

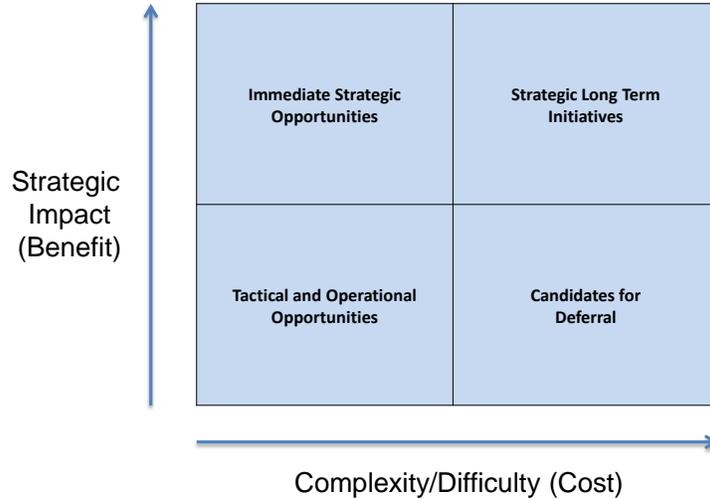
Faculty Senate Information Technology and Library Committee
Minutes, September 22, 2011
1:00-2:30, 605 Hodges Library

Present: Carole Myers, Chair (Assistant Professor, College of Nursing), Mark Baggett (Assistant Professor, Library), Stan Bowie (Associate Professor, College of Law), Bob Campbell (Associate CIO, UTK Administration), Jean Derco (Executive Director, OIT Support), Fernando Schwartz (Assistant Professor, Math), Mark Baggett (Library), Jerry Riehl (Interim ACIO), Mickey Sims (Professor, Biomedical Research and Education), Steve Smith (Dean, Library), Wonjae Hwang (Assistant Professor, Political Science)

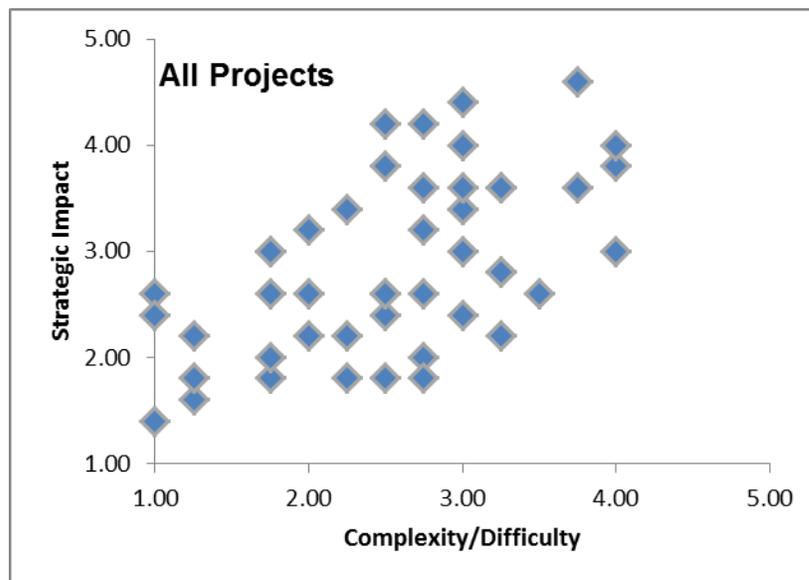
Guests:

