Taller estrategia de tecnologías

22 de abril de 2016

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Universitat Rovira i Virgili (1991)
Campus de Excelencia Internacional Cataluña Sur

Campus Extenso
- Tarragona
- Reus
- Tortosa
- Vila-Seca
- El Vendrell

CEICS
- Química y Energía
- Nutrición y Salud
- Turismo y Ocio
- Patrimonio y Cultura
- Enología

URV – Gobierno y Gestión

APOYO A LOS ÓRGANOS DE GOBIERNO

RECTORADO	SECRETARIA GENERAL	**GERENCIA**
Gabinete del rector Gabinete Técnico Rec. Gabinete Comunicación ••••	Vicesecretaria Registro General ••••	Vicegerencia Gabinete Jurídico ••••

VICERECTORADOS

Área de Docència
Área de Investigación, Transferencia e Innovació
Área de Infraestructuras
Área de Recursos para el Aprendizaje y la Investigación
Área de Postgrado y Formación Permanente
Área de TIC

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Visión Estratégica

- Planes Estratégicos (varios mandatos rector):

Docencia (rev. parcial), Investigación (en revisión), Tercera Misión, Internacionalización

- Programa del Rector (4 años) 47 medidas. Ámbitos de mejora (5):

  Formación personas, Generación conocimiento + innovación, Papel social, Equipo de personas URV, Eficiencia y gobernanza

- Plan de Mejora de la Gestión, liderado por gerente (4 años).
- Planes Operaticos de Unidades y Servicios (corto plazo, < 1 año).
- Plan TI 2015-2018. Transversal.
  - Modelo de Gestión: Circuito petición, aprobación y modificación proyectos, Seguimiento y Rendimiento de Cuentas, Gobernanza (comités).

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Experiencia Personal - Delegado del rector de TIC

La misión principal del delegado del rector de TIC es impulsar la mejora continua de las tecnologías de la información y la comunicación, priorizando la satisfacción del usuario y alineando estas actuaciones con la estrategia general de la Universidad. Supervisa el Servicio de Recursos Informáticos y TIC y copreside la Comisión de Comunicación e Informática.

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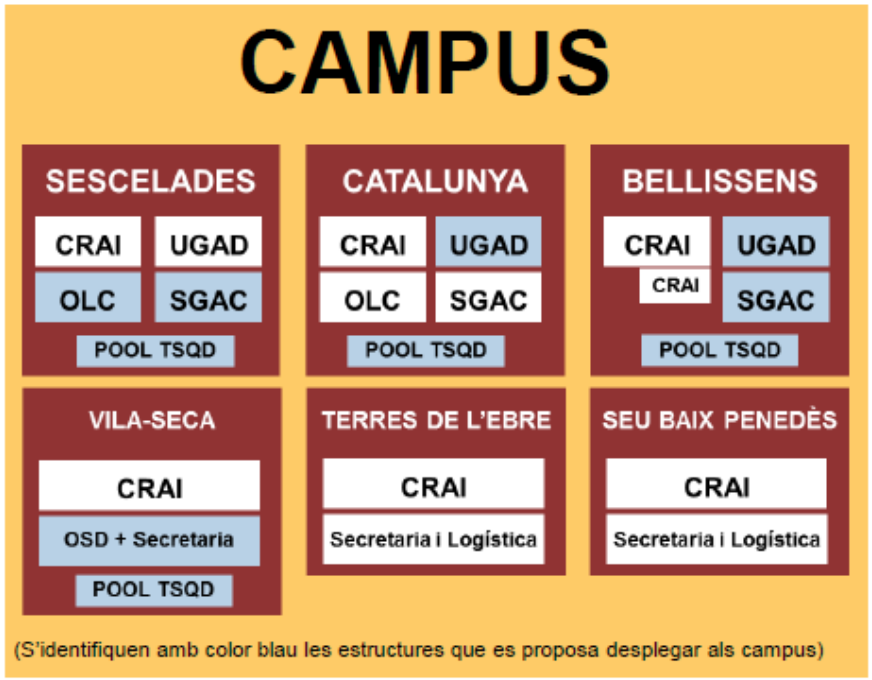
Ejemplo: Iniciativa Política Programa del rector

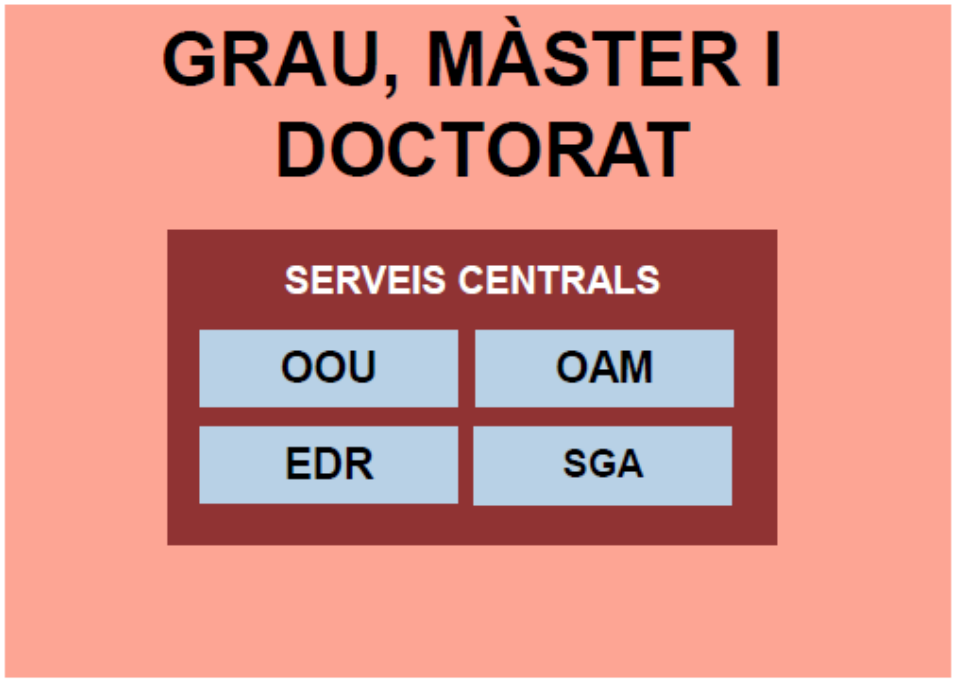
- **Plan director reestructuración oferta grado, master y doctorado**
  - Servicio Atención Comunidad Univ (SACU) + Oficina Orientación Univ. (OOU)
  - + Oficina Atención Máster (OAM) + Escuela Doctorado e Investigación (EDR)
- Estudiantes: grado (12000) – master (1100) – doctorado (1200)
- Evaluación puntos débiles procesos + Captación
- Internacionalización + Equidistancia Master (4+1 –> 3+2 ?)
- Negociación: Coste (espacios, lugar trabajo) + Sin aumento plantilla
- **Plan consolidación modelo de gestión de campus**
  - Uniformidad de estructuras en campus principales. Completar estructuras
  - UGAD: Unidad Gestión Admin. Descentr. + OLC: Oficina Logística Campus + SGAC: Secret. Gestión Acad. Campus + CRAI: Centro Recursos Aprend. Invest.
  - Ventanilla única estudiantes Campus

Pla de reorganització d'estructures de grau, màster i doctorat

Definició model > Visió global d'estructures i processos

Consolidación modelo de gestión de campus





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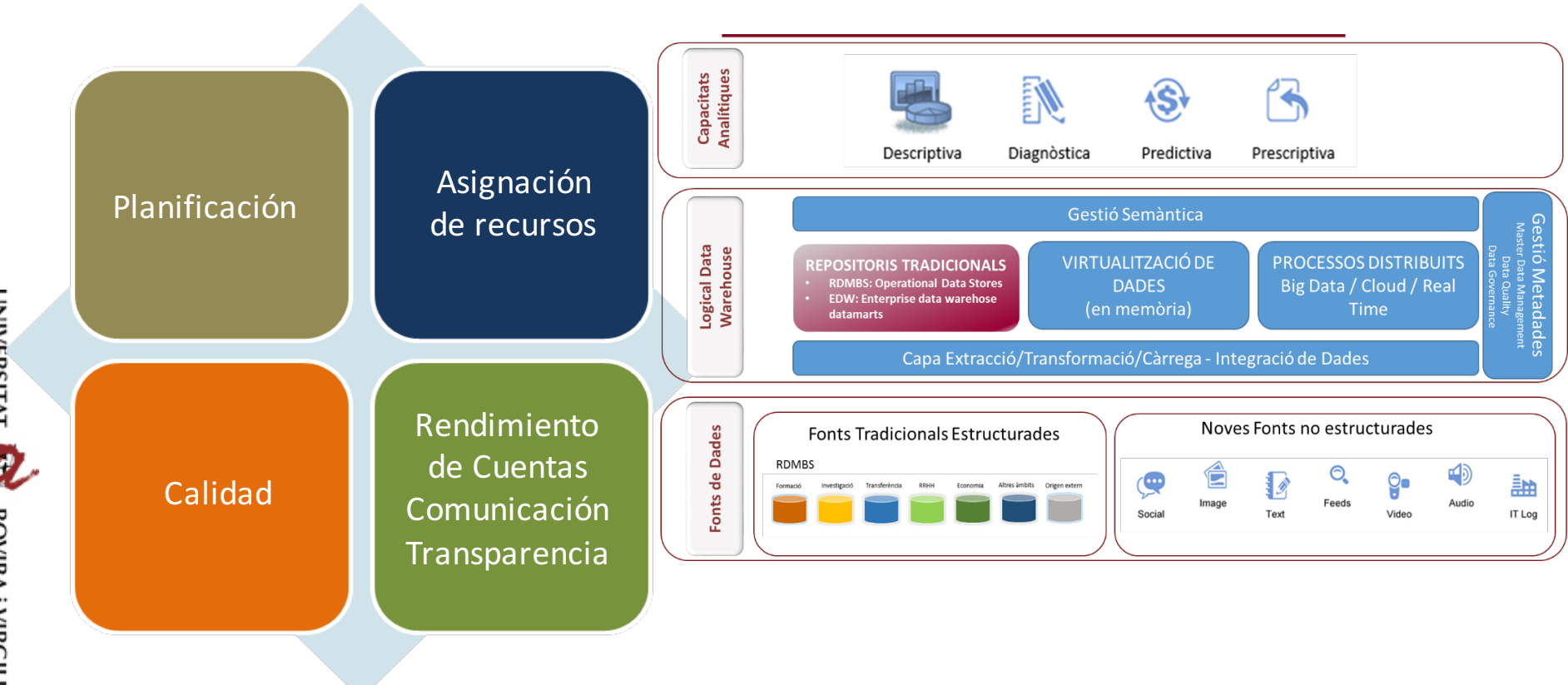
SINIA – **S**istema **I**ntegrado de **I**nformación y **A**nálisis

- Sistema Información Institucional (B. Intelligence -> B. Analytics)
- Herramienta estratégica imprescindible en la toma de decisiones.
- Ligada a Calidad y mejora continua. Comunicación, atracción talento
- Técnicos explotación GTR. Gobernanza: Calidad+Gerencia+TIC.



