Digital Campus Retreat

Report from Session 2725
Started Thursday, Sep 27, 2018 09:40 AM
Ended Thursday, Sep 27, 2018 09:40 AM

34 Unique Users

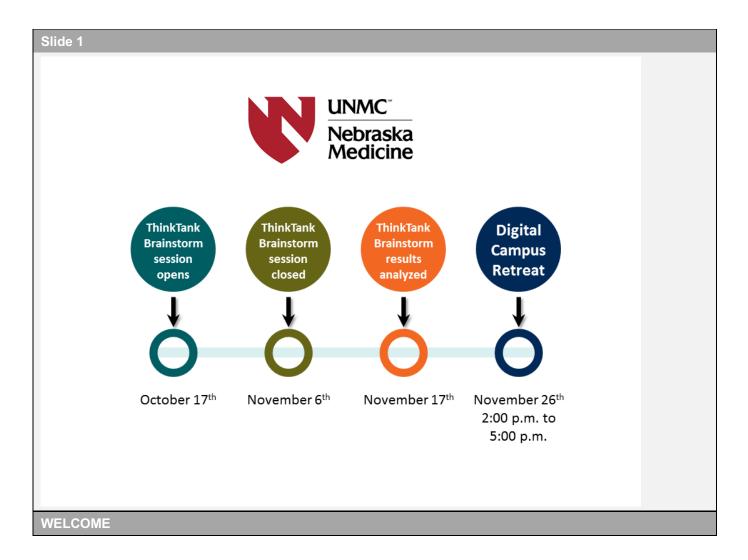## AGENDA

PRESENTATION

Slide 1

WELCOME

WELCOME

As an essential participant of the upcoming Digital Campus Retreat please take a few moments to participate in a brainstorming session using ThinkTank.

ThinkTank is an anonymous stakeholder engagement platform which allows the Retreat Planning Committee to:
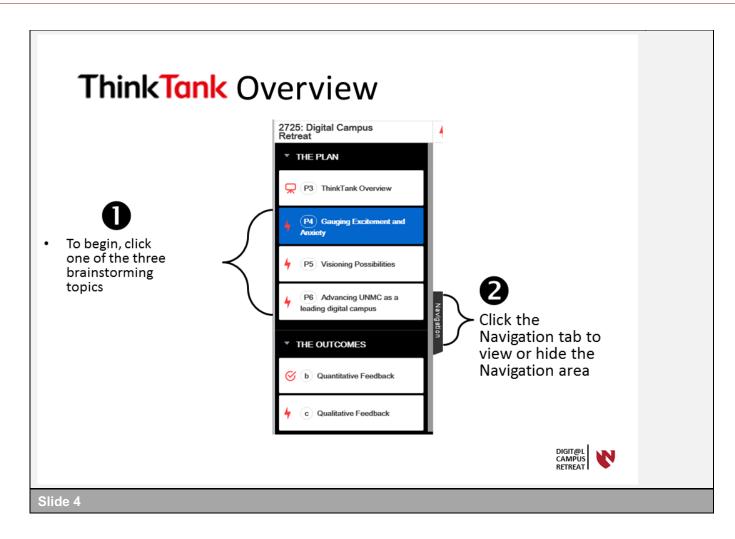
- ❖ Capture participant ideas
- ❖ Capture voice
- ❖ Determine opportunities for enhancement
- ❖ Analyze trends or common topics to further explore during the Digital Campus Retreat

