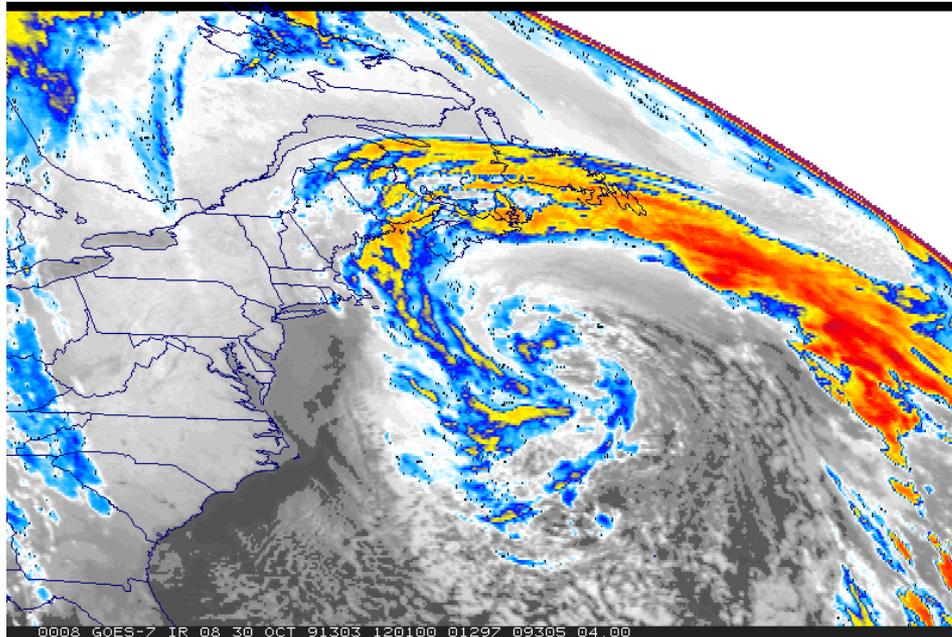


## Altruism is dead!

# The Perfect Storm: BYOD + CLOUD meet MOOCs

*Mark Clark,  
Paul Hopkins*



- The Perfect Storm
- the factors creating the storm
- riding the building waves
- surviving the storm surge
- rebuilding after the storm



- An expression that describes an event where a rare combination of circumstances will aggravate a situation drastically.
  - Storm clouds visible on the horizon!
  - A revolution is under way; unstoppable!
  - The storm will transform Universities worldwide
  - Survival in the storm; Life after the storm



## Look to the Horizon: see the 'storm' clouds gathering before us!

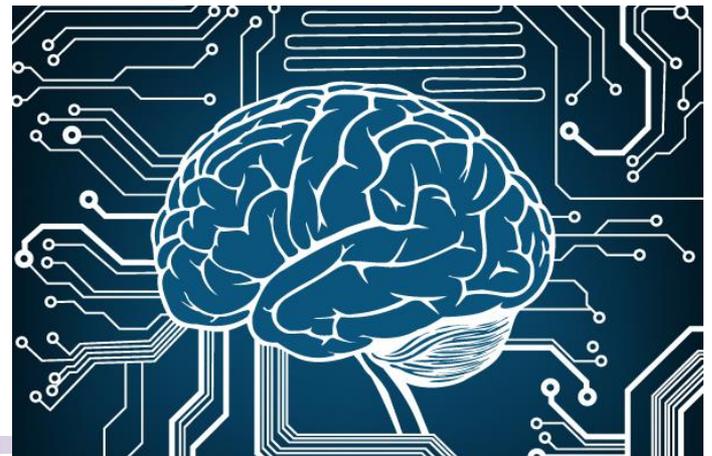
- The core of the university education delivery model has progressed relatively little since the birth of the University (Bologna 1088).
- The lecture and tutorial has been at the heart of learning and its delivery has evolved slowly.
- A perfect storm brings circumstances together which deliver significant change and whose consequences are transformational



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## Factors: New user paradigms

- Portable, powerful, permanently connected user-owned SMART 'devices' with pervasive 3G/4G/5G networking and affordable contracts, has brought transformation!
- The cloud as a vehicle for services delivery
- Technological change is bringing (too slowly) transformational change to academic processes
  - This requires a complete reengineering of the supporting business processes.