- 1) Carole Myers: Welcome. Delighted to have such a good group of new members.
 - a) Two past members to be recognized:
 - i) Linda Phillips, Interim Dean of Libraries. Intuitive, forward thinking, added a lot to the committee.
 - ii) Gina Phipps, Interim ACIO, drove many projects (e.g., anti-phishing).
 - b) Introductions
 - i) Fernando Schwartz, Assistant Professor, Math – one issue from his department is the drop in course evaluations completed online vs. paper. **Myers:** Susan Martin did say this is a high priority.
 - ii) Mark Baggett, Library Technology
 - iii) Wonjae Hwang, Assistant Professor, Political Science
 - iv) Jean Derco, Executive Director, OIT Support
 - v) Jerry Riehl, Interim ACIO, Student Support and Academics
 - vi) Steve Smith, Dean of University Libraries. **Myers:** Is the Botany professor who donated images Linda Phillips's husband? **Smith:** No, her husband is Ken McFarland, similar interests but not the same person.
 - vii) Mickey Sims, Professor, College of Veterinary Medicine, 35 years at UT. Enjoys working at the college and with instructional technology.
 - viii) Bob Campbell, Associate CIO, UTK Administration. At UT 2.5 years, background mostly corporate.
 - ix) Stan Bowie, Associate Professor, Social Work, 14 years
- 2) This committee is a combination of two legacy committees: Libraries and IT. Tried last year to integrate content across each month, and to seek out complementary touchpoints. First two meetings this year will be strategic planning reports from each group: OIT this month.
- 3) Bob Campbell: Overview of OIT Strategic Planning and Priorities (and asking for reaction / feedback).
 - a) Presentation available at https://utworks.tennessee.edu/oit/itservices/slm/prioritization/Shared%20Documents/Prioritization_Framework.pptx
 - b) Project prioritization framework based on technical availability and customer requests: how has this been done? "Ad hoc," depending on nature of request, nature of problems being faced (e.g., last year Banner, stabilization of product roll out).
 - c) Needed a process / framework / governance for applications, integrations, new RFPs, work requests.

d) Project Assessment Matrix



- e) Strategic Impact uses weighted average to determine y-axis number – Top 25 Infrastructure Committee (Chris Cimino and others) have assigned impact ratings for several projects; governance for this may even belong at a higher level. Financial impact could be a net gain (e.g., going from hardcopy to electronic transcripts has a fee to use the service, but saves on postage and paper).
- f) Complexity / Difficulty (framework) uses sum to determine x-axis number. Cost on this is only actual cost to implement, not potential savings.
- g) Took list of 60 projects, mostly requests from UTK administrators (Chancellor, Provost) and a few systems (TERA) and worked with Chris Cimino and the Vice Provosts to rate. Banner is upper right, with TERA – lots of resources, very important. Lower left, things like integrating Grades First for Thornton Center – low effort, small population, but Provost strongly encourages this one.



- h) The scatter plot is not the priorities; it's data that will allow customers to drive priorities.
Bowie: So there may be political considerations? **Campbell:** In a way; sometimes there are other considerations than pure strategy. **Myers:** But OIT is providing information, not just data, to decision-makers; influencing but not deciding. **Campbell:** Well, in the absence of other guidance, we do decide. **Schwartz:** So it's useful for those proposing projects to see how they can get closer to the "do this" region. **Campbell:** These get discussed at the level of the Chancellor's Staff. We're very close to having a formal governance body.
- i) Can look at projects in different ways; e.g. color-coding the dots to indicate which area has proposed them (e.g., Research Support, Graduate Initiatives) or by what's in progress.
- i) **Bowie:** Would your examples of "knowing who to call" or "ACIO understands really well the application" affect complexity / strategy. **Schwartz:** If two points are in same horizontal line, should always select the leftmost? If not, political? **Campbell:** We're using this internally; trying to promote it to the governance body. Hope that ultimately we will use this to prioritize all projects. **Schwartz:** But an expensive one with same impact as less-expensive one would always be political? **Campbell:** These projects were started before we started using this framework. That green one in the middle is probably the result of an RFP, purchase of a software package by some other department (e.g., Admissions), and needing to integrate that software with Banner. Can also look at UTK vs. System, work effort required, and so on. This is an emerging framework to allow making more methodical decisions. Also a way of looking at what we're not going to do; need to be able to look at a project and say it'll never happen, let's take it off the radar if we're not ever going to get to it.
- ii) **Schwartz:** Is there some memory in this process? In the sense of what you did last time, or whether some department is always super-urgent, some department always gets left out? **Campbell:** Ideally the governance body will have some continuity. Most important is to make sure all important stakeholders are there. Squeaky Wheel Syndrome can influence whether a project is taken up, but if a governance body can make the decisions, they can evaluate all the projects together.
- j) Next steps
- i) Refine membership of Governance body
- ii) Document Governance process
- iii) Refine rating criteria for both "strategic impact" and "complexity to deliver" to reduce subjectivity
- iv) Define appropriate groupings/relationships of initiatives
- v) Define the process for introducing new opportunities
- vi) Document new IT requests to include:
- (1) Cost benefit analysis
 - (2) Strategic importance
 - (3) Technology requirements
- vii) Document justification for rejected requests, including potential alternative technical strategies
- k) Questions and answers
- i) **Riehl:** This process will encourage people to think strategically and long-term, rather than focusing on the "need of the day."
- ii) **Myers:** Working with senior campus administration, most of these are campus wide projects, but there are some projects that have a lot of effect on faculty, are faculty