DIGIT@L CAMPUS RETREAT

ThinkTank Overview

ThinkTank

ThinkTank Overview

1 • To begin, click one of the three brainstorming topics

2725: Digital Campus Retreat

▼ THE PLAN

P3 ThinkTank Overview

P4 Gauging Excitement and Anxiety

P5 Visioning Possibilities

P6 Advancing UNMC as a leading digital campus

▼ THE OUTCOMES

b Quantitative Feedback

c Qualitative Feedback

Navigation

2 Click the Navigation tab to view or hide the Navigation area

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Slide 4

ThinkTank

❸ Click to select a question

❹ Click in the field to add your responses to the selected question

❺ Click in the field to add comments to your colleagues responses

on how to use   Contact Brandon Grimm at blgrimm@unmc.edu

ThinkTank

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Think Tank

GAUGING EXCITEMENT AND ANXIETY

1. What is exciting about becoming a digital campus?

1. I think it will attract more students
2. It will make UNMC more collaborative. Making it easier to work across different colleges and departments
    1. *By being more collaborative, more research funding and brand identity/recognition will also be a byproduct.*
    2. *Improve collaboration across the NU campuses and with other institutions*
3. Unlimited possibilities.
4. It will provide a framework for us to iterate on our digital environment capabilities. We will get to name the components and define how they are managed and promoted as part of the learning and research ecosystem.
    1. *This will promote UNMC among peer institutions and help us demonstrate that we are ready to support and lead in a changing environment. It contributes positively to our identity.*
5. Learner focused delivery of educational content for digital natives.
6. Potential to be more efficient and reduce costs for students
    1. *I agree with this one. Whatever we do we should focus on student outcomes*
7. Increased efficiency using a single digital platform.
8. Decentralization of digital resources could mean more access and autonomy; sustainability
9. Opportunity to facilitate best practices around student-center strategies and educational technology integration.
10. That this may bring us up to par with other universities.
11. More options and opportunities to be best in class when it comes to technology.
12. As a person who loves being on the front end of technology, I think this is a good move.
13. clearly define what a digital campus means so we can speak a consistent message among Colleges, faculty, staff and students.
    1. *Agree - I don't think everyone is working off of the same definition of what it means to be a digital campus.*
14. Our students are digital citizens. As a university, they expect us to be beyond their level, which we aren't; they take a step back when they are on campus. It is time for us to be at their level and pushing them to go even further.
15. Efficiencies recapture resources that can be re-purposed while maintaining and improving service to students, staff productivity and institutional accountability.

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2. What causes you anxiety about becoming a digital campus?

1. Not exactly knowing what we mean by a digital campus
   1. *Seconded*
2. That we will once again have a session when we say the same things (infrastructure, time, money), come up with priorities, and then nothing will happen
3. Change causes me anxiety
   1. *Change happens everywhere and all the time. It will happen with or without us. What specifically are you concerned about with this change? What do you need to help you through this change?*
   2. *I agree, we need to be able to clearly see the benefits.*
4. Assuring that we have enough network power and connections to support all students' devices.
5. Meeting accessibility guidelines.
   1. *Making sure all disabilities are covered or regarded*
6. Lack of confidence in reliability of electronic connections necessary for digital capabilities.
   1. *very common problem - especially with updates which are seemingly applied inconsistently across campus*
7. UNMC was once a leader. Now UNMC is seriously behind. MCC has better IT/digital capabilities than we do. How can we claim to be on the top university, on the cutting edge, having breakthroughs, when most of our cell phones, iPads, laptops can't even connect to the Wi-Fi. How did we allow this to be come acceptable?
   1. *Along these lines, I want our image/branding/presentation of a digital campus to match what we are doing internally.*
8. Need education/training for faculty who are much less familiar/comfortable with some of the technologies.
   1. *Agree that faculty need training resources especially just in time training.*
   2. *Training is a small piece of the equation. Of higher priority is release time to actually maintain or develop new skills. We are at greater risk than ever of falling behind because we don't make "developing" or "learning" an essential priority - a VALUE.*
   3. *Agree, we are asking faculty to design new curricula using innovative tools in which they have not been trained, don't understand how to apply, nor have the protected time to learn. This is a MAJOR issue.*
9. Unclear what "digital campus" means here at UNMC
10. Concern a "digital campus" will be a fad - changes will have to be made to move to a digital campus and the meaning and implementation will start to shift overtime.
11. Strong faculty development.
12. Too many different programs which don't communicate with each other. I lose information because of the variety of programs used for notifying individuals - eg. use of ThinkTank.
13. The whole concept of a digital campus requires a mind shift from being reactive to being proactive. Are the right people in place?
    1. *I agree with this one. We need strong advocates on campus that are willing to push for what we need, help us learn what is needed, and so on.*
14. Matching our words with our actions--saying we are a digital campus is one thing, actually being one is quite another. Unless there is a strong, visible, and successful commitment to improving infrastructure, equipment, and support staff it will fail. Failing at something this large is worse than not going down the path at all.
    1. *1. A digital campus requires a significant investment in HUMAN resources, not just technology. Calibrating/continuously growing/recruiting/ human resource investments are very significant determining factors in success. In just the faculty development slice, we are under-resourced to support change. In the staff development slice, we are under-resourced for change. We would need a strategic plan goal to secure time dedicated for the workforce to continually advance skills necessary to be equipped and competitive in a digital age.*
15. I'm not sure we have the infrastructure. Our class rooms and buildings are poorly designed. We don't have apply tv or other technology, the smart boards are dated, and don't allow for tables to be moved making it easier to use technology and have better interaction.
16. Technology use for the sake of using technology - concern about spending resources on tools that do not ultimately save time, improve communication, enhance learning, etc. just because they are "new," "high tech," or simply flashy.
    1. *Goldie Blumenstyk wrote this week: "Students aren't inspired by apps. They're inspired by people and*
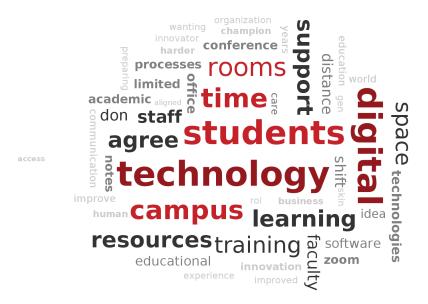
their passions." We have found this to be true in nearly every conversation with learners at UNMC. They are interested in ways to deliver content (that allows them to be successful on high stakes exams) but that allows for richer, deeper time connecting with our passionate, knowledgeable faculty. "Digital" should aim at better human time, not no human time. There is a lot of confusion about this on our campus.

