HPITP will result in a bunch of nuts ....
Key Milestones

- Provost’s Plan
- Node’s Plan
- Moving Forward
Provost’s Plan

▼ Payoffs for the Provost should be coincidental with payoffs for the HPITP constituents

▼ What specifically is the Provost looking for?

TO: Deans
FROM: Provost Thomas E. Headrick
DATE: Wednesday, April 2, 1997
SUBJECT: Educational Technology Action Plan - Year
http://wings.buffalo.edu/provost/edtech/
Provost’s Y2 Action Plan: Goals

▼ Provide distributed staff to support the meaningful use of information technology resources by your faculty and staff.

▼ Markedly improve the quality and efficiency of our academic and administrative efforts.

▼ Improve competitiveness ...

- in attracting quality students, in capturing larger shares of new educational markets
- securing investment and development capital from the federal government or from partnerships with corporate affiliates.
Provost’s Y2 Action Plan: Priorities

- Ensure sufficient internal communication about and constituent involvement in node planning and priority setting. Each node must identify how you have organized to make decisions and how you involve each of the following constituent groups in your planning effort:
  - Faculty
  - Administrative staff
  - IT staff
  - Students
  - add: HPITP “unique” constituents, e.g., HSL, WNYHSC.
Provost's Y2 Action Plan: Priorities

▼ Provide continued progress toward sufficient staffing and operating resources to fulfill distributed responsibilities and achieve a defined service expectation for your node's customers

▼ Continue investment to develop a sufficient IT capital infrastructure addressing nodal needs
  – Equipment replacement - the plan needs to systematize and perhaps centralize the process of replacing faculty/staff workstations (e.g., leasing)
  – Distributed IT facilities.
Provost’s Y2 Action Plan: Priorities

▼ Address internal and external salary disparities for IT professionals
  – Each node should be prepared to recommend a policy for addressing the IT professional salary issue and a specific plan to address current salary issues

▼ Respond to the recommendations of the Distance Learning Committee

▼ Develop a longer-term position and perspective with CIT regarding the question of student access to IT resources.
Provost’s Y2 Action Plan: Priorities

- Build an effective evaluation component to the Educational Technology Action Plan effort.

- Improve cross nodal collaboration/sharing
  - Composite groups: these groups will be consulted each year before any major investment or policy decisions are made by the Provost's Office
    - IT Staff Committee
    - Faculty Advisory Group
    - Administrative Staff Advisory Group
  - Share “best practice activities”.
Provost’s Y2 Action Plan: Proposed Measures

▼ Assess the extent and the benefit of faculty and staff use of information technology capabilities to achieve both their individual and university objectives
  – Faculty/staff/student satisfaction surveys conducted by the Office of Institutional Analysis or an outside firm
  – External consultant to evaluate overall impact of the Plan

▼ Identifying the initiatives that will truly enhance
  – competitiveness to attract and retain quality students/faculty
  – attain higher levels of external partnership and sponsorship.
Effective September 1997:

- LAN set-up, operation, training and end-user support
- Faculty/staff support and training (including use of central tech equipped classrooms)
- Course and instructional materials development
- UNIX workstation support
- Departmental computing facilities management
- Hardware asset management - acquisition, replacement and repair
- Local administrative applications within university administrative systems architecture
- Articulation of all specialized computing needs and discharge of distributed responsibilities for these specialized needs resulting from negotiation with CIT.
Node’s Plan

What specifically is the Node looking for?

- Individual interests
- Common interests
HPITP

Shared and Individual Interests

UB/CIT/ACS

HSL

WNYHSC

Hospitals

Researchers

Clinicians

Students

Patients

Academic

PHARM

HRP

SON

SDM

SOM
## Initiatives Matrix

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<th>HRP</th>
<th>SOM</th>
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Shared Outcomes

- Cooperative Instruction
- IT Collaborations
- Regional Continuing Education
- Commercial Development & Support
- Partial Return On Investment.
IAIMS Task Forces
University of Iowa

- Administrative Information Task Force
- Clinical Information Task Force
- Education Task Force
- Information Policy and Funding Support Task Force
- Outreach Task Force
- Research Task Force.
IAIMS Needs Assessment
University of Iowa

- A system of governance capable of coordinating IT decisions that affect many units.
- A seamless network infrastructure and standardized 'middleware', both within and beyond this campus.
- Links between knowledge bases and clinical information systems.
- Coordinated and integrated instructional technologies, and training.
- Accelerated development and deployment of information in electronic formats.
Business Objectives

▼ Primary and continuing education of healthcare professionals

▼ Fertile and productive academic / research environment

▼ Delivery of best possible patient care

▼ Attracting the best
  – staff: academic / clinical / teaching / research
  – students

▼ Cultivating external funding opportunities.
Organizational Philosophy

▼ Understand the HPITP “business” plan. Use IT to leverage it and guide its development

▼ Be an information clearing house and match IT resources and technologies with projects
  – Don’t promise more than can be delivered (but provide blueprints of how to get from here to there)

▼ Foster critical participation by the node constituents
  – Effectively develop and communicate the plan with them
  – recognize that IT is only part of the total package.
HPITP Organizational Culture

- **Mini - CIT**
- **Reactive Support**
- **Skunkworks**

- **Proactive facilitation**

  - Recognition that some projects and resources *do* require centralization to benefit from inherent efficiencies.
  - Individual initiatives and needs *must* be identified and *jointly* supported within constituent organizations.
  - Rapidly evolving technological capabilities *require* a shared vigilant eye towards the future.
Organizational Development

