Strategic Approaches for Turbulent Times

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All change

- 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
Cloud – What is it, what’s the point?

- **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
Cloud – What is JISC doing?

- **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](http://www.jisc.ac.uk) and [JISC Infonet](http://www.jisc.ac.uk)
‘Collaborate to Compete: Seizing the opportunity of online learning for UK higher education’ (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
JISC, responding to institutional need

- **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