



The University of North Carolina at Wilmington

**Managing
Necessary Change
In UNCW's
Knowledge Ecology**

**Executive Summary:
Principles and Recommendations**

*Report from the Chancellor's Steering Committee
on Information Technologies*



Part I: The Context

Networked interactive multimedia technologies symbolize the world of the present where collaboration and simultaneous communications at all levels are critical. Current trends predict a future which will be even more dependent upon access to these integrated networks. Such technologies are not just an array of fascinating new gadgets, but instead represent powerful tools for re-configuring learning opportunities through a broadening of options, such as extended and flexible schedules, leveraged resources through shared use and delivery, and exciting cooperative learning models. Unlike previous attempts to restructure the social systems and organizational structure of universities through more channeled approaches to learning, the capacity now exists to provide almost unlimited options if the natural curiosity of the learner is allowed to drive the process.

Clearly, we live in a time when learning must be viewed as an inter-connected and dynamic process rather than as a linear teacher-to-learner process. In such a world each of us becomes both teacher and learner. The greater the universe of learning experiences available to students, the deeper the quality and intensity of such experiences. Like many other institutions, the University of North Carolina at Wilmington is attempting to define a new and vital balance between access to an unlimited quantity of information and ideas while maintaining coherence and quality in its academic programs and various support services. The concept of students “as knowledge workers” navigating the electronic lightways of a universally integrated network, with faculty serving as guides and facilitators is more than a little threatening to many individuals. Their concerns cannot be fairly dismissed as mere “resistance to

change” or “fear of the unknown,” but must be understood in the context of the true power of emerging technologies to confuse, confound and overwhelm substance if not carefully managed. Yet, to acknowledge the reasonableness of a certain degree of caution does not diminish the push to extend access, to collect and capture previously unavailable data and resources or the need to assemble powerful new learning communities. Chancellor Leutze has chartered a course for UNCW that would maintain the unique charm and warmth of campus life, while positioning the university to extend its leadership into the arena of the emerging electronic campus. To be a comprehensive university of the new millennium will require persistent and patient attention to information technologies and networks which will connect us to the best of America and the world, and speed those assets to the classrooms, offices, and homes of the residential and extended university.

*Dr. Robert E. Tyndall
Co-Chair,
CSIT*



Part V: EXECUTIVE SUMMARY: Principles and Recommendations

Principle 1. Strategic Value of The Institutional

Intranet: *A well managed and supported institutional intranet is a necessary component of any institutional service ecology designed by a public educational institution to meet the needs and expectations of the emerging knowledge economy and its dependence on life-long learning.*

Recommendation 1.1:

UNCW should create and fill a new position, Vice Chancellor for Information Technology Strategies and Services, to develop and facilitate technology-driven change management processes for the university and oversee the provision of IT services for the campus.

Recommendation 1.2:

UNCW should appoint an Executive Director for Information Technology Services to provide operational management for the new service organization – Information Technology Services (ITS). The Executive Director should report to the new Vice Chancellor for Information Technology Strategies and Services, described above. The Executive Director position should not be filled until the Vice Chancellor for Information Technology Strategies and Services is appointed. The ITS organization would

OIT, MIS, Telecommunications, part of the administrative applications group in the business office, and the management of the interactive video classrooms currently managed by the Division for Public Service and Extended Education.

Principle 2. The Necessity for Change Management:

Change management is institutionalized by requiring formal processes for selecting, developing/customizing, and implementing mission-critical technology resources. These processes should include input from both the central IT organization and a representative group of stakeholders who will be using those resources and intranet applications.

Recommendation 2.1:

Among the change management vehicles under the direction of the Vice Chancellor for Information Technology should be an Executive Council for Information Technology Strategies this Council, Chaired by the Vice Chancellor, should be convened regularly to ensure the participation of the other vice chancellors, the faculty, and other mission-critical stakeholders in the process of prioritizing strategic investments in information technology initiatives and the evolution of the UNCW intranet.

Recommendation 2.2:

The Provost should have responsibility for coordinating all credit-bearing courses and academic programs, however they are delivered. When technology is used to support credit-bearing distance education, the emphasis should be on offering degree

programs to reach and appeal to off-campus audiences – while not precluding contract programs or collaborative efforts with other institutions. The Provost should develop a plan for actively encouraging deans to offer online degree or certificate programs as appropriate to UNCW's goals.

Recommendation 2.3:

The Provost and the deans should encourage and support the incorporation of online resources and collaboration tools into instruction as appropriate to subject matter and instructional goals. When faculty members are considered for rewards, promotion, and tenure, their work in adopting instructional technologies should be reviewed in the context of institutional initiatives and priorities, as well as the context of contributions to education in the discipline or profession.

Recommendation 2.4:

An assistant or associate provost position should be created to oversee academic program development, especially that enabled by information technology. This officer should serve as the head of Extended Academic Programs, oversee the Technology College, the Center for Teaching Excellence, and other inter-curricular programs and services as deemed appropriate by the Provost. If these functions are to be assigned to an existing vice-chancellor, then coordinating support for that office will be necessary.

Recommendation 2.5:

The Chancellor should charge the Division for Public Service and Extended Education with coordinating marketing services and providing appropriate administrative services required by academic programs to ensure that audiences beyond the on-campus student body are reached. This should include placing those services on a sound financial foundation, whether they are located in the Division, the Provost's Office, Student Affairs, or elsewhere.

