Index

A
Academic disciplines, IT, 9–10
Administrative systems, 56
Advertisement, job, 81
Ady, R., 114
AFLAC, 116
African Americans. See Minorities
Agee, A. S., 93, 108
Alabama, 120
Alamo Community College, 89
Alexander, B., 88
American Economic Development Council, 122
Applicant-tracking infrastructure, 82
Applications service providers (ASPs), 36–37
Applied Information Management Institute, 119
Arizona, 120
Aspray, W., 3, 5f, 6e, 7t, 8, 21t, 22, 80, 119
Assessment, 105–106
Association of College and Research Libraries, 95
Award systems, 70, 71, 86

B
Beall, P., 116
Being Fluent in Information Technology, 40, 49
Ben Franklin Technology Partners, 121
Benefits packages, 70, 71–72, 79
Benenson-Farley, M., 68
Bennis, W., 131
Bernat, A., 22
Bernthal, P. R., 86
Boomerang employees, 80
Boyett, J. H., 61
Boyett, J. T., 61
Brain drain, 114
Brand development, 78–80
Buchingham, M., 84, 86
Building a Foundation for Tomorrow: Skill Standards for Information Technology, 26, 38
Bureau of Labor, U. S., 14
Burmeister, C. W., 89
Burriss, A. H., 111

C
California, 120
California State University system, 68
Camp, R., 82–83
Canada, 16
Career clusters, 27, 30–31
Cartwright, G. P., 119, 124
Caruso, J., 69, 77
CheckFree, 116
Chief human resource officer (CHRO), 56–57, 61, 77
Chief information officer (CIO), 56–57, 61, 77
CLIR. See Council on Library and Information Resources (CLIR)
Clusters. See Career clusters
Coffman, C., 84, 86
Collaborative thinking, 108–109, 124
College. See Educational institutions
College and University Professional Association for Human Resources (CUPA-HR), 76
Committee on Information Technology Literacy, 40, 49
Committee on Workforce Needs in Information Technology, 4
Communication, manager-staff, 86–87
Communication skills, 31–32
Community selection, 114
Compaq Computer, 82
Compensation, employee: HR professionals and, 76; incentives, 85; issues of, 58–59; of local experts, 63; restructuring of, 68–70; retention and, 84–85; sufficient, 85; surveys of, 76, 85
Computer literacy. See IT fluency
Computer Science and Telecommunications Board (CSTB), 40
ComputerLogic, 116
Computing Research Association (CRA), 4–7, 12, 14, 21t
Conceptualizers, 5, 6e, 7t, 8
Connolly, T. R., 54
Constituencies, 133–134
Consulting, 36
Contemporary skills, 41
Contracting, 35, 36, 80–81
Core Management, 116
Council for Urban Economic Development, 122
Council on Library and Information Resources (CLIR), 136
CRA. See Computing Research Association (CRA)
Critical thinking, 33
CSTB. See Computer Science and Telecommunications Board (CSTB)
Cuny, J., 22
CUPA-HR. See College and University Professional Association for Human Resources (CUPA-HR)
Curriculum: economic development and, 123; of educational institutions, 47–49; integration of technology and, 55; IT fluency and, 47–49; overview of, 47–48; technology goals in, 100–101t
Customer relations, 33
D
Data on supply of IT workers, 14
Decision-making skill, 33
Degree programs, 9–10, 37–38
Denning, P. J., 9
Department of Commerce, U.S., 12, 14, 15, 19
Department of Education, U.S., 14, 15
Department of Labor, U.S., 13
Developers, 5, 6e, 7t, 8
DeVry, 11
dice.com, 81
Difference, making a, 131–132
Digital Divide programs, 15
Distance learning, 11–12
Dolan, A. F., 75
Dronsfield, A., 69
Duke University, 69
Duwe, J., 69

E
E-business, 34–35
E-commerce, 34–35
Economic development programs, 115–124
Education: in business, 37; delivery of, 11–12; IT workers’ levels of, 6–7, 8–9; popular IT disciplines, 9–10; required, 10, 112; trends in, 37–38, 112; of women, 19, 20t, 21t. See also IT fluency
Educational institutions: administrative systems of, 56; benefits of working at, 17; catalysts for change in, 53; curriculum of, 47–49; as developers of intellectual capital, 111–112; impact of information technology on, 127–128; infrastructure of, 55–56; integration of technology and curriculum in, 55; IT generalists in, 37; as IT industry partners, 112–113, 115–124; IT policies of, 18; IT staffing issues of, 17–18; outsourcing and, 36; responsibilities of, for supplying IT workers, 17; role in IT fluency, 45–46; stakeholders in, 96–98; Web sites of, 82
EDUCAUSE, 136
E-learning, 64, 123–124
Electronic services department: human resource functions of, 76–77; restructuring of, 63, 64, 65, 66; role of, 128
Eleey, M., 84
Emory University, 136
Employability skills, 28, 29, 31–34
Employee referrals, 80
Employees, boomerang, 80
Employees, non-IT: learning styles of, 64; resistance to acquiring technology skills and, 67; reskilling of, 88–89; technical skills of, 61–62, 66, 67. See also IT workers
Employers: continuing education and, 10–12; IT workers’ qualities and, 30–34
Environment, work, 84
Equifax E-Banking Solutions, 116
Evaluations, IT position, 68–70
Evans, N., 25
Expansion Management, 122
Experts, local, 62, 63

