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ARIZONA STATE UNIVERSITY



not quite
a [^] **Thoughts from
Recovering Technophile**

Productivity Paradox

For three decades IT investment in U.S. industry resulted in little productivity gain.

Productivity gains realized through advances in communication not computing.

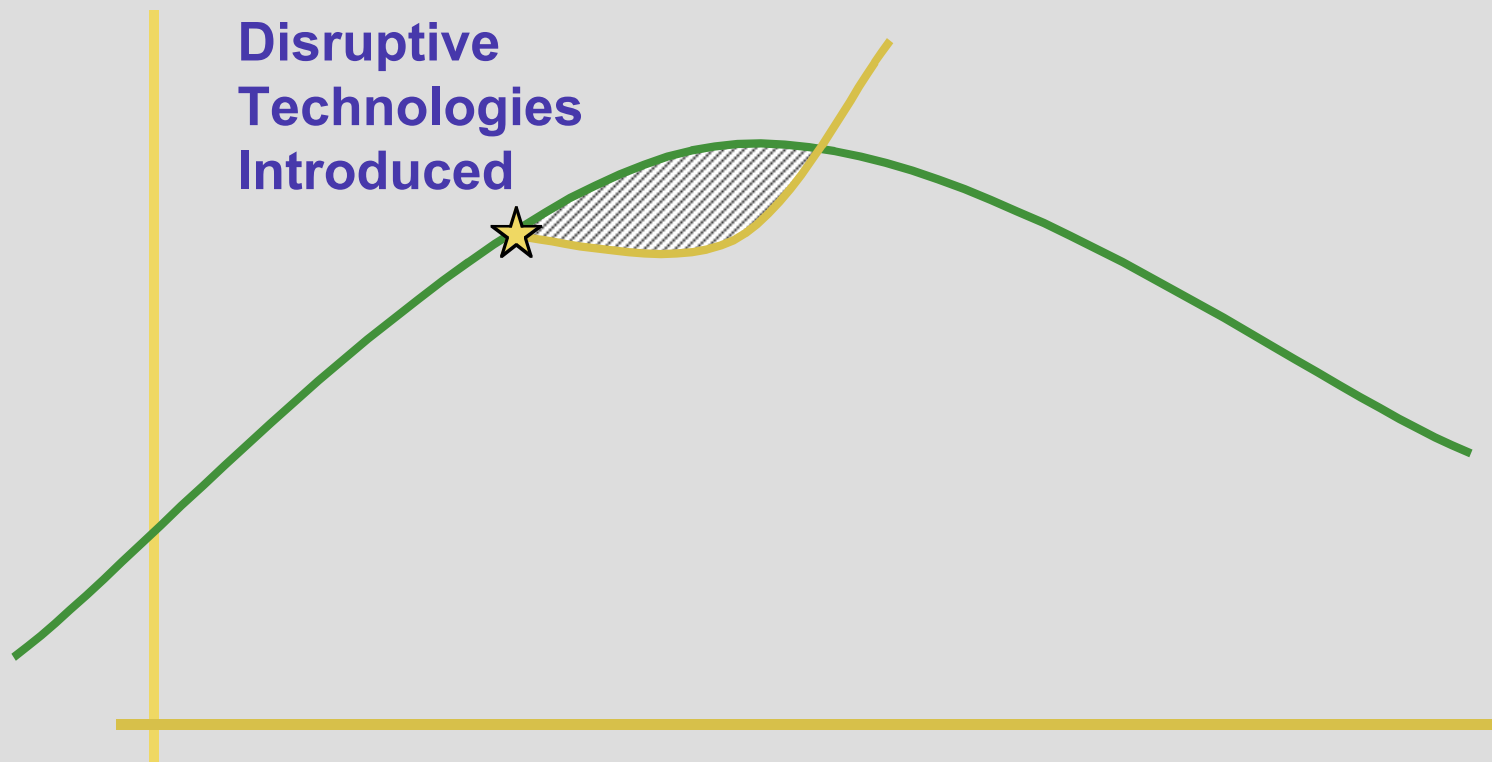
The Answer is Technology – What was the Question?