included? **Campbell:** Yes, there is a faculty subcommittee in Top 25 Team. Faculty voice comes through people like Sarah Gardial.

- 4) Steve Smith: will talk next time about Library strategic planning and Top 25 Initiative. Will give a general update now, from the mundane to the sublime.
 - a) New to UT, here since June. 21 years at Texas A&M.
 - b) Mundane: New name tags, build on library's public service reputation and high service ethic. Formal name tag system will help identify staff to patrons. Used to have a prominent reference desk and walk up services, but moving toward providing more things virtually, anywhere. Library staff may not be as evident; think tags will help to promote services.
 - i) **Bowie:** Great idea. One thing that students run into is that when they need help, they may run into a student worker rather than a regular staff member. **Smith:** Tags will be for all: librarians, paraprofessionals, support staff, and students. Final version will have a space for department or title. Won't really distinguish among student, paraprofessional, or librarian. Some people are concerned even about name for reasons of privacy, so will be allowed to use any reasonable name as long as they have a tag. Expecting a variety of reactions, but most people seem positive so far. Wants to ease people into it.
 - ii) On a serious note, there's a safety/security issue – past experience (keeping people INSIDE because of a chemical spill and trying to evacuate a building) shows that having some kind of identification both encourages patrons to listen and allows first responders to locate people with useful information.
 - c) Sublime:
 - i) Will be undertaking a large renovation project, hope next summer. Commons on 2nd floor is focused on student learning and life, variety of spaces, collaboration, easy access to technology. Very popular. Hope to introduce Commons concept throughout entire 2nd floor. Hopes to have draft blueprint next month. Will have more intuitive distribution of service points and a consistent, welcoming look and feel.
 - ii) Met with student advisory committee; confirmed his feeling that work on the facilities is going to be a high priority in next few years. Hoskins, Music building library, Ag Vet, Hodges. Want to address issues in a systematic way over next few years: process and expectation of regular renovation and updates to each floor of the building. Example: some carrels on the quiet floors have electrical outlets but no electricity. Need to address more and better places to plug in.
 - iii) Has met with many individuals with lots of great ideas: frequent issue is need for space. THEC recently completed a study that says UT is 1,000,000 square feet short of library space on campus. Library is perceived as having a lot of space; very assertive at weeding and replacing with electronic. Expectation (outside) is that Library has EXCESS space. Reality is different. Don't see any likelihood of expanding the building – real estate is needed for other projects. Need to be very efficient at using space that exists.
 - (1) **Campbell:** How does the Library interact with the Baker Center? **Smith:** Baker Center has Sen. Baker's papers; also transferred all political collections (Kefauver, Thompson, etc.) to Baker Center's Modern Political Archive. New task force studying Baker Center suggested that all collections should return to the Library. Library has physical and administrative responsibility for those archives, but they are physically located at Baker Center.
 - (2) **Myers:** Two years ago visited different facilities; very impressed with archives especially at Hoskins. However, there is a dire need of climate control. What's the status? **Smith:** Studying the history, past, and future of Hoskins. In master plan, Hoskins rates very highly – administration wants to renovate it. Plan doesn't say what will be done with it,

