The Information School of the University of Washington

Master of Science in Information Management Program

University of Washington
Information School

AIIM Meeting
October 11, 2007

Mike Crandall: Chair, MSIM Program
Simona Lazar: 2007 MSIM Graduate
Susan Borgstrom: 2007 MSIM Graduate

A Changing Landscape

"Between the dot-com bust and today, Google went from processing roughly 150 million searches per day to roughly one billion searches per day, with only a third coming from inside the United States… eBay went from 1200 employees in early 2000 to 6300 by 2004…. Between 2000 and 2004, total global Internet usage grew 125 percent, including 186 percent in Africa, 209 percent in Latin America, 124 percent in Europe and 105 percent in North America."

Friedman, Thomas L. *The World Is Flat: A Brief History of the Twenty-First Century.* Farrar, Straus and Giroux, 2005.

Some Problems

Looking back over the 1990s, it is easy to see the widespread troubles of many ventures that depended upon advanced IT applications, including business process reengineering projects, enterprise systems, knowledge management projects, online distance education courses, and famously -- some of the dot-com businesses of the 1990s….

Many of these 'troubles" could have been avoided (or at least ameliorated) if the participating IT professionals had much more reliable and critical understanding of the relationships between IT configurations, socio-technical interventions, social behavior of other participants in different roles, and the dynamics of organizational and social change.

Kling, Rob. *Critical Professional Education about Information and Communications Technologies and Social Life.* Center for Social Informatics, School of Library and Information Science, Indiana University, Bloomington. CSI Working Paper No. 02-06, December, 2002. http://www.slis.indiana.edu/CSI/WP/WP02-06B.html

A Possible Solution?

- *IT and business processes can no longer operate in isolation, requiring a new breed of professionals that cross-over the IT and business application sides.*
- *There is a deep and rapid convergence of technologies that used to reside in separate fields of education, creating a demand for professionals with a broader knowledge of technologies and cross-trained in various technology areas.*

Applications of Information Technology: Trends Assessment for 2004. National Workforce Center for Emerging Technologies, Bellevue Community College http://www.nwcet.org

Information Schools

"I" schools build their programs around the four pillars of people, technology, management and policy.

Von Dran, Raymond F. "Putting the "I" in IT Education". *Educause Review* 39(2) p.8-9, March/April 2004.
http://www.educause.edu/apps/er/erm04/erm0426.asp?bhav=6.0.2&bhsh=864&bhsw=1152&bhiw=806&bhih=468&bhqs=1

- University of California, Berkeley
  School of Information Management and Systems
- University of California, Irvine
  The Don Bren School of Information and Computer Sciences
- University of California, Los Angeles
  Graduate School of Education and Information Studies
- Drexel University
  College of Information Science and Technology
- Florida State University
  College of Information
- Georgia Institute of Technology
  College of Computing
- University of Illinois Urbana-Champaign
  The Graduate School of Library and Information Science
- Indiana University
  School of Informatics
- Indiana University
  School of Library and Information Science
- University of Maryland
  College of Information Studies
- University of Michigan
  The School of Information
- University of North Carolina
  School of Information and Library Science
- The Pennsylvania State University
  School of Information Sciences and Technology
- University of Pittsburgh
  School of Information Sciences
- Rutgers University
  School of Communication, Information, and Library Studies
- Syracuse University
  School of Information Studies
- University of Texas, Austin
  School of Information
- University of Washington
  Information School

UW iSchool Academic Programs

- 2006 *US News and World Report* rankings
  - 4th among Information Studies programs
  - 3rd among Information Systems specialization
- 4 major programs offered
  - Bachelor of Science in Informatics
  - Master of Science in Information Management
    - Executive
    - Day
  - Master of Library & Information Science
    - Day and Distance
  - PhD in Information Science

Focus of the MSIM Degree

- Our students are prepared to understand and lead an organization's information management initiatives
- Graduates will excel in the following areas:
  - *Knowledge Organization* – organizing knowledge assets for more effective retrieval and use
  - *Systems Analysis, Development, and Integration* -- developing and managing information systems informed by needs of users and of the organization
  - *Leadership and Change Management* **--** using techniques for initiating and leading change, communicating effectively, and promoting teamwork
  - *Strategic Alignment of IT and Business Goals* **–** considering the competitive and regulatory environment of their organizations when making IT decisions

Areas of Study

1. Human-information interaction
   - Good understanding of human-information behavior and tools and techniques for gathering user needs and requirements
2. Information technology
   - Good grasp of information technologies, including CM systems, databases, semi-structured languages, web tools, and search technologies
3. Information organization
   - Understanding of the principles of information organization (metadata, tagging, schemas)
4. Organizational dynamics
   - Awareness of organizational principles and an understanding of how to work with other groups, develop strategic initiatives, provide leadership, and market projects
5. Project management
   - Project management skills and tools
6. Metrics and measurement
   - Awareness of metrics and measurement techniques to show success and provide actionable feedback for future iterations of a system