Principle 3. Online Literacy : *Literacy in the new medium of globally networked information and communication is a prerequisite for an informed and productive life in a democratic "learning society."*

Recommendation 3.1:

Formalize the Technology College with continuing operating funds and a full time funded director's position to provide continuing leadership. Consider strengthening the program to afford students an opportunity to earn technology concentrations in the interdisciplinary context of their studies in other disciplines and professions.

Recommendation 3.2:

Leverage the Technology College as a center for new academic courses and programs planned and coordinated with the Deans and academic departments.

Recommendation 3.3:

Market the Technology College as a special opportunity of the on-campus UNCW baccalaureate experience. As a special part of the Technology College, co-market the new online, distance courses developed this past summer or earlier to take advantage of traditional students' apparent enthusiasm for taking a few courses in an online format in the interest of convenience. Research indicates that traditional, campus-based students account for approximately 70% of current enrollments in online courses.

Recommendation 3.4:

Invest in training in online literacy for both faculty and staff. Do this in the strategic context of specific, funded projects designed to enhance or transform some academic, student, or business service or process through the incorporation of Internet/intranet technologies.

Recommendation 3.5:

Make the Center for Teaching Excellence a locus for encouraging deans and their faculties to embrace new instructional methodologies that take advantage of online resources and collaboration tools, whether for classroom-based courses or for courses with little or no on site classroom component. Strengthen the CTE further, by hiring a full-time Director to oversee the project and develop its strengths as a learning

mechanism for faculty. Also encourage the deans and their faculties to evaluate the learning efficacy of these new methodologies with the assistance of experts from the Watson School of Education, the Technology College, and elsewhere.

Principle 4. Universal Access: *All students and employees should have convenient access to a personal computer, with a basic collection of productivity software, that can be connected to the institution's network at any time and from almost any place they are working – offices, libraries, homes, residence halls, field locations, or other remote locations.*

Recommendation 4.1:

Under the leadership of the Vice Chancellor for Information Technology Strategies and Services, UNCW should continue its universal access study and complete a phased plan for universal access. By 2000, the University of North Carolina at Wilmington will officially establish a Standard of Expectation for Universal Access for students, instructors, and members of the staff which guarantees anytime, anyplace personal access to the Internet and the UNCW intranet within a specified and feasible service area.

Recommendation 4.2:

A student fee should be included as part of an overall funding plan to ensure continuing universal access at UNCW.

Principle 5. Standardization: *An institution should contain overall IT support costs and improve the quality of its IT support services by centrally supporting selected specific configurations of personal computer hardware and productivity software to be replaced/updated on a technological life-cycle basis. Indeed, the central IT support organization should assume responsibility for the institution's IT standards and organize departmental technical leadership to assist in the development of those standards.*

Recommendation 5.1:

The Vice Chancellor for Information Technology Strategies and Services should form an IT Standards Council to be expertly staffed by the Executive Director for Information Technology Services, and comprised of key members of the IT support staffs from UNCW's various academic, service, and administrative offices.

Recommendation 5.2:

The leaders of Information Technology Services should form user groups and task forces to address current support issues and to gather advice and information that will be useful to the IT Standards Council as it advances UNCW's IT architecture.

Recommendation 5.3:

The Chancellor should call a moratorium on the implementation of school- or college-specific universal access plans unless the

parties involved are willing to adopt common institutionally approved standards. Indeed, a potentially attractive approach to universal access would be to start with the schools and colleges that are ready to deal with the complexities of universal access as a means to pilot a more comprehensive plan.

Principle 6. Life-Cycle Funding: *Funding for an institution's central IT support organization should be placed on a recurring life-cycle basis to the extent possible, and should not overly rely on one-time sources or depreciation schedules not attuned to the rapid pace of technological change. Standardization will not be possible unless investments in IT are made on a rational, life-cycle basis.*

Recommendation 6.1:

Immediately UNCW should begin to implement a life-cycle replacement policy to provide students, faculty, and staff access to appropriate computing facilities. The university should also develop a life-cycle resource strategy for IT-related services.

Principle 7. The Strategic Investment Principle: *An institution's total IT investment should serve institutionally strategic interests while being administered with enough flexibility and participatory processes to encourage and support innovation and entrepreneurship in the departments.*

Recommendation 7.1:

UNCW should continue to invest in the programmatic development of web-based intranet applications.

Recommendation 7.2:

In order not to lose momentum and to secure the gains made this summer, UNCW should continue the development effort envisioned above during the transition period in which the recommendations of this report are considered and addressed. The Chancellor should appoint a small, but representative working group led or staffed from the business office or his office, to analyze the resources now being allocated to IT across the institution and to define/refine the financial foundation for continuing to build UNCW's capacity to use and manage IT as a strategic asset.

Part VI: Concluding Remarks

To its credit, and on its own unique terms, UNCW is engaging the most compelling issues facing higher education at the turn of the century. UNCW is ahead of most institutions thanks to the leadership and teamwork that extends from the Chancellor's Office deep into the faculty and staff. This report presents a challenging but practical framework for continued progress.

CSIT and COLLEGIS believe that UNCW can occupy a place of renown among institutions striving to utilize the power and potential of information technologies. UNCW can become a strong and visible presence on the web as a learning community that builds on the university's traditions of quality programs, collegiality, and commitment of faculty and staff to serve students and the public. This initiative will mark UNCW as a national leader in the wise use of technology in service to the public while remaining true to its mission.

The Chancellor's Steering Committee on Information Technology and COLLEGIS believe that UNCW can meet the formidable challenge it has embraced. This report is offered in the hope of helping UNCW move beyond its current state of admirable but almost random progress, to a more systemic, institution-wide approach to innovation, programmatic implementation, and service to the region and the state.



