Cracking the Communication Code

What Works and What Wastes

November 2, 2017

EDUCAUSE 2017
Setup

- [Link](http://responseware.turningtechnologies.com)

- Session ID: educause

- Click “Join,” *no need to enter First Name, Last name, userID or email*
Boston University

- Leading private research university
- 33,000 students from all 50 states and 135 countries
- 10,000 faculty and staff
- 16 schools and colleges
- 2 Boston campuses, 30 study abroad program sites across the globe
BU IS&T

- Approx. 400 staff in 6 departments
- $60M annual budget
- 48 services, 203 service components
- 4 governance committees
About Me

- VP Information Services & Technology at BU since 2009
  - Applications and Enterprise Services
  - Client Services & Support
  - Educational Technology
  - Information Security
  - Infrastructure & Research Computing
  - Projects, Communication & Admin

- VP Information Technology Services at University of San Francisco 2002 - 2009
The Challenge

“Do you offer XYZ?”

“What does XYZ (group or person) do?”

“What is the policy on XYZ?”

“How do I get help with XYZ?”

“Why is XYZ this way?”

“How do I request an IT project?”

“Can I buy XYZ service?”

“What is our strategy for XYZ?”

“How are IT decisions made?”

“How do I grow in my career in IS&T?”
The Risk

Top issue among BU IS&T staff:

Communication
So what are we doing about it?
ERM Heat Map

Likelihood

Almost Certain

Possible

Rare

Impact

Minor

Moderate

Major

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## Communication Scoring

### Effort

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Effort Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Easy</td>
<td>1 person, &lt;1 hour effort per instance</td>
</tr>
<tr>
<td>2</td>
<td>Moderate</td>
<td>2-5 people, 1-5 days effort per instance</td>
</tr>
<tr>
<td>3</td>
<td>Challenging</td>
<td>5-50 people, &gt;week effort per instance</td>
</tr>
<tr>
<td>4</td>
<td>Herculean</td>
<td>50+ people, &gt;month effort per instance</td>
</tr>
</tbody>
</table>

### Impact

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Participation Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Low</td>
<td>less than 10% of target population engaged</td>
</tr>
<tr>
<td>2</td>
<td>Medium</td>
<td>Up to 50% of target population engaged</td>
</tr>
<tr>
<td>3</td>
<td>High</td>
<td>50-80% of target population engaged</td>
</tr>
<tr>
<td>4</td>
<td>Awesome</td>
<td>80-100% of target population engaged</td>
</tr>
</tbody>
</table>
Internal Meetings

Direct Report 1-1 (6)  
*bi-weekly*

Skip-levels (20)  
*bi-monthly*

Core Leadership (6)  
*bi-weekly*

Directors’ meeting (40)  
*8 months/yr*

Management Forum (100)  
*3/yr*

All-staff meetings (400)  
*3/yr*
Internal Meetings: Effort

1. Easy
2. Moderate
3. Challenging
4. Herculean
Internal Meetings: Impact

1. Low
2. Medium
3. High
4. Awesome

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External Meetings

Annual Deans’ Meetings (13)

Governance Committee meetings (3 4/yr, 1 monthly)

Service Management meetings (monthly)

Program/Project Steering meetings (monthly)
External Meetings: Effort

1. Easy
2. Moderate
3. Challenging
4. Herculean

Technical difficulties, group scored
Moderate
External Meetings: Impact

1. Low
2. Medium
3. High
4. Awesome

- Low: 9%
- Medium: 57%
- High: 30%
- Awesome: 4%
Internal Lunches

IT Partners (7)
(monthly)

Tech Talks (35)
(monthly)

Lunch with Leadership (20)
(monthly)
Internal Lunches: Effort

1. Easy
2. Moderate
3. Challenging
4. Herculean
Internal Lunches: Impact

1. Low
2. Medium
3. High
4. Awesome

- Low: 10%
- Medium: 30%
- High: 49%
- Awesome: 11%
Join us at the Tech Fair on Wednesday, April 11, 2018 from 10-2!

600 attendees in 2014, 360 in 2016
Tech Fair: Effort

1. Easy
2. Moderate
3. Challenging
4. Herculean
Tech Fair: Impact

1. Low
2. Medium
3. High
4. Awesome
What's New in IS&T

Project Progress

October 11, 2017

IS&T Project Portfolio Report

IS&T publishes an updated project portfolio for each of the governance committees on a regular basis. Attached is the updated project portfolio, as of August 17th. The portfolio has a tab for each governance committee, which...
Staff Newsletter: Effort

