

EDUCAUSE Top 10 List

<http://www.educause.edu/ero/article/top-ten-it-issues-2014-be-change-you-see>



Issue #2: Establishing a Partnership between IT Leadership and Institutional Leadership to Develop a Collective Understanding of What Information Technology Can Deliver

ITANA Discussion



To establish an effective partnership, IT leaders and institutional leaders must start with a shared vision.

Things that may seem "obvious" to non-technologists include the following:

- Online programs generate huge revenues at low cost.
- Google, Twitter, Facebook ... are free, so providing these kinds of services for the institution will be easy and will cost little or nothing.
- Technology will always allow us to do more for less.
- "Cloud" services cost less, work better, and reduce local staffing needs.

- Expectations of service levels and flexibility are increasingly diverse and complex.

vs.

- Institutional leaders must allow some level of stumbling or even failure while the IT organization takes steps to minimize the risks in its more innovative undertakings

Current IT and institutional leaders were not raised in a ubiquitous network, device, and app world.

Their sense of technology capability and opportunity may not match that of the students, faculty, and staff they are trying to serve.

...libraries sit at the nexus of technology, information, and education and, as a result, may be a vast untapped resource in terms of understanding the shifting ground beneath higher education institutions.

Students and parents (the customers of higher education) are used to a certain level of functionality in the online applications that they use every day

EDUCAUSE's Advice

Identify the institution's champions for effective use of information technology in education, research, productivity, outreach, and other areas.

Develop strong relationships with them so that they are partners and advocates for the IT organization and not dissonant voices.

Work through them to amplify the influence of the IT organization.

Don't assume institutional leaders know how information technology can help them achieve their priorities.

Meet them more than halfway by understanding their lines of business and priorities, thus building the relationship and the credibility to offer advice.

Help educate institutional leaders about the contributions and costs of technology to help them right-size their expectations.

Provide metrics that present IT data in the context of their lines of business and priorities rather than in the context of IT operations and infrastructure.

Ensure the IT staff—whether central or distributed—who are interacting most with institutional leaders can communicate in the language they speak.

Be sure those staff understand and will support the IT organization's approaches and priorities.

An IT support staff may have more face time with the president than does the CIO.

Help institutional leaders ensure that IT leaders are included in the strategic planning process and ongoing institutional governance so that the IT leadership can proactively contribute to institutional strategy and explain the IT costs of implementing that strategy.