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Team Presentations

Finance & Infrastructure, and IT Track Team

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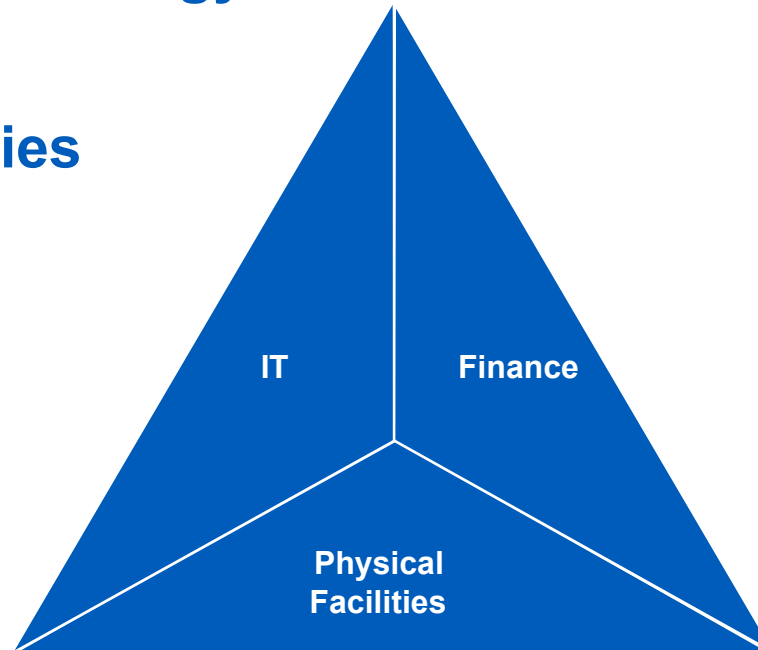
Mr. Shaibu Garba

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ed by the Track Team

- **Information Technology**
- **Cost/Finance**
- **Physical Facilities**





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Current Status

- **Information Technology**
- **Cost/Finance**
- **Physical Facilities**

IT (... 1)

- More attention to IT in curricula and less to infrastructure or automation of business processes
- Human resource problems (not able to retain)
- Easy to obtain funding or budget for equipment, difficult to allocate budget to HR (training, incentives, adjust salaries, ...)
- IT Planning is local and ad-hoc and there is a wide gap between IT infrastructure between universities.
- No assessment of ROI, or desire to get value from capital, etc
- IT for research needs improvement
- IT Procurement follows government regulations
- No separate budget for IT (only a cost center)
- Lack of IT awareness

IT (...2)

- Representation level of IT is low (therefore no opportunity for providing strategic input)
- All IT services are free
- Lack of coordination/cooperation between IT directors (no regular meetings similar to library deans, deans, ..)
- IT services scattered between various departments
- Access to IT is poor
- Lack of monitoring and standards, lack of regulation and accountability

Cost/Finance

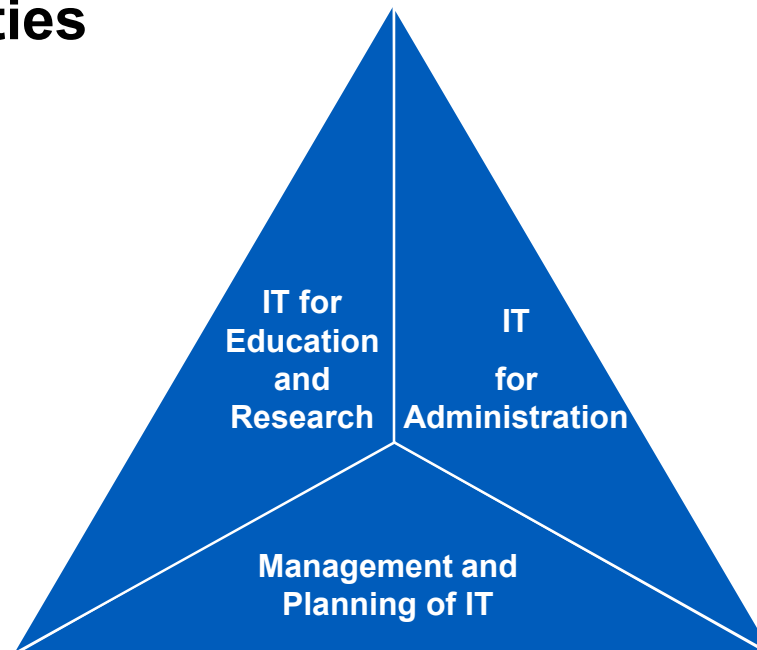
- Funding is predominantly provided by government: Single Source of Revenue (sustainability? revenue from other sources account for small percentage of the total revenue of universities)
- Centralized budget/planning and sub-optimal allocation of resources
 - Line item budgets with some limited flexibility
 - Within universities, there is a centralized management of financial resources with minimal or no provision for budgeting and expenditure at level of functional units of institutions
- Students pay no fees and are instead given stipends by the universities (in addition to several other facilities!)
- There is disparity in resource allocation to universities depending on ability to present needs
- Expenditure capturing and financial management and control systems vary across universities