just that it will be restored and later additions (Kefauver wing) torn down. However, thinks will not be big enough to be a serious library. Likes having Special Collections on first floor of Hodges. Thinks Hoskins will be a home for institutes and centers, and for campus events. Library is the “landlord” and has MOUs with OIT, the other institutes.

- iv) Working collaboratively with system library partners to do better job of collectively licensing electronic resources, as appropriate. Can probably get better deals if bring collective FTE count to the table. Renegotiated a package with 2% increase instead of 9%. Brought in other libraries to Nature deal for hundreds of dollars rather than tens of thousands. Desire to work together has been present for years.
 - v) Studying meaning of Top 25 Race for the Library.
 - (1) **Schwartz:** Seeing a revolution in technology and libraries. How do you foresee us getting on the Top 25 wagon? **Smith:** Will go into more detail next month. What Top 25 means, how library measures it, how is it meaningful, what metrics, and so on.
 - (2) **Myers:** Will also talk about core library services and technology, faculty scholarly production, exciting news.
 - vi) **Bowie:** Regarding to work on different floors – which floor is first floor? **Smith:** Please come take a tour. It’s fascinating from the power plant point of view – 5 sub-basements. Technically, Volunteer Blvd. entrance is ground floor, next floor is 1, and Melrose / Starbucks is 2.
 - d) **Myers:** Library really is phenomenal.
- 5) Jerry Riehl: OIT Updates
- a) System CIO and Knoxville CIO searches. Desire to separate those two positions and divide OIT between system and campus. Not much movement on those until task force makes recommendations on how to achieve the separation without increasing costs. Not fair to throw a search into that. Collecting applicant information, but not interviewing.
 - b) Blackboard and Centra
 - i) First full semester post upgrade (BB) – lot of work on the front end. 150+ overview sessions; many people attended, many didn’t; we heard from a lot of those who didn’t in summer and fall. Upgrade mostly well received and has gone well. People who understood old look and feel / processes had quite an adjustment. We’re pleased with the enhanced features, opportunities, and performance.
 - (1) **Myers:** could we look at how to exploit some of the new functionality. **Schwartz:** uses for bookkeeping /grade management. **Bowie** uses for communication and grade management. **Riehl:** Team is beginning to put together thumbnail video JIT instructions for different tools. **Myers:** Uses BB for research projects, shared documents, storing files, etc. It’s great. Good storage.
 - (2) **Schwartz:** Discouraging to dig into the system, learn it, and then have to upgrade again and relearn everything. **Riehl:** We just this year signed another five-year agreement with Blackboard. They have a pretty structured upgrade path. We’re about six-nine months from service packs that will bring up to the ultimate platform. This was probably the last major BIG change in interface; next ones will be more incremental.
 - (3) **Schwartz:** Do you like BB? **Riehl:** Yes. **Bowie:** Yes, it’s so much better. **Derco:** It’s better than anything else. **Schwartz:** Better than others, but still not good. Takes too long to create a grade center column. **Myers:** Gradebook is somewhat clunky, and won’t interface with UTGO. **Derco:** That was a decision from the Registrar’s office, that Blackboard would not interface with UTGO.
 - (4) **Sims:** Are you using a lot of third party software? **Riehl:** A few plug-ins: Blogs / Wikis / ePortfolio is built in. Upgraded BB does include Blog and Wiki. **Sims:** What about tests

or quizzes? **Riehl**: No, that's core product; so is SafeAssign. **Sims**: Is that the only testing, really robust testing package on campus? **Riehl**: Believes so. **Sims**: There are some very slick, high-dollar, secure systems. **Riehl**: Online testing is increasing, but many people really want online testing to take place in a proctored environment. Some conversation about creating a proctored testing center. Especially for high-stakes testing, faculty want to really confirm that it's That Student at That Keyboard.