▼ Clearly defined / communicated objectives

▼ Establish consensus expectations
  – Agree on objective progress milestones which can 
    used as measures of real progress

▼ Clear delineation of responsibilities
  – Single points of accountability at all levels

▼ Clear and open lines of communication
  – At all phases of a given project’s lifecycle.
Resources to cultivate: HPITP Identity

▼ Current node IT staff

▼ Partnering with constituents (buy-in)
  • Beneficiaries
    – faculty, staff, students, WNYHSC community
  • Providers
    – Academic / HSL
    – Clinical
    – Business Systems.
Resources to cultivate: HPITP Human Resources

▼ HPITP staff
   - appropriately matched to task / workload
   - competitive salaries to reduce turnover
   - ongoing training / cross-training

▼ Constituent organization collaborations
   - re-shape the current workflow and organizational paradigms to accommodate new enabling technologies.
Resources to cultivate: Information Management Expertise

▼ Hardware / Software tools

- 3rd party: Business/Office/Patient Management, Communication, Collaboration, CMS, CBT
- Database technologies
  - 3-tier; replication; security; dynamic HTML
- Software Development / current & near-future technologies (e.g., ODBC to Java or Active-X; CORBA, DCE)

▼ Connectivity infrastructure specification

- CIT, CIT/Node, Node only?
Resources to cultivate

▼ New Technologies test/demo lab facility

– Required for tailoring new distributed information technologies to the HPITP

• testing
• feasibility studies
• prototyping / demonstrating
• roll-out preparation.
Resources to cultivate: Leveraging Existing Resources (CIT - DCC - Other Nodes)

- **LAN/WAN, Hardware/Software Expertise**
  - ATM required for QOS across WNYHSC?
  - Centralized Resources / Expertise (Email, UNIX)

- **Software Initiatives**
  - Distributed Computing Environment (DCE)
  - WEBFlow, Distributed File System, Single sign-on

- **Knowledge Sharing**
  - Training Opportunities
  - Inter-nodal sharing of expertise.
Establishing & Managing Expectations

▼ Clear delineation of priorities and the mechanism by which those priorities are set

▼ Joint constituent / node project development at all phases

▼ “Transparent” node operation
  – Clear and open lines of communication
    • Publicly available project & project status lists
    • Forum for constituent comments & suggestions.
Near Term Goals & Objectives

- **Distributed IT Plan**
  - synchronized to business plan

- **Organizational delineation of responsibilities**

- **Project prioritization**
  - Shared / leveraged projects
  - individual unit projects

- **Communication Plan**
  - Intra Node (initiated in Web group)
  - Inter Node

- **Resource Identification**
  - currently available
  - needed as per prioritized projects
  - partnering (CIT, other nodes, commercial vendors)
  - Prototyping lab

- **Progress assessment metrics**
  - Provost’s measures

- **Year 3 Plan.**
Collaborative Infrastructure

▼ Common Communication Base
  – Email (w/MIME), Listserv forums
  – WEB; GroupWare (ala Notes/Domino?)

▼ Targeted, Constituent Specific IT Resources designed to leverage local expertise
  – Document sharing, GroupWare, Data warehousing / statistical analysis, ALN, Grant / funding opportunities, Graduate Student / Faculty interest matching, Professional electronic forums, etc.
Example: Targeting DL Resources to Students

▼ Deliver multimedia courseware to students
  - Faculty “buy-in” to this mode of teaching
    - ✔ some early-adopters already identified
    - ❓ pedagogy sufficiently investigated
  - Resources to produce courseware
    - ✔ recent multimedia & instructional design hires
      - ❓ requisite hardware & software technologies identified
  - Resources to deliver courseware
    - ❓ network (server, WEB) or CDs; client viewing software
  - Student access to delivery resources
    - ❓ central labs, student owned PCs, distance learning
  - Effectiveness assessment strategy?
If UB had mandated that I purchase a computer ...

- **Pose a Financial Burden**
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree

- **Put me at a Skills Disadvantage**
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree

- **Beneficial in my Career**
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
UB Office of Institutional Analysis
1997 Freshmen Survey - DCC Questions

Computer ownership/installed technology ...
Current software skills ...
HPITP Payoffs - short term

▼ Alleviate immediate IT infrastructure deficiencies
   – staffing
   – capital

▼ Begin to develop true cross-organization leveraging of both IT and developmental resources

▼ Build constituent satisfaction with distributed support / participation organizational culture model from the start.
HPITP Payoffs - long term

▼ Shared Outcomes

– Cooperative Instruction, IT Collaborations, Regional Presence (e.g., Continuing Education), Commercial Development, Return On Investment

▼ New collective initiatives

– infrastructure to support moving old workflow methods to new models of operation
– data repository / analysis opportunities could provide additional “Centers of Excellence”.
Recent node-beneficial volunteer activities

▼ Node specific
  – Draft UNIX support Document
  – Draft Node information distribution plan
  – Web working group
  – Instructional / Multimedia specialist search committee

▼ DCC Activities (co-chair nomination)
  – Distributed Computing (DCE)
  – Network Computing (Winframe)
  – Training
  – WEB site (http://www.dcc.buffalo.edu/)
Determine the HPITP business plan and work to guide its development so as to take maximum advantage of Information Technologies.

Provide an environment which facilitates IT use while recognizing that IT is not the primary business of our constituents.
Are you convinced the HPITP initiative is a good idea?

Would you individually seek to develop it absent the Provost’s initiative?

What additional issues have been identified as major obstacles to the success of the HPITP initiative?
HPITP will result in a bunch of nuts ....