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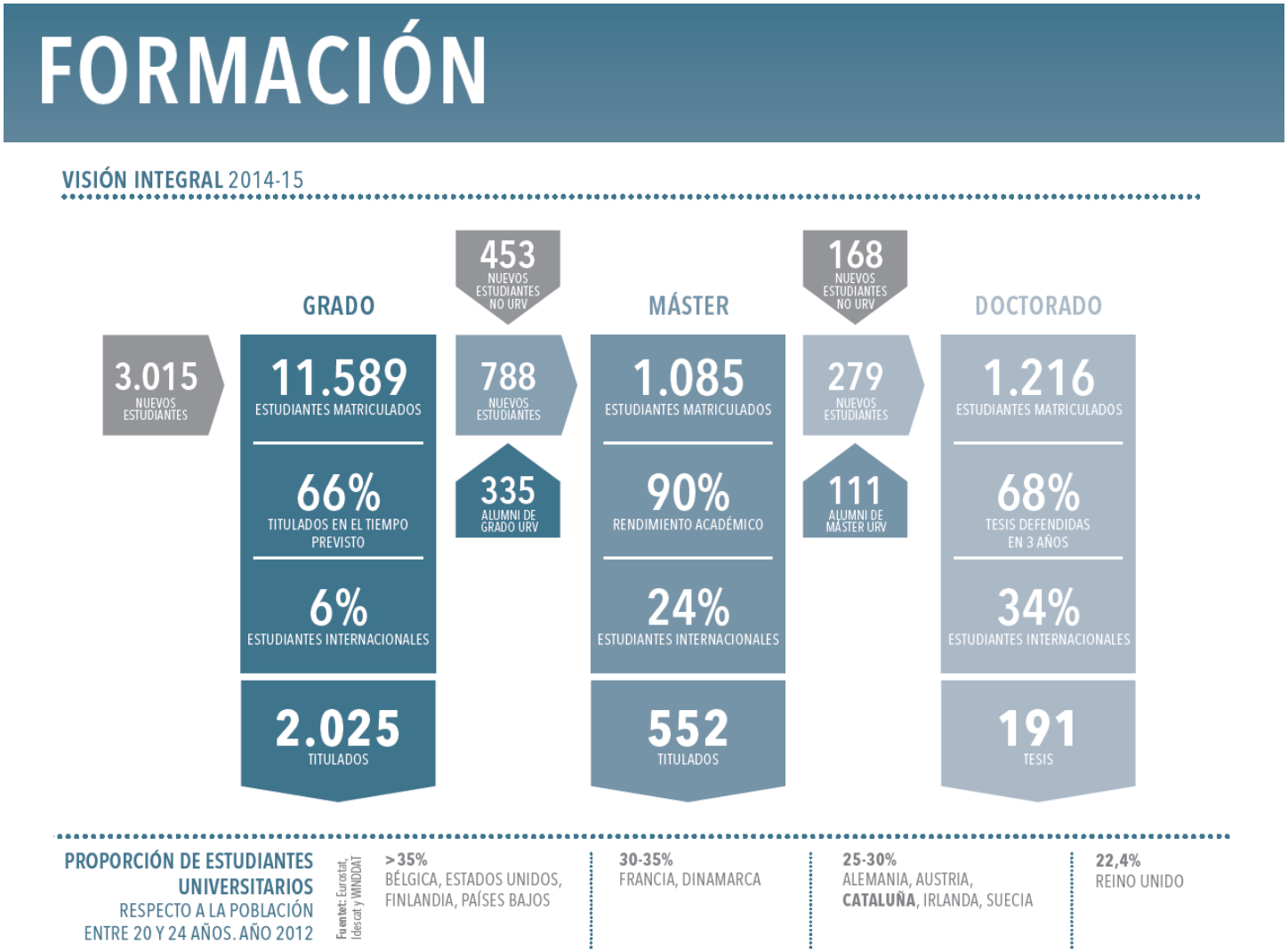
Ejemplos Informes apoyo a Políticas



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LA URV EN CIFRAS

13.890
ESTUDIANTES
2014-15

3.820
ESTUDIANTES DE FORMACIÓN PERMANENTE
2014

643
PERSONAL DOCENTE E INVESTIGADOR
2014

992
PROFESORES ASOCIADOS
2014

682
PERSONAL DE ADMINISTRACIÓN Y SERVICIOS
2014

385
PERSONAL INVESTIGADOR
2014

950
PUBLICACIONES WOS
2014

98,9 M€
PRESUPUESTO
2015

EFICIENCIA Y EFICACIA

DISTRIBUCIÓN DE GASTOS POR ACTIVIDADES Y RESULTADOS (M€). AÑO 2014

Servicio Recursos Informáticos y TIC

- Áreas SRITIC - 19 personas. Mantenimiento 70%
  - Explotación - 8
  - **Innovación** - 2
  - Infraestructura - 7
  - Atención al usuario - 2
- AAM Centros: Agentes Atención Multimedia (11)
- TDI Depts: Técnicos Docencia Informatizada (12)
- CAU externo:
  - Tícketing + Acuerdos Nivel Servicio.
    Informes mensuales que se distribuyen a centros, departamentos, servicios…

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Algunas Percepciones Personales

- Dimensionamiento URV-SRITIC: PDI ≈ 1000 EJC. PAS ≈ 600 ETC

  SRITIC/PAS (19/600) ~ 3%;

  SRITIC+AAM (+11) ~ 5%;

  SRITIC+AAM+TDI (+12) ~ 7%;

  Recursos humanos escasos -> Conveniencia Externalización?

  Condicionantes económicos? Riesgos?

- Satisfacción Usuario vs. Resistencia al cambio.

  Plan director Proyectos TI + Acciones de Comunicación

- Importancia de Conciliar puntos de Vista
  - Visión crítica y experiencia externa: Gartner, CRUETIC, CSUC, …
  - Visión usuario/político: corto/medio plazo. Para Ayer/Horizonte Mandato Rector
  - Visión permanente y conocimiento interno: SRITIC

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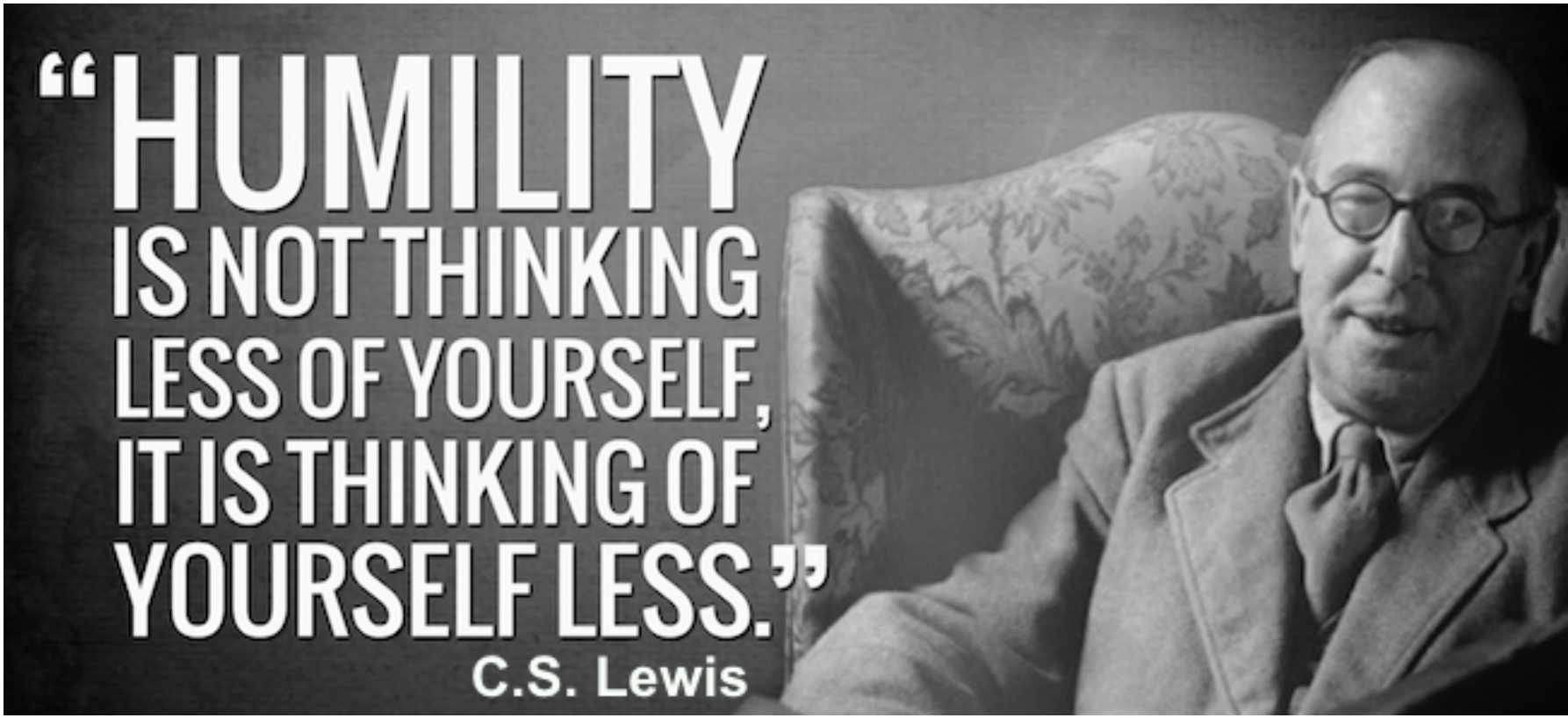

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CIO vs Director de TI

CIO o Director de TI

- ¿Es lo mismo?
  - The CIO concentrates the entire spectrum of holistic system resources on the value-added delivery of improved information
  - The Director ought to run the IT Division "like" it were a business on its own, maximizing and optimizing the return on all IT Infrastructure (software and hardware) for the business. In doing so, sharing all IT infrastructure with all known stakeholders both in, and out, of the business - which naturally begins to rope in issues around security, governance, processes, skills, environment, budget and others...
- ¿Importa el nombre?
- ¿Qué debería importarle a la organización?

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Competencias

CIO competencias

- **Adquisición de una visión estratégica:** ”crafting an IT strategy integrally linked to the business strategy, in building credibility for the IT organization and ensuring that IT governance optimizes the organization's return on its portfolio of IT investments”
  - Planificación estratégica
    - Integración del plan director de TI con el plan estratégico del equipo de dirección de la universidad
    - Credibilidad del ámbito de TI en la organización
    - Estrategia de TI para conseguir los objetivos de negocio
  - Gobierno de TI
    - Gobernanza
    - Enterprise Architecture Framework

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CIO competencias

- **Liderar la organización de TI orientada al usuario**.
  - Liderazgo
  - Gestión de equipo; detección y potenciación de talento para aportar valor

- **Gestión de relaciones**
  - Gestión de las expectativas de la dirección y los clientes
  - Gestión de relación con unidades de negocio y Stakeholders
  - Gestión de partners y vendors

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CIO competencias

- **El resto de competencias**

Ver las slides de ayer de Juan, Joaquín y Adelaida

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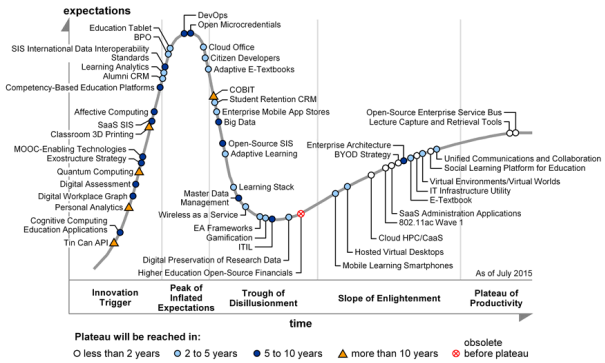
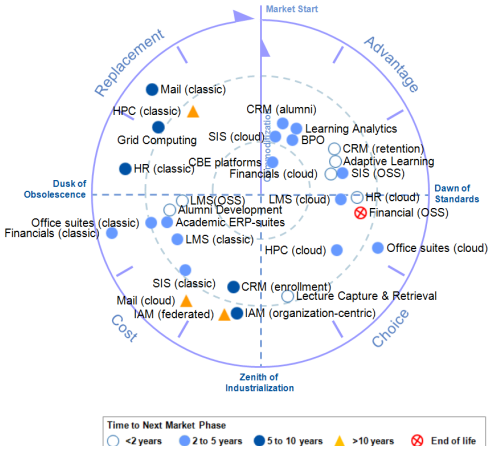
Mi modelo de trabajo

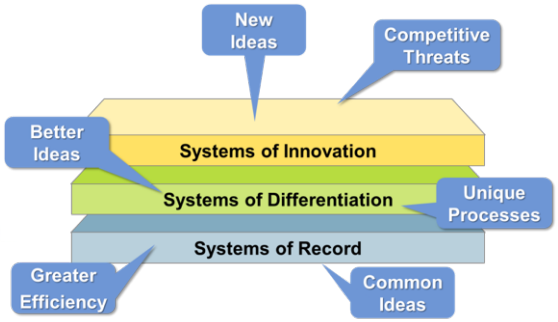
Herramientas



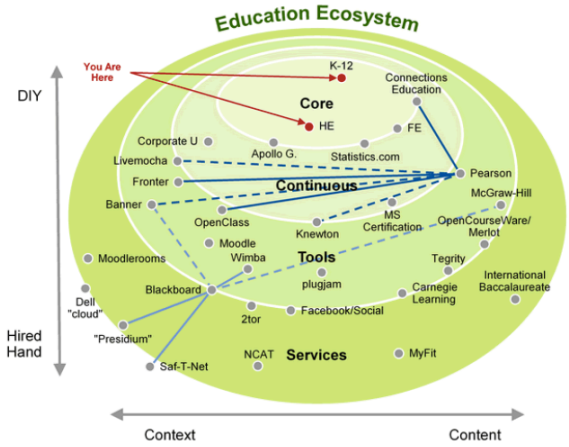
Education Hype Cycle



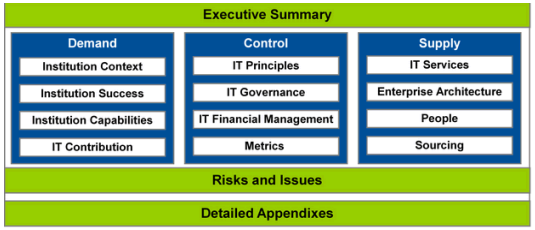
Education Market Clock



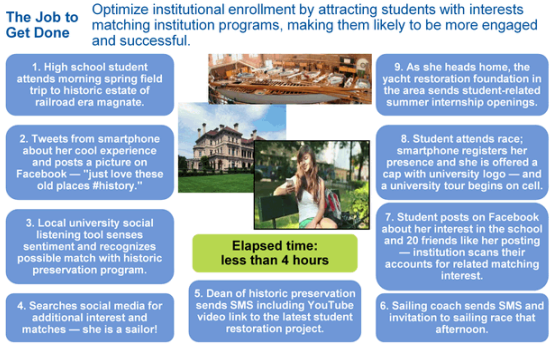
Pace Layering



Extending education ecosystem



Strategy Toolkit



Digital Education Moments

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How to Visualize for the Future?

