



**CNet**  
**Training**  
An Uptime Education Company

 **a.r.u.**  
Anglia Ruskin University  
Associate College  
Cambridge, UK

CNet is an Associate College of Anglia Ruskin University

# Masters Degree in Data Centre Leadership and Management

Delivered via Distance Learning

# Introduction

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**Become part of the elite group of data centre professionals across the globe with the world's first and only Masters Degree in Data Centre Leadership and Management, delivered by CNet Training in association with Anglia Ruskin University, Cambridge, UK.**

CNet Training has been awarded Associate College status by Anglia Ruskin University. This means that the Masters Degree qualification will still be awarded and overseen by Anglia Ruskin University and continues to be recognised with the same academic integrity of all other Anglia Ruskin University qualifications. Associate College status carries with it robust quality and academic standards, which CNet is proud to uphold.

CNet has won multiple sector awards from across the globe. The company is an innovator and leader in data centre education and is the only dedicated data centre education provider in the world to award both industry recognised qualifications and official certifications.

CNet has delivered programs in over 35 countries and educated learners from over 120 nationalities; totalling over 60,000 individuals since 1996. Well known and respected in the data centre arena, the company dominates the sector with high quality education. This associate college status takes CNet's already high level technical data centre educational programs to professional business and managerial level with the ultimate Masters Degree for leaders and managers of data centres.

The Masters Degree is delivered through online distance learning, fully supported by a team of academic and sector experts, who are available through online or telephone communication.

There may also be a chance to participate in a bootcamp held every two years - this is an optional activity and a great opportunity to get together with tutors and fellow learners, enhance your learning and have fun.

CNet is proud to be leading the way in the data centre sector and offer the world's only Masters Degree in Data Centre Leadership and Management.

Anglia Ruskin University is an officially recognised University, see <https://www.gov.uk/check-a-university-is-officially-recognised/recognised-bodies>. All of their courses are accredited to meet the standards expected of Bachelors and Masters degrees in the UK and Internationally. Plus, the Masters Degree in Data Centre Leadership and Management is approved by an expert panel including specialists from the industry and UK universities.



## Meet the Masters Degree Team



**Jill Baldwin**  
Higher and Further  
Education Principal



**Helen Marriott**  
E Learning Specialist &  
Degree Coordinator

## Program Overview

Data centres are complex facilities that are expected to deliver faultless service and financial results in a world of rapidly changing technologies, business pressures and environmental expectations.

In order to achieve this, data centres need highly capable leaders and managers - individuals who are capable of dealing with business complexity and technological change with the knowledge and skills to ensure their teams deliver against consistently challenging objectives.

The Masters Degree in Data Centre Leadership and Management is a unique program, which has been designed in collaboration with the industry to advance data centre professionals worldwide. No other university program offers data centre professionals this high level leadership and management education tailored to the data centre sector.

The program harnesses CNet's unique insight into data centre operations and expertise in business leadership and management. Topics have been selected on the basis of feedback from the industry and data centre professionals who are themselves involved with delivering the program alongside other hand-picked specialists. The content of the Masters Degree is reviewed and refreshed each year to ensure it reflects the constantly evolving nature of the sector.

Delivery of the program is through distance learning, meaning that learners can study at times that are convenient to them. They can also easily communicate with their tutors and each other wherever they are in the world.

The Masters Degree in Data Centre Leadership and Management is a three year program, leading to a Master Degree (MA) qualification. Each year involves three modules. Year 1 - PG Certification (PGCert), Year 2 - PG Diploma (PGDip) and Year 3 - MA.

## Year 1

The first year of the program enables you to develop your expertise in three key themes that are at the heart of any business: leadership, sustainability and financial management. The program starts with an introduction to leadership in the data centre sector, exploring different approaches to leading in a complex and dynamic business. You will then go on to look at issues of sustainability and design, from the business management perspective. Leaders also need a sound understanding of money issues, so financial management is also included coupled with how financial considerations influence you as a leader.