- (5) **Sims**: Does Blackboard offer lecture capture? **Riehl**: Probably in an intermediate way. **Myers**: How are you defining "lecture capture"? **Sims**: Voice over presentation. **Myers**: We do live streams and voice-overs PPT or Captivate or Camtasia.
- ii) Good segue into Centra. Centra has historically been used for synchronous course delivery – live lecture, feedback, etc. Our license expires in January. RFP at purchasing; should be on the street next week. Rebidding that service.
- (1) Have thoughts about possible directions: Fully expect Saba to rebid Centra; Blackboard has purchased Wimba and Elluminate live and may bid Blackboard Collaborate; Adobe Connect and Citrix Go-To-Meeting may bid.
- (2) Centra and BB Collaborate are virtual classrooms; GoToMeeting and Cnnect are more videoconferencing. Excited by previews and upcoming 60-day trial of Collaborate.
- (3) **Schwartz**: What percentage of computers on campus are Mac? **Campbell**: We don't acquire all computers, so we don't know. **Schwartz**: Macs are so much better, so why aren't we buying products that work on Macs? **Riehl**: What we're having more problems with is browser compatibility rather than OS compatibility. Updated browsers come out every month or so, and the new versions break things. **Myers**: Centra is a problem with Macs. **Riehl**: Agreed. Hope that product will leverage some of what we already have that we can't take good advantage of. Hope it will be cross platform. Hope will contribute to lecture capture.
- c) Banner -- A number of things ongoing. Banner has transitioned from Tiger Team mode to ongoing operational mode. Working on list of tasks. Lots of effort going into THEC and 14-day-enrollment. Integrations with Admissions, Ad Astra (rooms), Grade First, about 100 total tasks (Linda Painter, Bursar, Registrar, OIT). Continued to stabilize.
- d) Online Faculty Review went live in June. Required by provost for all faculty to be evaluated online for fall. At least 60% of reviews have at least been initiated. Training has been offered to deans and directors, and to some "proxies." Piloted last fall; good ideas for improvement and enhancement.
- e) **Schwartz**: Student evaluation forms, SAIS. It's a big issue. Response rate dropped when went online. What are you going to do about that? **Campbell**: Two aspects, (1) online assessment process. It works. (2) How do you force students to participate? Some instructors have had good results by instructing students to bring laptop or device to class to do the assessment. Some enhancements, but most don't address problem of getting student to go online and do the form. One might be to make it more optimized for mobile devices (phone). Mix of procedural approach and technology. Open to suggestions. **Myers**: Instructor can set it up as a quiz / test in Blackboard, get a checkmark if they at least access the survey. Heard Susan Martin say that the survey instruments themselves are being examined to make them less clunky. **Campbell**: Elizabeth Pemberton in Office of Research working on that. **Schwartz**: UPenn implemented a link from the "view your grades" page to the survey. **Campbell**: Need good mix of carrots and sticks. **Myers**: Dangerous to link evaluations to grades. **Schwartz**: Could require the survey before can see the final grades. **Campbell**: That's more a policy issue than a technical one. **Sims**: Faculty are greatest resource. Could have a student advocate in each class to encourage completing the survey. **Schwartz**: Purpose of evaluation is to compare everyone on

the same ground. Needs to be centralized process / policy. **Sims:** In clinical year, students can't get rotation grades until complete assessment. **Schwartz:** Need a uniform system. **Bowie:** And non-coercive.

6) Adjourn and thanks.