17. We need to be able to set clear metrics. How will we know we have succeeded? Do we know that providing students i pad actually results in higher success?
    1. *Do we have data from COP on their tablet project?*
18. Philosophically speaking, talking about anxiety when something is exciting is asking for negative talk; Practically speaking, security and privacy are of utmost importance
19. Need to identify standards and measures of success
20. Concern about using specific equipment platforms.
21. Need for personal training
22. The financial investment and whether UNMC is willing to find the dollars to make it happen.
23. That this will be a change for individuals who are non-digital and how do you successfully bring them along.
24. I am afraid that this will be just like everything else-we say it is a priority, but then we do not invest the needed resources into it. You are either all in or all out. I am also afraid of our culture. We are risk and change averse, perhaps because of the above. I am afraid that going digital is more of a business model-and we think too much like academics. We don't move as fast as industry and we balk at the investment needed.
25. Support for faculty to use technology. It is difficult to stay subject matter experts when we are learning new technologies too. The ongoing staff support will be extremely important.
26. It feels like we try to force things like this without a clear direction. It would be nice to know why this is a priority. Do our students tell us they want this, is this to save money, will it improve the student experience etc
27. We have faculty and courses that are highly rated are we going to tell these faculty that they need to change their methods
28. Faculty are not always ready for the newest tech and with the limited time they have in the classroom, the technology needs to be foolproof and user friendly. They are not willing to sacrifice their time for something that may be valuable to students, but an unknown to them.
29. We also may lose valuable faculty who decide it is time to retire rather than learn the new tech.
30. Subject matter expertise often includes insights that are not obvious, or even counter-intuitive, to bright, creative people with less experience in a field. You end up with two difficult problems: 1) SME may be inflexible when considering alternate solutions and 2) well-intentioned leaders may be reluctant to cede discretion and authority to the SME. The complexities of digital initiatives require planning and implementation to follow lines of comparative advantage that can conflict with lines of hierarchical leadership. Executive leadership which vests trust and confidence in those with apparent expertise can foster momentum and buy-in with each successive small win.

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VISIONING POSSIBILITIES

1. What strengths does UNMC currently have to make it a digital campus?
1. Support from the leadership
    1. *Agreed*
2. A good IT infrastructure
    1. *1. I disagree. Not all of our buildings can support having students in them with laptops/iPads. We have limited distance rooms. Zoom is very limited and mainly in small conference rooms. PDD has 2 rooms for distance and no Zoom rooms. The computers in the conference rooms does not have all the updated software that we have (i.e. Office 365).*
    2. *I agree with the disagreement. There is a lot of room to improve in all areas related to IT.*
    3. *I also agree with this...there are SOOOO many dead zones. Also, when you are connected to the wireless, it just kicks you off randomly.*
    4. *I 100% agree with this disagreement. I still can't get help for my Apple devices when calling the help desk.*
3. Staff and resources
    1. *We need significantly enhanced staff and resources. Available release time is very limited.*
4. Students who are more digitally enabled
5. Synergy in working with Nebraska Medicine
    1. *This should be maximized*
    2. *Agree with this need. There are many examples of clinic and educational spaces and IT needs that are overlapping. Then we have challenges in meeting both needs including who will fund the needed hardware, software, and support.*
    3. *The added security that NEMed needs is slowing us down.*
    4. *I agree with #3*
6. Connections with NU campuses and resources.
7. The willingness to become proficient in the digital space.
8. There are some who really like innovation and trying new and better ways
9. A Chancellor that is not afraid of technology and models the possibilities technology gives us at every possible chance!