Task:	Tool:
What Context Do We Compete in?	Education Ecosystem (Top Business Trends)
What Is the Job We will Do?	Business Model Scenarios
What Does the Job Look Like?	Digital Education Moment
What Technology Does It Take?	Strategic Technology Map (Top Strategic Technologies)
What Does IT Deliver at What Cost?	Service Portfolio and Service Catalog

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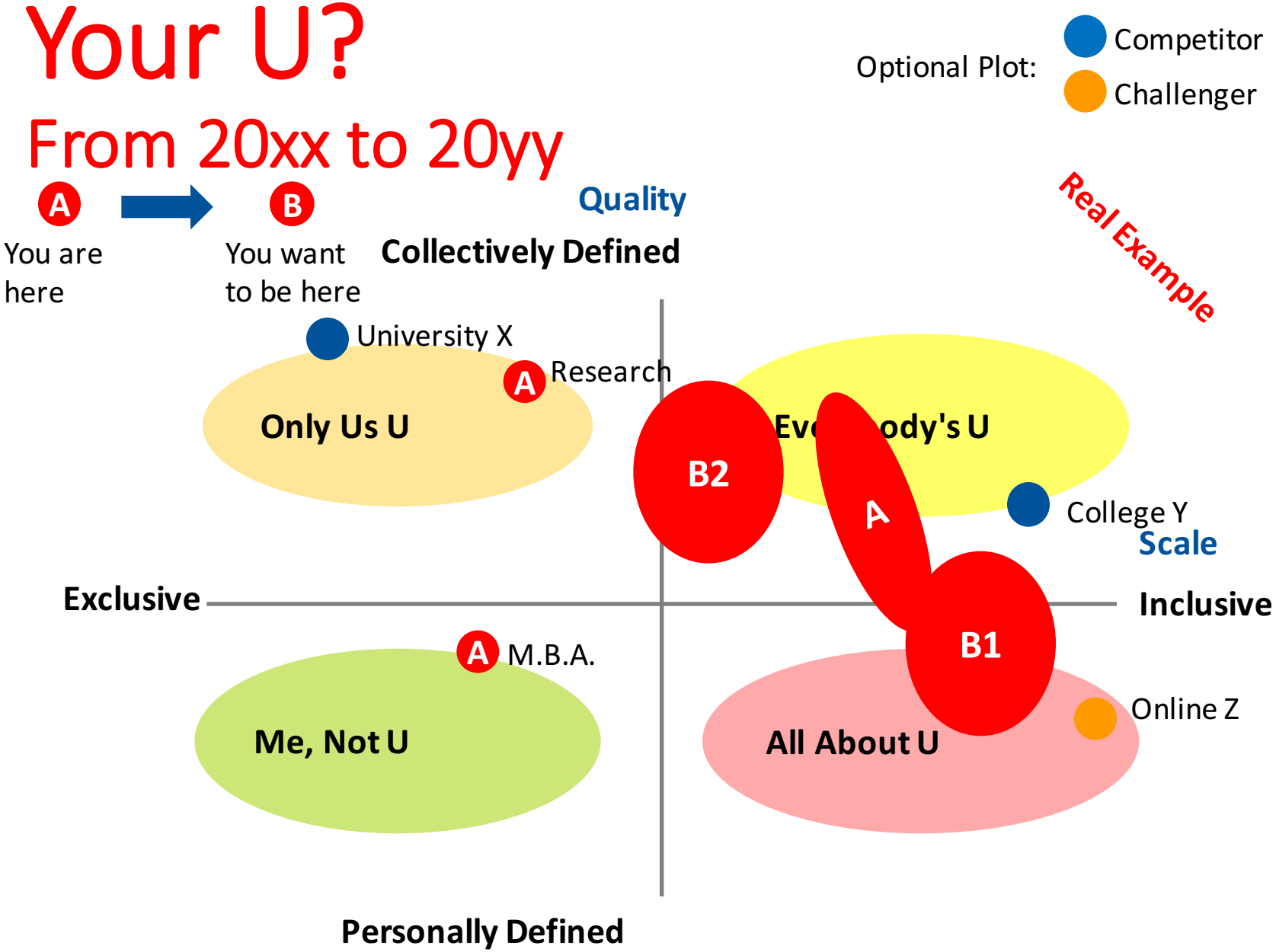
Your U?

From 20xx to 20yy



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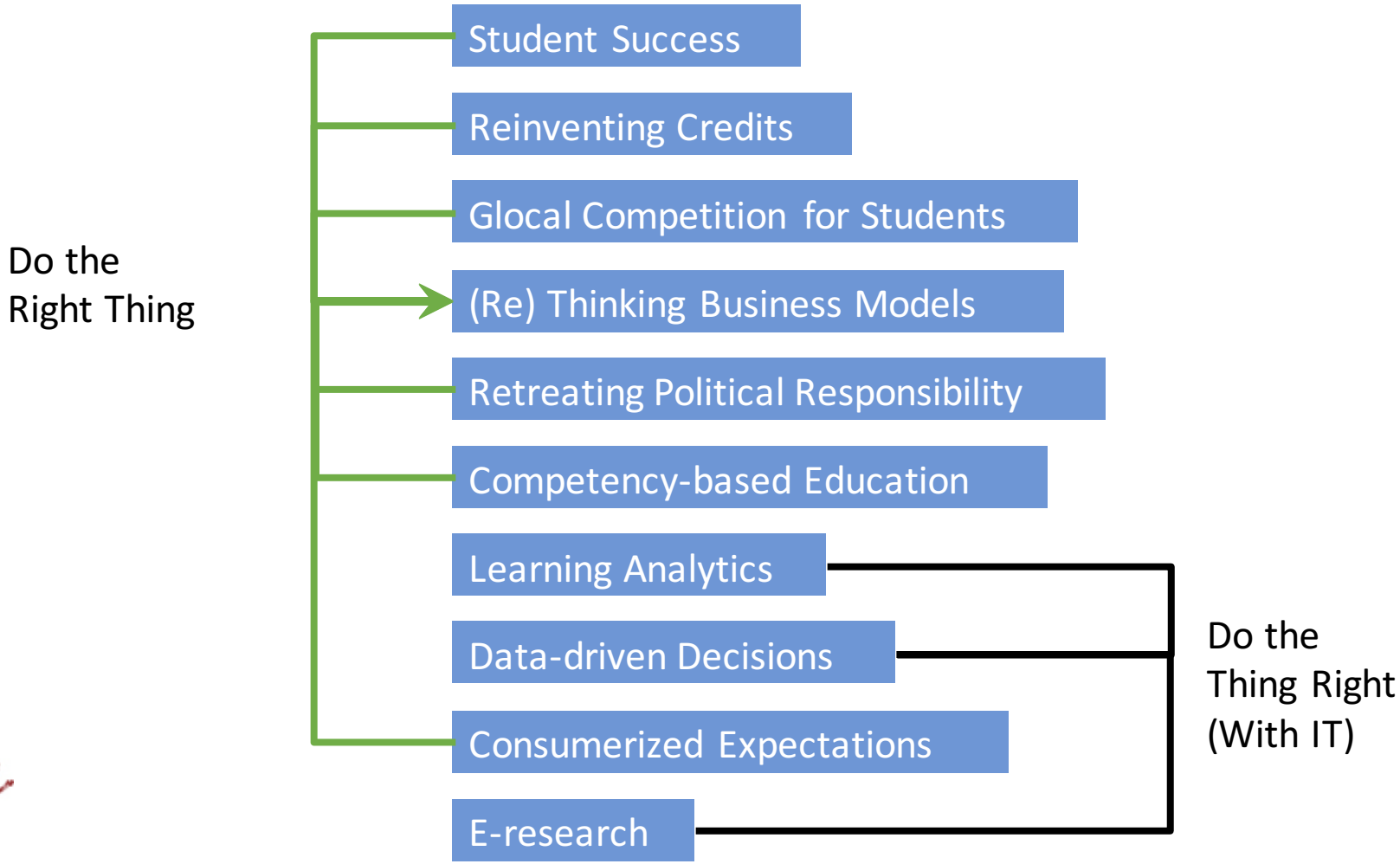
The Top 10 Business Trends — What Is the Job to Get Done?



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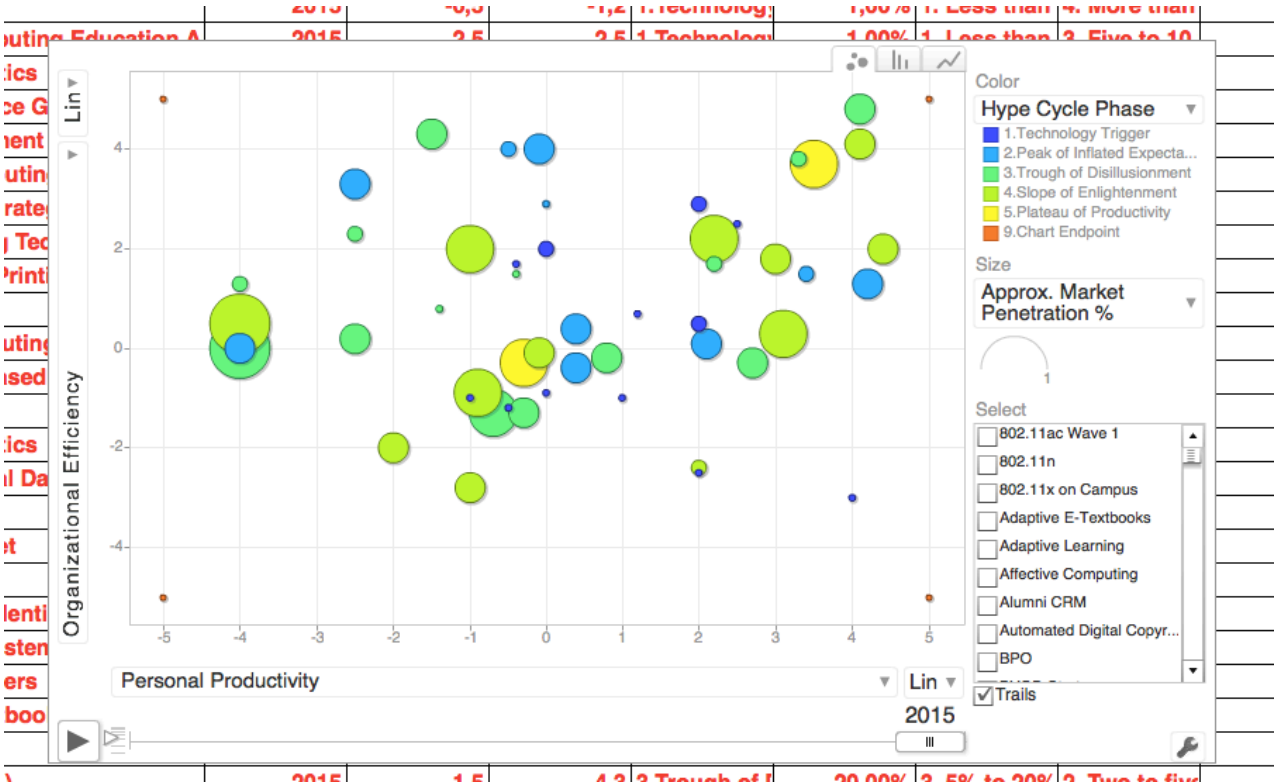
Strategic technology maps

- https://docs.google.com/spreadsheets/d/1R2080egLb-rKH5DA70tiShPApKBLY6carmUzzaLd_U8/edit?usp=sharing



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Ejemplos de casos de uso por áreas de competencias

Alineación TI a estrategia de negocio

- Análisis programa electoral

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Ejemplo programa rector

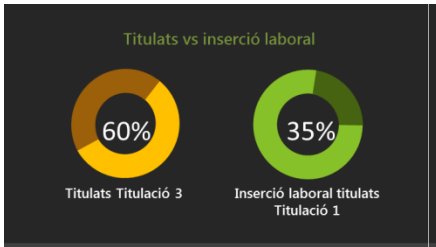
Formació de les persones

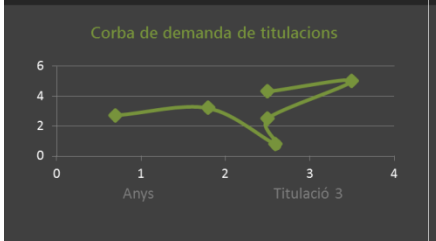
Codi programa BIPR01

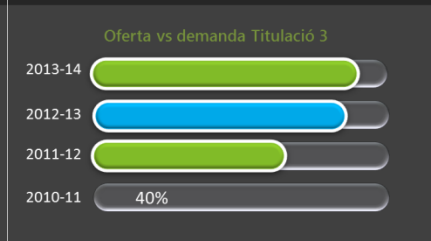
1. Incrementar l'oferta de places en aquells ensenyaments en què la URV té més possibilitats de creixement, i redefinir l'oferta en els àmbits en què hi ha titulacions amb poca demanda.