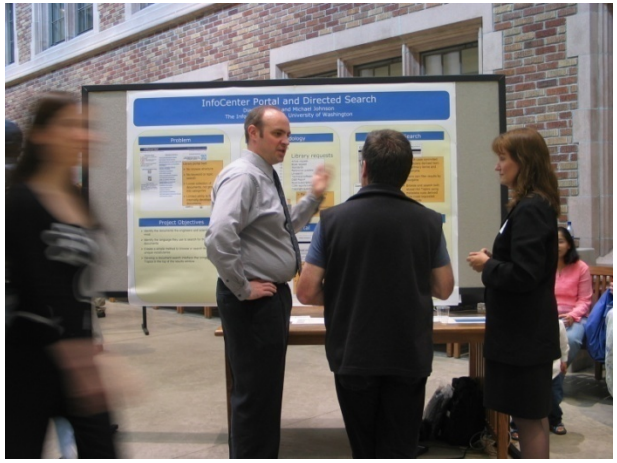
Real-world Orientation

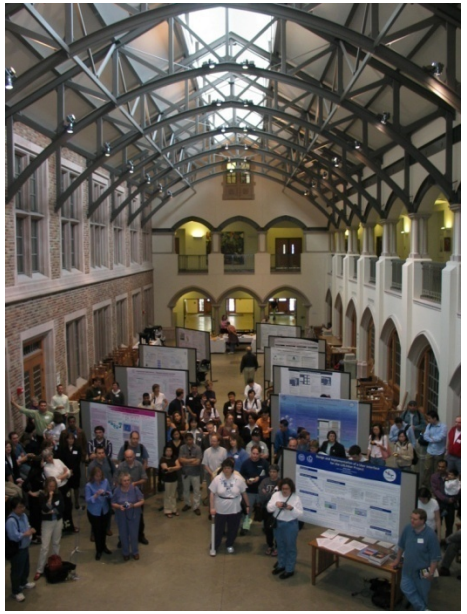
- Project-based study
- Teamwork
- Active learning
- Internships
- Capstone projects
  - Integrate theory into practice in real-life environment

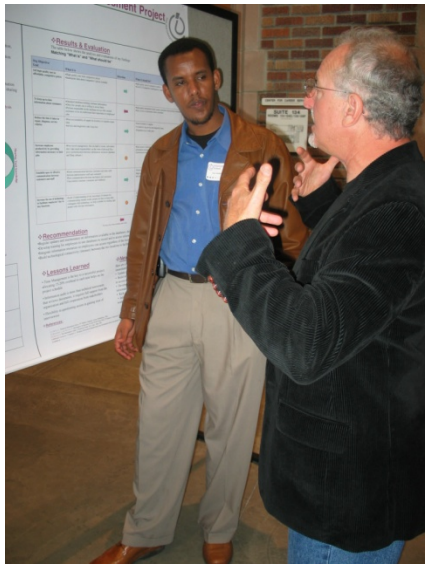
Some Recent Capstone Projects

- Alaska Fisheries Science Center –
  Web Tools for the Outreach Committee
- Bill and Melinda Gates Foundation –
  Improving Information Sharing and Findability
- Microsoft/MSN Internet Access –
  Service Delivery Team SharePoint Analysis
- The Perfect Portal for Online Gamers – How to Slay a Dragon, Win Friends, and Influence People
- Seattle Times – Quick Information Database
- Social Bookmarking in the Enterprise

IMT 595: The Capstone







Two Recent Graduates

- Simona Lazar
  - E-Learning Program Manager, University of Washington Medical Center
  - Day MSIM graduate June 2007
  - *Capstone Project: From Random Work Processes to Intranet Collaboration and Standardization*
- Susan Borgstrom
  - Vice President, ESM Operations Information Services at Washington Mutual
  - Executive MSIM graduate June 2007
  - *Capstone Project: Incident Management and Archival System for the Firefighters Union*

‘07 MSIM Grad: Simona Lazar

- Experience and Expertise before MSIM
  - Content development
  - Web development and web mastering
  - Information Architecture
- Opportunities within the MSIM program
  - Got the big picture for an enterprise-level position
  - Specialized: obtained Content Management Certificate & started an Information Assurance Certificate (plan to finish in ’08)

My MSIM Capstone: Q&As (1)

Q: Have I had web design and development experience before MSIM?

A: *Yes*.