F
Faculty: economic development and, 123; as leaders, 136; support for, 104–105
Farley Group, 112, 120, 122
FITness. See IT fluency
Foundation and employability skills, 28, 29
Foundational IT concepts, 43
Freeman, P. A., 3, 5f, 6e, 7t, 8, 21t, 80, 119
Frye Leadership Institute, 136, 137
Funds, curriculum development, 102–103

G
Gebert, J., 78
Generalists. See IT generalists
Georgia State University Economic Forecasting Center, 116
GeorgiaHire, 118
Germany, 17
Giunta, C., 68
Goldberg, D., 114
Government, 14–17

H
Hall, M., 68
Hawkins, B., 127
Hay Local Area Pay Survey, 85
Help Wanted, 111
Henson, R., 61
Hewitt HOT Technologies IT salary survey, 85
Hewlett-Packard, 112
Hispanic Americans. See Minorities
Holisky, D. A., 108
H-1B visa program, 15–17, 81
Human resource (HR) professionals: change strategies and, 59–61, 71; and compensation, 76; interviews by, 82–83; IT workers’ partnerships with, 56–57, 61; knowledge management role for, 61–62; recruitment tasks for, 77–78; responsibilities of, 76–77; role of, 54, 55, 61–62; views of, 53
ICAPP. See Intellectual CApital Partnership Program (ICAPP)
Illinois, 120
Immigration, 15–17, 81
Immigration and Naturalization Service (INS), 16
India, 16–17
Industry-specific technical skills, 28, 29
Information Systems and Technology Training Program, Purdue University, 88–89
Information technology (IT): and impact on educational institutions, 127–128; understanding of, 39–41. See also Technology
Information Technology Association of America (ITAA), 12, 79
Information Technology Compensation Advisory Council, 69
Information technology workers. See IT workers
Information Technology Workforce Development (ITWD), 119–120
INS. See Immigration and Naturalization Service (INS)
Instructors, “magical” effect of, 44
Intellectual capabilities, IT, 43
Intellectual CApital Partnership Program (ICAPP), 115–119
International Economic Development Council, 122
Internet job boards, 81–82
Internet Security Systems, 116
Interviews, candidate, 82–83
Ireland, 16
Israel, 16
IT department. See Electronic services department
IT fluency: computer literacy versus, 40–41, 94–95; and curriculum, 47–49; educational institutions’ role in, 45–46; goal of, 94; individual nature of, 43–45; K–12 schools and, 45; overview of, 41–43, 94–95; programmatic change and, 107–108; project-based approach to, 46–47; technical skills versus, 40–41. See also Education
IT generalists: in educational institutions, 37; as leaders, 135–136; versus specialists, 36–37
IT industry: educational institutions’ partnerships with, 112–113, 115–124; growth of, 111; site selection and, 114
IT skill standards: benefits of, 26–27; categories of, 28, 29; consulting and, 36; contracting and, 35, 36; e-commerce and, 34–35; effects of, 26; outsourcing and, 35, 36; overview of, 25–26; principles of, 27; purposes of, 26; trends in, 34–38
IT specialists: versus generalists, 36–37; as leaders, 135
IT workers: categorization of, 3–7, 58–59, 76; and community selection, 114; continuing education of, 10–12, 33; as contractors, 35, 36; definition of, 3–4, 5, 7–8, 13; degree programs for, 9–10; desired qualities of, 30–34, 55, 113; educa-
tion level of, 6–7, 8–9, 112, 113; evaluation of, positions, 68–70; HR professional versus, 77; HR professionals’ partnership with, 56–57, 61; immigrants as, 15–17; IT-enabled workers versus, 5; librarians’ partnership with, 65; political issues related to, 14–17; required skills of, 31–34; reskilling of, 87–88; retention survey of, 84; shortage of, 12–14; sources of, 8–12; types of, 5, 6e, 7t, 8; women as, 19–22. See also Employees, non-IT IT workers, campus: issues for, 17–18; outsourcing for, 36; policies for, 18; roles of, 128; students as, 17 ITAA. See Information Technology Association of America (ITAA) IT-enabled workers, 5 ITWD. See Information Technology Workforce Development (ITWD) Ivy Plus Compensation Survey, 85

J
Job boards, 81–82
Joinson, C., 86

K
K–12 schools, 45
Kafai, Y., 40–41
Kearney, A. T., 112, 113
Kentucky, 120
Knowledge types, IT, 41, 42, 43
Kuo, K., 88