Technology Report Card

Student convenience	B +	Overall student experience	B -
Enhance research	A	People intensity	D
Cost containment	B -	Leveraging faculty time	D
Cost reduction	D	Demonstrated ROI	D
Teaching & learning	I	The paperless office	D
Decision making	D	Information access	A -

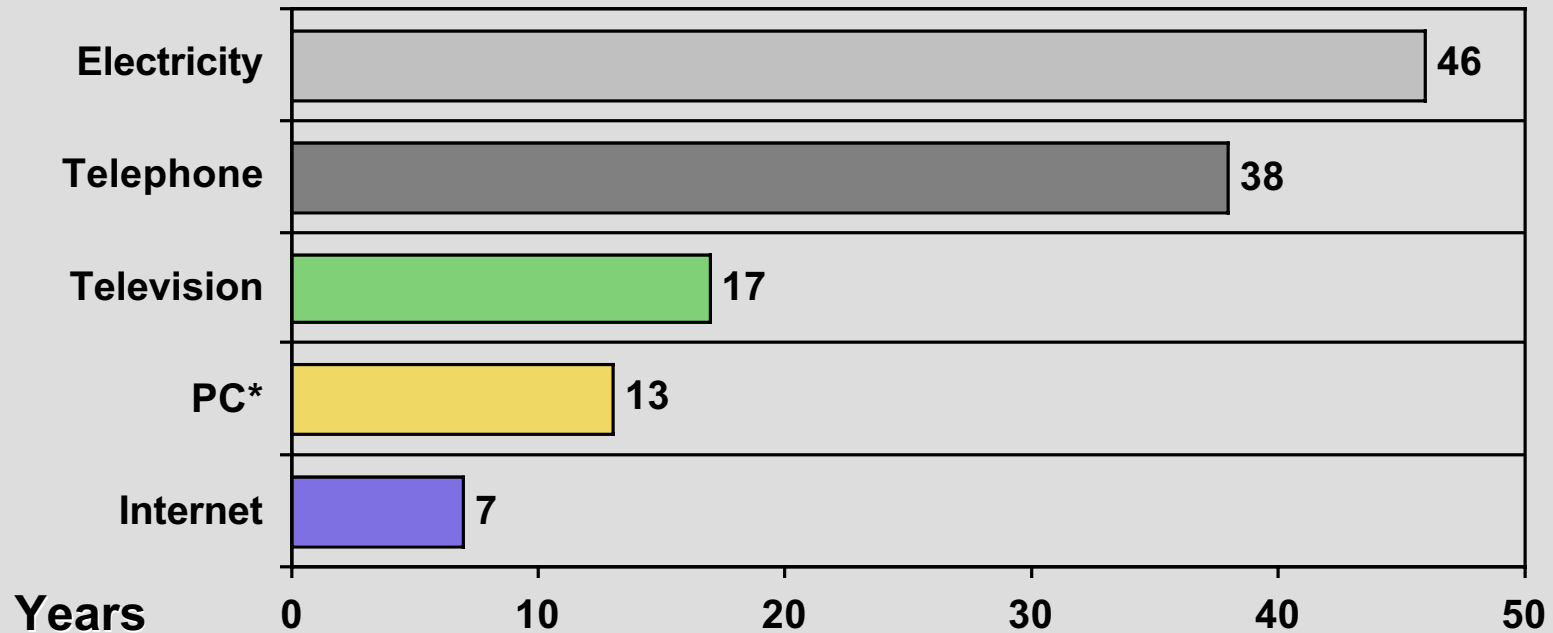
Sigmoid Curve/Inflection Point



Is Higher Ed at Inflection Point?

Growth of Internet

Time to reach 30% of US Households



*Source: The UCLA Internet Report: "Surveying the Digital Future"
UCLA Center for Communication Policy*

The Web, the Portal & IT

- **A portal is too pervasive to be owned by IT. Like the web, a portal tells a story to every user. Should it be IT's story or the university's story?**
- **Provost or President needs to proselytize for a web and portal identity**

Strategic Technology

- **Has clear objectives with agreed upon costs and benefits**
- **Derives from university strategic priorities**
- **Provides greater access to students (time and place)**
- **Enhances student learning**
- **Supports student recruitment**
- **Markets the university**
- **Builds community**

Strategic Technology

- **Reduces staff demand**
- **Scales/leverages the faculty**
- **Simplifies rather than complicates the faculty's job**
- **Allows faster and better decision making**
- **Allows mass customization**
- **Serves as front door to the university**
- **Enhances research capacity**
- **Has transformational potential**

Our Franchise at Risk

**\$680 billion per year on education:
9% of GDP and second largest industry**

*Compared to \$1 trillion (13.2% GDP)
on health care and \$270 billion on
defense (3.6% GDP)*

Outta State U

Mukogawa Ft. Wright Institute (Japan)
Trajal Hospitality & Tourism College (Japan)

Salish Kootenai College (MT)

Lesley College (MA)