2. How will we know that we are a leading digital campus?
1. When we are able to fully engage students at a distance in IPE activities via technology.
2. We are recognized by other institutions
3. When other campuses in our system, region, and eventually the world, recognize our abilities to incorporate technology that leads to value/improvement
    1. *Agree*
4. We are highlighted by others in our use of technology and innovations with educating students
5. We have more students than we can handle because of a rock-solid reputation for delivering a world-class education. Former learners champion their experience, our community connections champion our innovation, our patients experience leading care that is aided by digital communication technologies.
6. When we (students, researchers, staff, educators) are productive because of going digital and that we are all less 'anxious' using digital products
7. When we are recognized and awarded for our efforts in this space.
8. Everyone is on board, using the technology, and moving the field forward.
9. When we no longer have to spend discussion time in meetings talking about troubleshooting basics.
10. When our students are "wowed" by our technology and challenged.

3. What will be different five years from now if we become a digital campus?
1. Students already use an average of 3 devices at a time--how many will they use in 5 years?
2. Student satisfaction has increased
3. Simplicity (one stop for multiple inquiries) and automation of routine processes
4. Faculty are more comfortable with the idea of becoming a digital campus is
    1. *We would invest wisely in human capital to help support this shift. The digital age is just one label for today. Change is going to be a constant in the educational and health science world. We need to use philanthropy or other resources aligned to support our people, innovators, creative teachers. Currently, there is no time available for any human I know on campus--we are stretched too thin. It is not a matter of "wanting" the best outcome. But, the hours in the day and the "wanting" don't equate. #burnout*
    2. *I completely agree with this statement. Proper change includes the time and resources to shift. We don't have time or personnel resources for what we are doing now, let alone shifting.*
5. We are able to define what we mean by a digital campus
6. When we can stop complaining about having IT issues, not knowing how to use an app, and more so when it has become part of our everyday knowledge and use.
7. Improve efficiencies and effectiveness.
    1. *Using technology should be easier, faster, better, not harder than whatever the "old" way was. I am guessing most people would say that EPIC made life harder - the ROI is not evident or was aligned for insurers, not care givers. We have to better know our gains, pains, and ROI.*
8. We will have a handle on what technologies to use when, and everyone who needs to use them will have basic competency with them.
    1. *We have not defined "digital competency" which is an important concept as we invest in current, and hire new staff and faculty.*
9. Our success as a UNMC campus will be more globally visible if applied in a digital framework that allows broader dissemination in novel ways.
10. Chronicle of Higher Ed just published a new report on Gen Z http://bit.ly/unmcGenZ Instead of being behind in preparing for ever changing students- we would be actively preparing for them. We don't live in a Flexner era. Gen Z — shaped by the Great Recession and the reign of the smartphone and social media — marks a break from even the recent past. Today's students are more skeptical and money conscious, interested in an education they can apply and focused on the value of a degree. Technology is indispensable to them but not always a net positive, and they may need more in the way of personal development than their predecessors did.
11. We will be known as a learning organization - an organization that values learning, continually and nimbly learns about and improves itself.
12. We are more 'digitally connected' ..hopefully wirelessly
13. Educational spaces will evolve
14. Some have said that we will be "with the times" if we shift to digital campus. Others have said that we

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need to define what that means. I agree. What does digital campus mean? My dream is that we adjust and shift some of our resources into the innovator space. Currently, we have NO innovator space. Anyone trying anything different does it on their own time and dollar, and then if leadership or support is not on board with you then they serve as barriers. To be in the innovation space, we have to shed our academic skin and don a business skin. This does not mean that we have to lose our identity as academics, but that we set up the right infrastructure to allow those who want to to fly, to take risks, to go where others have not gone. If we truly all get on the same page, a lot of repetition and useless processes will be eliminated, gaps in communication will be gone, and faculty will be able to use technology and business to satisfy the rigid academic P&T cage that we have constructed and guarded all these years. Students will be able to connect with faculty on a new level. Technology can teach basics, and we can help filter information and add reality and expertise to the mix. We will not need paper (I am currently in a paperless office). We will be able to prove how technology (digital campus) saves us work time because we streamlined effort and processes.

