2013

Improved decision making to underpin the achievement of strategic goals at the University of Wollongong

Craig Napier
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Improved decision making to underpin the achievement of strategic goals at the University of Wollongong

Abstract

The Higher Education sector is an increasingly competitive environment. As such, it is prudent for institutions to seek advantages across all areas that will lead to improved research outcomes, commercial partnerships and student learning experience. The Performance Indicators Unit commenced in 1999 and has evolved to cover seven key perspectives of integration of Information Management across the University, working to avoid the operational silos that can occur within Universities. This session will explore: Utilising network relationship analysis to develop an understanding of the University of Wollongong's collaborations and facilitate improvement The importance of visualisation to translate data into meaningful information that assists decision makers Experience gained so far and possible future directions

Keywords

decision, university, making, wollongong, improved, underpin, achievement, strategic, goals

Disciplines

Engineering | Physical Sciences and Mathematics

Publication Details

The 2nd Annual Higher Education
Information Management Strategy
Forum 2013

Strategically Integrating Information Management Processes across Higher Education Organisations to Unlock Hidden Efficiency, Increase Interoperability of Diverse Business Units and Achieve Organisational Objectives

Liquid Learning is delighted to present the 2nd Annual Higher Education Information Management Strategy Forum 2013, the premier event for those seeking to optimise strategies and performance through improved decision making organisation wide.

FEATURED SPEAKERS

Peter Nikoletatos Chief Information Officer
Australian National University

Alan Duncan Director, Data Governance
The University of New South Wales

Rob Irving Director, Information Technology
The University of New England

Neil Fraser Director, Information
Macquarie University

Wendy Harper Director, Queensland University of Technology's Learning Analytics initiatives; Director of eLearning Services
Queensland University of Technology

Chris Bridge Director, Information Technology Services
Queensland University of Technology

Dr Asif Q. Gill Lecturer, Centre for Human Centred Technology Design, School of Software
University of Technology, Sydney

Craig Napier Project Manager, Performance Indicator Unit
University of Wollongong

Shane McGregor Vice-President, Strategic Finance and Resources
Flinders University

Robert Eames Managing Director
Fivenines Consulting

Jacqui Thorburn Manager, Knowledge Systems
Sydney TAFE

Dr Nick Tate Director, Research Data Storage Infrastructure (RDSI) Project
University of Queensland

Sunil Mysore Kempegowda Visiting Lecturer, School of Systems, Management and Leadership
University of Technology, Sydney
Senior Consultant
CloudTechInfo

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- Aligning Information Management with organisational objectives
- Improving data management for informed decision making
- Future technology and new trends in Information Management

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Day One 14 May 2013

8.30 - 8.55	**Registration and Morning Coffee**
8.55 - 9.00	**Official Welcome and Opening Remarks from the Chair**

9.00 - 9.45 **CASE STUDY**

The Information Agenda – Why data governance is key to evidence-based decision-making and informed action

The range, diversity and sophistication of information assets that educational institutions require to operate successfully is becoming increasingly complex. In the meantime, the organisational capabilities necessary to support these information needs are often fragmented, may not evolve quickly enough, or are even absent altogether. The University of New South Wales has identified the need for a more co-ordinated and integrated approach to the collection, collation and use of data and information. This session will explore what is required to develop and maintain a holistic approach to Data Governance in order to support key organisational objectives, including:

- The information services and competencies required to manage complexity and produce actionable insight
- Improving information governance, data quality and metadata management processes to meet the changing needs of internal and external clients
- Focussing on information value through assigning formal accountability and decision rights

Alan Duncan Director, Data Governance
The University of New South Wales

9.45 - 10.00	**Questions and Discussion**

10.00 - 10.45 **CASE STUDY**

Working with finance professionals to achieve mutually beneficial outcomes

As Vice-President for Strategic Finance and Resources at Flinders University, Shane is responsible for making decisions on how the limited financial resources are best invested to achieve goals for the University. In order to assist finance professionals in their decision making and to increase the likelihood of positive outcomes for Information Management (IM) strategies, IM professionals can benefit from considering:

- The decision making process for resource allocation
- Using data to improve financial decision making
- Finance and IM working in alignment