Q: Did I know a few things about databases?

A: *Yes*.

Q: Have I had have coding experience?

A: *Yes*.

Q: Would have I been able to do this successfully before MSIM?

A: *No*!

My MSIM Capstone: Q&As (2)

Q: Why do I show my Capstone poster?

A: To illustrate some of the areas where you can get good expertise during the MSIM program.

A: To illustrate that MSIM is not just about technology (implementation and operational processes), but also about managing people and **I**nformation.

From Random Work Processes to Intranet Collaboration and Standardization

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Context

- Content duplication.
- Inconsistent use of file share.
- Lack of incentive to share documents on a central repository.

Social Network

- Predominance of unidirectional communication between team members.
- Low "water-cooler effect" between players from different teams.
- Email attachments as primary method for document sharing.

IT is very responsive and knowledgeable, but not mandated with the initiation of new projects for supporting business process improvements (BPI).

Methodology

Needs Assessment

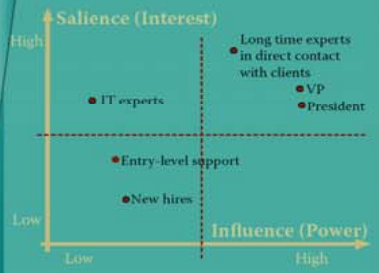
Constraints: VPN access; files on local machines.

User Research

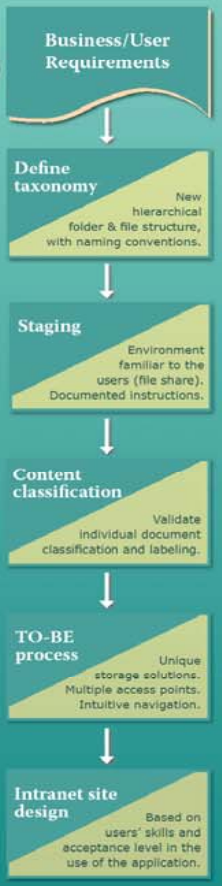
Performed informal interviews with 35% of the people across the company, to determine information sharing practices and collaboration tools.

A standardized questionnaire was used. A focus group was conducted with the Client Services team.

Stakeholders Analysis



Process



Solutions

Unified Collaboration and Information Sharing Solutions (UCISS)

Methods Used:

- User-centered Design
- Periodic Feedback
- Participatory Design
- Usability Testing

Additional Deliverables:

- Account ownership documentation
- Name conventions
- Synonym ring for customer names

Conclusions

It's all about the people!

Any initiatives related to information sharing and collaboration should originate from the embedded work processes and from a close analysis of the people's conceptual models for work-related activities and social communication.

A formal mandate and constant support from the stakeholders with the most influence are key for the ultimate success of a change initiative.

Recommendations

- Investigate the implementation of metadata for associative relationships.
- Evaluate the ROI of upgrading to SharePoint 2007, in order to take advantage of the search capability and the content management features.
- Enable communities of practice for knowledge sharing, available from the company's central portal.
- Incorporate the Unified Collaboration and Information Sharing Solutions (UCISS) into the new hire orientation session, to introduce the principles of content management.
- Assign clear ownership for the administration of the intranet site.
- Define the Change Management process for the UCISS.

Next Steps

- Distinguish between the strategy for content sharing with company's partners vs. document sharing within the organization.
- Set up user authorization and authentication on SharePoint server using Windows Integrated Security.
- Retire legacy intranet SharePoint sites.

Acknowledgments

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References

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Rosenfeld, L & P. Morville. (2002). Chapter 9: Thesauri, Controlled Vocabularies, and Metadata. In *Information Architecture for the World Wide Web*. 2nd ed. Sebastopol, CA: O'Reilly.

The World Bank Group (2001). Stakeholder Analysis. Retrieved May 9, 2007, from http://www1.worldbank.org/publicsector/anticorrupt/PoliticalEconomy/stakeholderanalysis.htm.

MSIM and I

My current job is all about MSIM stuff!

1. It's about content management and content development and database architecture and web design

BUT

2. It’s so much more than that:
   - Project Management & Vendor Management
   - Change Management & Information Policy
   - Data Governance and Compliance

MSIM and You

Considering Grad School?

1. **Scenario 1:** Coming from a non-management background, will you get exposure into business and management around information: *Management of Change*, *Strategic Initiatives*.
2. **Scenario 2:** Coming from a management background, will you get a lot of appreciation for topics such as: *User-Centered Design, Metadata*, *Information Assurance.*

Thank You!

Q: Are there are more scenarios?

A: Sure! ☺ simonalazar@gmail.com

Information Professionals of Tomorrow

University of Washington Information School

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