

What's the Value on Investment?

Chad Kainz

Solutions Director, Strategic Solutions

Blackboard Consulting

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Blackboard

“**We invest** in technology to support the needs of our institution; does any of it really support our teaching and learning mission?”

“**We have installed** a considerable amount of technology for teaching and learning, so why don't our students and faculty use what we provide for them?”



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return
on investment

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value

“Gartner introduced the concept of **value on investment**, 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.”



value
on investment

*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

“Students and other stakeholders derive value through experiencing the institution’s programs, services, and knowledge assets. The gateways for engaging these resources are the multitude of academic and administrative processes and the media through which they are experienced.”



value
on investment

“Value on Investment in Higher Education”

By D. Norris. EDUCAUSE
Center for Applied Research
(ECAR) Research Bulletin,
September 2, 2003, p4

Medium-to-Long Term
Subjective
Indirectly Assessed
“Transformation”

Short-to-Medium Term
Quantifiable
Directly Measured
“Adoption”



value ←
on investment
(VOI)

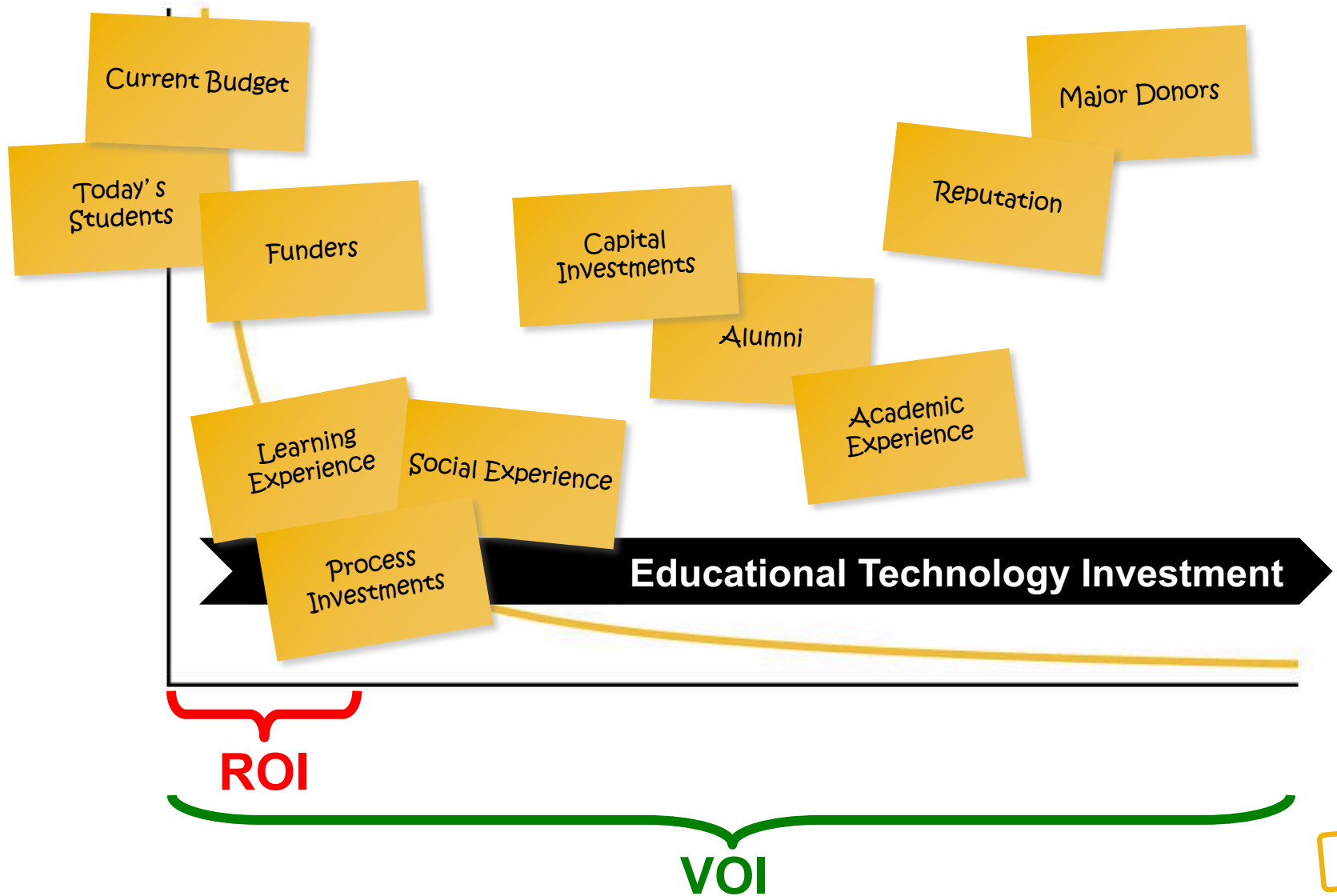
return
on investment
(ROI)

