

# BBWORLD<sup>®</sup> 2011

## Effective Use of Educational Technology

Interconnected Solutions in a  
Data-Driven Environment

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# VOI Value on Investment

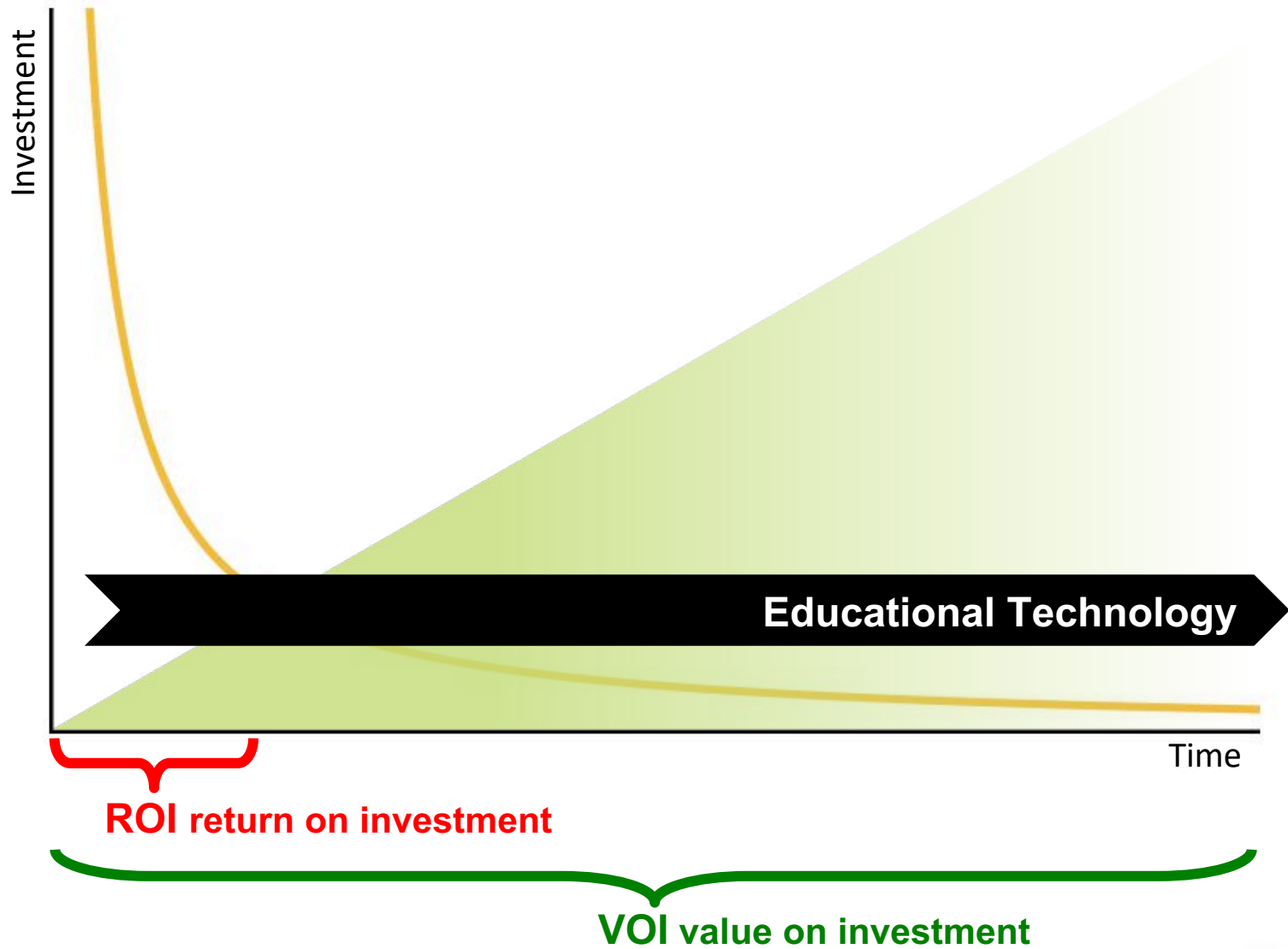
“Gartner introduced the concept of **value on investment** [VOI], driven by its observation that ... intangible assets such as knowledge, networks, collaborations, and communities of practice are the source of most new products, services, and experiences. Consequently, managing and leveraging these so-called intangible assets will become an imperative for all kinds of organizations.”


(regarding information technology)

*Transforming e-Knowledge:  
A Revolution in the Sharing  
of Knowledge*

By D. Norris, J. Mason, and P.  
Lefrere. Ann Arbor: Society for  
College and University  
Planning, 2003, p104)


# VOI Value on Investment






**Educational Technology**  
is often associated with...

Learning Management



But  
**Educational Technology**  
often includes...