Iniciatives de TI

BIFP0001 – Business Intelligence
BIFP0002 - Comptabilitat analítica
BIFP0003 - Quadre de comandament per titulació
BIFP0004 - Enterprise Architecture







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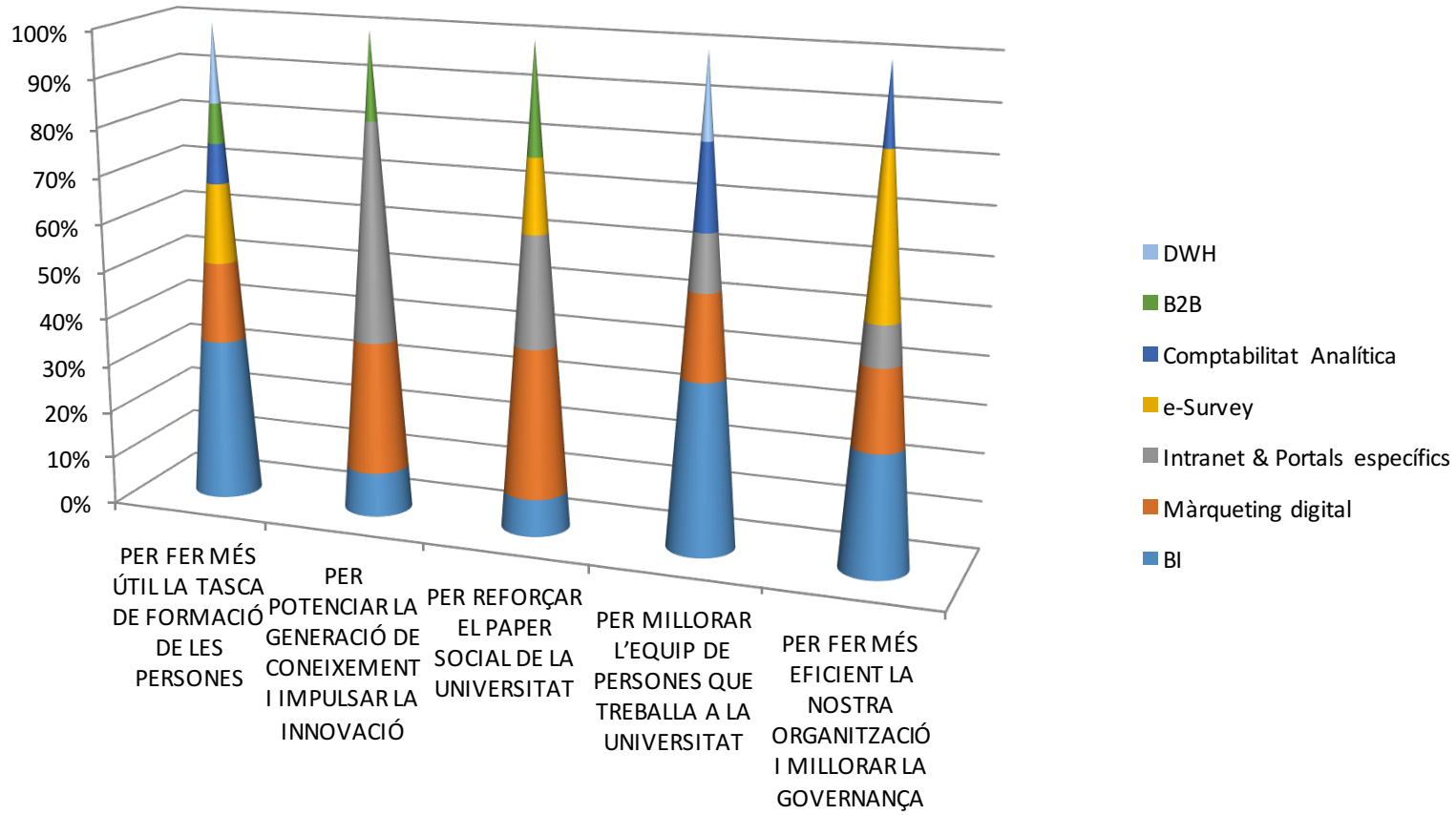
Ejemplo programa rector

Top 7 iniciativas por eje



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Alineación TI a estrategia de negocio

- Modelo de gobernanza (práctico, por aproximación)
  - IT Governance (practical)
    - Petición – priorización
    - Rendimiento de cuentas

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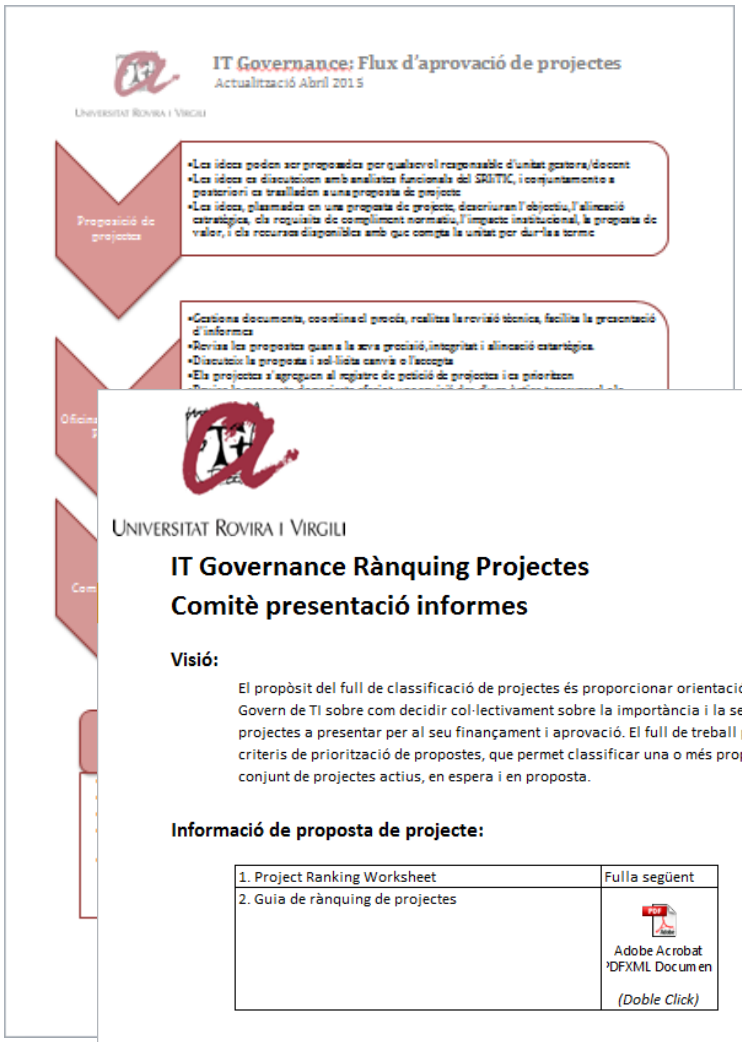
Formalización del modelo de petición y de aprobación de proyectos



IT Governance: Flux d'aprovació de projectes

Actualització Abril 2015

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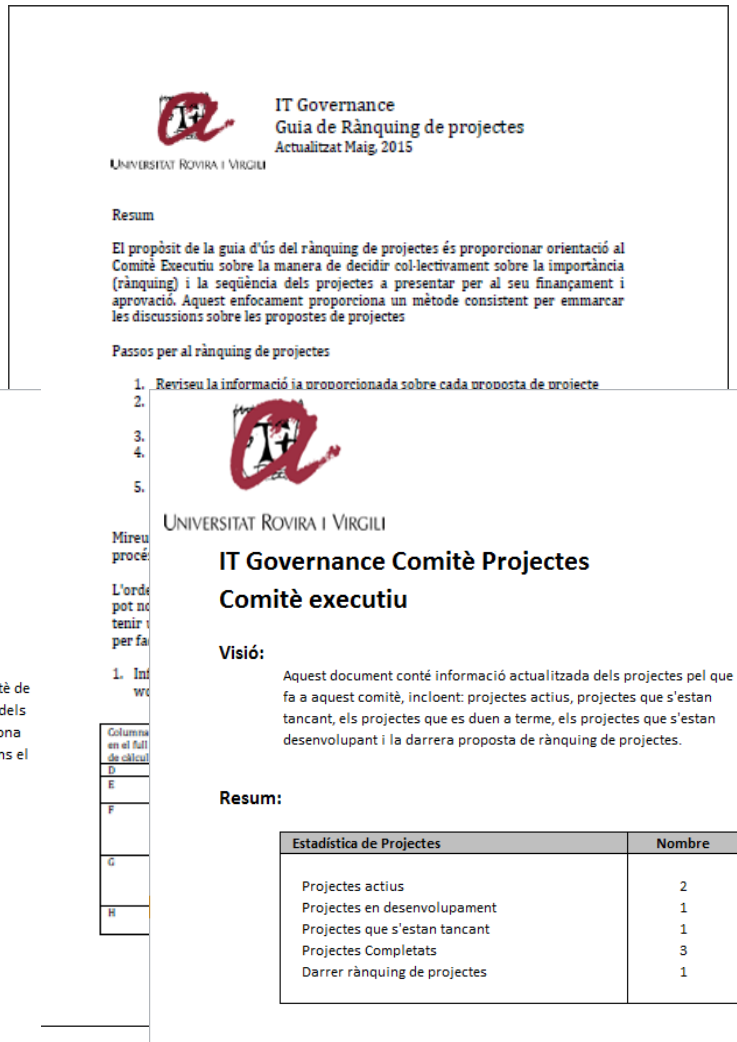
Proposició de projectes

- Les idees poden ser proposades per qualsevol responsable d'unitat gestora/docent
- Les idees es discutiran amb analistes funcionals del SRATIC, i conjuntament a posteriori es traslladen a una proposta de projecte
- Les idees, plasmades en una proposta de projecte, descriuran l'objectiu, l'alineació estratègica, els requisits de compliment normatiu, l'impacte institucional, la proposta de valor, i els recursos disponibles amb que compta la unitat per dur-la a terme

- Gestiona documents, coordina el procés, realitza la revisió tècnica, facilita la presentació d'informes
- Revisa les propostes quan a la seva precisió, integritat i alineació estratègica.
- Discuteix la proposta i sol·licita canvis o l'acceptia
- Els projectes s'agreguen al registre de petició de projectes i es prioritzen



IT Governance

Guia de Rànquing de projectes

Actualitzat Maig, 2015

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Resum

El propòsit de la guia d'ús del rànquing de projectes és proporcionar orientació al Comitè Executiu sobre la manera de decidir col·lectivament sobre la importància (rànquing) i la seqüència dels projectes a presentar per al seu finançament i aprovació. Aquest enfocament proporciona un mètode consistent per emmarcar les discussions sobre les propostes de projectes

Passos per al rànquing de projectes

1. Reviseu la informació ja proporcionada sobre cada proposta de projecte
2.
3.
4.
5.

Mireu
procé

L'ordr
pot no
tenir
per fa

1. Inf
wo

Columna en el full de càlcul
D
E
F
G
H

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IT Governance Rànquing Projectes

Comitè presentació informes

Visió:

El propòsit del full de classificació de projectes és proporcionar orientació al Comitè de Govern de TI sobre com decidir col·lectivament sobre la importància i la seqüència dels projectes a presentar per al seu finançament i aprovació. El full de treball proporciona criteris de prioritització de propostes, que permet classificar una o més propostes dins el conjunt de projectes actius, en espera i en proposta.

Informació de proposta de projecte:

1. Project Ranking Worksheet	Fulla següent
2. Guia de rànquing de projectes	Adobe Acrobat ³DFXML Documen *(Doble Click)*

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IT Governance Comitè Projectes

Comitè executiu

Visió:

Aquest document conté informació actualitzada dels projectes pel que fa a aquest comitè, incloent: projectes actius, projectes que s'estan tancant, els projectes que es duen a terme, els projectes que s'estan desenvolupant i la darrera proposta de rànquing de projectes.

