Project Details

<table>
<thead>
<tr>
<th>Title</th>
<th>TIA (Transparent Information Accountability)</th>
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<tr>
<td>Category</td>
<td>5-Leading and Communicating</td>
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<tr>
<td>Timeline</td>
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<td>Planned Project Kickoff</td>
<td>01-12-2009</td>
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<tr>
<td>Target Completion</td>
<td>01-31-2011</td>
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<tr>
<td>Status</td>
<td>REVIEWED</td>
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<td>Updated</td>
<td>09-14-2010</td>
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<td>Reviewed</td>
<td>10-20-2010</td>
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<td>Created</td>
<td>11-24-2009</td>
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1: Project Goal

A: To create a user-friendly, reliable intranet website that strengthens the level of communication between boards, departments and schools. "There is an opportunity to coordinate data collection, storage, and analysis to align with institutional goals regarding learning and overall institutional objectives." (7P4-7P5) The system will be a repository for documents, discussions and other data pertaining to the goals and objectives of the University. Future plans will include adding and displaying current information regarding admissions, finance, degrees, etc.

2: Reasons For Project

A: To develop a foundation for information transparency that facilitates accountability.

3: Organizational Areas Affected

A: The entire University should be affected. Documenting through report, analysis and correction is the ONLY way to establish EVIDENCE of forward momentum. All University units will post scheduled plans, activities, results analysis and corrections to an open internal website.

4: Key Organizational Process(es)

A: Website Management Strategic Planning Administrative Management Continuous Quality Improvement Document Management Information Transparency

5: Project Time Frame Rationale

A: Continuous updates via the campus intranet. To provide enough time for deployment, training, evaluation and maintenance.

6: Project Success Monitoring

A: Archived Action Meeting Minutes Live Dashboard Indicators Scheduled Station Monitoring User Feedback Statistical Information from Intranet System

7: Project Outcome Measures

A: 1. Level of "First-Stop" data search. 2. Document storage and access. 3. Mapping of preferred use patterns for information and posting.

8: Other Information

A: The Committee has recommended purchase of SharePoint software and completed a preliminary mapping of
Project Update

1: Project Accomplishments and Status

A: The project has successfully accomplished installation, configuration and implementation of the Microsoft Office SharePoint Server for use as our intranet. We have provided internal training for our IT staff, training for our secretaries and one-on-one instruction for Human Resources, Accounting, Financial Aid, Records and Academic Affairs. Data have been collected on the usage of the system.

2: Institution Involvement

A: Certain URG committees are now required to post minutes of their meetings on the restructured intranet. This process supports the longer-term goal of utilizing the intranet as a tool and framework under the new technology plan to improve transparency of process in information.

3: Next Steps

A: The objectives of this specific Action Project are considered complete, and therefore the project will be retired.

4: Resulting Effective Practices

A: Our first focus was to promote transparency in our information systems. This process alone revealed significant pervasive risks in our infrastructure relative to disaster recovery. A comprehensive systems replacement plan was required to market to all stakeholders the benefits of this project in stabilizing our overall information infrastructure.

The committee came to believe that a planned information systems review is necessary to identify risks before they become unmanageable.

5: Project Challenges

A: We now have a stable intranet that provides easy access for our stakeholders and is available as a foundation repository for information. Merging involvement of all sectors of the campus will be a developmental task. Centralizing content to this new system is an ongoing process and is expected to evolve over time. Training and adoption of this tool will be necessary to increase participation of all stakeholders who have access to the intranet.

Update Review

1: Project Accomplishments and Status

A: The level of collaboration and focus that it must have taken to accomplish all of these aspects in the past year are to be applauded. This is a good example of a high performing organization! Do not stop now, however. Though you are close to the target completion date, there is much more work to be done. There is limited time to be able to evaluate and maintain the system, but this can be accomplished by the due date. Finishing strong will require involvement by the leadership, agility of the people, and learning of the entire organization. You have the chance to prove at least five more principles of high performance organization. By purchasing SharePoint and training your IT, secretaries, human resources, accounting, financial aid, records, and financial aid, you are well on
2: Institution Involvement

A: Not only will posting minutes improve transparency, it will also support institutional operations (AQIP Category 6), build collaborative relationships (AQIP Category 9), prove a desire to lead and communicate (AQIP Category 5), and value people (AQIP Category 4).

As you stated in your goal, “All University units will post scheduled plans, activities, results analysis and corrections to an open internal website.” Committee minutes are one piece of this, but far more postings will be required to use the intranet as a tool to plan continuous improvement (AQIP Category 8). One way to foster involvement in this area is to begin with the senior leadership of the institution. Posting plans and results analyses from the top could show a desire to be transparent—the ultimate goal of your action project. Moreover, ensure that the level of institutional involvement (committees alone, committees plus, all university units, etc.) is conducive to the project at hand. Before finishing the project, take some time to define who needs to be involved as opposed to who is involved. If those two groups do not match, attempt to figure out a way to engage the lesser-represented areas of the institute.

3: Next Steps

A: I respectfully disagree with your conclusion here. If your objectives were to: (1) Level of "First-Stop" data search; (2) Document storage and access, and; (3) Mapping of preferred use patterns for information and posting, then merely posting committee minutes does not prove that you have garnered the participation of the institute to use SharePoint as their “First Stop” in data searches. It shows that there is access to some data stored there, but it does not sound like the data is any more detailed than meeting minutes. Finally, there is no evidence in this report of a systematic mapping of the business processes involved. You may want to look to a couple of sources to help you in this area: the AQIP Innovations Exchange (http://www.aqip.org/InnovationExchange) and the HLC Resources for Institutions (http://www.hlcommission.org/information-for-institutions/resources-for-institutions.html).

A suggestion from this reviewer is that you consider extending your completion date for a year to ensure that you have finished your original objectives and to be able to evaluate the effectiveness of this tool.

4: Resulting Effective Practices

A: It sounds as if you have identified your next action project! It is always helpful when one project leads an institution to areas of weakness that can be immediately addressed or turned into the next area of focus. Essentially, you have begun to enter into AQIP Category 2 (Accomplishing Other Distinct Objectives). This being said, there are no distinct practices identified in this description. It appears as if a replacement plan was identified as necessary, but that a review was planned.

5: Project Challenges

A: Step one is complete, and you should celebrate your accomplishment. Implementing any new technology is difficult enough, but you have implemented a new technology for use across the campus! It appears as if involvement by all areas of the campus has been difficult. Rest assured that involving all of the stakeholders can be the most difficult task of any action project! You can do it, however. Taking small steps and celebrating the little wins (e.g., transparency of document additions by members of the cabinet, departmental strategic plans/goals/objectives, etc.) can help to build momentum. Though it is an old book, you may want to input some of Jim Collins’s *Good to Great* principles.
Overall, your project is on its way to completion, but I wish that you would not consider it complete. You are making reasonable progress toward the completion of your project. Don’t stop now!