Websites  
Blogs & Wikis  
Media Streaming  
Assessment Tools  
Learning Management  
Collaboration Tools  
Classroom Systems  
Videoconferencing  
Learning Spaces




And today  
**Educational Technology**  
can encompass much more...



Websites  
Blogs & Wikis  
Media Streaming  
Assessment Tools  
Learning Management  
Collaboration Tools  
Classroom Systems  
Videoconferencing  
Learning Spaces

Mobile  
Messaging  
Microblogging  
Library Resources  
Visualization & Simulation  
Digital Asset Management  
Communities of Practice  
Access Management  
Data Warehousing  
Social Networking  
Media Sharing  
Virtualization  
Calendaring  
Analytics



What  
**Educational Technology**  
capabilities are **you** being asked  
to deliver?



Websites  
Blogs & Wikis  
Media Streaming  
Assessment Tools  
Learning Management  
Collaboration Tools  
Classroom Systems  
Videoconferencing  
Learning Spaces

Mobile  
Messaging  
Microblogging  
Library Resources  
Visualization & Simulation  
Digital Asset Management  
Communities of Practice  
Access Management  
Data Warehousing  
Social Networking  
Media Sharing  
Virtualization  
Calendaring  
Analytics

What groups deliver  
**Educational Technology**  
services in your district?

Departments?

School IT?

District IT?

Teachers?

Service  
Partners?

Providers in  
the Cloud?

Websites  
Blogs & Wikis  
Media Streaming  
Assessment Tools  
Learning Management  
Collaboration Tools  
Classroom Systems  
Videoconferencing  
Learning Spaces

Mobile  
Messaging  
Microblogging  
Library Resources  
Visualization & Simulation  
Digital Asset Management  
Communities of Practice  
Access Management  
Data Warehousing  
Social Networking  
Media Sharing  
Virtualization  
Calendaring  
Analytics



Who are the audiences for your **Educational Technology** services?

Departments?  
School IT?  
District IT?

Elementary School Students  
Adult Learners  
High School Students  
Middle School Students  
Parents  
Community  
Teachers?  
Service Partners?  
Providers in the Cloud?

Websites  
Blogs & Wikis  
Media Streaming  
Assessment Tools  
Learning Management  
Collaboration Tools  
Classroom Systems  
Videoconferencing  
Learning Spaces

Mobile  
Messaging  
Microblogging  
Library Resources  
Visualization & Simulation  
Digital Asset Management  
Communities of Practice  
Access Management  
Data Warehousing  
Social Networking  
Media Sharing  
Virtualization  
Calendaring  
Analytics

Teachers  
Part-Time Teachers  
Coaches  
Teaching Assistants  
District & School Staff

Sustainability

Nimbleness,  
Flexibility

Mobility

Silo Culture

High Stakes  
Adoption

Strategic  
Alignment

Support

Sharing  
Content

Departments?

Integration

Security &  
Access

School IT?

District IT?

Mobile

Messaging

Microblogging

Library Resources

Visualization & Simulation

Digital Asset Management

Communities of Practice

Access Management

Data Warehousing

Social Networking

Media Sharing

Virtualization

Calendaring

Analytics

Buy, Build,  
Innovate,  
Broker

Websites

Blogs & Wikis

Media Streaming

Assessment Tools

Learning Management

Collaboration Tools

Classroom Systems

Videoconferencing

Learning Spaces

What concerns **you** about your  
**Educational Technology**  
strategy?

Elementary  
School  
Students

Adult  
Learners

Middle School  
Students

High School  
Students

Parents

Teachers?

Service  
Partners?

Providers in  
the Cloud?

Community

Teachers

Part-Time  
Teachers

Coaches

Teaching  
Assistants

District &  
School Staff

# Educational Technology Ecosystem

Sustainability

Data Lifecycle

Mobility

Innovation

Stability

Strategic Alignment

Support

Consistency

Departments?

Integration

Security & Access

School IT?

District IT?

Mobile

Messaging

Microblogging

Library Resources

Visualization & Simulation

Digital Asset Management

Websites

Blogs & Wikis

Media Streaming

Assessment Tools

Collaboration Tools

Classroom Systems

Videoconferencing

Learning Spaces

Access Management

Data Warehousing

Social Networking

Media Sharing

Virtualization

Calendaring

Analytics

District & School Staff

Elementary School Students

Adult Learners

High School Students

Middle School Students

Parents

Service Partners?

Providers in the Cloud?

Community

Teachers?

Teachers

Part-Time Teachers

Coaches

Teaching Assistants

People

Process

Technology

Effective **educational technology** is **much more** than software and hardware.

It is an **ecosystem** built upon **technology** and **human capital** investments that are combined with scalable, consistent and responsive **processes**.