Resum:

Estadística de Projectes	Nombre	Link
Projectes actius	2	Anar als Actius
Projectes en desenvolupament	1	Anar a en Desenvolupament
Projectes que s'estan tancant	1	Anar a en Tancament
Projectes Completats	3	Anar a Completats
Darrer rànquing de projectes	1	Anar al Rànquing

Resum projectes | Actius | En Tancament | Finalitzats | En desenvolupament | 05-2015 Ranking

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Alineación TI a estrategia de negocio

- Alineación Plan de proyectos TI al Plan de acción del Rector, Planes estratégicos, Plan de Mejora de la Gestión y Planes Operativos
  - Aprobado por Consejo de Dirección y presentado en Consejo de Gobierno
  - Seguimiento global: Acción PR + PMG + PlanTI

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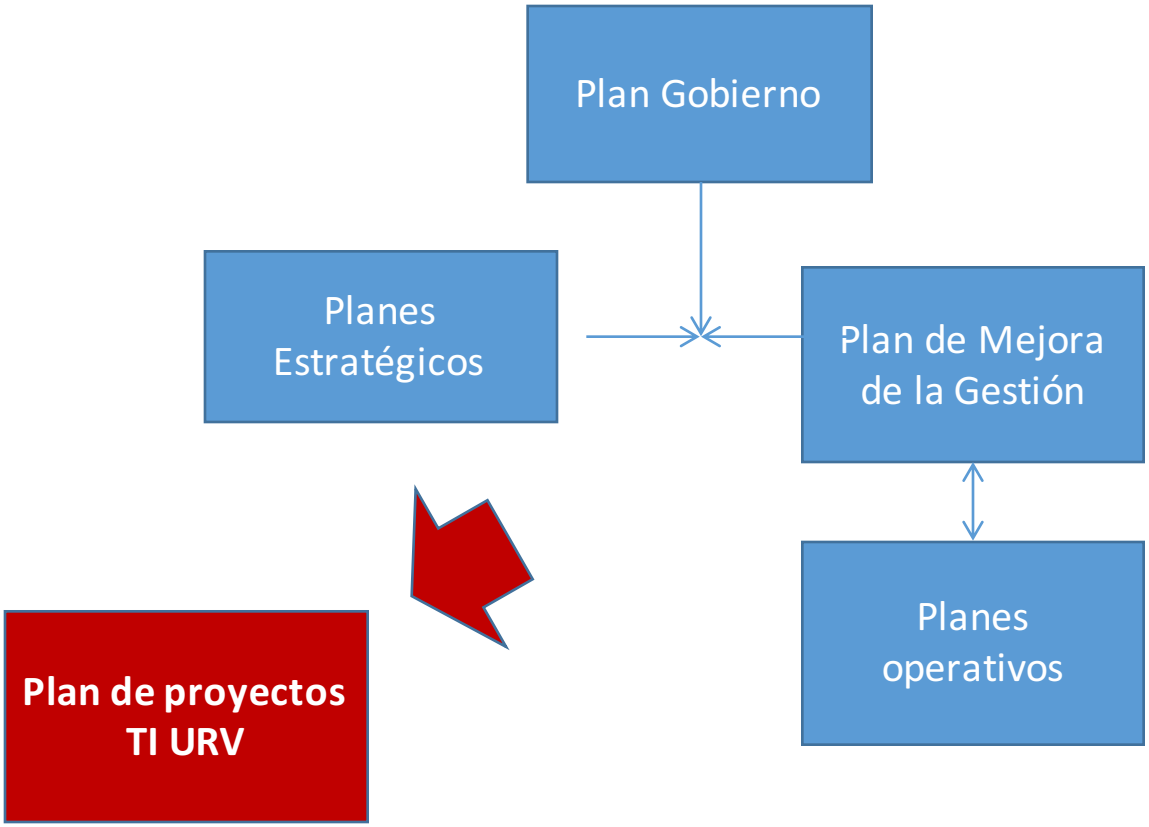
Alineación del plan de proyectos de TI con las acciones derivadas del PR+PMG, teniendo en cuenta la capacidad real de recursos (RH,€) de TI de la URV



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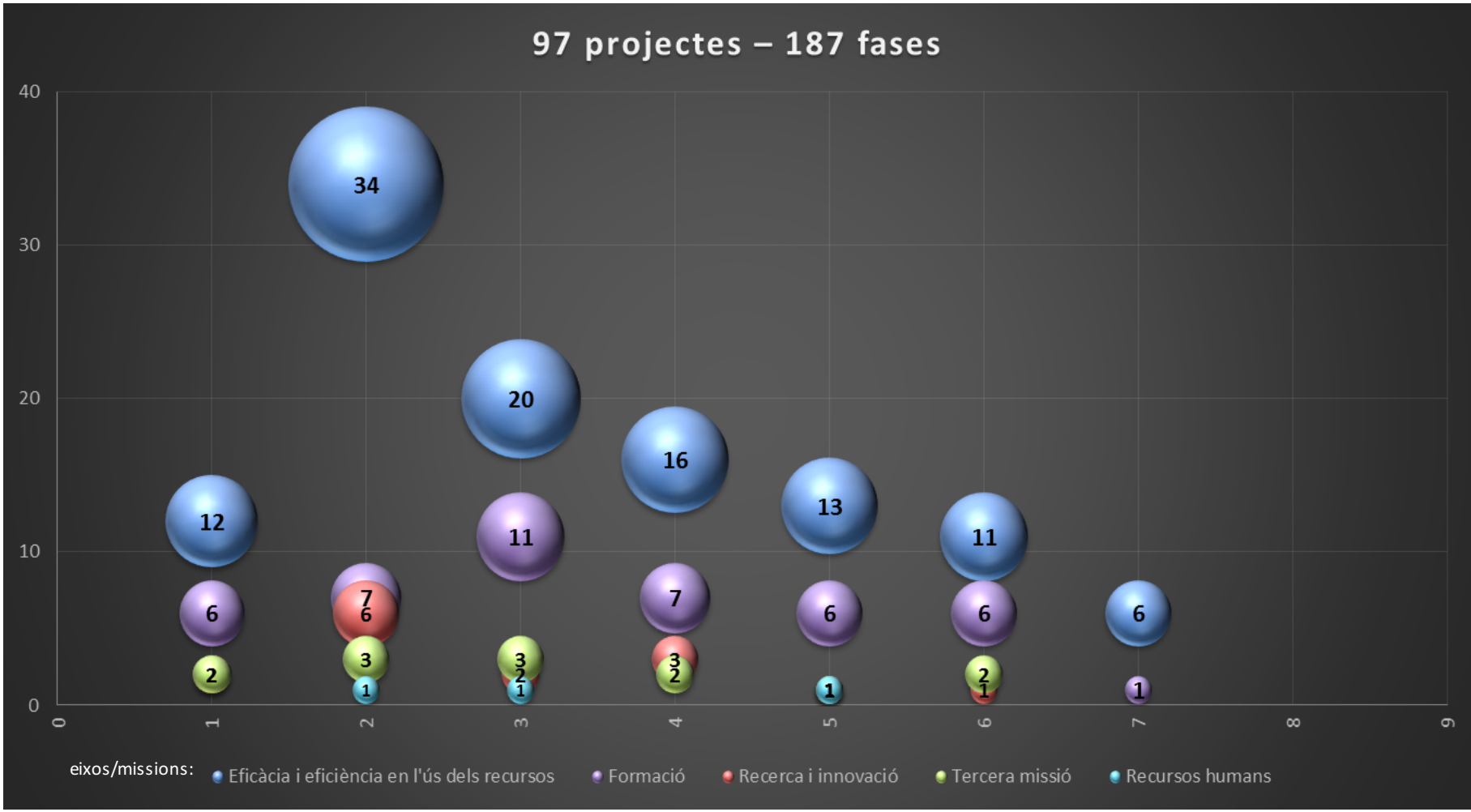
Plan de proyectos TI 2015-18



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Estrategia – Experiencia de usuario

- Usuario en el centro – outuputs
  - Infraestructura: Wifi – 100% - Alta densidad
  - Colaboración - BOX
  - Colaboración - Office365
  - Comunicación & colaboración - URVapp
  - Gamificación – Codeathon 2016

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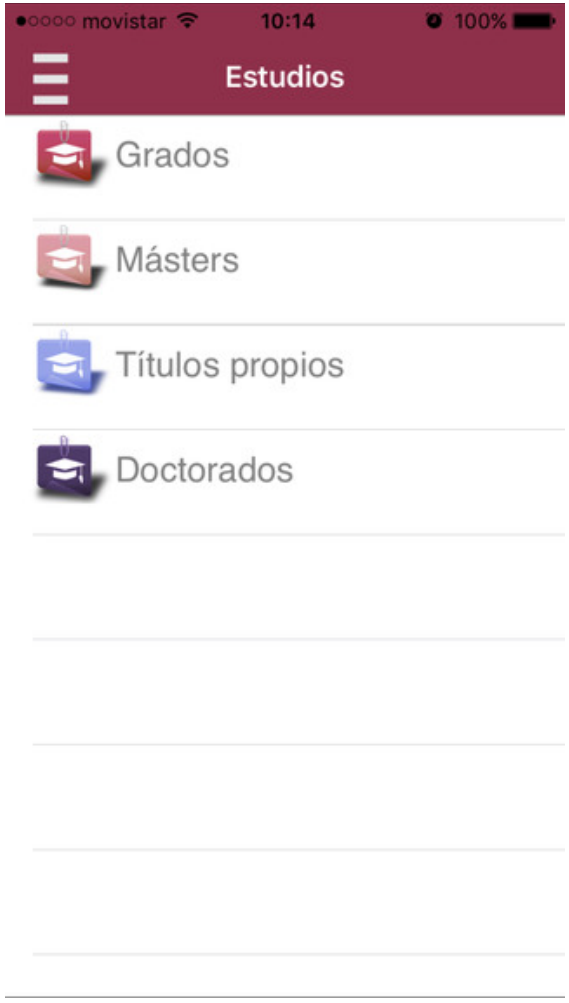
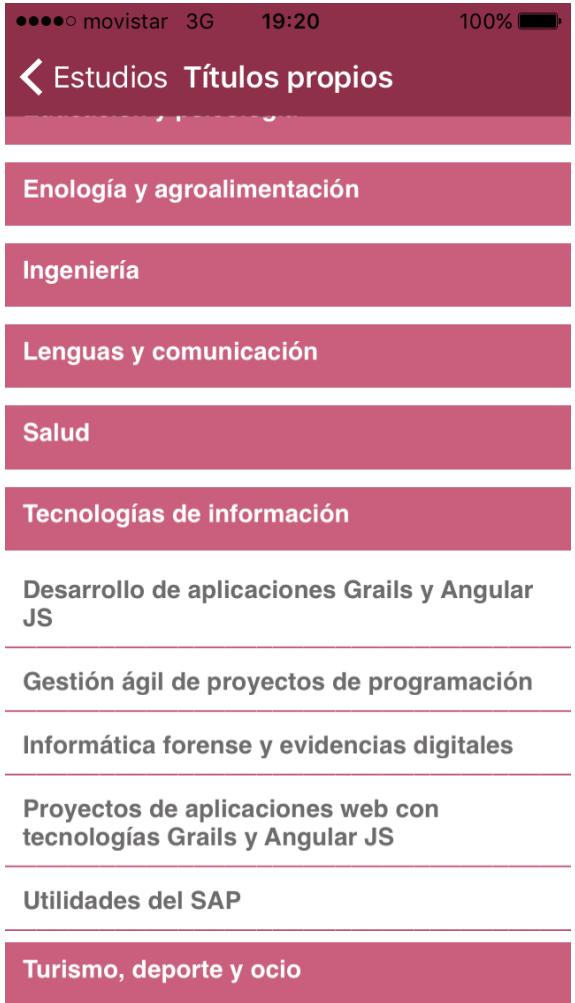
URVapp – Base para la aproximación a la experiencia del usuario en el móvil





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Codeathon 2016

Estrategia – Business Analytics

- Capacidades analíticas de la organización
  - Cuadro de mando de la acción de gobierno
  - Sistema Analítico de costes
  - Evolución de BI a BA

