

Knowledge Management and Higher Education: A Critical Analysis

Amy Scott Metcalfe
The University of British Columbia, Canada



Information Science Publishing

Hershey • London • Melbourne • Singapore

Knowledge Management and Higher Education: A Critical Analysis

Table of Contents

Preface vii

Section I: The Application of Knowledge Management in Higher Education

**Chapter I
The Political Economy of Knowledge Management in Higher
Education 1**
*Amy Scott Metcalfe, The University of British Columbia,
Canada*

**Chapter II
Knowledge Management Trends: Challenges and Opportunities
for Educational Institutions 21**
*Lisa A. Petrides, Institute for the Study of Knowledge
Management in Education, USA*
*Lilly Nguyen, Institute for the Study of Knowledge
Management in Education, USA*

**Chapter III
Ontologies in Higher Education 34**
John Milam, HigherEd.org, Inc., USA

Section II: Administrative Issues and Knowledge Management

Chapter IV

Toward Technological Bloat and Academic Technocracy:

The Information Age and Higher Education 63

George S. McClellan, Dickinson State University, USA

Gary A. Cruz, The University of Arizona, USA

*Amy Scott Metcalfe, The University of British Columbia,
Canada*

Richard L. Wagoner, The University of Arizona, USA

Chapter V

We've Got a Job to Do – Eventually: A Study of Knowledge

Management Fatigue Syndrome 80

Richard L. Wagoner, The University of Arizona, USA

Chapter VI

Institutional Research (IR) Meets Knowledge

Management (KM) 93

José L. Santos, University of California–Los Angeles, USA

Section III: Knowledge Management of Teaching and Learning

Chapter VII

Revealing Unseen Organizations in Higher Education: A Study

Framework and Application Example 115

Lucie Sommer, The University of Colorado, USA

Chapter VIII

Distributed Learning Objects: An Open Knowledge Management

Model 147

Veronica Diaz, The University of Arizona, USA

Patricia McGee, The University of Texas at San Antonio, USA

Section IV: Case Studies

Chapter IX

Case Study I - Policy Processes for Technological Change 182

Richard Smith, Simon Fraser University, Canada

Brian Lewis, Simon Fraser University, Canada

Christine Massey, Simon Fraser University, Canada

Chapter X

Case Study II - Enterprise System Development in Higher

Education 196

Bongsug Chae, Kansas State University, USA

Marshall Scott Poole, Texas A&M University, USA

Chapter XI

Case Study III - Higher Education Culture and the Diffusion of

Technology in Classroom Instruction 222

Kandis M. Smith, University of Missouri, USA

Chapter XII

Case Study IV - Wiring Watkins University: Does IT Really

Matter? 242

Andy Borchers, Kettering University, USA

Chapter XIII

Case Study V - Challenges of Complex Information Technology

Projects: The MAC Initiative 264

Teta Stamati, University of Athens, Greece

Panagiotis Kanellis, University of Athens, Greece

Drakoulis Martakos, University of Athens, Greece

Chapter XIV

Case Study VI - A Case of an IT-Enabled Organizational Change

Intervention: The Missing Pieces 286

Bing Wang, Utah State University, USA

David Paper, Utah State University, USA

Chapter XV

Discussion Questions for the Case Studies 310

*Amy Scott Metcalfe, The University of British Columbia,
Canada*

Section V: Resources

Appendix A: Resources 313

Appendix B: Selected Bibliography 316

Appendix C: KM Glossary 341

About the Authors 343

Index 349