### Data Centre Leadership

- ▶ Evolution of leadership
- ▶ Complexity theory, dynamic organisational environments, strategic alignment in organisations, systems theory
- ▶ Emergent leadership theory in dynamic environments
- ▶ Internal business environment analysis and organisational dynamics
- ▶ Models of strategic analysis
- ▶ The role of leaders in fostering cultures of innovation, creativity and change capability in dynamic environments
- ▶ Change management

### Sustainable Design for High Capacity Data Centres

- ▶ Modular Data Centre Design for reliability, scalability, efficiency and sustainability
- ▶ Management of "utility" operations like electricity, heating and cooling from a usage, efficiency and cost savings perspectives
- ▶ Environmental Monitoring Technologies
- ▶ Maximising system utilisation for best efficiency
- ▶ Continuous commissioning
- ▶ Use of Cloud Technology to minimise the impact of data centres on the environment

### Finance for Non-Financial Managers

- ▶ Understanding and evaluating financial statements
- ▶ Effective budgeting and control
- ▶ Choosing the most profitable investments
- ▶ Financial input for strategic and tactical decision making
- ▶ Financial skills required for senior management

## Year 2

The second year takes your expertise to the next level. You will start off by exploring key data centre issues of infrastructure management, security and disaster recovery, in particular looking from the perspective of the business. To be successful, a data centre business is dependent upon its people, so you will explore human resource management, organisational behaviour and strategies for maximising performance in teams. You will also develop your understanding of decision making, which is particularly important in critical services.

### Data Centre Infrastructure Management, Security and Disaster Recovery

- ▶ Asset tracking ('Cradle to Grave')
- ▶ Change management
- ▶ Analysis of virtual/logical systems and how they interact with physical hardware
- ▶ Management & Resilience High Capacity Storage in complex data centres (especially related to disaster recovery scenarios)
- ▶ Consolidation of resources/locations
- ▶ Optimising physical infrastructure (including space management) to enable higher capacity
- ▶ Multi-layered monitoring
- ▶ Future strategic planning via modelling scenarios
- ▶ Physical security & data security
- ▶ Virtual Digital Security (especially in co-location environments)
- ▶ Identification of data centre infrastructure risks and vulnerabilities, mitigation techniques and recovery policies
- ▶ Governance relating to data protection, safe harbour and other compliance regimes.
- ▶ Evaluation metrics

### HRM and Organisational Capability Development

- ▶ Managing human resources for optimal performance
- ▶ Organisational behaviour
- ▶ Developing and managing structures for continued capability growth
- ▶ Managing contractor arrangements and a contingent workforce
- ▶ Knowledge management

### Decision Making in Critical Services

- ▶ Risk identification and mitigation
- ▶ Sense-making and management behaviour during critical incidents
- ▶ Response to critical incidents and first response management
- ▶ Managing consequence
- ▶ Managing human responses during times of crisis
- ▶ Managing and evaluating service level agreements (or similar)
- ▶ Critical infrastructure asset management

## Year 3

The final year expands your horizons even further, giving you the chance to develop your thought leadership and address specific business issues. First, in the "Contemporary Issues in Leadership and Management" module, you will explore themes in the data centre sector and gain an in-depth understanding of issues that are important to you. Next, you will develop your research skills, giving you the expertise to frame, plan and deliver research – this will provide a platform for your academic studies and will also enable you to develop new, credible and robust knowledge in your business. Finally, you will put all of your learning into practice by developing and delivering a major project ("dissertation" or "thesis"). You can look at this as a piece of work which could address a live issue in your workplace, or be based on a theme in the data centre sector as a whole. Your major project will be one of the defining moments of your Masters Degree program and could open the door to further study or career development.