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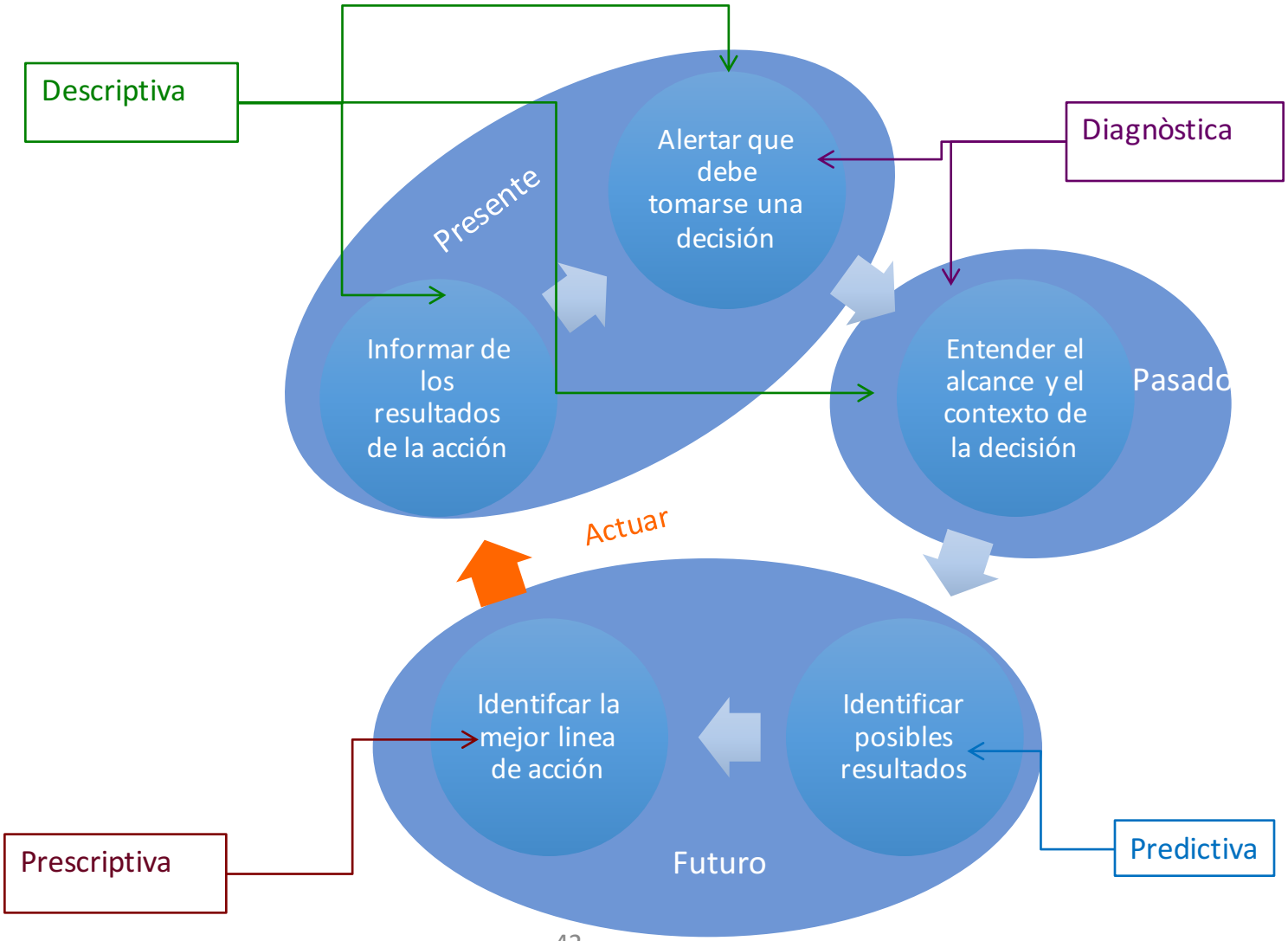
Capacidades analíticas:



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Estrategia - Futuro

- Visión 360 del cliente
  - Modelo comercial a la URV
  - Selección de la plataforma de soporte a los procesos comerciales
  - Implicaciones reingeniería de procesos i estructuras sobre sistemas de información
  - Impacto enfoque usuario para nuevos desarrollos/aplicaciones

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Comunicación y colaboración (flujo de información)

- Marca, imagen, y colaboración organizativa
  - Plan director internet
  - Estrategia de Social media

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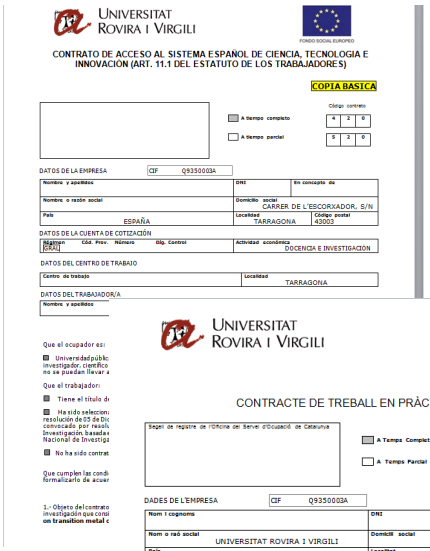
Social Media Policy & Guidelines

Process



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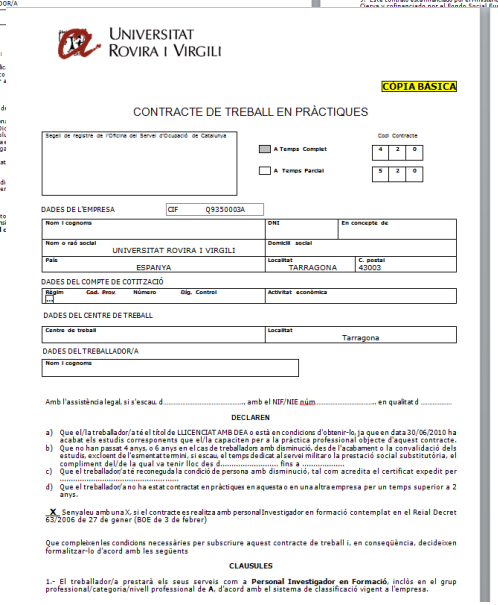
CONTRATO DE ACCESO AL SISTEMA ESPAÑOL DE CIENCIA, TECNOLOGIA E INNOVACIÓN (ART. 11.1 DEL ESTATUTO DE LOS TRABAJADORES)

COPIA BASICA

DATOS DE LA EMPRESA

DATOS DEL CENTRO DE TRABAJO

DATOS DEL TRABAJADOR/A



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COPIA BASICA

CONTRACTE DE TREBALL EN PRÀCTIQUES

DADES DE L'EMPRESA

DADES DEL COMPTE DE COTITZACIÓ

DADES DEL CENTRE DE TREBALL

DADES DEL TREBALLADOR/A

DECLAREN

CLAUSULES

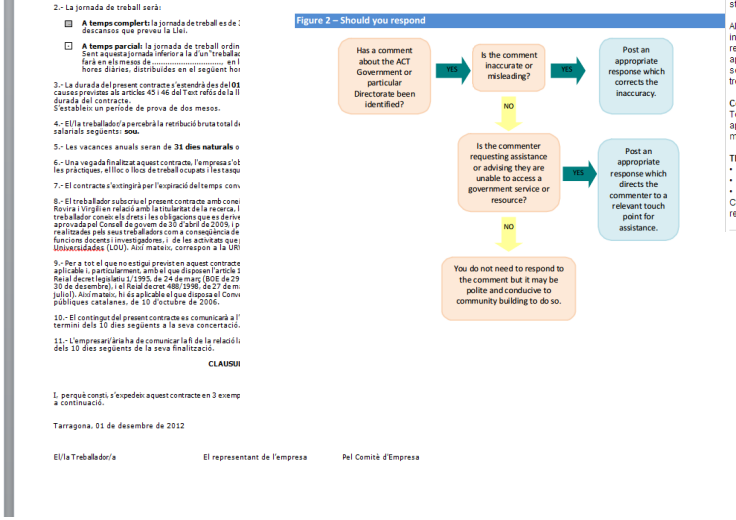


Figure 2 – Should you respond

Has a comment about the ACT Government or particular Directorate been identified?

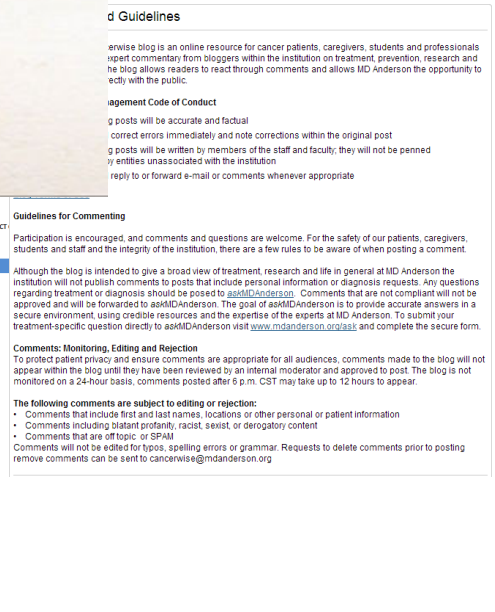
Is the comment inaccurate or misleading?

Post an appropriate response which corrects the inaccuracy.

Is the commenter requesting assistance or advising they are unable to access a government service or resource?

Post an appropriate response which directs the commenter to a relevant touch point for assistance.

You do not need to respond to the comment but it may be polite and conducive to community building to do so.



d Guidelines

erwise blog is an online resource for cancer patients, caregivers, students and professionals xpert commentary from bloggers within the institution on treatment, prevention, research and he blog allows readers to react through comments and allows MD Anderson the opportunity to ectly with the public.

agement Code of Conduct

g posts will be accurate and factual

correct errors immediately and note corrections within the original post

g posts will be written by members of the staff and faculty; they will not be penned y entities unassociated with the institution

reply to or forward e-mail or comments whenever appropriate

Guidelines for Commenting

Participation is encouraged, and comments and questions are welcome. For the safety of our patients, caregivers, students and staff and the integrity of the institution, there are a few rules to be aware of when posting a comment.

Although the blog is intended to give a broad view of treatment, research and life in general at MD Anderson the institution will not publish comments to posts that include personal information or diagnosis requests. Any questions regarding treatment or diagnosis should be posed to askMDAnderson. Comments that are not compliant will not be approved and will be forwarded to askMDAnderson. The goal of askMDAnderson is to provide accurate answers in a secure environment, using credible resources and the expertise of the experts at MD Anderson. To submit your treatment-specific question directly to askMDAnderson visit www.mdanderson.org/ask and complete the secure form.

Comments: Monitoring, Editing and Rejection

To protect patient privacy and ensure comments are appropriate for all audiences, comments made to the blog will not appear within the blog until they have been reviewed by an internal moderator and approved to post. The blog is not monitored on a 24-hour basis, comments posted after 6 p.m. CST may take up to 12 hours to appear.

The following comments are subject to editing or rejection:

- Comments that include first and last names, locations or other personal or patient information
- Comments including blatant profanity, racist, sexist, or derogatory content
- Comments that are off topic or SPAM

Comments will not be edited for typos, spelling errors or grammar. Requests to delete comments prior to posting remove comments can be sent to cancerwise@mdanderson.org

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Eficiencia en recursos

- Optimización de costes de TI

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Workshop específico

- Our Biggest Barriers to Cost Optimization Are…

Politics (silos)	Poor IT cost transparency	Lack of accountability
Money	Low tolerance for risk	IT lacks involvement in “business” strategy
Legal Constraints	Resource Availability	Something Else…

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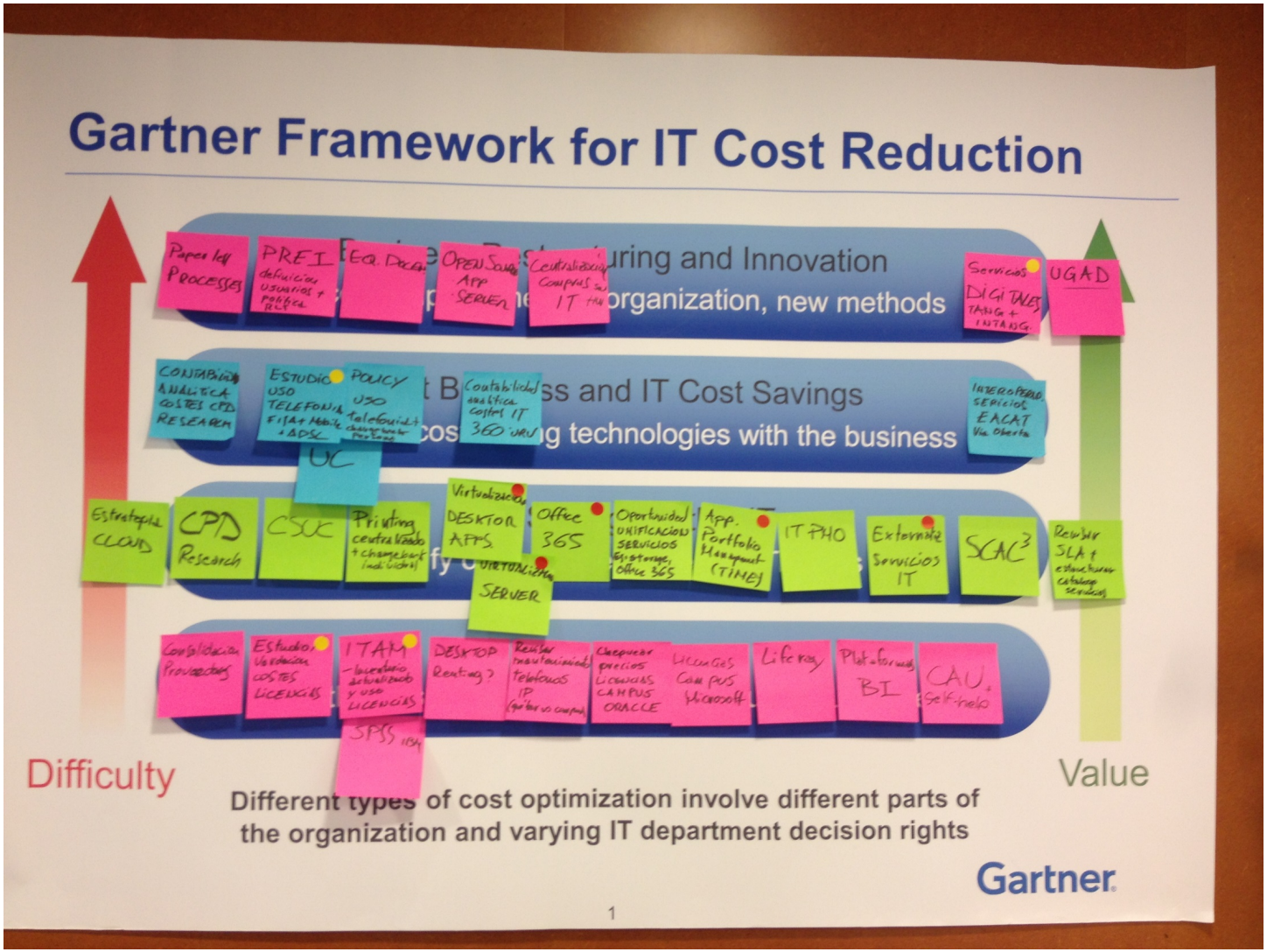