L

M
Magical instructor effect, 44
Marcum, D. B., 127
Martinez, E. A., 89
Maryland, 120–121
Massachusetts, 120
Massachusetts Institute of Technology (MIT), 121
Mercer IT Compensation Survey, 85
Microsoft, 82
Minorities: and H-1B visa program, 16; number in IT workforce, 19; recruitment of, 22
MIT. See Massachusetts Institute of Technology (MIT)
Modifiers/extends, 5, 6e, 7t, 8
Monster.com, 81, 82
Morrison, P., 47
Mount Holyoke College, 59, 61, 62, 63, 64, 65, 66
MSCALES compensation strategy, 68–69

N
National Center for Education Statistics, 20t
National Research Council (NRC), 4, 7–8, 12, 14, 40–41, 42e, 43, 44–45, 46–47, 49, 94
National Science Foundation (NSF), 15, 19
National Workforce Center for Emerging Technologies (NWCET), 26, 27, 30, 38
Native Americans. See Minority
Neely, M., 80
New Business Architecture Planning Group, 59, 60e
New York, 120
Nortel Networks, 116
North Carolina, 120
NRC. See National Research Council (NRC)
NSF. See National Science Foundation (NSF)
NWCET. See National Workforce Center for Emerging Technologies (NWCET)

O
O'Banion, T., 108
Ohio, 120
Oklahoma, 120
Oklahoma University System, 120
On-line courses, 64, 123–124
On-the-job training, 10–12, 33; benefits of, 65, 66; economic development and, 123–124; issues for IT workers, 87–88; for non-IT employees, 88–89; retention and, 67; types of, 64. See also Professional development
Oppenheim, L., 84
Oregon, 120
O'Reilly, C. A., III, 86
Organizational skills, 32
Outsourcing, 35, 36–37

P
Partnerships: between chief human resource officer and chief information officer, 56–57, 61, 77; for curriculum development, 108–109; between educational institutions and IT industry, 112–113, 115–124; between IT workers and librarians, 65
Pay scales. See Compensation, employee
Pennsylvania, 120, 121
Perry, S., 53
Pfeffer, J., 86
Pings, C., 127
Placement agency, 80
Politics, 14–17
Productivity strategies, 60e
Professional development, 60e. See also On-the-job training
Professionalism, 32
Project-based approach to learning IT, 46–47
Pryor, T., 68–69
Purdue University, 88–89

R
Ratajczak, D., 117–118
Recognition, 86
Recruitment: advertisements for, 81; applicant-tracking infrastructure and, 82; benefits packages and, 70, 71–72, 79; of boomerang employees, 80; brand development for, 78–80; contracting for, 80–81; economic development and, 123; employee referrals and, 80; history of, 59; H-1B visa program and, 81; HR professionals' tasks for, 77–78; Internet job boards for, 81–82; interviews and, 82–83; of leaders, 135–136; overview of, 77–78; sources of candidates for, 80–81; strategies for, 60e; tools for, 81–82; Web sites for, 82
Reskilling employees, 87–90
Resource identification, 102–103
Responsibility, sharing, 132–133
Restructuring: of electronic services department, 63, 64, 65, 66; of employee compensation, 68–70; of libraries, 63, 64, 65, 66
Retention: of college graduates, 114; employee compensation and, 84–85; leadership development and, 86–87; manager-staff communication and, 86–87; on-the-job training and, 86, 87–90; recognition and, 86; reskilling and, 87–90; strategies for, 60e, 83–87; work environment and, 84. Retention survey, 84. Risk taking, 134–135.


S
Staff development. See On-the-job training. Stakeholders in integrating technology into curriculum, 96–98. Standard Occupational Categories (SOC), 3. Standards. See IT skill standards. Student Technology Services program, University of Wisconsin, Milwaukee, 89. Students, IT: as educational institution IT staff, 17; magical instructor effect and, 44; technical skills of, 45–46. Students, support for, 105. Supporters/tenders, 5, 6e, 7t, 8. Swan, E., 68.

T

U
Universities. See Educational institutions
University of California, Davis, 88
University of California system, 59–61
University of Michigan, 68–69
University of Minnesota, 61
University of Phoenix, 11
University of Wisconsin, 69, 77–78
University of Wisconsin, Milwaukee, 89
University System of Georgia (USG), 111, 113, 115–119
University System of Missouri, 111–112
UPS. See United Parcel Service (UPS)
U.S. Department of Commerce. See Department of Commerce, U.S.
U.S. Department of Education. See Department of Education, U.S.
U.S. Department of Labor. See Department of Labor, U.S.
USG. See University System of Georgia (USG)

V
Valdez, W., 111
Vielhaber, M. E., 82–83
Virginia Commonwealth University, 68
Vision, 130–131

W
Wall Street Journal, 116
Wallace, W. H., Jr., 111
Web sites, campus, 82
Wellins, R. S., 86
West, A., 86
White, O., 117, 118, 123, 124
Women, 19, 22
Workforce, IT: availability of, 111; growth of, 111; legislation relating to, 15–17; minorities in, 19; women in, 19, 22
Work-related definition of an IT worker, 4

Y
Yamacraw project, 14–15, 118–119
Yuochunas, N. L., 89

Z
Zenelis, J. G., 93