Physical/Infrastructure

- There are not enough universities to meet demand for higher education and the available ones are not equitably distributed
- There is disparity in the availability and maintenance of physical facilities and infrastructure across universities
- There is no planning framework for expansion in the number of universities and many existing universities find it difficult to expand their facilities and infrastructure (recently this situation has been improving)
- Physical facilities and equipment in universities are sometimes underutilized and there is no framework for the shared use of facilities across universities

Identified in IT can be grouped into three categories

1. Using IT in the educational and research processes
2. IT in the administration of the institution and across the institutions
3. Management, administration and planning of IT services and capabilities



Strategic Questions

Issues

- Inefficiency of processes (teaching, research and admin) due to lack of strategic use of IT
- Lack of HR
- Technology and Infrastructure is not available or dated
- Lack of outcome focus (or impact of IT)



Strategic Questions

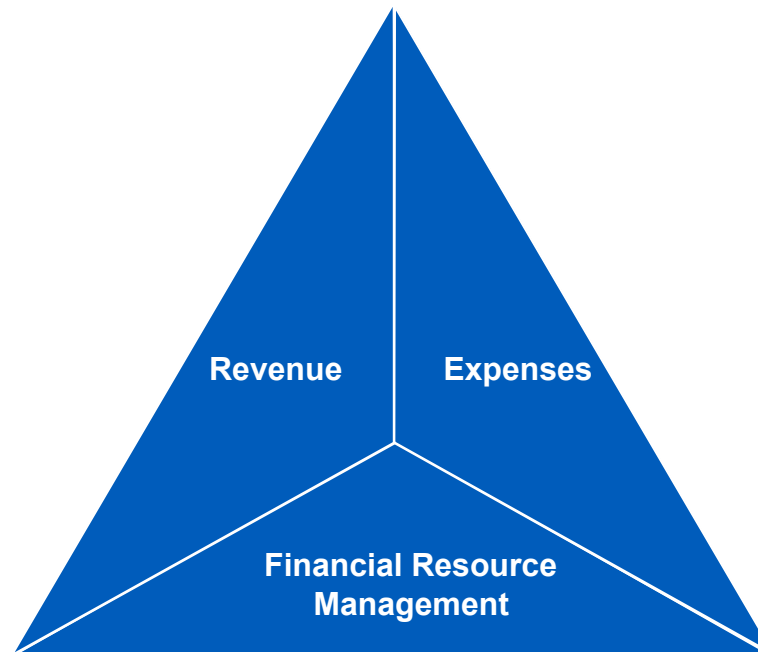
- Are we going to have interlinked universities or independent stand-alone universities (disconnected remote islands)?
- Is IT used strategically?
- Are we going to deploy technology for self-paced and distance learning?
- Is IT currently supporting the main functions of Higher Education