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Estrategia - Actualización

- Networking
  - Redes sociales
  - Foros
    - CRUE-TIC
    - SIN
    - CSUC
    - RedIRIS
  - Gartner
    - PeerConnect
    - One-on-One

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Lecciones aprendidas

If you are afraid of being lonely
Don't try to be right

Lecciones aprendidas

- Modelos y herramientas
  - Cada uno tendrá los suyos - Importa que sean completos
  - Hay que saber adaptarlos a la realidad de las capacidades de la organización

- Somos una palanca de cambio
  - Saber impulsar y saber retirarse
  - Aceptar que a veces somos la escusa para forzar un cambio
  - Aceptar que todos necesitamos diferentes tiempos y una gestión del cambio

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Lecciones aprendidas

- ¿Cuándo se saca mayor partido de las toolbox?
  - Cuando es un trabajo colectivo
  - Implicación de negocio!!!

- La potencialidad de añadir valor a través de TI, toma valor exponencial cuando se alían TI y Organización (Procesos). No se puede abarcar EA sin madurez en procesos.

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Lecciones aprendidas

- La consumerización de las TI
  - Positivas por la simplificación de éstas y la rápida curva de adopción de los usuarios
  - Peligrosas por la percepción de simplificación

- La Digitalización, la experiencia de usuario en sentido amplio, y la universalización son una realidad
  - Podemos cuestionar el tempo, pero no el qué
  - Tenemos que empezar a movernos hoy para que la organización se plantee los retos en los próximos 4/5, años y este en posición de reaccionar dentro de 10/15 años

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Lecciones aprendidas

- Lo realmente importante es la organización

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Fabrizio Magnani

Dr. Roberto Giral

Lluís Ariño

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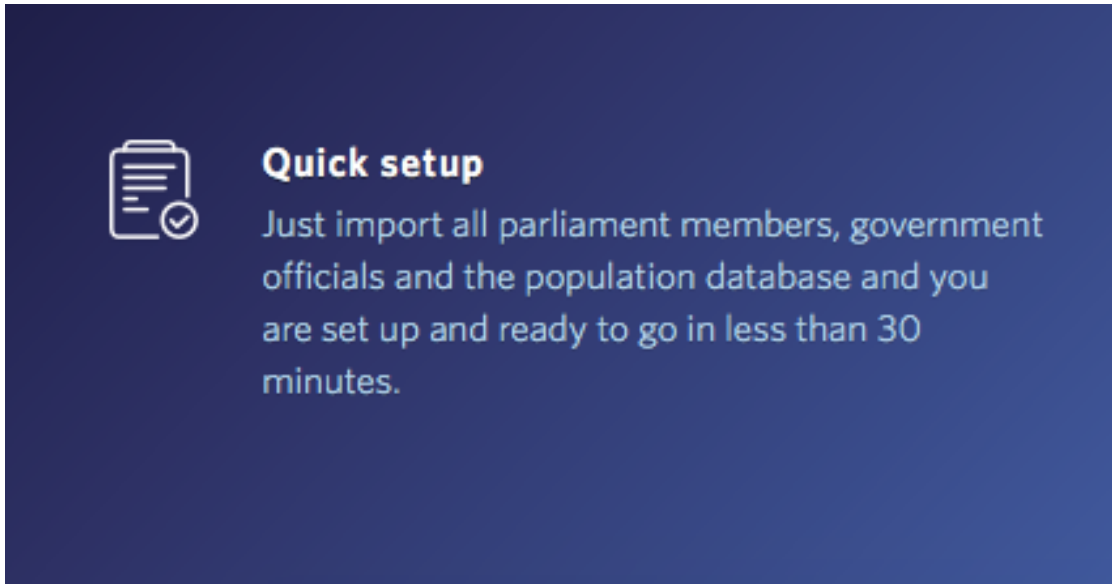
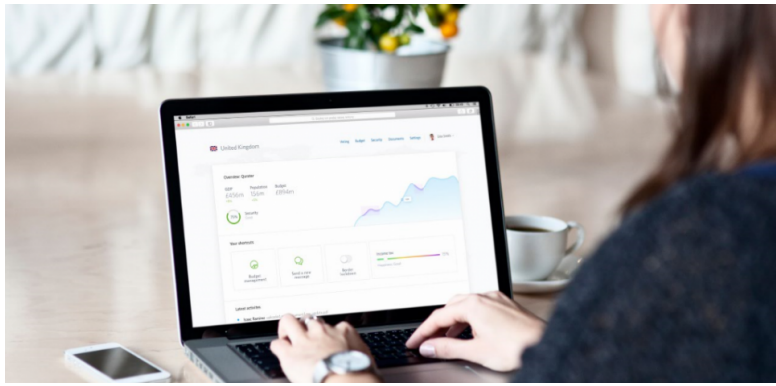
Algunas cosas en las que pensar

Estonia Launches Country As A Service Software For Other Countries

- http://arcticstartup.com/article/estonia-launches-cloud-based-e-government-platform-globally?via=arcticstartup





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If Work Is Digital, Why Do We Still Go to the Office?

- https://hbr.org/2016/04/if-work-is-digital-why-do-we-still-go-to-the-office

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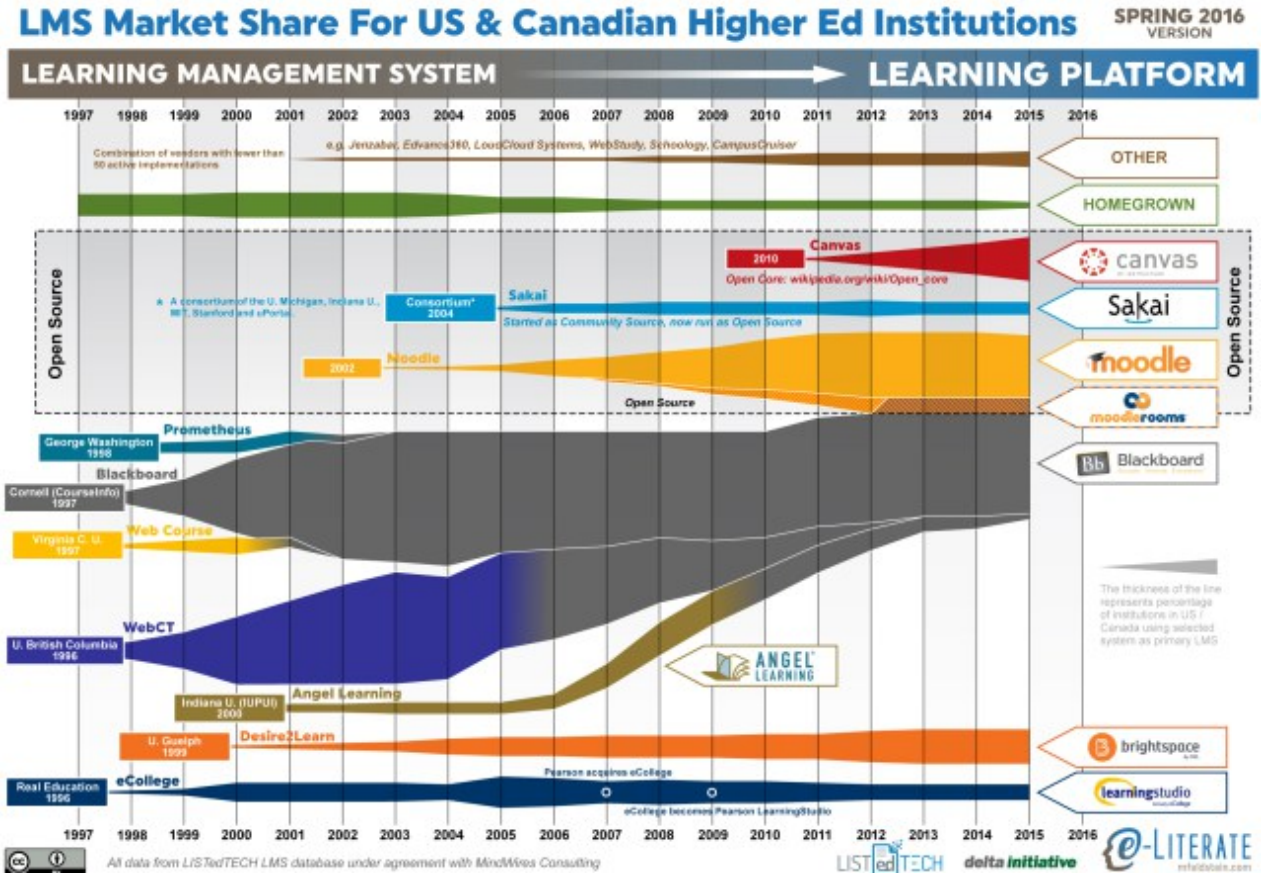
State of Higher Ed LMS Market

- http://mfeldstein.com/state-higher-ed-lms-market-spring-2016/



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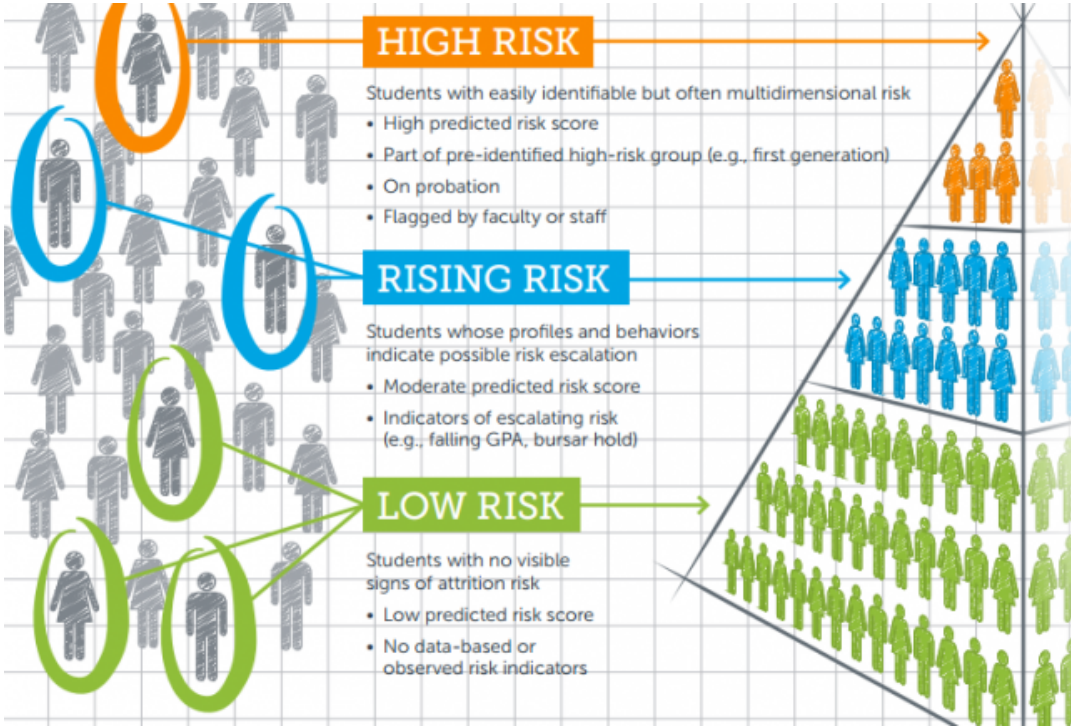
A Health Care Strategy for Higher Ed