Shane McGregor Vice-President, Strategic Finance and Resources
Flinders University

10.45 - 11.00	**Questions and Discussion**
11.00 - 11.15	**Morning Tea**

11.15 - 12.00 **CASE STUDY**

Driving Information Management transformation in your University

Peter Nikoletatos has held the role of Chief Information Officer at the University of Newcastle, Curtin University and is currently Chief Information Officer for Australian National University. This experience allows him to compare and contrast the Information Management (IM) challenges faced in the Higher Education sector. Today he will share his experience and encourage delegates to consider:

- How different is your University's situation to others? Learning lessons from other institutions' successes and failures
- Culture trumps strategy, which trumps structure – why engaging stakeholders and establishing strong working relationships is crucial to the success of any IM strategy
- What has worked, what has not – and why

Peter Nikoletatos Chief Information Officer
Australian National University

12.00 - 12.15	**Questions and Discussion**
12.15 - 1.15	**Networking Lunch**

1.15 - 2.00 **EXPERT COMMENTARY**

The Gill Framework – Next generation Information Management strategy, architecture and solutions

The emergence of new technologies and large amount of data is critically impacting conventional approaches to Information Management (IM). Organisations require reliable and agile strategies, processes, systems and infrastructure for the sourcing, storage, management and distribution of large amounts of data and information for better services, improved performance management, and a more productive education sector. Based on his experience and his current research focus, Asif will discuss challenges in future Higher Education IM strategies, architecture, and solutions including:

- Emerging IM technologies
- Higher Education IM challenges in 2013 and beyond
- Challenges encountered while researching

Dr Asif Q. Gill Lecturer, Centre for Human Centred Technology Design – School of Software
University of Technology, Sydney

2.00 - 2.15	**Questions and Discussion**

2.15 - 3.00 **CASE STUDY**

Improved decision making to underpin the achievement of strategic goals at the University of Wollongong

The Higher Education sector is an increasingly competitive environment. As such, it is prudent for institutions to seek advantages across all areas that will lead to improved research outcomes, commercial partnerships and student learning experience. The Performance Indicators Unit commenced in 1999 and has evolved to cover seven key perspectives of integration of Information Management across the University, working to avoid the operational silos that can occur within Universities. This session will explore:

- Utilising network relationship analysis to develop an understanding of the University of Wollongong's collaborations and facilitate improvement
- The importance of visualisation to translate data into meaningful information that assists decision makers
- Experience gained so far and possible future directions

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Craig Napier Project Manager, Performance Indicator Unit
University of Wollongong

3.00 - 3.15	**Questions and Discussion**
3.15 - 3.30	**Afternoon Tea**
3.30 - 4.15	**CASE STUDY**

The role of Information Management in the 21st century learning and teaching experience
While information and technology are moving towards a more central role within Higher Education, the main aim for a university remains learning and teaching. A specific challenge for the Higher Education sector is to ensure that Information Management (IM) is not only a central unit but also a vital integrated step towards reaching organisations' objectives. This session will discuss:

- Structurally aligning IM with learning and teaching outcomes
- Making the most of your available data for students
- The 21st century student experience

Wendy Harper Director, Queensland University of Technology's Learning Analytics initiatives; Director of eLearning Services
Queensland University of Technology (QUT)

4.15 - 4.30	**Questions and Discussion**
4.30 - 5.15	**EXPERT COMMENTARY**

Big Data - Drawing valuable insights from increasingly complex data
The volume and complexity of information available to organisations is growing exponentially. Organisations across all sectors need to develop and implement strategies that address Big Data and use its value. This is applicable in the Higher Education setting, especially to institutions working across campuses in Australia and overseas as well as across diverse faculties or business units. This session will allow delegates to explore what is required to:

- Translate increasing volumes of data into good information
- Realise the potential of applying computational analysis to achieve real-time and predictive insights
- Incorporate Big Data into their current Information Management strategy

Neil Fraser Director, Information
Macquarie University

5.15 - 5.30	**Questions and Discussion**
5.30	**Concluding Remarks from the Chair**
5.30 - 6.30	**Networking Reception**