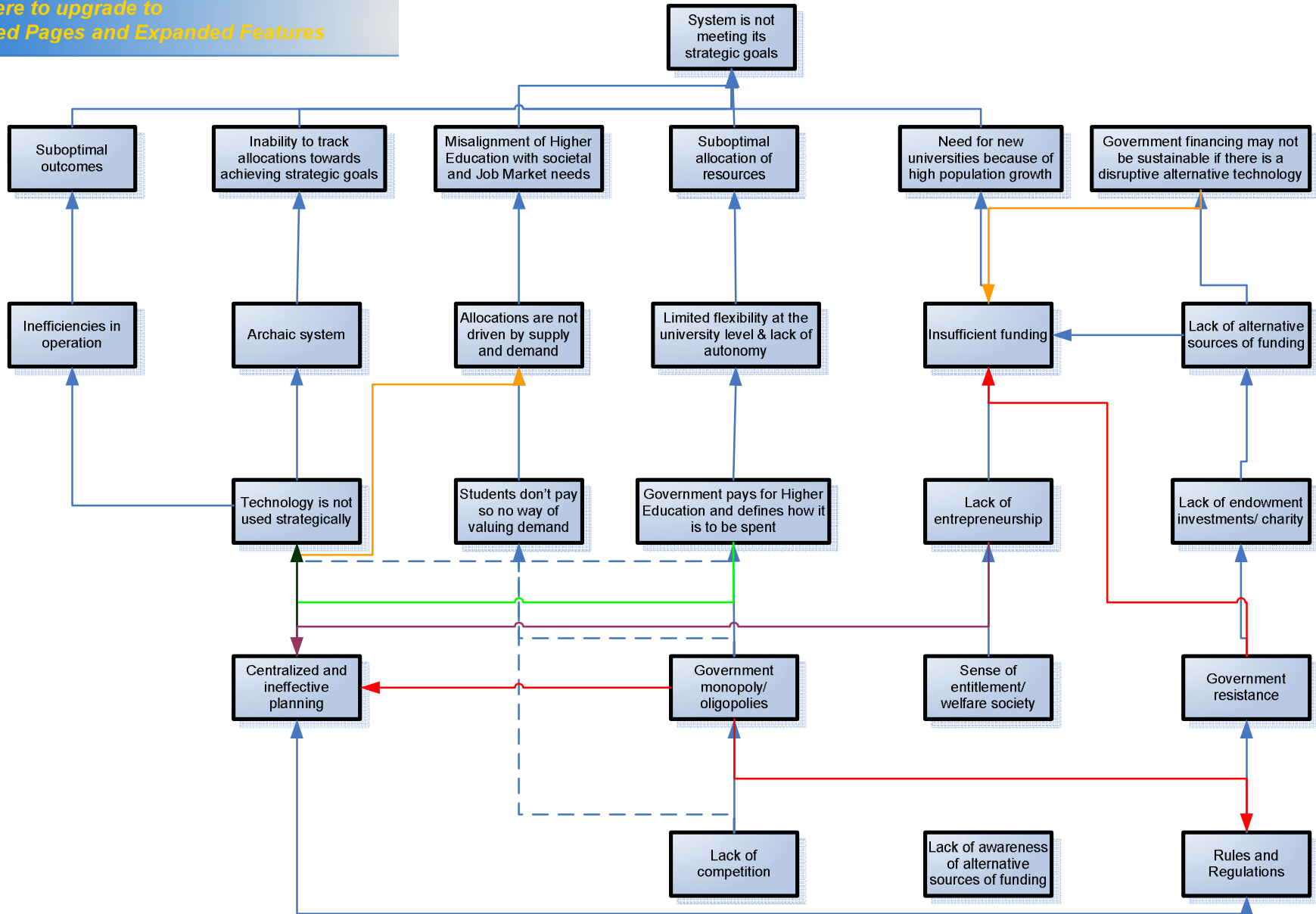


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- **IT services evaluation**
- **Gap in IT between institutions**
- **IT personnel retention**





Thesis and Strategic Questions



HE system wide Funding

- Centralized and unclear system of financial planning
- Sub-Optimal Allocation: Inadequate and inequitable funding for universities
- Sustainability: Effectiveness and sustainability of university financing (single source)