15. When coming up with an idea on how we can improve skills with faculty or staff, we aren't told that it is not your space to bring up this idea
16. We will not wonder whether something is possible, we will move forward to push limits and make it possible.
17. Greater efficiency

4. What would be possible that is not possible now?
1. Additional support for online students.
2. Leveraging the data and technology to see trends and be proactive with our planning.
   1. *We know virtually nothing about how our students behave in our various learning environments. Do we KNOW how are students are learning when they "watch" lectures at home? How do they take notes? Do they take notes? Do they read? It is hard to effectively teach in a "learning environment" that is highly ambiguous and shifting. We have to be careful about fake news and real data.*
   2. *I think this is the academic piece that is ripe for testing IF we consider it proactively.*
3. We are able to interact with students in more effective way
   1. *Should be a very high goal.*
4. students do not rely on text books and lecture notes
   1. *Our students should be able to rely on vetted resources that an expert teacher has assembled for them, vs. hunting through the internet for others.*
5. Any device any person uses is an effective teaching tool on a global basis.
6. We do not have training available. No longer do we have access to training for the multiple platforms that have been rolled out to us. We need to have constant and ongoing training available to everyone. Staff are relied upon heavily and they don't have the training to do their job. For example, Office 365, Canvas, Sync, Box, ADIS. Saying here is a link to a video watch it is just not enough.
   1. *Training is a gap. There is no dedicated learning space to learn and practice new technologies.*
   2. *Training Gap: We do not have dedicated time to train.*
   3. *Completely agree with this. As a digital native, I do pick things up very quickly. But that does not help anything if everyone around you struggles. I am sure that is how students feel. We say we are innovative, but comparatively we are not.*
7. Upgrade all classrooms and conference rooms to have Zoom (minimum) and the same software as are on our office computers.
8. Equal access to technologies (hardware and software)
9. improved distance education quality both synchronous and asynchronous. By improved I mean fewer disruptions, support with set up and building educational activities
10. Connectivity between sites similar to what the iWall technology has created. Comfort to use technology rather than hesitation which costs us time and care that can be given to our patients.
11. Enhanced communication and hopefully less aggravation.

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ADVANCING UNMC AS A LEADING DIGITAL CAMPUS

1. What will it take to breakthrough to the next level? Enter ideas you have about HOW UNMC will become a leading digital campus?

1. Expanded analytics. Informing faculty of what analytics are available and how to access them.
    1. *Agreed; this is crucial to unlocking the deep value in your data in order to make strategic (proactive) decisions.*
    2. *Agree. This is a high yield and visible need. If we can do this well, we will help increase research and educational output and dissemination.*
2. Data that this is a needed investment
3. A clear plan and direction
    1. *Here, I think about an opportunity for campus buy-in and awareness. Could we present some areas for growth and ask for input on prioritizing them? Then, in 6-12 months: these were identified as priority items. Here's the work we did. Here's how it maps to achieving a digital campus. Show a roadmap.*
4. A degree of consolidation across systems. At this point, there are too many technology platforms and not enough understanding about "which tool does what." Before additional programs are layered on, there would be value in bringing our current IT tools together in a single-sign on hub (e.g., icons to access to Canvas, Zoom, room scheduling, etc.).
5. input from leadership and students
6. A team that supports the faculty and staff to include more instructional designers, technologists and digital learning subject matter experts.
    1. *Yes, agree!*
    2. *This is a key point. Subject matter experts in content should have support with subject matter experts and technicians for design, development and support.*
7. We need policies in place
8. We need our support personnel equipped with technology, so they are able to 'remotely' support and manage digital software, hardware, and other available technologies.
9. Agree with all of those above. We also need a clear "why". Why are we doing this? This part seems to be missing in many of the initiatives that are started, but it is crucial to get people on board.
10. Trained support staff. With all of the things faculty are expected to learn (canvas, ADIS, Concur, examsoft, sharepoint, teams, iwall, etc.) just to do their job, it is taking away time they could spend on research, teaching,

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and clinicals. We will need either very good training for faculty, so they can quickly learn how to function in this environment, or very good support staff who can and will help faculty and students.

