



SEARCH:

## Strategic Approaches for Turbulent Times

Dr Malcolm Read executive secretary JISC

- Period of change, new funding models
- Imaginative use of IT and technology can be significant help to HE
- Universities working together
- Many areas where technology can and already does help
- Currently two key particular areas which have strategic implications for institutions :
  - the Cloud and shared services
  - Online learning

### ■ The gains

- **Flexibility** - pay for what you use
- **Elasticity** – handles storage and usage demand levels
- **Capital vs Recurrent** – removes cost peaks for soft/hardware
- **Reduce IT/carbon footprint**
- **Encourage collaboration** – easier business/HE relations

### ■ Strategic approach

- Not a panacea
- Shared procurement to buy services appropriate to education and research

- **Brokerage** - creating 'trusted clouds' via JANET(UK)
- **Pilot Cloud** - implemented at Eduserv Data Centre
- **Digital Curation Centre** - data inputs tools, policies and support
- [Systems & Services Procurement Service](#) (SSPS) – buying IT systems as shared services
- **Advice** – [JISC Legal](#) and [JISC Infonet](#)

- 'Collaborate to Compete: Seizing the opportunity of online learning for UK higher education' ([http://www.hefce.ac.uk/pubs/hefce/2011/11\\_01/](http://www.hefce.ac.uk/pubs/hefce/2011/11_01/))
- Universities need to provide 'a more market-orientated approach highlighting the need to acknowledge student demand and choice'
- Competition from private online providers

- Study of [UK Online Learning](#) concluded:
  - Most online distance learning is at postgraduate level
  - Extension and move towards undergraduate will need 'robust institutional infrastructure'
- Open educational resources improve Student experience and 'markets' institutions and UK

- The main recommendations from the Wilson Review are that:
  - JISC should focus its work to achieve a large impact through activities clearly linked to the sectors' priorities
  - JISC's services and projects should be rationalised, with a view to significantly reducing their number
  - JISC should become a separate legal entity funded through a combination of grants and subscriptions or user charges

## ■ Institutional Management (cost reduction)

Agility via efficient/effective systems and processes:

- Cloud procurement
- library electronic resource management (ERM) 'the knowledge base'
- research management and administrative systems (RAMS)

## ■ Sustainable futures

Encouraging mainstream adoption of 'green' solutions, 'open' approaches and digital awareness:

- greening campuses
- Open Access Implementation Group (OAIG)
- major investment in digital literacies

## ■ Student Journey

Improving student recruitment, assessment and retention. Improving the student experience:

- major investment in course data (using the XCRI - CAP information model)
- open education resources

## ■ Research Excellence ...

- Research productivity
- Provide networks and content/data infrastructure
- Interoperable data management



- HE facing big challenges around costs, sustainability, changes in the nature of students and their expectations
- Technology cannot solve all of these issues but can make substantial contributions to the solution
- But there must be strategic approaches from institutions
- Key topics like the use of the Cloud and online learning offer huge potential but only if they are considered at an institutional level and not as a local, 'bolt-on' tactic

## © HEFCE 2011

The Higher Education Funding Council for England, on behalf of JISC, permits reuse of this presentation and its contents under the terms of the Creative Commons Attribution-Non-Commercial-No Derivative Works 2.0 UK England & Wales Licence.



<http://creativecommons.org/licenses/by-nc-nd/2.0/uk>