Day Two 15 May 2013

8.30 - 8.55	**Morning Coffee**
8.55 - 9.00	**Opening Remarks from the Chair**
9.00 - 9.45	**CASE STUDY**

Building communities of practice to facilitate information sharing across your organisation
Education institutions are complex and diverse organisations with many departments and functional areas operating independently of each other, often on different campuses. Information Management strategies need to be aware of this and seek common ground as often as possible. Developing networks to facilitate information sharing and knowledge transfer is a prudent way to achieve greater results for organisations, without the need for further investment in infrastructure or software. This session will explore issues including:

- Formalising ad hoc relationships to create a robust information sharing structure
- Achieving buy-in from key stakeholders
- Recognising the value within communities of practice

Jacqui Thorburn Manager, Knowledge Systems
Sydney TAFE

9.45 - 10.00	**Questions and Discussion**
10.00 - 10.45	**EXPERT COMMENTARY**

Future and emerging trends in Higher Education
A Higher Education setting presents a unique operating environment with complex inherent challenges for professionals responsible for Information Management (IM). Particularly in IM, new technologies can play a pivotal role in moving towards future generation's needs and expectations. Is there a way to integrate Bring Your Own Device (BYOD) in an effective strategy for Higher Education? Is it possible to effectively integrate new technologies within your IM strategy? Calling upon his experience, Sunil will discuss how future technologies can assist in reaching organisational objectives in the Higher Education sector, including:

- Unique aspects of IM challenges in Higher Education in 2013
- Integrating new technologies into your IM Strategy Plan
- Practical frameworks on integrating BYOD in to your IM Strategy

Sunil Mysore Kempegowda Visiting Lecturer, School of Systems, Management and Leadership
University of Technology, Sydney
Senior Consultant
CloudTechInfo

10.45 - 11.00	**Questions and Discussion**
11.00 - 11.15	**Morning Tea**
11.15 - 12.00	**CASE STUDY**

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The creation and maintenance of a number one service culture within Higher Education

For isolated regional Universities the role of effective information technology is vital to thrive in newly emerging competitive environments. At the University of New England (UNE) information technologies have been implemented and developed in accordance with University strategy, to achieve goals of providing empowerment through student support services. This has been achieved and acknowledged by the recognition of UNE's service culture of IT being rated Number 1 for students in New Zealand and Australia. Here to share the strategy behind the transformation, Rob will explore :

- Strategies to meet UNE's principles to empower through student support services
- Implementing change throughout the service culture of IT
- New directions and strategy to drive high standards for IT

Rob Irving Director, Information Technology
The University of New England

12.00 - 12.15	**Questions and Discussion**
12.15 - 1.15	**Networking Lunch**
1.15 - 2.00	**CASE STUDY**

Building sustainable and agile frameworks for Information Management

A key goal of the Information Technology Services (ITS) department of the Queensland University of Technology is to provide services that underpin learning and teaching, research and core business functions. This is achieved through a range of services and relies upon ITS having a complete understanding of the current and future needs of disparate stakeholder groups as well as a deep knowledge of emerging trends and technologies that will influence the University's capacity for Information Management. This session will explore:

- Assessing the needs and expectations of diverse stakeholder groups
- Being both responsive to and responsible for your University's strategic direction
- Structuring systems to exploit the rapid developments of Information Technology

Chris Bridge Director, Information Technology Services
Queensland University of Technology

2.00 - 2.15	**Questions and Discussion**
2.15 - 3.00	**CASE STUDY**

Challenges encountered and lessons learned during the Research Data Storage Infrastructure (RDSI) Project

The Research Data Storage Infrastructure (RDSI) Project has been designed to improve the quality, access and collaborative capacity of research data. The RDSI Project is coming to a critical stage as it nears the end of the program. Nick Tate has been involved in the project for many years and will review the process critically and share his knowledge with the delegates. Discussion will include:

- Aim of the RDSI Project

- Challenges encountered and lessons learned so far
- Possible implications and ways of adopting change for your University

Dr Nick Tate Director, Research Data Storage Infrastructure Project
University of Queensland

3.00 - 3.15	**Questions and Discussion**
3.15 - 3.30	**Afternoon Tea**
3.30 - 4.15	**INTERACTIVE ROUNDTABLE DISCUSSION**