    1. *I agree with this...but, the only way to move forward is to adapt to new things.*

11. Consolidation of technological resources - potentially in the form of a single sign-in hub for different technologies (e.g., Canvas, Zoom, room scheduling, etc.). Once people on campus are able to see all of the technology options available, we will have more accurate usage data and will be better able to assess outstanding technology needs.

12. Being digitally literate and intrinsically motivated to becoming a digital learner, user and teacher

13. Although UNMC has great general software/hardware support, 'device specific' support or resources both from a technical or pedagogical view are lacking. Going forward, if we are serious about 'curricular delivery reform,' I believe we need ' a universal design delivery' perspective rather than 'device specific' delivery model.

14. Thoroughly researching and selection of digital resources and being consistent across the system

15. The appropriate resources.

16. We need to think like a business....how do businesses do what they do? They find the revenue streams now, and they invest a portion of that to develop the next step. They HAVE next steps in mind. One of the most frustrating things to me as someone who is an early adopter is that it takes time to learn and grow these ideas, and yet none of your efforts to push the envelope is rewarded in our formal UNMC academic structure. It's not even recognized. So why would folks want to innovate when doing the status quo is what is rewarded? People who are passionate will do this regardless until they burn out.

    1. *Although I somewhat agree to a business point of view..'not everything' in academics can be viewed with a business mindset. We have to be cautious, attentive and sensitive to the growth of our students to be creative thinkers and leading them developing a growth mindset. We start treating like customers of a business, there goes the entry into finding the loop holes of how to make a profit rather than a developing tolerance to future challenging situations. All businesses are prone to failure.*

17. Another thing is that our IT structure in general (as it was before anyways) is not conducive to big break through thinking either. For example, we cannot hire highly trained innovative folks in the current pay system. They will make too much elsewhere. Second, if they decide to stay, what is their incentive to innovate? Anything they create is University property. They don't have a pathway to professional development and job progression. They have nowhere to go except out. If they do stay, how long can you be motivated in a system that does not reward for the creative energy? Faculty have the ability at least to profit from grants, etc. Staff have nothing. How can you ask creative people to create without an incentive?

18. Data analytics is where we should start building our resources...then, we use the data service to fund more innovation and testing. We do NOT harness the power of our data because each College and department are so darn protective of their stuff. If we could harness the power of our data, we could be the "Google analytics" of higher education. Now THAT is an idea!

    1. *I cannot comment on the protection of data. But my comment is related to the analytics. Everyone...many many are talking about analytics..I think with going more 'digital'..there is no doubt we will have more data at hand..but my point what are we going to do with the data. We need to think beyond just mere data collection. We need to able to find those action items to act upon....for example, we collect so much evaluation data (course evaluations, graduation exit evaluations etc) but there is no way to analyze them...we need to have resources (data analysts) at every level to point to that information to the heads at every level.*

19. Another question...what incentive is there to even take the time to fill out this survey? This information gathered is at the expense of those who are invested and want UNMC to thrive. We need to build an infrastructure to support those who are willing to go the extra mile to contribute ideas and take the hit for being risky.

20. We need the support personnel in place to mentor new users through innovative breakthroughs. If faculty say they would like to produce a resource for students, they are the experts, but we need app developers to put their ideas into usable/deliverable code. We also need professionals that help choose the right technology for the desired solution. Buying something for its bling is not good stewardship - but purchasing something that can be used in various ways and that has some shelf life is a worthy expenditure.

21. Strong IT support for faculty, staff and STUDENTS, regardless of device type/brand.

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QUANTITATIVE FEEDBACK

Votes Cast: 7   Abstained: 0

	AGREE OR DISAGREE	Avg.Score	+/-	Std Dev	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I found ThinkTank easy to use	4.00	26.7%	0.53	0	0	1	5	1
2	The technology accelerated and enhanced the outcome.	3.71	45.2%	0.45	0	0	2	5	0
3	There are other decisions or processes that would benefit from this approach to aligning teams on a common objective.	3.57	49.5%	0.49	0	0	3	4	0

QUALITATIVE FEEDBACK
1. Analytics and incorporating technology into the strategic plans are vital
   1.1. It would be nice to see some kind of "upvote" feature on the ThinkTank space. For some responses, I agreed but had to leave a comment to show support. I'd have upvoted a couple of response or comment if I could have.
2. Interesting tool. I can see other ways to use it.
3. Isn't this really just a discussion board? Could we use an existing product for this?

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