### Contemporary Issues in Leadership and Management

- ▶ Leadership and CSR
- ▶ Technology advancements and implications
- ▶ Sustainability and environmental issues
- ▶ Globalisation and offshoring
- ▶ Standards and quality management
- ▶ Other topics as identified by industry partners

### Research Methods & Post Graduate Major Project

- ▶ Intellectual and practical skills to frame, plan and deliver research
- ▶ Analysis and interpretation of data generated
- ▶ Bringing this into action through a major research project, based on your own interests and providing a culmination of your work on the Masters program

## Program Structure

Primarily this three year program is based around supported online distance learning via a learning management system, providing flexibility and complete interaction every step of the way. Learners will be supported by the CNet team, specialist academic staff and industry specialists, all with the aim of creating an enriched shared learning experience. There is an optional bootcamp held every two years in Cambridge, UK for those who wish attend.

On average, learners commit the equivalent of approximately 10 hours of study per week to the program during trimester time, which can be taken at your own pace and at a convenient time for you. However, the deadlines that are given for your assessed work are strict and must be met.

The program is run across two learning periods per year consisting of 12 weeks of teaching. This will include online learning content, regular virtual tutorials (usually an hour in duration at dates and times published at the start of the program), and online discussion forums with peers and the academic tutor. There is one point of entry per year in September. Each module is formally assessed.

## Degree Bootcamp

There is an optional bootcamp held every two years in Cambridge, UK. All learners from the program are invited to attend. As well as helping to deepen your understanding of the issues raised on the program, the bootcamp is also a great opportunity to meet the tutors and fellow learners, share ideas and participate in panel discussions with industry experts. The bootcamp is available at no extra cost, but learners make their own travel and accommodation arrangements. CNet will provide details of future bootcamp details.

## How Will I Benefit From the Program?

- ▶ Gain an internationally recognised Masters Degree (MA)
- ▶ Form part of the global elite group of data centre professionals who hold this unique and sought after qualification
- ▶ Develop the leadership and management capabilities that are needed at senior levels of successful businesses
- ▶ Make better informed decisions, create more effective strategies and make valuable contributions at a senior level
- ▶ Be able to develop leadership and management perspectives on technical issues
- ▶ Be better equipped to adapt to a changing environment and shape the organisations of the future
- ▶ Develop skills, knowledge and capabilities that are found in successful consultants

## How is the Program Taught?

The Masters Degree in Data Centre Leadership and Management has been designed to enable you to manage your studies around your work and lives. You will be able to maximise the opportunities to communicate and interact with program support staff and other learners without being tied to attending college on specific days.

The program will be taught through an online learning management system that provides a secure environment for setting tasks, accessing learning resources and communicating between learners and tutors. There will be a mix of reading, projects, video, message board discussions and other learning activities. In addition, you can also communicate with tutors via telephone, Skype and email.

One advantage of distance learning is that learners have more flexibility to manage their time. Throughout the program they will be supported by academic and support staff, alongside the Higher and Further Education Principal who is on hand to give support where needed.

## How Long Does the Program Take?

You can complete the Masters Degree in Data Centre Leadership and Management in three years.

## How Much Time Will I Need to Spend on the Program?

Everyone approaches work differently and some people will take more time than others. During the program you will be spending time researching and writing reports and assignments, contributing to online discussion, participating in tutorials and a variety of other activities. We estimate that, on average, learners spend approximately 10 hours per week on these activities.

## How is the Program Assessed?

As with any other qualification, you will be assessed. We design assessments that help support your learning and develop skills that you can use outside of your university work. So you will be assessed using a range of activities, including written assignments, reports, reflective and interactive tasks. There are no formal examinations.

## What Are the Entry Requirements?

This program has been designed for people in leadership and management positions within data centre facilities. CNet will consider all applications individually, taking into account each applicant's experience and qualifications. We welcome applications from people who don't hold the standard qualifications. If you do not have a degree, you will be considered if your skills and experience demonstrate that you can benefit from and contribute to the Degree. All applicants will be invited to an academic interview to explore their application and suitability for the program.

**We encourage you to apply if you:**

- ▶ work in a data centre facility
- ▶ have at least two years at middle or senior management level in a data centre context

It would be advantageous if you have a first or second class degree from a UK university, or equivalent from an overseas university. Those applicants for whom English is not a first language will be expected to demonstrate a certificated level of proficiency of at least IELTS 6.5 or equivalent.

