in project life-cycles has a significant impact, but the greatest benefit is gained from involving them early in the development process. In contrast, Mr. Weitzel cautioned that involving end-users in vendor selection is "ineffectual." As a result, progressive IT departments engage end-users to solicit requirements, help design systems, and collect feedback.

Effective CIOs also provide direction to their leadership team on how to increase usage willingness by focusing on the user interface, tracking users' ability to absorb change, providing focused training, and ultimately enabling user self-sufficiency.

He also discussed the critical role of "business sponsors," who are senior executives or managers of business units. They bring value in their authority, deep knowledge of the business, and their influence in the organization. They have important roles such as defining project objectives, developing the business case, funding, aligning plans and schedules with the ongoing business operations, and facilitating change management, training, and communications. Post-deployment, they are responsible for evaluating the project, ensuring ongoing benefits, and evaluating system usage.

*Slides for this session are available at <http://www.acuta.org/?2475>.*



## SUCCESSFUL APPROACHES TO OVERCOMING FINANCIAL CHALLENGES

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Mr. Beidelman's presentation covered successful strategies used with clients for overcoming financial challenges, including revelation, reduction, consolidation, avoidance, and recapture.

**Revelation:** Using activity-based costing of services is a way of identifying what you do, how often it is done, and what it actually costs to do it at the unit-of-measure level. Methods of accomplishing this include identifying and costing all of the elements of a service at a consistent unit of measurement. Mr. Beidelman used high performance storage as an example, in which the unit of measurement is one Gigabyte, and 13 different elements are identified. Another method is through "lines of business analysis," in which the services provided to the department's customers are analyzed as to the cost to provide them and the revenue recovered, resulting in a clear picture of the percentage of cost recovery.

The strategy of revelation has a number of pros and cons. The pros are that it can be accomplished in-house, it can reveal priorities and build consensus, it leads to sustainability of services, and it can result in cost reductions. On the other hand, it is a time-consuming process, it is limited to allocation, and it involves policy and rebalancing.

**Reduction** using the feasibility of outsourcing: This method uses current results as a base, and compares costs to market alternatives. Mr. Beidelman reported that studies have shown that outsourcing the entire IT operation doesn't result in long-term cost savings, and he has never seen a compelling reason to outsource large pieces of IT. Therefore, he recommends considering this option only for small, manageable parts of the operation.

Pros of this approach are that it leverages the in-house capabilities, and can create modest cost savings of 4-6 percent. It also forces the examination of policy issues. The cons include the effort required to explain the decision and the bidding process.

**Consolidation:** This method addresses IT service overlap. In this approach, one looks for duplication in services between central IT and the departments. This method can achieve significant cost reductions at the enterprise level. He cited common examples of duplication, including desktop services, server support, applications, and network management.

Pros of this approach are that it creates real cost reductions in the range of 5-20 percent, targets can be identified relatively quickly, and savings are sustainable. Cons are that it requires commitment and support from executives, it involves policy, and the amount of savings depends upon the degree of assertiveness with which the process is carried out.

**Avoidance:** This method uses structured planning and a strategy of postponement of costs. It is a way of channeling pressure from various sources within the institution to implement new services, and it includes life-cycle cost analysis.

Pros to this approach include, somewhat surprisingly, that it can create new funding sources to meet technology demands. It also relieves immediate pressure on the IT department, and enables the redirection of capital deployments. Cons are that it often triggers organization issues, and can take 3-6 months to accomplish.

**Recapture:** This method uses rates and funding to recapture costs with the goal of achieving strategic sustainability. It relies on the first strategy, revelation, as the basis for setting new rates. Mr. Beidelman cited a number of typical funding models, and described alternative approaches including port-oriented (connections), utility, overhead, and per-capita cost. In the client example used, a rate model based on voice and data ports was determined to be more sustainable over the long term than a per capita model.

Pros for this approach are that it identifies new funding sources, is effective when done in conjunction with structured planning, and has the best chance of sustainability. Cons include that the process takes 4-8 months and requires executive sponsorship.