## Factors; The SMART environment

- The SMART environment:
  - dominated by lightweight applications utilizing cloud-based services
  - environments in which users have almost 'blind' confidence
  - usage models based on economics which are 'seemingly' invisible/free.
  - Services which shift responsibility to end-users often with no more thought than a tick in an acceptance box!
  - Students operating across multiple domains and paradigms with multiple authentications which are often hidden after initialization. Interfaces to an ever-growing resource of rich applications/information/knowledge are rewarding and compulsive.



## Factors: IT environments

- Institutions are trailing even as they adopt cloud-based public services for core activities (Hotmail, Gmail, etc...).
- We use portalization to join disjointed applications and remain very focused on local 'PC-seats' or via controlled access (VPNs, etc.).
- The market for core supporting business systems has dwindled with few new competitors and no significant trailblazers.
- Many institutions see no benefit in significant investment in new systems and instead are looking to maximize value from existing suites using integration-ware and maximizing potential from exploiting the data itself. Productivity suites/tools such as SharePoint and Office365 are bringing new approaches and progress is good .

- The economic climate and globalization create demand for increased skills and capability in the workforce
- the cost of HE (for all) is becoming unaffordable to most nations
  - lifetime repayment models (tax or loan) based upon 'conceptual' increased earnings are deployed.
  - unsurprisingly, there is a desire to lower the cost or increase the efficiency (or both) of educational delivery.
- We see the new phrase 'student experience'
  - increasingly important is the view of the 'customer' with respect to experience, value for money and alignment to objectives which must be interpreted as career benefit.



## Factors: Massification

- Massification increases anonymity
  - the student is able to pass through their institution without significant engagement or recognition.
  - Staff, under pressure from Staff-Student Ratios (SSR's) or competing agenda (e.g. research), fail to build a relationship or engage in the personal tutor relationship!
  - Students, under financial pressure, spend disproportionate time on income-based activities wishing to minimize debt and are thus unable to engage in activities that enriched experiences for previous generations.
  
- Institutions respond by cost-saving/efficiency initiatives
  - ,direct activities towards enhancing student experience. Most have invested in eLearning initiatives, with Blackboard and Moodle being dominant delivery platforms, with varying levels of success.



