Thinking about risk:
- Leadership—is there direction toward the strategic change?
- Velocity—what is the direction and timing of the initiative
- Clarity—are the goals, plans for attaining the goals, and reasons for the risk clearly understood?
- Instinct—no such thing, but there is understanding, experience, and communication to assure that risk is well thought.
- Outcomes—is it possible to attain what you need to do?

When do you acknowledge failure or endpoints of a risky venture?
- run trial balloons along the way
- get regular feedback
- know and understand your environment, including political issues
- avoid protectionism and ego—just take the steps when it’s time to do so

When is money a deciding factor?
- Varies—depends on the project and the institution. Often, reputation is a more compelling decision factor than resources.

Emerging devices, e.g., handhelds. When to deploy solutions?
- Strategy
  - Standardization
  - Selectiveness
- Needs
  - Mobility
  - Data
  - Utility
- Clear expectations mitigate risk
- Contingency funds needed for project scope shift
- Need to manage user perceptions to help prevent one-off solutions.

Standardization, e.g., for network devices.
- Guarantees that users can successfully connect
- But, locks you into a solution that limits flexibility when market changes
- 80 percent solutions are often the best bet
- Good centralized infrastructure allows most needs to be met. Most bang for the buck.

What strategies minimize risk?
- functional planning
- contingency planning
- operational planning
- preparation
- use of existing infrastructure to minimize costs, validate earlier decisions
- senior level commitment
- a little humility (asking and receiving direction, objective analysis)
- using pilots to test ideas and technology
• setting expectations (and not over promising results)
• keeping track of secondary uses, so that changing course does not disrupt others.

Case study: Ecommerce
• Risks:
  o institutional liability from holding credit card data
  o costs of banking
  o business needs may not match realities of implementation
  o faculty and students want it; not delivering may be problematic

Case study: Security
• Risks:
  o institutional liability is growing
  o insource vs. outsource?
  o culture dictates an insource model
  o audits are best outsourced

• Strategies:
  o choose systems that are less vulnerable
  o monitor for illegal software
  o consider thin clients
  o develop acceptable use policies
  o offer carrots to comply, and make faculty and students responsible for their own activities