*Slides for this session are available at <http://www.acuta.org/?248>*



## THE CHANGING IT WORKFORCE

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As a successful recruiter, Mr. Baker has a unique perspective on what makes someone a sought-after candidate for the role of CIO on today's campus. From his experience working with higher education institutions, he made three observations: The CIO in higher education is a scarce commodity, compensation is getting better, and the difficulty in keeping talent is increasing.

Mr. Baker described seven characteristics that the ideal candidate for the CIO position will possess, commenting first that in today's CIO search, the word "technology" rarely comes up; it is assumed that the applicant will have the technology background.

1. Colleges and universities are looking for someone with a broad-based understanding of the complexities of the university. The CIO must be able to sit comfortably with the president, chief financial officer, and academic deans. Visibility for the CIO is increasing, so most searches look for someone with stature, presence, communications skills, and intellectual capacity.

2. The CIO is expected to be "anticipatory," able not just to keep up, but to anticipate emerging trends. He or she should be boldly confident, able to present ideas clearly, forcefully, and tactfully, proving his or her worth by being a thought leader.

3. Beyond strategic, the ideal candidate will be an implementor, showcasing in the interview not just what ideas he has had, but what he has actually implemented.

4. Today's CIO must also be more external to the office than in the past—an effective fund raiser, able to develop external relationships that will lead to gifts of money, equipment, or services on occasion. The CIO must build sound relationships with the Board of Trustees, vendors, and even the state legislature.

5. The CIO must have good academic taste and must not only know good research but be able to conduct his own. He must also be able to move among the faculty comfortably.

6. The candidate with an MBA has an advantage in today's market as someone who is fiscally astute. The CIO must be able to understand the university budget as well as the technology budget.

7. To be truly successful, the CIO should know who he is and what he is doing here. He should be proud of what he does and bold in how he does it. The success of the university often depends on the CIO.

Mr. Coryell focused his remarks on encouraging staff to reach in new directions and helping them to grow into leadership roles. Integrated technology has led to integrated roles, facilitating horizontal moves within IT. As staff grow in their global understanding of the business of the institution, they are better prepared to advance into management. However, in some instances, career advancement is little more than the luck of the draw; the person who advances is the smartest person who was still there when everyone else was gone or had retired.

Mr. Coryell emphasized, rather, that promotion should be intentional. Managers should always have an idea where the next manager, director, or other staff leader will come from. Promotion by default may give someone responsibility who has no experience with conflict management, cannot conduct a performance review, and doesn't know all the legal ins and outs of hiring and terminating. Intentionality requires us to establish job families, systems, skills, and competencies, and to develop people who can be flexible and have the right skills and knowledge. We must guide people into these roles and not rely on chance.

In response to a question about identifying when someone who has come through the technical ranks is ready to move into administration, Coryell offered explanations of leadership and management. Managing refers to planning and organizing. A manager may let his technical skills erode somewhat as he focuses on getting the most out of people and resolving conflict. Technical expertise has aspects of management in it, but is not about managing people. Leading by example, demonstrating competency, and mentoring young people are all ways of indicating effectiveness as a manager.

Leadership is about aligning, visioning, and inspiring. A good leader tells her staff they need to identify their career advancement interest, then makes opportunities for them to step into leadership roles. Succession planning is standard practice in the business world, but is strangely uncommon in higher education.

The workplace as well as the workforce is changing. Job sharing, telecommuting, collaboration spaces, and interim services are all common practices in today's work environment. Younger workers seem to thrive on variety and enjoy working on different projects rather than being tied down to a particular function—even as managers.



## CHANGES IN TEACHING AND LEARNING

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Today's students learn most effectively in ways that are very different from their parents' and grandparents' learning preferences. Although some institutions and faculty members still operate with methods more appropriate to past generations, changes are occurring rapidly. As the organizations responsible for providing the technical infrastructure and services necessary to support the new teaching and learning methods, it is critical for ACUTA members to be aware of these changing methodologies.