“When it comes to the creation and sharing of knowledge, **no single technology** defines learning... several technologies are layered beneath the processes used by students and educators to generate, nurture and grow ideas ... This complex and changing array of interdependent services, technologies and processes defines today’s **educational technology ecosystem.**”



educational technology ecosystem

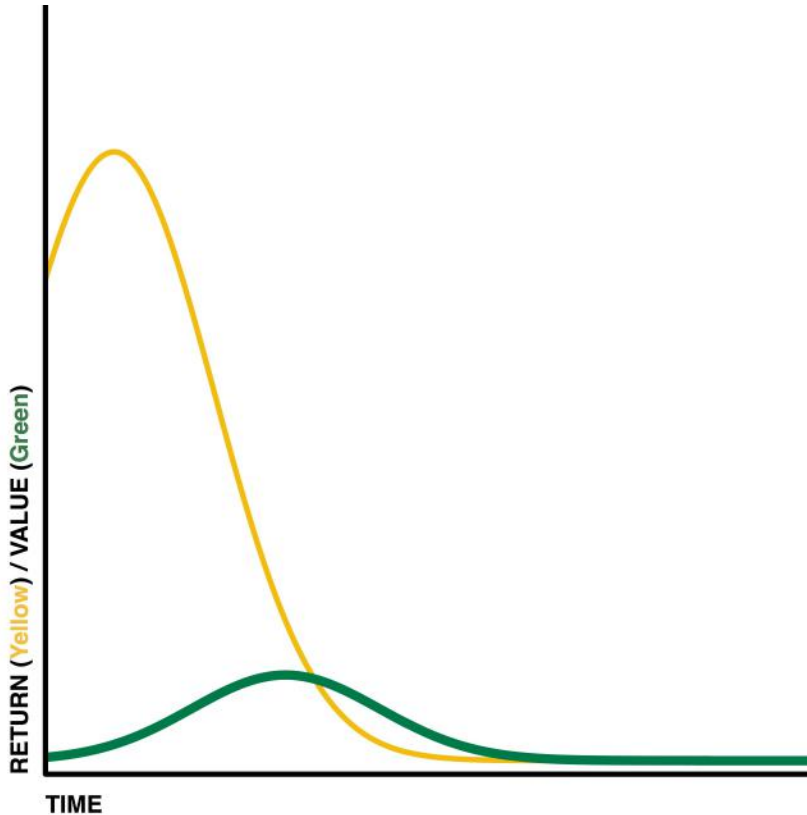
Impact in the “Long Tail”



