Defining our place in the future.

The transforming role of IT and IT leaders in Higher Education
Unique retreat place: Poblet Monastery, Spain.
The meeting aimed to bring together CIOs and IT Leaders of Higher Education to share experiences, approaches and IT knowledge to discover what will be our place in the future.
The Speakers
Digitalisation and disruption: What does it mean and how do you deal with it?

Espen Andersen

Espen Andersen: Associate Professor with the Department of Strategy at BI Norwegian Business School and Associate Professor at the Department of Informatics, University of Oslo. He has done research on topics such as technology strategy, mobile business, electronic commerce, knowledge management, digital business strategy and CIO-CEO interaction. He is one of two Directors of the BI Center for Digitization and a former Director of the BI Center for Technology Strategy.
DIGITIZATION
The conversion of products to digital format and the concomitant inventions that ensue.

DIGITALIZATION
The innovation of business models and processes that exploit digital opportunities.

DIGITAL TRANSFORMATION
The systems-level restructuring of economies, institutions, and society that occurs through digital diffusion.
• **Disruptive innovations** are those where the current leaders prefer to leave
• Changing technology **changes what we do**
• University market is over ripe for disruption, that will be technology enabled
• As an academic executive, **what can you do right now?**
  1: Ask ourselves: *Do you have customers you don’t care for? Do you have competitors you despise? What, really, is your competitive advantage? How does your business change when communication, storage and processing are free resources?*
  2: Stop insisting on completeness
  3. Make innovation easy through design thinking
  4: Recognize disruptions in research
  5: Change the decision process
  6: Start getting really international
Digital “anything”

Luis Alfons Ariño

Lluís Alfons Ariño: C-level executive with more than 22 years of experience within the IT sector, he has a deep knowledge of IT activities from different perspectives: as a business innovator, as a technology provider, as a service provider, as well as an end user. He is a IT director and CIO at Universitat Rovira i Virgili, Spain.
• **4th Industrial revolution – 2nd information revolution**

Previous industrial revolutions liberated humankind from animal power, made mass production possible and brought digital capabilities to billions of people.

This Fourth Industrial Revolution is, however, fundamentally different. It is characterized by a range of new technologies that are fusing the physical, digital and biological worlds, impacting all disciplines, economies and industries, and even challenging ideas about what it means to be human.

• **Role of technology:** Technology is the enabler of digital transformation, driven by four objectives: improved competitiveness, greater profitability, better customer experience, and greater agility throughout the company.
• Digital transformation must drive **real value to the customer** and improve outcomes for the business, not technology for technology’s sake.

• It is a process, and a cultural change: please remember to work on all the axis

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**Digital Business Progress**

- Harvesting/Refining: 2%
- Scaling: 12%
- Delivering: 28%
- Designing: 35%
- Desire/Ambition: 15%
- Not have digital initiative: 8%

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**Barriers to Progress**

- Culture: 44%
- Resources: 18%
- Talent: 19%
- Other: 7%
- CEO Commitment: 6%
- Board Commitment: 4%
- IT Organization: 0.4%

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CIO Survey, 2018
• **The training process:** We must train the whole organization
  - Employees
  - PAS: DigiComp
  - PDI: DigiCompEdu + Personal branding
  - Board
  - Rector & VRs: DigiCompOrg + Personal Branding
  - IT: ExperTICos
The intersection of hybrid cloud, large scale data facility and AI

Vincent Heuveline: Leader of the research group Data Mining and Uncertainty Quantification (DMQ) at Heidelberg Institute for Theoretical Studies. Besides his professorship, is also Director of the Computing Center of Heidelberg University. He also heads a research group at the university, the “Engineering Mathematics and Computing Lab” (EMCL) at the Interdisciplinary Center for Scientific Computing.
Digitalization as a learning process

- Administration people have no IT know how.
- Hyped over-enthusiasm vs reluctance among users
- IT has to learn about the administration requirements and motivators
- Interdisciplinarity: mutual understanding, common vocabulary...
- Translators: between process domain and IT
  - Interdisciplinary lectures on digitalization. Cheap measure with strong impact
The Digital Era is evolving into the Intelligence Era

James Michael Krouse

• Innovation in Technology continues to accelerate exponentially
• Variety and Types of Technology – ML, AI, IOT, Blockchain…
• Technology pushes business change
• Technology market players continue to expand – Enterprise, Start-ups, Niche
Design Thinking Workshop

2 groups, 2 challenges
Design Thinking results:

Group 1: How might we find the killer features for changing the tech averse teachers minds?

- Find the killer app to make tech avoiders get a smartphone to use the campus app.
- Grant priority access to scarce resources exclusively through the app as a killer feature.
- (eg. convenient lecture rooms)
Group 2: How do we create a culture which allow researcher to take risks, fail fast and allow them to share their feelings of insecurity and solitude?

- Make researchers interact with each other to help with research questions (foster exchange and cooperation).
- Create a **searchable database** on all research done (a CRIS) and ad a kind of social network/messenger that lets people approach colleagues with questions and lets them give scores on question/answer quality to build reputation of persons worth dealing with.
Ready for the next IT Leaders Retreat?