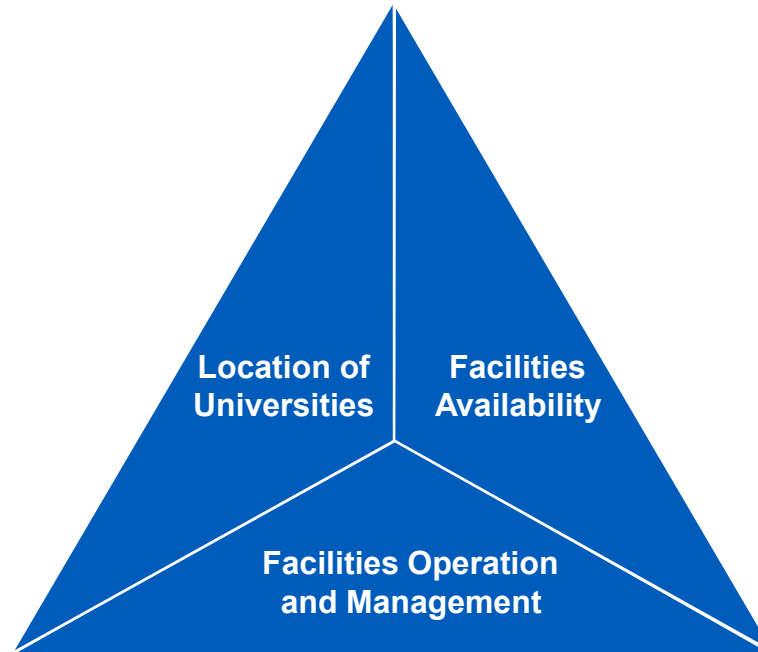
University level Management of Finances

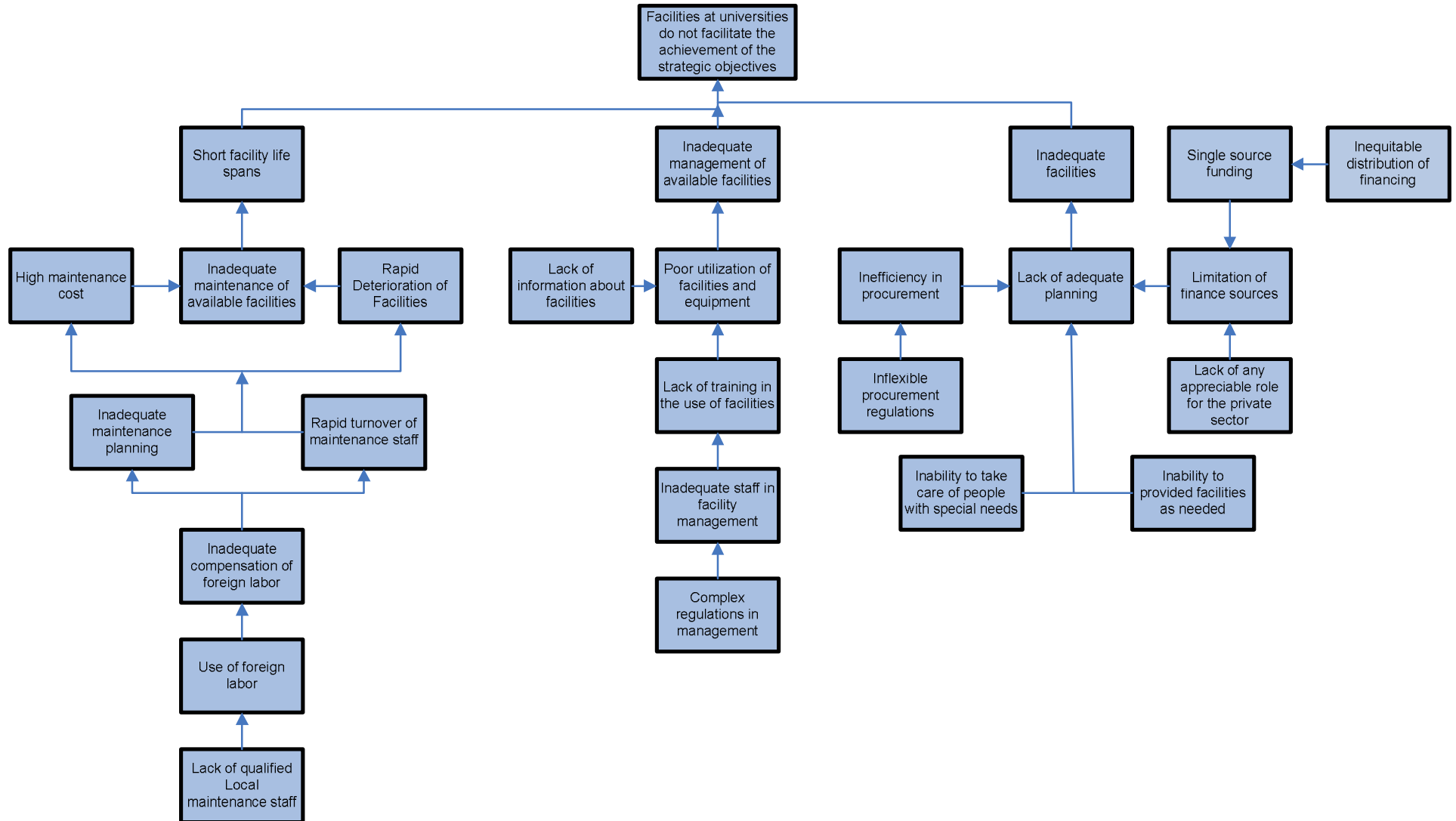
- Do existing financial regulations provide flexibility for the efficient use of resources?
- What must be the level of support provided to students? (who should pay?)
- Do existing financial systems provide for the monitoring of revenues and expenditure and the evaluation of outcomes?
- Are universities efficient and effective in the use of their resources?