Alignment

Capacity

Delivery

People


Process

Technology


**Understanding** your educational technology ecosystem begins by exploring the fundamental elements of **people**, **process**, and **technology** through the lenses of **alignment**, **capacity**, and **delivery**.

| Alignment   | Capacity                 | Delivery                          |
|---|--------------------------|-----------------------------------|
| District Strategy<br><br>People                   | Staffing                 | Student, Teacher & Parent Support |
| Alignment & Planning<br><br>Process               | Student Engagement       |                                   |
| Educational Technology Strategy<br><br>Technology | Educational Architecture |                                   |

**Effective Use of Educational Technology** draws from the ecosystem elements and lenses, and combines them into nine **Effective Practice Areas**.



| Alignment  | Capacity                                   | Delivery                                     |
|--|--|--|
| <b>District Strategy</b><br>People                   | <b>Staffing</b>                            | <b>Student, Teacher &amp; Parent Support</b> |
| <b>Alignment &amp; Planning</b><br>Process           | <b>Student Support &amp; Engagement</b>    | <b>Educational Technology Support</b>        |
| <b>Educational Technology Strategy</b><br>Technology | <b>Educational Technology Architecture</b> | <b>Operations &amp; Maintenance</b>          |



| Alignment   | Capacity  | Delivery  |
|---|---|---|
| <p><b>District Strategy</b></p> <ul style="list-style-type: none"> <li>• Mission</li> <li>• Vision &amp; Goals</li> <li>• Executive Leadership</li> <li>• Organizational Strategy</li> <li>• Student &amp; Teacher Experience</li> </ul>  | <p><b>Staffing</b></p> <ul style="list-style-type: none"> <li>• Leadership &amp; Management</li> <li>• Professional Development</li> <li>• Competencies &amp; Skills Portfolio</li> <li>• Performance Management</li> <li>• Recruiting &amp; Retention</li> </ul>   | <p><b>Student, Teacher &amp; Parent Support</b></p> <ul style="list-style-type: none"> <li>• Learning Support</li> <li>• Programmatic Support</li> <li>• Student &amp; Teacher Outreach</li> <li>• Training &amp; Development Programs</li> </ul>         |
| <p><b>Alignment &amp; Planning</b></p> <ul style="list-style-type: none"> <li>• Program Design &amp; Alignment</li> <li>• Capacity Planning</li> <li>• Compliance</li> <li>• Policies &amp; Governance</li> <li>• Service Alignment</li> <li>• Financial &amp; Budgetary Planning</li> </ul>                            | <p><b>Student Support &amp; Engagement</b></p> <ul style="list-style-type: none"> <li>• Engagement by Curriculum Design</li> <li>• Student Academic Support</li> <li>• Parent Support</li> <li>• Student Access to Services</li> <li>• Student Orientation</li> <li>• Support Services Organization</li> </ul>  | <p><b>Educational Technology Support</b></p> <ul style="list-style-type: none"> <li>• Outreach Programs</li> <li>• Issue Escalation &amp; Resolution</li> <li>• Process Integration</li> <li>• Quality Assurance</li> <li>• Service Management</li> </ul> |
| <p><b>Educational Technology Strategy</b></p> <ul style="list-style-type: none"> <li>• Educational Systems &amp; Technology</li> <li>• Contingency &amp; Sustainability Planning</li> <li>• Data Lifecycle Design</li> <li>• Long-Term Technology Planning</li> <li>• Platform &amp; Infrastructure Strategy</li> </ul> | <p><b>Educational Technology Architecture</b></p> <ul style="list-style-type: none"> <li>• Technology Quilt</li> <li>• Learning Infrastructure &amp; Services</li> <li>• Data Infrastructure &amp; Services</li> <li>• Content Infrastructure &amp; Services</li> <li>• Mobile Infrastructure &amp; Services</li> <li>• Messaging Infrastructure &amp; Services</li> <li>• Availability, Recovery &amp; Redundancy</li> <li>• Security</li> </ul> | <p><b>Operations &amp; Maintenance</b></p> <ul style="list-style-type: none"> <li>• Educational Systems Support</li> <li>• Technology Lifecycle</li> <li>• Technology Migration &amp; Renewal</li> <li>• Performance Monitoring &amp; Testing</li> </ul>  |



# How do **you** lead within today's educational technology ecosystem?

| Alignment  | Capacity                                   | Delivery                                     |
|--|--|--|
| <b>District Strategy</b><br><br>People                   | <b>Staffing</b>                            | <b>Student, Teacher &amp; Parent Support</b> |
| <b>Alignment &amp; Planning</b><br><br>Process           | <b>Student Support &amp; Engagement</b>    | <b>Educational Technology Support</b>        |
| <b>Educational Technology Strategy</b><br><br>Technology | <b>Educational Technology Architecture</b> | <b>Operations &amp; Maintenance</b>          |



# **Effective Use of Educational Technology**

## Interconnected Solutions in a Data-Driven Environment

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Strategic Solutions

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