Developing Information Management strategies in Higher Education that capitalise on future directions of Information and Communication Technology (ICT)

The rapid development and increased accessibility of a variety of technology and communication infrastructure has seen an increase in both the scope and delivery of Information Management (IM) services across all sectors. Higher Education bodies need to adapt to rapid changes to the use of technology, as well as the behaviours and expectations of users. This is an opportunity for IM professionals to share experiences and views about developments in this space as well as assess the best course of action in their institution's context. This session will allow delegates to consider:

- Engaging 'digital natives' within your organisation
- How to differentiate sustainable directions from fads
- Positioning your institution to be agile in adapting to changing needs and patterns of user behaviour

Robert Eames Managing Director
Fivenines Consulting

4.15 - 4.30	**Questions and Discussion**
4.30	**Concluding Remarks from the Chair and Forum Close**

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Higher Education executives, managers and professionals involved in:

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- Information Technology & Management Support

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9.00 - 4.30

A toolkit for the effective implementation of Information Management transformation strategies in Higher Education

There is a strong case for investing in Information Management (IM) as a foundation layer for the transformation of universities. Universities generate, store and access an exponentially increasing volume of information from diverse sources. Information is the primary asset that allows an institution to distinguish itself and establish a competitive advantage in a crowded marketplace. As such, IM sits at the heart of any Higher Education institution's success.

Rapid developments in Information and Communication Technology (ICT) and evolving expectations of key stakeholders – students, academic staff, researchers and partner organisations – mean that IM strategies must be both robust and agile.

IM strategies do not sit in isolation from the university's overall position and strategy. It is necessary to engage all parts of the organisation, especially at executive level, to have a successful long term strategy. All strategies need to be considered against a backdrop of changes in the overall Higher Education sector, including changes to funding sources, international student numbers and increasing competition for students both domestically and internationally. IM professionals must understand the broader operating context of their institution and the sector in order to establish and maintain an IM transformation program.

This Masterclass will provide delegates with the opportunity to consider their IM strategy in the context of their institution and improve the likelihood of its success in the long term.

PART ONE:
- Setting the Agenda – What are the trends in Higher Education that IM must support?
- What are the fundamental business requirements for IM in Higher Education?
- How can you align your prospective IM Strategy with your institution's strategic goals?

PART TWO:
- Detailed examination of current frameworks and trends for IM strategies
- The gap between where we are now and where we need to be, including IM Performance Evaluation
- Engaging key people within your institution to support the IM Strategy

PART THREE:
- Maintaining the momentum for change - what to do once the excitement drops and it's business-as-usual
- Making IM both a building block and core skill for all staff
- Interactive session applying concepts and canvassing participants' issues

Expert Facilitator: Robert Eames Managing Director
Fivenines Consulting

Robert has over thirty years experience in management and consulting, having worked in Australia and overseas in operational, financial and marketing management. He has extensive experience in business reform across sectors and within organisations of all sizes. Much of his work has involved service delivery to consumer or corporate customers. Robert's core work is in strategy development and the application of business reform techniques to processes and systems. He also helps organisations deal with human issues involving relationships, individual effectiveness, and management skills. His business reform expertise covers scoping and assessment through analysis and recommendation and on to implementation. His expertise in business process is enhanced by substantial knowledge and experience in eBusiness, Information Technology and Finance, enabling him to span these complementary elements of business management.

ABOUT THE EVENT

Information Management optimisation consumes an increasing part of any organisation's budget, particularly in the Higher Education sector. Organisations are focusing on improving their Information Management strategies in order to maximise the use of their Information technology to reach organisational objectives. With the late changes in University funding, professionals are taking every opportunity to benchmark and reassess their Information Management strategies. It is a priority for any organisation to further fortify their structure to ensure the accomplishment of organisational objectives.

While Information Technology has played a large part in organisations for many years, in the current 'always online' environment, Information Management is moving towards a vital and central point within Higher Education. It correlates that many organisations are looking to new approaches and business improvement tools to enhance planning, budgeting and performance management in order to unlock efficiencies within an Information Management Strategy.

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