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Transformation, Innovation & Sustainable Quality
The Educational Technology Framework
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Trends & the Relevance of Transformation

- ✓ The Crossroads - Implications on Quality and Managing Change
 - ✓ **THESES:**
 - ✓ We Need to be Thinking Ahead, accounting for transformation -
 - ✓ We Need A Framework for Planning Academic Technology Success
 - ✓ Requirements
 - ✓ Tools for communicating emerging needs and requirements to:
 - ✓ Sr. Non-Technology Decision Makers about the Future
 - ✓ Different Stakeholders - Integrating the Campus
 - ✓ Your Vendors
 - ✓ Technology Team Roadmap planning for:
 - ✓ Deployments - account for "Breadth, Depth & Sophistication"
 - ✓ technology & end user increases in use and sophistication
 - ✓ Budgets
 - ✓ Outcomes
 - ✓ Interoperability (content, community, library, eResearch, consortiums)
 - ✓ Managing Expectations
 - ✓ This is not email or SIS systems (Strategic Information System)
 - ✓ eEducation has the distinctive pressure of:
 - ✓ Continued Relevance
 - ✓ Required Ongoing Innovation
 - ✓ Constant Exploration & Demand for Increased Outcomes

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Trends & the Relevance of Transformation

- ✓ Navigating - Implications on Quality and Managing Change
 - ✓ CONSIDER TECHNOLOGY DECISIONS
 - ✓ Open, Extensible and Integratable
 - ✓ Standards Based
 - ✓ Easy to Use
 - ✓ Culturally Aware &
 - ✓ Scalable
 - ✓ GETTING TO TRANSPARENCY

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How was the Framework Developed?

- ✓ Significant need to provide key insight into technology growth characteristics, through a structured approach that initiates a thought process for stakeholders within a learning organization
- ✓ Initial concept requirements were driven by the need to provide a roadmap for organizations that struggle with enterprise oriented educational technologies AND ensure long term quality
- ✓ Mitigate risks and overcome pitfalls commonly associated with enterprise level educational technology adoption

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Educational Technology Theses for **ENSURING QUALITY**

- ✓ Technological adoption within a learning organization is not simply about providing end users access to a specific technology
 - ✓ It accommodates Transformation under an Openly Extensible Innovative Framework
- ✓ Organizations must consider specific factors, within defined phases, throughout a life cycle of adoption in order to support transformation & develop an environment in which technology adoption can successfully take place and eventually become transparent.
- ✓ Each phase has different characteristics that demand decision making and investment.

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Development Considerations

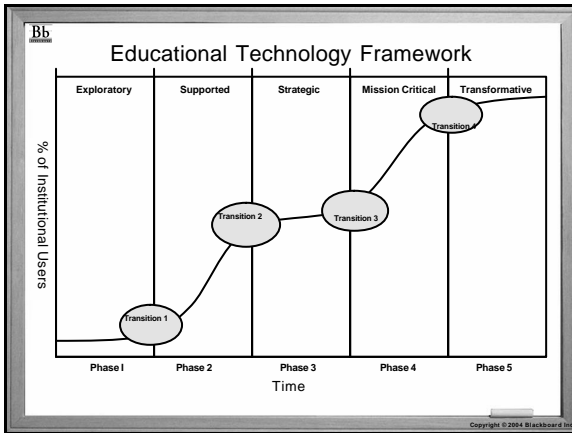
Known research

- ✓ Technology adoption double "S" curve

Industry growth and experience

- ✓ Known challenges for academic institutions
- ✓ Known technology paradigms
- ✓ Customer examples and situations

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Exploratory Phase

- ✓ Uni-functional
 - ✓ One Department, One Person
 - ✓ Few Participants
- ✓ De-Centralized with Multiple initiatives
 - ✓ Selection process
- ✓ Features and Function Driven
 - ✓ Specific Individual needs
- ✓ Acquired through creative financing

Transition 1

- ✓ Technology champions emerge
- ✓ Training initiatives begin
- ✓ Identification of best practices
- ✓ from "word of mouth" to collective voice
- ✓ Departmental involvement

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Supported Phase

- ✓ Cross-departmental
 - ✓ Groups of participants
- ✓ Low level institutional teaching/support model
 - ✓ Technology "Hand-Off"
- ✓ Features and Function Driven
 - ✓ Specific Individual needs as well as group collaboration
- ✓ Acquired through existing operating budgets

Transition 2

- ✓ Training programs provided regularly
- ✓ Ad-hoc help desk evolves
- ✓ Policies and procedures develop
- ✓ Consistent and significant messaging
- ✓ Existing support staff claim additional responsibilities

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Strategic Phase

- ✓ Significant mass of users and momentum
- ✓ Organizational responsibilities designed
- ✓ Enterprise technology driven decision
 - ✓ Integration with other institutional systems
 - ✓ Meets a variety of constituent based needs
- ✓ Academic technology planning begins, committees form
- ✓ Operational as well as Ad-Hoc capital budget

Transition 3

- ✓ "Always on" mentality
- ✓ Academic/Administrative collaboration defined
- ✓ Well known processes and procedures
- ✓ Implementing academic/strategic plan
- ✓ Systems integration begins

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Mission Critical Phase

- ✓ Widespread institutional adoption, critical mass of users
- ✓ Executing academic technology plan
- ✓ Centralized service and support
- ✓ Academic/Administrative collaboration
- ✓ Institutional technology consolidation
- ✓ Committed budget, executive sponsorship and extreme visibility

Transition 4

- ✓ Widespread institutional adoption
- ✓ Key component for educational delivery
- ✓ Essential to all academic constituents
- ✓ SIS level significance
- ✓ Top Down/Bottom Up awareness and responsibilities