### Remaking the Campus for Millennials

The Millennials, those who were born after 1982, are characterized by the following traits: Older generations have instilled in them a belief that they are special. They have been sheltered, but are confident, team-oriented, and conventional. They are not risk takers, but they have high expectations and they push hard. They are achieving on track to be the smartest and best educated in recent history. They are "trophy kids."

Some of the problems affecting the Millennials include obesity, high stress, muted creativity, and shallow life-coping skills. Low-income minority males also suffer because their leaders and role models are more often female.

How is this generation predisposed to learn? They are good at multi-tasking and work well in groups. They are active learners and prefer the "guide at their side" to the "sage on the stage." They appreciate frequent feedback and work well with authentic learning situations.

The Millennials drove the adoption of online learning environments and hybrid courses on campus—the dynamics that brought about change. At Northwestern, this meant the build-out of the smart classroom and the use of email between faculty and students. The high rate of computer ownership among students put faculty who were not computer oriented at a disadvantage. The Millennials' preference for collaboration brought about the creation of informal learning spaces to replace computer labs. It has been the Millennials who drove the demand for WiFi on campus.

### Coming Soon to a University Near You: Neomillennials

Neomillennials were born in 1992 or later. They are the Millennial cohort group, but on steroids. To them, the world is largely connected, and communications and networking are mostly mobile. Their learning resources are media-rich and varied, and they self-publish. They won't apply to a campus that isn't mostly "on," capable of supporting a learning style that thrives on instant communications and peer group learning.

Neomillennials are fluent in multiple media, and they value active learning that is based on collectively seeking and synthesizing experiences rather than individual activities. They demonstrate their learning success through nonlinear, associational webs of representations rather than linear "stories." For example, they may author a webpage rather than a paper.

What does the arrival of Neomillennials mean for those responsible for campus IT organizations?

1. The current course management system will not be well-appreciated by Neomillennials. They work across groups, not individually.
2. WiFi will become expected across the campus landscape of buildings and classrooms.
3. Small mobile devices will need to be well supported at a curricular level. The learning platform is going well beyond the laptop and desktop.
4. Flash will become the dominant media format, across a range of devices.
5. The expanding suite of Google applications will be integrated into some interesting new forms of campus learning environments.
6. Students' strong preference for desktop video applications will affect our legacy videoconferencing efforts (i.e., Skype, iChat, Web video services).
7. Lecture and seminar capture efforts will become an expected part of the learning experience, which will raise issues such as FERPA, copyright, and documentation of "bad" teaching.

In his presentation, Mr. Taylor recommended the works of authors William Strauss and Neil Howe, who have written extensively about the differences in generational learning styles.



## Group Discussion Reports

### I. The Challenges of New Technology

Participants discussed the following questions:

- Q. What challenges have you faced in deploying new technology at your campus?
  - A. Difficulties with communication
    - Financial resources
    - Personnel
- Q. What is your process for deciding what changes to embrace, what new technologies to adopt?
  - A. Governance committees
    - Strategic initiatives
- Q. How do you cope with "change overload" among your staff and customers?
  - A. Working smarter
    - Training
    - Generally doing more with less

### II. Successful Approaches to Overcoming Financial Challenges

Participants engaged in a group discussion on several relevant financial issues:

- Q. If faced with a mandate to cut the overall IT budget by a specific percentage, what are your priorities? Where are you cutting, and what are you making the most effort to preserve?
  - A. Look at costs, outsource when it makes sense.
    - Consolidate services and look at virtualization.
    - Push to end services that no longer have value.
  - Preserve:
    - Anything that is highly customized for the institution
    - Identity Management
    - Be careful with infrastructure (wire, network, and storage)
- Q. Have you taken any of the approaches discussed by Phillip Beidelman in his presentation, and how are they working on your campus?
  - A. Only one of the campuses is considering a "head tax" or per capita model
    - Several have used lines of business analysis to set rates, and they are now starting to use that data to reduce costs.
- Q. How are you managing to allocate funds for advancement of technology initiatives in a time of shrinking budgets?
  - A. Still receiving funds centrally, but it takes a lot of justification.
    - Beginning to try grant-writing.
    - It helps when the institution has a strategic plan that incorporates technology.
    - Security incidents help motivate funding.
    - Redeploy funding from discontinued services.
    - Reselling data center services.
    - Participate in beta and pilot programs with vendors.

