

The Higher Learning Commission Action Project Directory

Northern Michigan University: Knowledge Management System-Part II

Project Details

Title	Knowledge Management System-Part II	Status	DRAFT
Category	8-Planning Continuous Improvement	Updated	
Timeline		Reviewed	
Planned Project Kickoff	10-15-2010	Created	10-06-2010
Target Completion	11-15-2011	Last Modified	10-06-2010

1: Describe this Action Project's goal in 100 words or fewer:

A: Knowledge management system –Part II will conclude a 2009 Action Project through the systems development, pilot testing, training and implementation phases of a new information system. The 2009 action project, "A Process for Managing NMU's Strategic, Operational and Resource Performance," developed a knowledge management information system infrastructure to support the NMU strategic plan, Road Map to 2015. For successful implementation, development of a project of this magnitude and complexity must include thorough testing using live data to evaluate and modify the system.

2: Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities:

A: The one-year time frame for the 2009 Knowledge Management System (KMS) project was ambitious and a lot of work was accomplished: terms defined; a framework established; existing tools inventoried; models of ad hoc tools completed; a dashboard software tool selected and installed; and a key performance indicator (KPI) prototype user interface was constructed. It was realized that more objectives could have been accomplished had it been a two-year Action Project; therefore, a second Action Project is being proposed that will continue the work on the KMS. Ultimately, the vision is to have a Knowledge Management System able to access internal data collected by the NMU Banner-based systems and internal informal data, images and documents, and combine them with imported external data, such as HEIDI, to facilitate peer benchmarking.

3: List the organizational areas -- institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project:

A: The following areas will be involved in creating the Knowledge Management System:

- Information Services
- Finance and Administration
- Institutional Research
- Academic Affairs (both academic and student services units)

The following areas will be users of the Knowledge Management System:

- Executive Management Team (President, Provost and Vice President for Academic Affairs, Vice President for Finance and Administration)
- NMU Board of Trustees
- College Deans
- Directors and Department Heads
- Educational Policy Committee members

4: Name and describe briefly the key organizational process(es) that you expect this Action Project to

change or improve:

- A:**
- **Strategic Planning.** In a 2008-09 AQIP Action Project, NMU determined specific benchmarks for its Strategic Plan, the Road Map to 2015; a KMS infrastructure enables those benchmarks to be monitored.
 - **Institutional/divisional policy revision and development.** KMS can inform us to develop new or revise current institutional/divisional policies
 - **Operational Planning.** We can use the KMS to make short-term, on-going decisions.
 - **Resource Management.** This project will assist NMU to effectively manage its student, financial, and personnel resources.
 - **Reporting.** Secured internal knowledge distribution, external regulatory and voluntary profiles and portfolios, and information delivery from the KMS to NMU stakeholders and, as appropriate, the general public via the content management system of the NMU public website will all be improved.

5: Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion):

- A:** In this follow-up action project, the KMS dashboard design must be finalized, the system fleshed out from the prototype and pilot tested by users to evaluate and modify the system. Developing key performance indicators and Trend Information for Financial metrics identified in KMS-Part I will be the focus of the pilot, concluded by early January, 2011. Revisions and expansion to other metrics groupings follow the pilot.

The campus-wide implementation process require key performance indicators mapping to the Benchmark Information identified in KMS-Part 1 and oversight by the recommended data advisory group during spring and early summer. By conducting user training assessment on knowledge management concepts and usage in decision making, appropriate training mechanisms can be developed, with some implementation, through late summer and early fall.

It should be noted that the NMU Information Technology unit will work with the *Cognos Metrics Studio* software vendor, as needed. Most of the vendor's responsibilities were met during Part I with installation and developer training.

6: Describe how you plan to monitor how successfully your efforts on this Action Project are progressing:

- A:** The project will keep pace with the time table and the Action Project committee will use a collaborative intranet; mid-term and final reports will be presented to the Vice President for Academic Affairs, the Vice President for Finance and Administration, and the NMU President, as well as posted to the NMU AQIP website. The Action Project Review that we receive from AQIP after submitting our Annual Report also will be posted at the NMU AQIP website. At the project's outset, mid-term and completion, stories will run in campus media and/or be communicated via campus email.

7: Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals:

- A:**
- The data advisory board recommended in Part I must be implemented. It is important that the various divisions throughout the University have ownership in the system. The advisory board would prioritize requests for additional metrics, benchmarks, or targets, and would recommend hardware/software upgrades and user interface changes.
 - The Key Performance Indicators should be mapped to the Road Map benchmarks and external reporting requirements, and finalized by the data advisory board.
 - For the pilot unit, a fully operational dashboard KMS exists and end users trained.
 - A roll-out plan, including training, for the remaining metrics is created.

- Feasible solutions for an automated interface between the KMS and the content management system of the NMU website are found