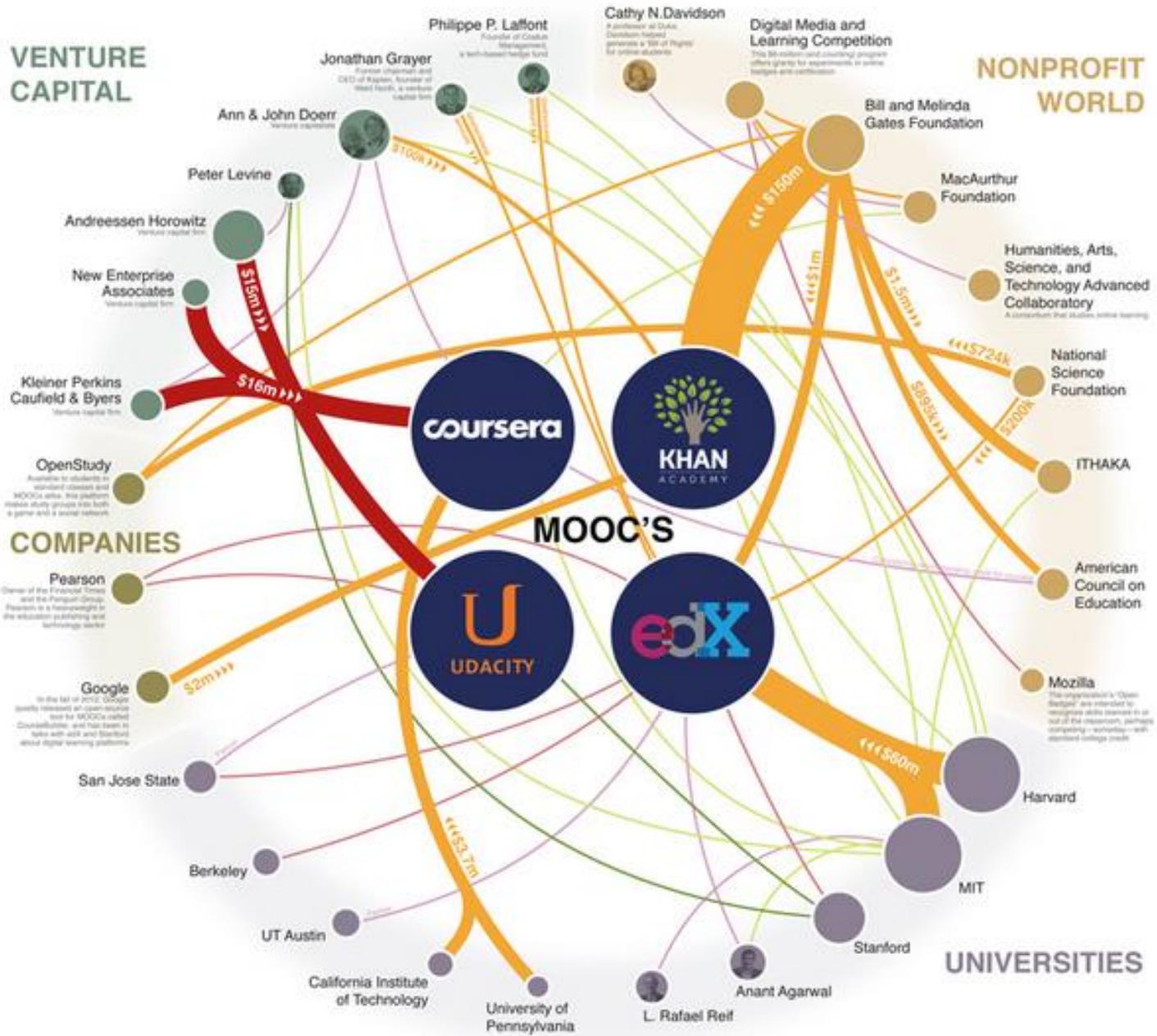
## Factors: not invented here to MOOCs

- The 'not-invented-here' syndrome means institutions 'reinvent' every lecture and all associated resources.
  - Furthermore, those same lectures are podcasted (or similar) *almost regardless of quality* and with little of the professionalism associated with media production
- Now academics are being asked to deliver and subscribe to MOOCs
  - Is academia widely up to the inevitable peer review, quality kite marking, and inevitable team approaches.
  - See how the MOOC market is being transformed on next slide:  
<http://edudemic.com/2013/05/how-moocs-are-getting-money/>

# HE Associates

A Division of HE-Shared Services Ltd

## Factors: MOOCs



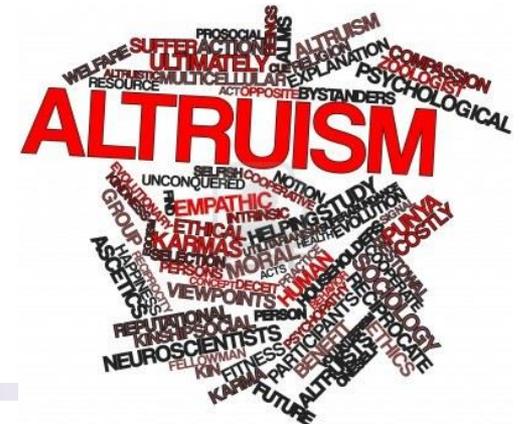
## Factors: Governance

- UK Universities are widely autonomous and self-governing bodies
  - often in competition and quasi-collaboration with each other.
- Individual Institutions cannot separately take on the significant investment cost required to radically reshape their services to support the requirement and pace of the timetable!
  - The existing market providers lack the agility to supply new services.
- At the same time, 'for-profit' institutions with access to significant investment capital, see a new market-place ripe for 'picking'.
  - Loosely-coupled administrative systems supported by portals and integration are no defence against systems and services built to scale on an international basis and designed to be user-centric whilst delivery high quality performance and with dynamic response mechanisms.