Three Approaches to Educational Technology Investment

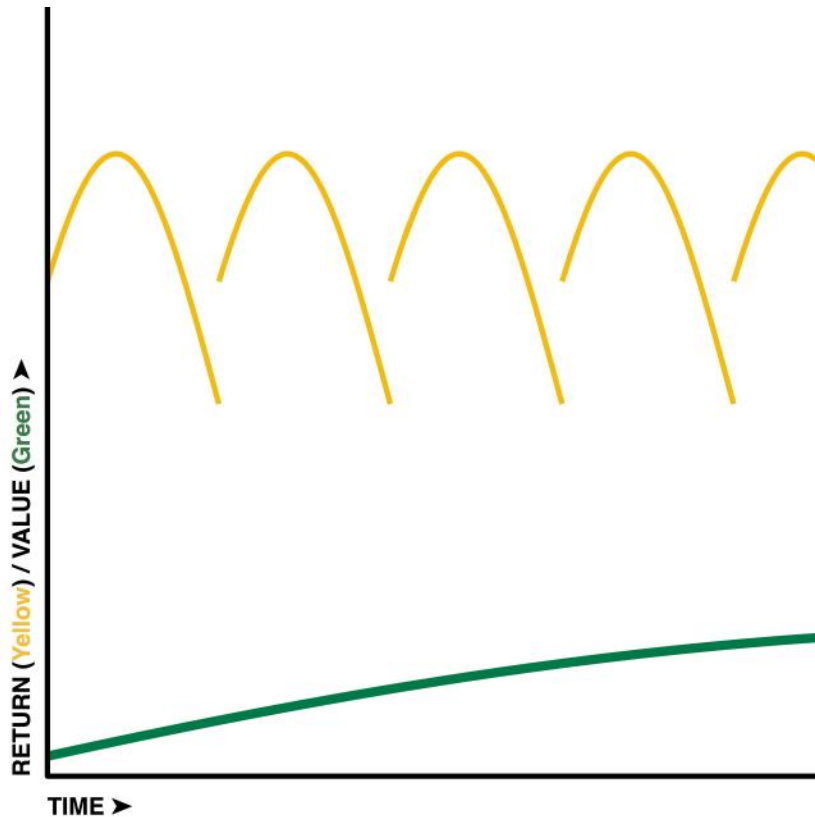


Point Investment



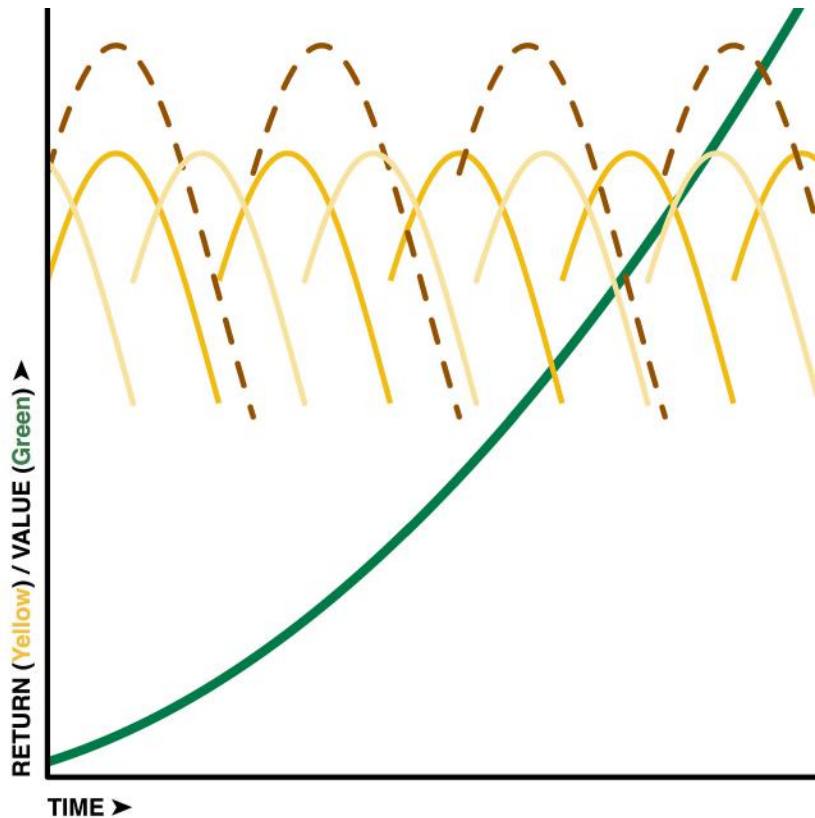
- Ideal for initial exploratory and pilot efforts
- Sustainability is difficult
- Risks of “perpetual beta” and “wait and see”
- Lack of renewed investment can lead to lost long-term value
- Can negatively impact confidence

