Digital Dartmouth Working Group

OVERALL APPROACH: The senior executive strategic planning advisory committee (SE-SPAC) has launched the Digital Dartmouth working group to focus on the central role of technology in shaping Dartmouth's future. As technologies enable instantaneous, ubiquitous connectivity; distributed communities and social networking; and accelerated creation and sharing of knowledge, the result is a period of great challenge and tremendous opportunity. The goal of this working group is to look deeply into issues raised by these changing technologies and identify opportunities that will enable Dartmouth's continued leadership in higher education in the coming years.

Given the cross-cutting nature of technology, this group will coordinate closely with all other working groups and seek broad input from within and outside Dartmouth. They will examine technology trends, needs and opportunities that will be vital to Dartmouth's future success. Individual schools and departments will be asked by their deans and directors to engage in discussions focusing on departmental, divisional and school-specific strengths and approaches to complement the more general conversation.

GOALS

- To provide an aspirational vision for the digital Dartmouth of the future
- To develop recommendations to achieve this vision, informed by data-driven assessment and broad engagement with the community

INITIAL QUESTIONS

- What opportunities does technology provide to enrich our intellectual community?
- What are the most creative uses of technology for advancing scholarship, pedagogy and student life?
- How do we engage Dartmouth scholarship with the world and build prestige by communicating and promoting Dartmouth globally?
- What will enable the creation of a nimble, efficient, and effective working environment and a culture of continuous assessment and improvement?
- What are the opportunities for strategic collaboration/partnerships?
- What is the digital campus that matches the aspirations of our faculty and that acknowledges the diversity of needs within and across disciplines and schools?
- In what ways can technology facilitate a high-touch teaching/learning environment?
- What are the implications of technology for our sense of place, our institutional identity, and our core values?

I. Status Report: Where are we now?
- Perform a data driven assessment and comparison with aspirational peers. In what areas are we leading, matching, and lagging behind our peers?
- Perform a gap analysis – what should we be doing that we are not? Are we doing things we don't need to be doing? What can/should we give up?
- Does our current technology align with the mission and aspirations of the College?
- Do faculty and staff have adequate training to take full advantage of IT? What training do we provide?

- Assess student access to and understanding of technology tools and information resources. Do current requirements align with future needs/expectations? Is economic status a barrier to access?
- Does our digital presence portray Dartmouth well?
- What is the current relationship between IT and the library as the central provider of digital-based academic information?
- Inventory owners of data/information and the relationship to IT

II.   Looking Forward: What are the opportunities?

- What are the major themes that need to be explored in depth? (e.g. mobile, cloud computing, disciplines most impacted by technology changes)
- How can the library/IT be positioned to maximize information management opportunities that will provide world-leading support for scholarship and pedagogy?
- Students value high-touch personal connections and sense of community. How can IT enhance this distinctive component of Dartmouth? How are new technologies impacting traditional definitions of high touch? Is there a tipping point at which technology detracts from distinction?
- How do we provide the education and training necessary to optimize the opportunities of the available technology tools?
- How can we manage massive amounts of faculty research data and turn it into game changing information? How do we meet future needs and requirements in this area?
- How should we optimize and maintain our digital presence (technical/content/site/social networking) to best position Dartmouth?
- With the understanding that Dartmouth will maintain a vibrant campus into the future, how can technology be used to enhance our distinctive sense of place and community?
- How should decisions about technology be governed to provide the VP/CIO with the best information to meet the aspirations and mission of Dartmouth? How do we manage expectations and budget in the rapidly changing technology environment? How do we resolve the tension between keeping current with IT innovation and not always being able to justify the cost or realize the payback? Should we build it or buy it? How do we make hard choices? In what areas do we want to lead/follow? How do we keep pace?

III. Environmental scan

- Best practices from higher education (Educause) and private sector
- International developments/trends
- Thought leaders – identify, invite to campus
- Institution leaders – site visits

IV. Resources: What do we need to be successful?

- How do we understand the investments needed, including investments in personnel? What are the investment/benefit trade-offs? Opportunity costs?
- Outsourcing opportunities/risks. Cloud computing opportunities/risks.
- How do we maintain an IT workforce capable of providing the services?

V. Mechanisms and procedures for promoting success

- Ongoing analysis of future IT directions – what directions will differentiate Dartmouth?
- Best practices from higher education (Educause) and private sector
- Recruitment of highly skilled staff

- Metrics to measure success/impact
- Strategic partnerships (higher education/public/private sector)

WORKING GROUP COMPOSITION
- Members, including co-chairs:
    - Ellen Waite-Franzen (CO-CHAIR), Vice President of Information Technology & CIO (SE-SPAC)
    - Jeffrey Horrell (CO-CHAIR), Dean of the Libraries and College Librarian (SE-SPAC)
    - Mark Williams (CO-CHAIR), Associate Professor, Film & Media Studies
    - Norm Berman, Associate Professor of Pediatrics
    - Nariah Broadus, Special Assistant to the President for Initiatives and Projects
    - Michael Casey, Professor of Music
    - Christiane Donahue, Associate Professor, Linguistics & Cognitive Science
    - Mary Flanagan, Professor, Film and Media Studies, Sherman Fairchild Distinguished Professor in Digital Humanities (SPLACO)
    - M. Eric Johnson, Benjamin Ames Kimball Professor of the Science of Administration, Director, Glassmeyer/McNamee Center for Digital Strategies, Tuck
    - Josh Kim, Director of Learning & Technology, Tuck
    - Dan Rockmore, Chair, Dept. of Mathematics, Professor of Mathematics and Computer Science
    - Chris Snyder, Professor, Economics
    - Paul Sunde, Director of Admissions Operations and Strategy
    - Roddy O. Young, Vice President of Communications (SPLACO)
    - Roger Ulrich, Professor and Chair, Classics
- *ex-officio*: Maria Laskaris (SE-SPAC Co-Chair; Dean of Admissions), Martin Wybourne (SE-SPAC Co-Chair, A&S, Vice-Provost), Denise Anthony (F-SPAC Chair, A&S)
- Technology touches every aspect of Dartmouth (admin., student life, pedagogy, research, communication, branding, alumni, …). To help with coordination, this working group will touch many of the other working groups from SE-SPAC and F-SPAC. This could be via membership or joint meetings.

APPENDIX: ADDITIONAL INFORMATION

GENERAL CHARGE TO WORKING GROUPS

- Address topics defined by SE-SPAC and F-SPAC, ensuring attention to Guiding Principles and Guiding Questions
- Coordinate with SE-SPAC and F-SPAC to refine definition of topics
- Identify, gather, and analyze data
- Explore external factors and trends
- Seek input broadly
    - After producing status reports, seek proposals on specific topics
    - Consult various groups as needed
- Establish routines for periodic communication with staff, faculty, and advisory committee(s)
- Prepare draft report and recommendations
- Prepare final report, incorporating advisory committee feedback

SUPPORT FOR WORKING GROUPS

Staffing support will be provided for scheduling meetings, taking notes, circulating information and documents, copying, etc. Small budgets will be provided for meetings, lunches, retreats, travel, etc.

WORKING GROUP REPORT

All working groups will deliver a final report to SE-SPAC including:

- Executive Summary
- Definition of topic and scope
- Description of working group process
- Presentation of key data/information and analysis
- Options considered, pros and cons
- Recommended actions and timetable
- High level discussion of resource implications for recommended actions
- Relation of the topic and recommendations to the Guiding Principles
- Relation of the topic and recommendations to the Guiding Questions
- Description of how progress/success in reaching goals will be measured; what are the metrics of success?
- Appendices—data, analyses, or other supporting materials