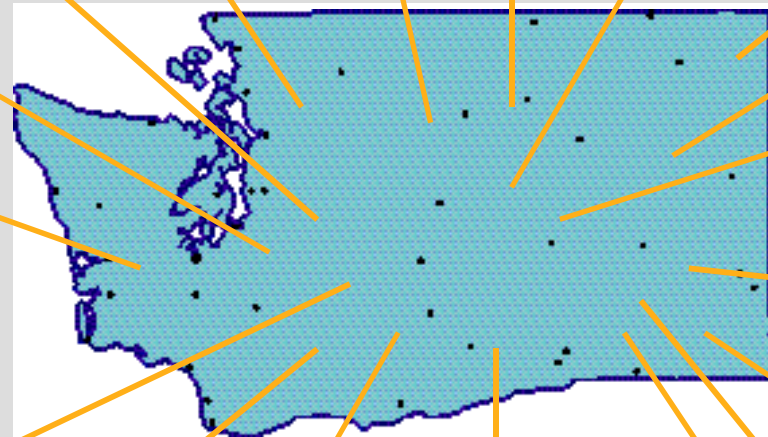
Winona State University (MN)
Walden University (MN)

Eastern Oregon Univ. (OR)
Oregon Inst. of Tech. (OR)
Lewis & Clark College (OR)
Portland State Univ. (OR)
Univ. of Portland (OR)
Western Seminary (OR)
George Fox Univ. (OR)
Oregon State Univ. (OR)
Linfield College (OR)
Western Oregon Univ. (OR)

Univ. of Alaska
S.E. (AK)

Univ. of Idaho (ID)
Lewis-Clark State College (ID)

Southern Illinois
Univ. (IL)



ITT Technical Inst. (IN)
Vincennes Univ. (IN)

Johns Hopkins Univ. (MD)

Chapman Univ. (CA)
Pacific Oaks College (CA)
Center of Innovation in Education (CA)
Pepperdine Univ. (CA)
Golden Gate Baptist Theological Sem. (CA)
Golden Gate Univ. (CA)

Old Dominion Univ. (VA)

Webster University (MO)
Columbia College (MO)
Park College (MO)

Apollo College (AZ)
Univ. of Phoenix (AZ)

Embry Riddle Aero. Univ. (FL)
Nova Southeastern Univ. (FL)

Tulane University (LA)

Kigezi Int'l School of Medicine (Uganda)

Source: University Business

New Competitors

- Univ. of Phoenix
- Open University
- WGU
- Sylvan/Calibre
- UNEXT
- Columbia
- Fathom.com
- NYU/for-profit
- CA Virtual U.
- Jones Int'l U.
- Motorola University
- MI Virtual Automotive U.
- Penn State World U.
- Mickey Mouse
- All of Us

Who is the Competition? A Perspective from Wall Street

**Exceptional revenue
and earnings potential**

*An enrolled student represents
predictable, recurring revenue
stream for a number of years*

Bullish on Higher Ed

Education as a counter-cyclical industry:

Job loss and career threats lead to increase in consumption of education

Education will never go out of style:

No threat of substitution or change in consumer tastes

Value of face-to-face learning is substantial:

Growth in distance learning will come from latent market of learners

Mass Customization— Have it Your Way!

- **Cheerios**
- **Streamline**
- **Levis**

My Journey to Portaldom

- 1. Began with the realization that our web presence was central.**

Recognition that our ability to compete in a deregulated marketplace was at risk and web presence needed to be strategic in this battle.

My Journey to Portaldom

- 2. Decision made that strategic ownership of the web belongs in my office and tactical ownership belongs in IT.**

My Journey to Portaldom

3. We had made great progress in standardizing our “business collateral”—a process that was politically difficult, but bureaucratically easy .

My Journey to Portaldom

- 4. Our web presence was ungoverned and to govern it would be a process both politically difficult and bureaucratically difficult.**

My Journey to Portaldom

5. **Realization that it would require an iron fist in a velvet glove to govern our web presence.**

My Journey to Portaldom

- 6. Created new position in my office who would partner with IT leadership and Institutional Advancement to drive this agenda to focus on user needs not institutional ego.**

My Journey to Portaldom

7. We convened a number of advisory groups.

My office would take responsibility for driving agenda and ensuring “quality assurance.”

Defining the message is a *sine qua non*.

Governance

- **How will decisions be made?**
- **How will decisions be implemented and standards/guidelines enforced?**
- **What is the message of the university?
Is it clear to the university community?**
- **How is the message carried out?**

Governance

- **How will privacy be ensured?**
- **How will functions be prioritized?**
- **Build or buy?**
- **Carrot vs. Stick approach**
- **Function as a clearinghouse to avoid duplication of effort. Provide project management for collaborative efforts.**

Governance

- **Create and enforce skinny standards**
- **Provide templates, tools, and support**
- **Keep folks in loop but keep it moving so that it doesn't get bogged down**
- **Once portal is live, get input from users to guide priority setting.**

The Web is not the Portal

...and the Portal is not the Web.

It's important to separate portal issues from web issues even though they will overlap.

Why Have a Portal?

- ~~• Because we can~~
- ~~• Because “they” have one~~
- To simplify access to controlled sites
- To provide personalized information to constituents (push)

Why Have a Portal?