## How Do I Apply?

In the first instance, we recommend that you contact Emily Jessup at CNet, she can answer any questions you have. With regards to the application process CNet will send you everything you need to apply and can guide you through the application as needed.

The application form asks for some key personal data, including your qualifications and career history. You will also be requested to write a short personal statement, explaining your reasons for wanting to take the program. Finally, you may be asked to provide a reference and copies of academic qualifications (e.g a university degree). Vocational or technical certifications are not required. If you need assistance at any point of your application, CNet will be available to help you.

## Price

**£6,000 per year (total £18,000)** The fee is VAT exempt.

Scholarships are available through iMasons Scholarships - [www.imasons.org](http://www.imasons.org)

## Are There Any Other Requirements?

As a distance learning program, learners will need a computer and Internet connection. The learning management system can be accessed via all the major operating systems for laptops, mobile phones, tablets etc.

## What Other Skills Are Needed?

There are no other special skills needed other than self-belief, determination and a willingness to learn. Working for a Masters Degree is a big commitment, but one that you will benefit from for years to come.

## What Books Are Required?

You are expected to find information from a variety of sources such as books, journal articles, reports etc. Most of these will be freely available online as e-books and digital documents, although in some instances you may prefer to purchase a key program textbook. You will be advised of any recommended books well in advance, and tutors will point you towards relevant sources of information throughout the program.

## How Does CNet Support Learners?

You will be guided throughout the program by CNet’s specialist academic staff and E Learning and Degree Coordinator. Learning materials will be supplied and help will be available to develop the skills required for university learning, CNet staff are available to answer any questions regarding teaching and learning issues as you progress through the program materials. In addition to our specialist academics, the program has a Higher and Further Education Administrator who monitors your progress and is the first point of contact for non-teaching issues. The Higher and Further Education Administrator may also refer you to other services that we offer to support our learners.

## How Can the Learners Support Each Other Through the Program?

We have designed the program to encourage active participation and mutual support in order to maximise the learning opportunities across the group. CNet’s learning management system provides an excellent platform for doing this through discussion boards, interactive forums and other mechanisms.

We have been struck by how much learners on the program are supporting each other, despite working in different organisations and often in different time zones.

## What Do Our Learners Say?

*“For anybody who wants to understand the importance and implications of effective leadership within this dynamic industry I would thoroughly recommend it.”* - Dave Hughes, Senior Technical Manager, Commscope

*“The program is well organised and thoughtfully prepared. It is demanding and requires high level of self-discipline and persistence. In return, it offers deep insights in leadership, and inspires students to develop their leadership capabilities. It has been designed for the data centre industry and is great value for emerging leaders and their organisations.”*

- Mladen Loncar, Data Centre Operations Manager, IBM

*“The DC manager version of me that started out on the Masters Degree three 3 years ago is virtually unrecognisable to the one that exists today. It’s fair to say that my company has already gained back its investment in the Masters Degree in leaps and bounds, and I can honestly say the entire experience has set me up in a really good way for the rest of my career.”* - Sean Moloney, Data Centre Manager, Irish Life and Permanent Plc – Graduate

## Who Do I Contact to Start the Application Process?



In the first instance contact Emily Jessup at CNet. Emily will talk you through the requirements and will be able to answer any questions and provide you with information about the application process.

- ▶ Email: [ejessup@cnet-training.com](mailto:ejessup@cnet-training.com)
- ▶ UK Tel: +44 (0)1284 767100
- ▶ U.S. Tel: +1 302-408-0962
- ▶ DDI: +44 (0)1284 718413

## Talk with the Tutor

Your chance to speak with a member of the Masters Degree team. You can ask about the program, the content, how we will support you and anything else you need to know before you start the Masters Degree. If you have any specific queries about the Master Degree program you can now talk with one of the Tutors – simply email us at [mastersdegree@cnet-training.com](mailto:mastersdegree@cnet-training.com) to arrange a suitable date and time.

Please provide your contact details, and you’ll receive an email confirmation of your call. Your tutor will Skype you, so please provide the username you’d like to be contacted on.





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