- https://www.insidehighered.com/news/2016/04/19/colleges-embrace-strategy-health-care-industry-improve-student-retention



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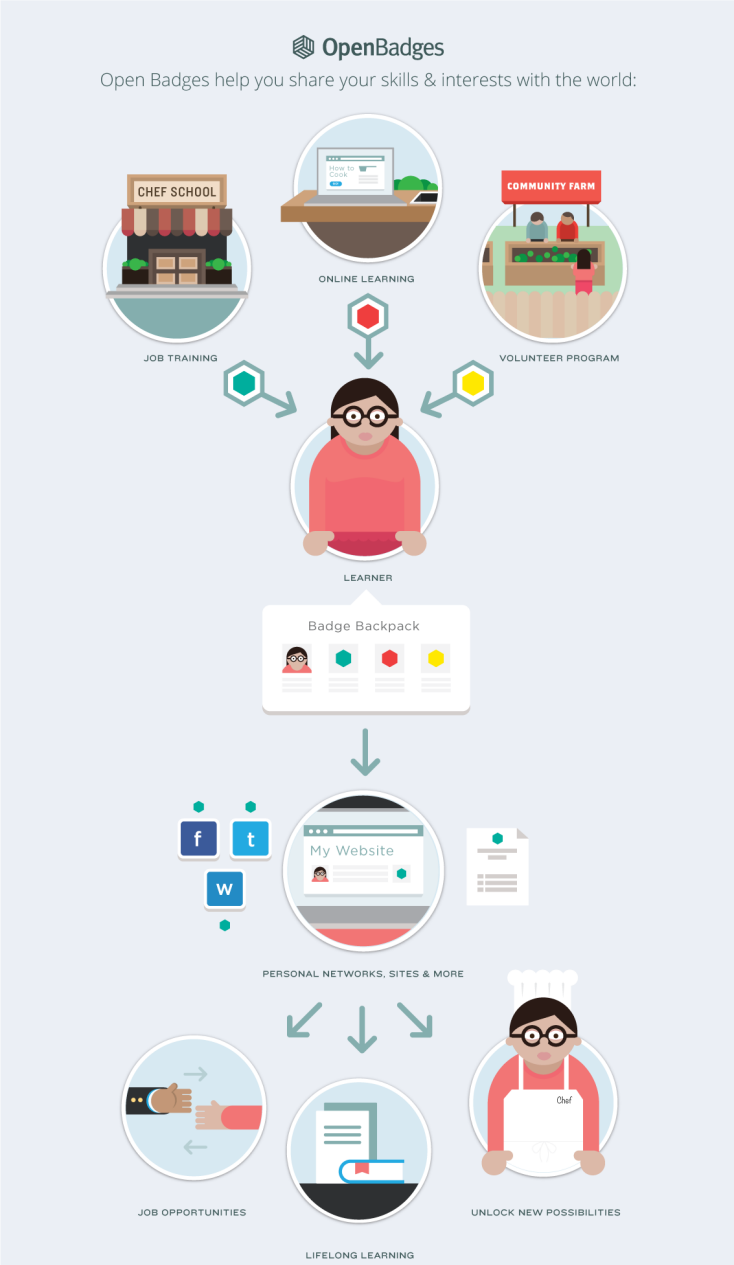
Openbadges

- http://openbadges.org/about/

What is a badge?
A digital badge is an online representation of a skill you've earned. Open Badges take that concept one step further, and allows you to verify your skills, interests and achievements through credible organizations. And because the system is based on an open standard, you can combine multiple badges from different issuers to tell the complete story of your achievements — both online and off. Display your badges wherever you want them on the web, and share them for employment, education or lifelong learning



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Deep learning will be huge — and here's who will dominate it

- http://venturebeat.com/2016/04/02/deep-learning-will-be-huge-and-heres-who-will-dominate-it/

There is a huge investment opportunity with deep learning – not only because of the technology itself but also because of how it is leveraging other technologies to become more powerful: the volumes of data available due to the proliferation of online services, improvements in storage, advancements in GPU and computing power, abundance of cloud computing, development of cheap sensors, and the rise of new data generated by the Internet of Things (IoT). As a result deep learning has opportunities to solve challenges across all types of industries.

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Why did LinkedIn acquire Lynda.com?

- https://www.quora.com/Why-did-LinkedIn-acquire-Lynda-com

LinkedIn is uniquely positioned to design training for the skills in demand, and wants to have more in-house control of that.

1. This actually makes a lot of sense given their latest strategy and public vision declaration.
   They want LinkedIn to digitally list every job in the world
2. They want a connection from jobs to every skill required to have that job.
3. They want a connection from skills to all providers of those skills, including rising online providers and MOOCs like Lynda, Coursera, Udacity, edX, etc.

Here's what I bet their dream is -- use their data to figure out where the skills demand is, advertise it with their courses, offer certification designed to meet the need of employers, show employers the top performers in the associated classes, charge a hefty fee for connecting them, rinse and repeat.

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How technology has changed the retail landscape forever

- http://www.itproportal.com/2016/04/04/how-technology-has-changed-the-retail-landscape-forever/#ixzz459YhCyGc

The British Retail Consortium (BRC) recently predicted that Britain's retailers face the loss of up to 900,000 jobs by 2025. The number of stores closures over the next decade is set to accelerate as a result of government measures, including the introduction of the National Living Wage and an increase in business rates are set to compound 'structural change' such as a slowing growth in retail sales and the 'digital transformation' of the industry.
While it's not perhaps our place to comment on government policy, we must acknowledge the fact that retail has changed, transformed over the past two decades by a combination of new digital technologies and new patterns of customer behaviour.

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How Big Data is helping students graduate on time

- http://universityofcalifornia.edu/news/how-big-data-helping-students-graduate-time

As the tool is rolled out, advisers are trained in timely and effective ways to intervene. The raw data itself is heavily encrypted, and the university has adopted strict rules that govern who has access to it and how it can be used in order to safeguard student privacy.

Advanced analytics tools can help students find study support and resources to boost their skills in critical areas.
Credit: Elena Zukova

"What we don't want is for this to be used to discourage a student from pursuing a particular major," Easterly said. "Maybe there's a tutoring service that isn't heavily advertised, but would really help the student get where they want to go. Our message is: This student is capable of doing well if you can remove some of the barriers."

The dashboard developers are incorporating that idea into the tool itself and plan to roll out a feature early next year that will suggest campus programs and services to help a student get back on track.

Advisers will later follow up with the student to see whether they acted on the information.

The result is one more piece of data that analysts can plug back into the model and use to track outcomes.

Over time, the practice can provide valuable feedback on which interventions work best to move the needle toward on-time graduation.

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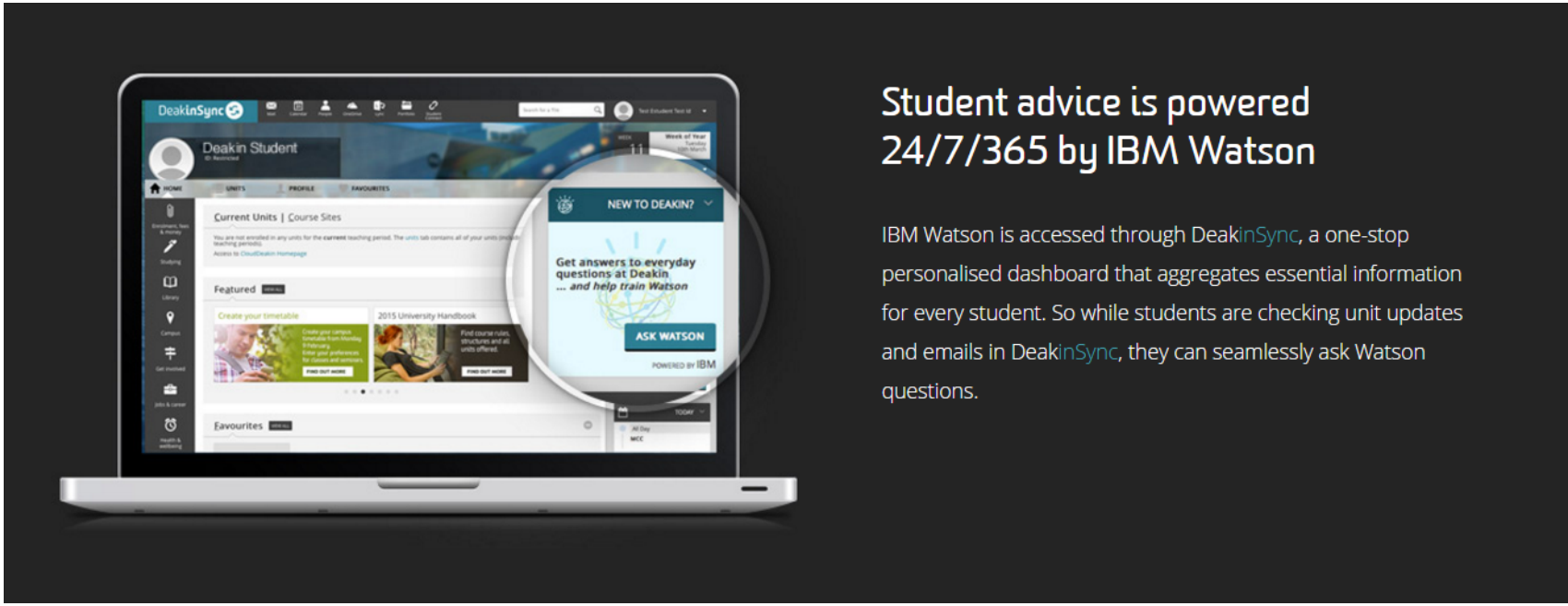
Deakin and IBM unite to revolutionize the student experience

- http://ibmwatson.deakin.edu.au/



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Coursera launches Data Science Masters program for a fraction of university prices

- http://thenextweb.com/insider/2016/03/30/coursera-launches-data-science-masters-program-fraction-university-prices/

Higher education degrees are appealing, but involve significant financial sacrifice: in America, an opportunity for a higher paying job also comes with a sentence of paying more student loans for longer. That's why Coursera is busy establishing a host of masters courses, today announcing a new Data Science program in partnership with the University of Illinois at Urbana-Champaign.

The program, which promises a full tuition at under $20,000, combines courses from the university's top-ranked computer science school with the top library and information sciences school to teach concepts like data visualization, machine learning, data mining and cloud computing.

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Higher Ed Big Data Dives Could Be the Answer to Retention Problems

- http://www.edtechmagazine.com/higher/article/2015/11/higher-ed-big-data-dives-could-be-answer-retention-problems

Helix Education, an agency that gives higher ed institutions more options to boost enrollment efforts, recently released Predictive Student Retention: The Power of Data Coaching, a guide that encourages schools to take a deep dive into Big Data.

"The power of your retention strategy comes in finding correlations between all of this student information and how your students actually persist – connecting data between systems and creating predictive models based upon the insights gathered," according to the guide.

Data-driven predictive models can provide academic coaches with red flags when students are floundering in classes. They can then swoop in with support strategies to ensure that students stay on course to graduate.

Helix isn't the first to develop a technology solution to higher ed retention problems.

At a White House summit last December, President Barack Obama lauded a similar technique used at Georgia State University to curb its student dropout rates. The university employs predictive analytics that track students facing financial risks, particularly those who are traditionally underrepresented. The solution has resulted in more than 3,000 interventions to help students stay in school, according to a news release from the White House.

The end of exams? Algorithm can predict how students will answer questions, and even explain why they would get questions wrong

- http://www.dailymail.co.uk/sciencetech/article-3380374/The-end-exams-Algorithm-predict-students-answer-questions-explain-questions-wrong.html

  - New algorithm aims to understand students' individual learning abilities
  - The team used deep learning to train the program on student capabilities
  - Software predicts whether or not students will answer questions correctly

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Higher education will be on-demand

- https://medium.com/the-naive-optimist/higher-education-will-be-on-demand-fdfe60697a5#.riel791iw

Transportation is moving to an on-demand model. This became crystal clear to me when my wife said "Let's get the kids an Uber account instead of buying them a car." No drunk driving, plenty of accountability, no monthly insurance payments, no 1am pickups at sketchy parties — sign me up.

Printer ink is now on-demand. It may be a small innovation, but running out of printer ink is annoying as hell, right? HP launched Instant Ink which automatically ships you new ink, right before you need it. Sweet.

Airbnb is making accommodation on-demand. Need an apartment for two months in a foreign city? Click, click, done.

So why are universities and colleges still charging $103,342 for a one-time 4-year learning experience? *[1]* Why aren't they charging you per skill, when you need it?

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Shift to Digital: Classroom 'Look Fors'

- http://gettingsmart.com/2016/03/shift-to-digital-classroom-look-fors/

The most important things to look for as evidence of the shift to blended and personalized learning are in the classroom. Statements of vision and system strategies, but the bottom line is how teachers and learners experience the change. Following are summaries of how advanced systems describe what they are looking for in next generation classrooms.

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