Questions I asked...

- **What is a portal and how is it different than web page?**
- **Is the portal an important part of a larger web agenda?**
- **Will the portal empower users?**
- **Will it make them more productive?**

Why Have a Portal?

- **Will it make ASU more competitive in the marketplace?**
- **Should we have many portals or one?**
- **How do we govern our web presence and portal?**
- **Who will make decisions?**

My Yahoo! for mdglick - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://my.yahoo.com/>

Welcome, Milt! - [Yahoo!](#) - [Update](#) - [Account Info](#) - [Help](#) - [Sign Out](#) **Oracle runs SAP 4x faster than IBM. [click](#)**

My YAHOO!

[Shopping Specials on My Yahoo!](#)

Erase your debt! U.S. ONLY **DEBTICATED*** A non-profit organization

My Front Page [page 2](#) [Add Page - Options](#)

Personalize **Content** **Layout**

Portfolios [Edit](#) [X](#)

Quotes

DJIA	10252.68	-227.18
NASDAQ	2004.16	-75.95
* AMZN	15.27	0.00
RIMM	28.96	-1.44

[Get Quotes](#)

Quotes are delayed 20 minutes. Get [Real-Time Quotes](#).
* = news in the last 24hrs

News Clipper [Edit](#) [X](#)

Select a saved Search or click **Edit** to create a new one:

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- [E-Learning](#)
- [Wireless](#)

Maps [Edit](#) [X](#)

Select from My Locations or Recently Used ([clear recent](#))

— My Locations —

Or Map a New Address:

Street Address or [Airport Code](#)

City, State or a Postal Code

U.S.

[Get Map](#)

My Front Page Headlines Jul 8 2:40pm AZ [Edit](#) [X](#)

Top Stories from Reuters Jul 8 2:26pm AZ

- [Boy's Arm Reattached After Florida Shark Attack](#)
- [Rep. Condit Criticized in Case of Missing Intern](#)
- [Hamas Threatens Suicide Bombers After Child's Death](#)

Internet Report from Reuters Jul 8 9:56am AZ

- [Napster Users Write Eulogy As Service Goes Dark](#)
- [France Plans High-Speed Internet Access for All](#)
- [RealNetworks to Offer 'Big Brother 2' Webcast](#)

Tech News from CNet Jul 8 10:00am AZ

- [MSN Messenger outage enters sixth day](#)
- [The week in review: Out of service](#)

Calendar [Edit](#) [X](#)

July 2001

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

Today is **July 08, 2001**

Internet

The Case for a Single Portal

- **Single message**
- **Quality more easily assured with one portal**
- **More cost effective**
- **Courses and services from common entry point**
- **How do you satisfy users with diverse needs? (Extended Ed/ Alumni/Athletics/ Foundation)**

Portal Cookbook

- **Define Goals and Objectives**
- **Find an Evangelist**
- **Make the Case for a Single Portal**
- **Know Academic Side of the House**
- **Know Your Customer**

Know Your Customers

Portal Audiences:

- Students
- Faculty
- Staff
- Alums
- Prospective Students

Web Audiences

- Prospective Students
- Faculty
- Current Students
- Staff
- Alums

***Set priority of constituents—
may not be the same for portal and web***

Unforeseen Consequences

- **Portal as a narrowing tool**
- **Birds of a feather**
- **Will Negraponte's "Daily Me" be narrowing rather than broadening?**
- **Sunstein**

Things Our Mothers Didn't Warn Us About

- **Recognition of the continuity of personal and professional life**
- **Stock quote Issues**
- **Horoscope Issues**
- **Suspicion**
- **Issues about Advertising**
- **Privacy Concerns**

Privacy in AZ

New AZ law requires state agencies to post the following online:

- 1. the services provided by the site;**
- 2. the information the agency obtains from individuals online;**
- 3. the user's option to choose to proceed with the transaction and available alternatives;**

Privacy in AZ

4. whether and under what circumstances the agency discloses the obtained information to other entities or persons;
5. whether other entities or persons are collecting information through the agency website; and
6. a general description of the security measures in place to protect the information.

Privacy and the Class of 2001

- Almost half, **46 percent**, of the Americans who access the Internet are very concerned about the privacy and security of their online activities
- But only **23 percent** of the high school class of 2001 share this concern

Source: Harris Interactive

Find an Evangelist with Clout

1. Educate

2. *Engage*

3. Enlist

Summary

- **Have clear goals and objectives**
- **Keep it simple, bulletproof, and fast**
- **Velocity—recognize need for quick decisions and adaptation**
- **Address the user, not your ego**
- **Drive home a clear message**
- **Should portal be the entry point for online courses?**
- **Make decisions at Internet speed not academic speed**



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