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## Fall Seminar • October 25-28, 2009 • Portland, OR

### Marriott Downtown Waterfront

#### Track 1. Managing and Financing the Converged Environment

Managing converged IT units involves much more than deploying the latest technologies to support the campus. This seminar will share best practices in project management, financial analysis, billing, vendor negotiation, strategic planning, staff management, and regulatory and legislative issues.

#### Track 2. Mobility & Wireless—Where are We Going?

Wireless will continue to provide opportunities and challenges for universities and colleges. This seminar will look at the status of next-generation wireless and the trend toward more mobile and converged devices and applications. Provisioning networks, ubiquitous access, and security will also be covered.



Travel Portland/Edward Nugent

## Winter Seminar • January 24-27, 2010 • New Orleans, LA

### Sheraton New Orleans

#### Track 1. IP Utopia: Where Are We?

This track will focus on IP communications, including the future of the desktop telephone, video applications (e.g., security, building automation), interoperability challenges, bandwidth and infrastructure requirements, communication applications, and financial models.

#### Track 2. Managing Change in an IT World

With all of the changes that occur to an organization's infrastructure each day, how well are you managing? What tools are you using to record these changes or to facilitate the discussion? This track will focus on what some organizations are doing to track changes to the infrastructure and what tools are available to assist organizations.



NOCVB, Carl Purcell

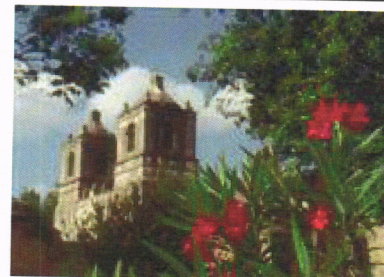
## 39th Annual Conference & Exhibition

April 18-21, 2010 • San Antonio, TX

JW Marriott Hill Country Resort & Spa

Keynote Speaker • General Sessions • Breakout Sessions

Professional Networking • Exhibit Hall • User Groups • Awards Presentations



Doug Wilson/SACVB

## Summer Seminar • July 18-21, 2010 • San Francisco, CA

### The Palace Hotel

#### Track 1. Wireless - The New Paradigm

What impact will wireless speed have on your campus? Will organizations begin dismantling their wired infrastructure in favor of wireless? How will you charge back for wireless? We'll discuss these and other topics including a distributed antenna system, fixed mobile convergence, WiMax, security, and policies that affect mobile users.

#### Track 2. Green IT - Green Fields

This track will focus on everything green. What are organizations doing to conserve power use not only in the data center, but campus wide? Organizations are implementing telecommuting policies, data center policies, technologies that conserve power, and more in order to "go green."



San Francisco CVB

## Fall Seminar • October 24-27, 2010 • Vienna, VA (Metro DC)

### Sheraton Premiere at Tysons Corner

#### Track 1. Who's in Charge of the Network?

Research computing, P2P applications, SaaS, IP communications—all require an increasing amount of bandwidth. What are organizations doing to tame the increasing thirst for bandwidth? This track will focus on all aspects of network management including security, traffic shaping, caching, and performance monitoring.

#### Track 2. IT Services for Free? Financial Issues Surrounding IT

There is a growing trend that network services should be treated as a utility. How do you quantify the services your organization provides? This track will focus on financial issues IT organizations face: chargeback models, core services versus non-core services, cell phone stipends—all of us face these challenges. We'll discuss how to deal with them, what other organizations are doing, and strategies for the future.



Jason Hawkes