## Factors: Altruism:

- Altruism: The belief in or practice of disinterested and selfless concern for the well-being of others.
  - Sadly, education is now a business, not altruism!
- Academia may yearn for the past but must face its future
- The community could build those new IT systems or partner with those who could build them for us
  - the UK Government has put in place initiatives that could facilitate shared partnerships.



## How should we respond?

- What is true is that historically the IT applications market has serviced us poorly and we have treated commercial players badly!
  - Poor: partnership, shared understanding, mutual interest....
- If we want service infrastructures to match the best in the cloud then we must collectively be in at its instigation, design, and delivery.
- We must recognize that partners need a commercial return whilst providing leadership and planning for an environment
- The circumstances are such that radical transformation is inevitable!  
.....As with all perfect storms their impact is long lasting!



## How should we respond? Risk is for the brave

- Universities are re-thinking IT; the pace of technology is a hurdle
  - they not longer wish to make the traditional 5-7 year financial commitment in core systems with associated contracts.
  - They are making medium term investment to 'sweat' existing assets and to use integration-ware to maximize potential.
  - Core systems can be retained whilst interfaces and business flow processes are externally facilitated.
  
- HE-SS support institutions to review their business mechanisms
  - then bring in integrators to support the delivery of solutions facilitating rapid connections between disparate applications/services.
  - Delivering increased 'agility' enables services to be reconfigured around the needs of individual courses (or even students!).



- Globally-scaled collaborative services (from Microsoft, Google, Facebook, Amazon, etc.) can be rapidly configured to provide HE-specific functionality
  - they have limited 'HE' functionality – apart from low licensing costs
  - a trend which questions the future viability of the market-leading VLEs!
- Their impact is to drive IT support towards the core mentor/learner relationship; the focus is to improve key educational outcomes.
- IT departments need new skills, attitudes, knowledge and composition to meet the challenges.
  - And we will need to find ways to personalize and individualize aspects of teaching and learning whilst utilizing the economies of scale of globally provided services. See [www.youtube.com/office365atuwl](http://www.youtube.com/office365atuwl) for examples



## As the storm surge climbs ....we must Change!

- The IT department of the near future must be radically different to that of today and with different relationships with its customers within the Institution and also with external services providers/partners.
  - Agility may become more important than cost
  - Processing power + virtualisation means that efficiency is less important!
  - We must 'Facilitate' IT not just 'Deliver IT'
  - Real value is in the data we hold, our relationships with Learners



**"Change is inevitable. Progress is optional."** Anonymous

## So.....Prepare to introduce new roles!



We are seeking a **Junior Catalyst** to spark new and experimental collaborations that emphasize diversity as source of innovation



*“If you always do what you’ve always done, you’ll always get what you’ve always got.”*

Anthony Robbins, renowned motivational speaker and self-improvement guru

## Amplification Engineer



As new technologies enable step-changes in productivity. We are seeking an **Amplification Engineer** to improve organizational innovation by taking good solutions from one part of the University and putting them in to other parts.

**"If there is something good in the world  
then we will copy it with pride!"**

Anssi Vanjoki -- Nokia's Executive VP & General Manager of Multimedia

## Chief Visualization Officer

We wish to appoint a **Chief Visualization Officer** to devise new ways of visualizing our business.

If we can look at our base data in very different ways then we can find many new services to differentiate ourselves and serve our stakeholders better

**"The future belongs to those who see possibilities before they become obvious."**

— John Sculley, CEO PepsiCo, Apple Computers



# Rebuilding for life after the storm

- Perfect storms may be coming along more rapidly; survival is dependent upon resilient infrastructure, quality data, agility of purpose.
- Preparation of the Institution, departments and, importantly, staff is vital!
- The storms may leave the landscape fundamentally changed; what will be built after may no longer resemble the model we knew and loved.



**Nothing stops an organization faster than people who believe that the way you worked yesterday is the best way to work tomorrow.**

— Jon Madonna, former CEO of KPMG

Mark Clark

Paul Hopkins – EUNIS 2013