Renewing Investment

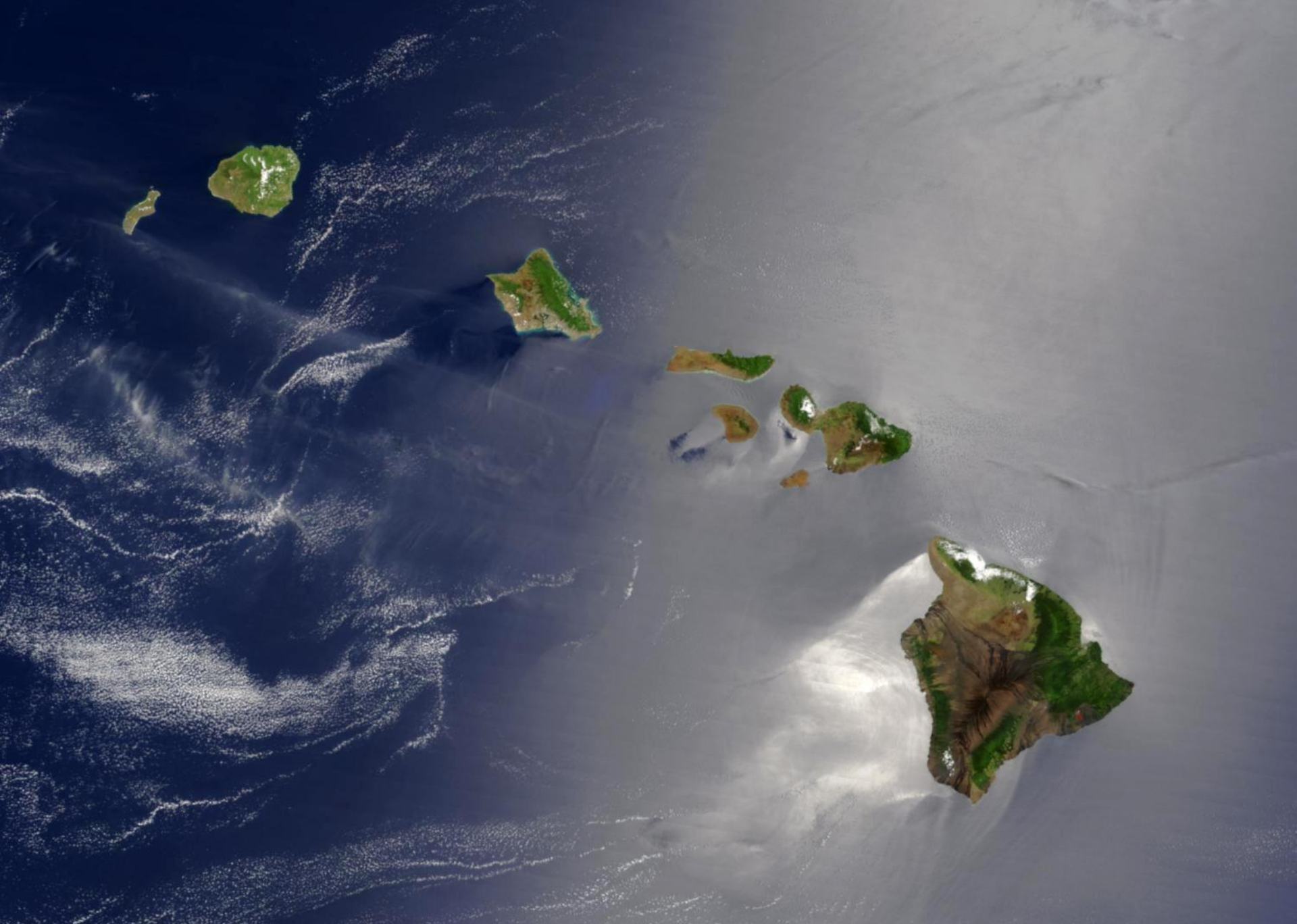


- Addresses sustainability
- “If it ain’t broke, don’t fix it”
Technology-centric
- Can limit innovation
- Isolates services
- Value growth is low and may plateau
- Reduces institutional risk, but at a cost