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Transformative Phase

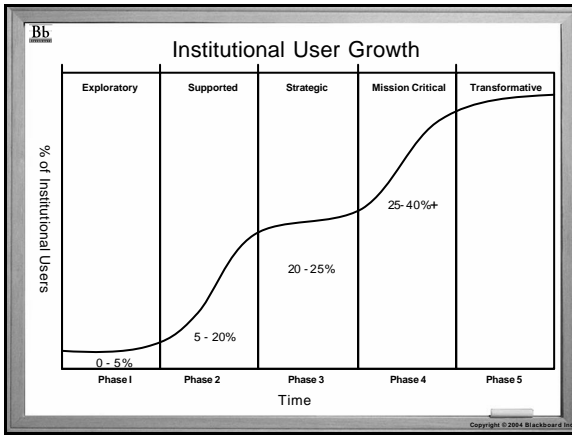
- ✓ Strategic plan is key to institutional success
- ✓ Integral to curriculum delivery
- ✓ Centralized academic technology resource
- ✓ Representative of Learning Organization
 - ✓ Core to the Organization, brand impact
- ✓ "Off the Top" Funding
- ✓ Organizational and technological transformation

Final Stage

- ✓ Actual curriculum changes are dependent on the academic technologies
- ✓ Represents the institutional experience, and critical for learner experience
- ✓ Firmly established as critical delivery mechanism

- Technology is Transparent

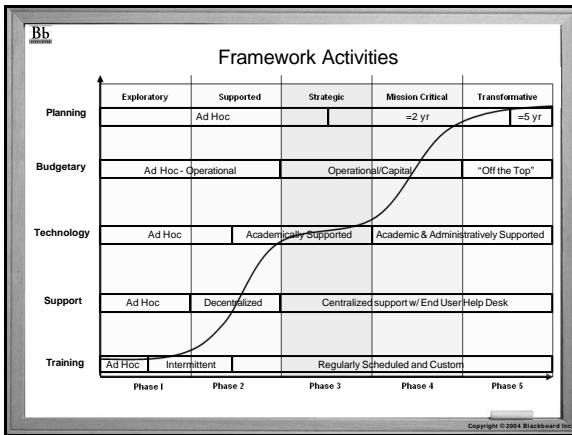
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Phase Activities

	Exploratory	Supported	Strategic	Mission Critical	Transformative
Planning	None	Departmental	Centralizing	Centralized	Institutional
Budgetary	"Out of Pocket"	Operating	Operating	Capital	"Off the Top"
Technology	Individual	Departmental	Organizational	Institutional	Extensible
Support	Individual	Decentralized	Centralizing	Centralized	Institutional
Training	Individual	Intermittent	Scheduled	Custom	Continuous

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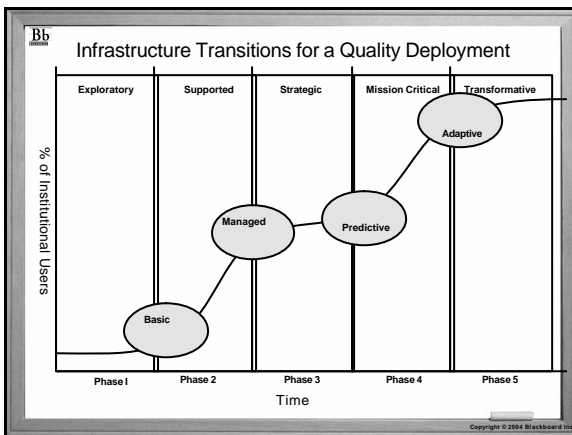


Transformative Assumption: Promoting Long Term QUALITY

- ✓ An academic institution with a 2 - 5 Yr Academic Technology plan
- ✓ with "Off the Top" funding
- ✓ A consolidated "enterprise" level technology strategy
- ✓ academic as well as administrative internal support
- ✓ a centralized support and end user help desk and
- ✓ regularly scheduled training programs

will have the greatest chance to succeed!!

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Framework – Market Analysis

	Exploratory	Supported	Strategic	Mission Critical	Transformative
Schools					
HE / FE					
Corp/Gov					
Commercial					
Publishers					

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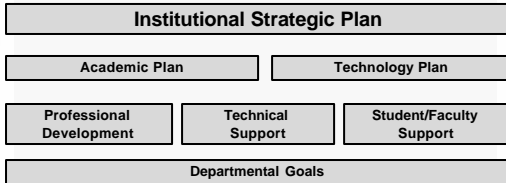
Ensuring Long Term Quality: Getting to Transformative

- ✓ Align institution along framework
 - ✓ Infrastructure
 - ✓ Integration
 - ✓ Support (internal/external)
 - ✓ Content storage plan
 - ✓ Pedagogical resources
 - ✓ Professional development
 - ✓ R&D efforts
 - ✓ Teaching and Learning methodologies
 - ✓ Standardized service offerings

Ensure Quality: Plan for Institutional Success

- ✓ Developing a Plan to Ensure Sustainable Quality
 - ✓ Adopt The Right Technologies:
 - ✓ Easy to Use and Deploy
 - ✓ Open & Extensible (easily integratable with existing technologies using international standards)
 - ✓ Scalable & Proven
 - ✓ Develop a Sustainable Educational Technology Plan
 - ✓ **Institutional Strategic Plan**
 - ✓ Map to Strategic objectives with outcome orientation
 - ✓ **Institutional Academic Plan**
 - ✓ Map to pedagogical objectives understanding use cases
 - ✓ **Institutional Technology Plan**
 - ✓ Map to infrastructures objectives with outcome orientation

Educational Technology Plan



Educational Technology Plan

Plan for Quality