1. Easy
2. Moderate
3. Challenging
4. Herculean

Technical difficulties, group scored Moderate
Staff Newsletter: Impact

1. Low
2. Medium
3. High
4. Awesome

- Low: 42%
- Medium: 30%
- High: 24%
- Awesome: 4%
Community Newsletter

Tech Times

Introducing the BU Laptop Personal Purchase Program

Summer 2017 Classroom Updates

MyPrint Enhancements

BOSTON UNIVERSITY
Community Newsletter

Tech Times

Pageviews

- March 2017
- April 2017
- May 2017
- June 2017

1,200

600
Community Newsletter: Effort

1. Easy
2. Moderate
3. Challenging
4. Herculean

Bar graph showing:
- Easy: 9%
- Moderate: 46%
- Challenging: 37%
- Herculean: 9%
Community Newsletter: Impact

1. Low
2. Medium
3. High
4. Awesome

![Bar chart showing impact levels: Low (71%), Medium (27%), High (2%), Awesome (0%).]
One Year Later

October 27, 2017 at 9:28 pm

Congratulations to Mike Demirjian, Darlene’s choice of colleagues to care for Rhett this week. Check out the Rhett Appreciates page to find out why Darlene appreciates Mike.

I can’t remember the last time I ate pancakes. But this morning here at 111 Cummington, the Fun Advisory Board drew me in with the berries and caught me. Yup, I ate the pancakes, and they were good. I have heard that eating carbs can calm the nerves — not that I’m making excuses or anything — and I felt in need of some calming. Perhaps like many of us at this time of year, I am running behind at the moment, feeling almost literally underwater. It’s that feeling when you realize that you are holding your breath, locking your jaw, reminding yourself multiple times a day to swallow. It’s that set of feelings that goes with working from deadline to deadline, barely making it, and worrying that the next...
CIO Blog for Staff

A CIO's Journal
News, Reflections and Philosophy from Tracy Schroeder, BU VP IS&T

One Year Later
October 27, 2017 at 3:28 pm

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Pageviews
500

BLOGROLL
- IS&T Mission
- IS&T Newsletter
- IS&T Strategic Plan

LUNCH/TEA WITH TRACY
- Lunch with Tracy Sept. 19, 2017

RECOMMENDED
- Cool BU Videos
CIO Blog: Effort

1. Easy
2. Moderate
3. Challenging
4. Herculean
CIO Blog: Impact

1. Low
2. Medium
3. High
4. Awesome

9%  43%  31%  17%

Low  Medium  High  Awesome
IS&T on Social Media

350 Facebook Followers

775 Twitter Followers

BU IT Help Center
@BUITHelp

Good luck on finals!
Social Media: Effort

1. Easy
2. Moderate
3. Challenging
4. Herculean

- Easy: 39%
- Moderate: 41%
- Challenging: 18%
- Herculean: 2%
Social Media: Impact

1. Low
2. Medium
3. High
4. Awesome
Anonymous Q&A

IS&T Staff - Ask Anonymously! and suggestions are welcome too.

About

Ask Anonymously is a way for IS&T staff to ask questions, or provide suggestions, for IS&T leadership.

The questions come in to the Communication & Documentation team without any identifying information. We then obtain a response from IS&T leadership and publish it in the next issue of the IS&T Staff Newsletter.

How it's Anonymous

This form does not collect any login credentials or user agent information, so it would require both a) knowledge of when the question was submitted and b) access to the logs, to get an accurate IP address of the submitter. Even then, the POST data (including the text of the question itself) is not saved to logs. Regardless of the possibility of associating a question with an IP address,
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Anonymous Q&A: Effort

1. Easy
2. Moderate
3. Challenging
4. Herculean
Anonymous Q&A: Impact

1. Low
2. Medium
3. High
4. Awesome
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Communication Channel Scoring - Tracy

- Tech Fair
- Internal Meetings
- External Meetings
- Community Newsletter
- Staff Newsletter
- Internal Lunches
- CIO Blog for Staff
- Ask Anonymously Social Media

Effort vs. Impact matrix:
- Easy
- Moderate
- Challenging
- Herculean
- Low
- Medium
- High
- Awesome

Effort: Low, Easy, Moderate, Challenging, Herculean
Impact: Low, Medium, High, Awesome
Communication Channel Scoring - Session

- Tech Fair
- External Meetings
- Internal Lunches
- Internal Meetings
- Ask Anonymously
- CIO Blog for Staff
- Staff Newsletter
- Social Media
- Community Newsletter

Effort: Easy, Moderate, Challenging, Herculean
Impact: Low, Medium, High, Awesome
What else have you tried?

*Comments provided in Q&A/post-session:*

- Flyers under doors in residence halls
- Vendor sponsored Tech Fair-type events
- Messages to students through faculty, to faculty through deans
- Daily university-wide email blasts (all University news, not just IT)
- System status page of web site
- Annual Report publishing
- Community surveys