Ecosystem Investment



- Iterative (solid yellow lines) and interlinked (dotted lines) investment
- Encourages innovation
- Promotes sustainability
- Value is evaluated in the aggregate
- Creates an evolving ecosystem
- Grows long-term value through transformation



Hawaiian Islands, NASA MODIS Image

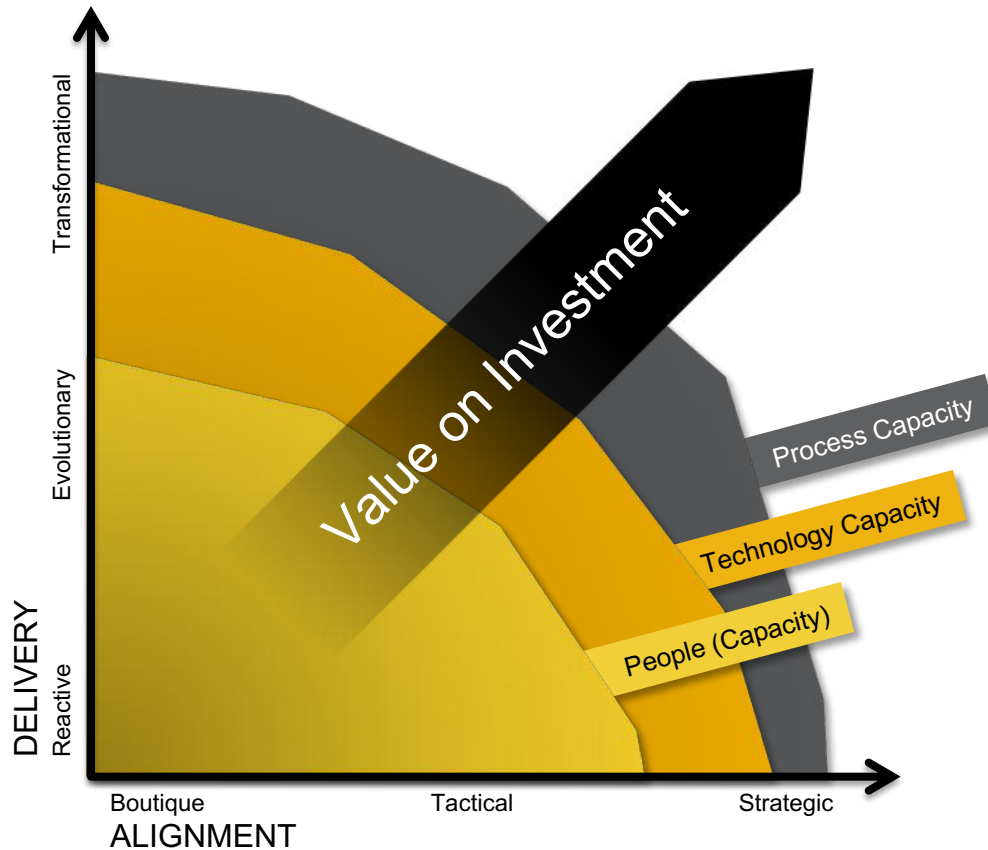
Value Framework

Adopting a framework is essential for understanding and assessing value within your ecosystem.

	Alignment	Capacity	Delivery
People			
Process			
Technology			

Growing Value

as seen through the lens of the **Blackboard** framework



- ① Are we **aligned** to a similar vision?
- ② Can we **deliver** more than once?
- ③ Do we have the **capacity** to succeed?

What Next?

- **Adopt** a comprehensive value framework that is more than just technology
- **Understand** how technology fits in to *your* culture
- **Clearly define** value that makes sense in *your* context
- **Evaluate** *your* educational technology ecosystem against *your* definitions of value using the framework
- **Iterate, improve, and renew** – not in isolation, but within *your* broader educational technology **ecosystem**

	Alignment	Capacity	Delivery
People			
Process			
Technology			



WHITE PAPER

**Beyond Boutique:
Educational Technology & Value on Investment**

www.blackboard.com/voi

Chad J Kainz

Solutions Director, Strategic Solutions

Blackboard Consulting

chad.kainz@blackboard.com www.blackboard.com/strategic