

EDUCAUSE Change Leadership Constituent Group
Session Notes
Thursday, October 20, 2005
12:45 p.m. - 2:15 p.m.

Constituent Group Leaders:

- Robert Renaud, Vice President & CIO, Dickinson College
- Dennis A. Trinkle, CIO & Associate VP for Academic Affairs, DePauw University

Session started with introductions and a statement, from each person, of the challenges facing them at their institution. A number of issues were mentioned repeatedly including:

- Poor communication
- Change fatigue - desire/expectation for change exceeds individual and organizational capability.
- Lack of consensus building behind need for change
- Lack of formal processes for strategic planning and project execution
- Tensions between centralized and distributed internal IT units
- Lack of resources (staff/money) to effect change
- Poor measurement of outcomes
- Growth in demand for IT solutions exceeds supply
- Changing attitudes to IT professionals (less respect now as everyone now feels that they have the expertise)

(The reasons quoted did not include lack of information on what change is needed or lack of IT representation at most senior levels in the organization - this could suggest that IT professionals as a group are increasingly accepting a reduced status within their organizations. My thoughts only - we did not discuss this as a group.)

We were then divided up into groups, basically 1 group per table, and asked to consider a problem and identify potential ways to address this. Our group considered the problem:

"How To Overcome Barriers To Culture Change"

A summary of the points raised in the ensuing discussions follows:

- Be humble. Ask the questions to ensure you understand what your institution needs and the extent of it's ambitions in terms of IT. Understand your organizations bottom line (UCLA (Jim Davis) have done this really well. The surest measure of commitment is often financial - "show me the money").
- Identify the real decision makers and opinion formers - these people are not necessarily obvious on the organization chart.
- Stress the benefits but be realistic about what can be achieved.
- Don't spend time empire building - establish trust and relationships.

- Get your IT staff out there talking to the customers and gaining understanding of the business. If you are undertaking a major IT change project re-locate the team to the customer area.
- Dedicate resources, IT and business, to your key change projects and make sure you backfill to give your team freedom from their day to day responsibilities and the space to make the difference.
- Promote clarity and transparency in your planning and execution processes.
- Give your students a role. Typically they are not interested in the internal politics of your institution and will give honest feedback on the merit of changes being proposed. If possible develop student champions or ambassadors for your initiative.
- Change your culture by successful delivery. Be a trusted IT "utility" provider first and use this as the platform for supporting/delivering change. Creative people don't necessarily want to be utility so ensure you hire the right mix of staff to successfully deliver projects and services.
- Improve the service focus of your organization - provide service training (ITIL) and use metrics.

Some nice quotes picked up along the way:

"Being a leader in your institution does not necessarily require that you be a leader in your industry"

"Don't become road kill to your own community."

Andrew: James Cook University, Australia

Devolution

- 50% of budget is controlled centrally.
- Cultural change.
- IT staff centrally and in other departments.
- 11,000 students [Satellites in Singapore, Melbourne]
- Main Challenge: internal service, control of IT governance.
- Understanding why we need IT.
- Ex: Wireless available on soft money [what happens after]
- Solutions: persistence, confidence, training, trust []
- Communicating a good IT strategy and governance mode.

Debra Smith's Challenge – OSU:

How does IT participate in prospects and new service offering and not own all issues associated with that project or service offering

- Discussion of campus leadership on realities of – IT cannot solve every problem. [Not staffed, not skilled.]

- Adopt project methodology and create scope documents that clarify state objectives, responsibilities, project deliverables, assumptions, obstacles.
- Create strategic plan and tie goals/projects back to that plan.
- “both with kindness” – if you can’t do it or aren’t getting, be honest.
- Institutional benefits.

Notes taken by Kathie Brinkman – brinkmkb@muohio.edu

Topic: Governance

How to come up with a two client IT Advisory structure [Robert/Kevin]

Current Situation:

- A Council of Deans – for IT [mostly focused on spending].
- A CIO group
- Other groups

There is an executive oversight [President and Vice Presidents] but not functioning well in terms of oversight.

Center at MIT in Sloan School that is studying information systems. One of the areas of study is IT governance. They’ve published a book.

One theme: Everyone knowing who makes the decisions.

Committees for input and committees for decisions.

Recommended reading.

Important that people know their roles [whether advisory or making decisions.]

Challenge: How to get items on agenda

If funding is distributed, how can governance be centralized

Want TRANSPARENCY.

Have reps from the different advisory groups get together – to get to the transparency.

Smaller organizations can do a little more.

Other scenario: Beth

With the large group and a large complex advisory structure, there's so much feedback that not all can be worked on. This fosters negativity about ineffectiveness or non-responsiveness. More communication.

Suggestion: Could use a portal to help with transparency

New CIO:

- Clarity of purpose/intent/focus
- Change leader – charisma
- Not about technology, it is about service.
- Champion the of value of IT

Stakeholders – needs assessment to hiring committee

- Students
- Faculty
- IT

UVA is:
Very diverse culture
innovative technologies
at department level

Problems 1, 2, and 3:
1. Condense applications and support them
without being road kill.

UVA has desire to change as a community.

Seamless Customer Interaction 2. Be more than just a utility – it is a valuable
added member of the community.

Build team mentality and break 3. Maintaining existing technology
down silo walls

CIO will need to sell and carry IT message to the community and help recruit faculty/funding.

Strategic goals/planning – communicate message

Risk taking for project buy-in

Sandy, Simon, Janne, Barb, Min, Anne, and Lisa

Trust value - types of
Infra
Research

“Everyone wants to do their own thing.”

- Duplication
- Organize creativity
- “The Stick” - , the network
- “Educate” equals quality of service
- Strategic Plan
- Resources constant
- Communicate!!!
- Faculty, students and staff.
- Find a reason why faculty would need our services.
- Changes, up to a point.
- Set-up Advisory Committees [Faculty]
- Befriend key people, i.e. Chair of CS
- Never say no, or where’s the money

Constituent Group Meeting Attendance List:

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