Finance

- **Growing population**
- **Private universities for bridging the finance gap**
- **Alignment with strategic goals**
- **Entrepreneurship**
- **Learning from other experiences**

that the team identified can be grouped into
three key categories





Core Issues/Hypothesis



HE Physical Facilities Planning and Provision

- Environment
- Framework for the planning and expansion of universities and university physical facilities (to meet future needs)
- Are facilities for students and faculty sufficient
- Facilities for research
- Facilities for student activities



University Level Availability, Use and Management of Physical Facilities

- Is the physical environment conducive to learning?
- Do universities have optimal facilities to support teaching and learning across all disciplines
- Do available facilities enable required levels of social interaction and extracurricular activities?
- Do available regulations support the efficient and effective use of facilities
- Must universities own all their physical facilities and infrastructure (shared services/facilities)
- Are University facilities well managed and maintained

al/Infrastructure

- **Equitable distribution of universities**
- **Maintenance**
- **Expansion planning framework**
- **Utilization of facilities**
- **Facilities should enable education, research, and social interaction**



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IT Infrastructure for Education and Research

Research and Education: Situation

Problem Statement

- The current IT infrastructure does not support the research requirements of the Kingdom: it is not aligned with the research needs, and the available equipment is outdated.



Data Requirements

- What is the significance of IT services for research and education?
- What type of IT services lead to better research and education?
 - What are the priorities?
- How do the local institutions compare to the international world-class institutions in terms of IT services for research and education?
- What additional services can IT provide beyond those to enhance the quality of research in the coming decades?

IT for Business Processes

Business Processes: Situation

Problem Statement

- The IT infrastructure is not utilized for resource planning within universities and there is no coordination across universities



Data Requirements

- Should universities build or acquire IT solutions for its business processes?
- What general standards should be followed in IT services for business processes?
- What IT service should be nationwide?
- Is there a gap between universities in terms of IT? How much of it should it be bridged? How?

IT Administration: Situation

Problem Statement

- IT administration and planning is mostly ad-hoc



Data Requirements

- What percentage of university budget is dedicated for IT?
- Should/how can ROI be assured?
- To what extent should IT be outsourced?
- Should univ. charge for IT services?
- Centralized/Distributed?
- Recycling period?
- What PIs should be used for IT?
- Is there a gap between universities?
- How to plan IT?
- HR stability impact?
- Governance problem?
- Representation level?
- Women participation



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Revenue Sources

Problem Statement

- What cost is involved in the operation of a university in SA



Data Requirements

- How much does it cost to operate universities in the HE system
- What are the various cost items in university operations
- What is the total cost of running the HE system
- How do cost of operation differ between public and private universities
- Should student support continue in its present form
- Is the existing cost of running universities efficient
- Can existing operational cost be sustained for the long term
- In what ways can efficiency be increased in the running of universities
- How does cost of operating universities in SA compare with other countries

Finances managed



Revenue Sources

Problem Statement

- How do SA universities manage their finances



Data Requirements

- What systems of financial control are in operation in the various universities
- How efficient and effective are current financial systems
- What are the major problems of the existing financial systems
- What policies and procedures would best serve the universities in the HE system of the future
- What values and functions should the financial system of the future aspire to
- What financial models are available for use in the HE system



Physical Facilities

Problem Statement

- What physical facilities are required to support the operation of universities



Data Requirements

- What types of physical facilities are found in the various SA universities
- Are all universities provided with all the facilities required to operate a university
- Is there an equitable availability of facilities across universities
- What types of facilities should be available to all universities
- Should student housing be provided as part of university campuses
- Should faculty be residential in all universities
- What is the cost implication of providing ideal physical facilities to all universities
- What role should the private sector play in the provision of physical facilities
- How do physical facilities in SA HE compare with those of other countries

University facilities be managed



Facilities Operation and Management

Problem Statement

- How should university physical facilities be operated and managed



Data Requirements

- How are existing physical facilities operated in different universities
- What is the level of efficiency in the use of available physical facilities and equipment
- How are physical facilities management by the various universities
- How adequate is the maintenance of physical facilities across the HE system