

Appendix F: LTU Online Documentation

*Faculty Policy on Teaching Load*²⁷

Full-time faculty members at Lawrence Technological University are expected to carry a teaching load, advise students on academic and career matters, pursue scholarship and/or applied research, contribute to college-level and University service, and contribute to community service

Teaching Loads

Full-time faculty members are expected to teach 24 credit hours during each academic year, consisting of 12 credit hours in the fall and spring semesters, with a maximum of 14 contact hours per week. Teaching load for undergraduate, master's, and doctoral courses is subject to the following rules:

1. Full-time faculty teaching master's level courses in any college (Master of Science Education and Master of Educational Technology excluded) are granted release time of one credit hour for each three-credit hour graduate course taught.
2. Full-time faculty teaching doctoral level courses in the College of Management are granted release time of one and one half credit hours for each three-credit hour doctoral course taught.
3. Full-time faculty receive no release time for teaching undergraduate level courses.
4. Where faculty members teach at multiple levels, faculty load is "rounded up" at .5 credit hour.

Policy on Overload Teaching (Faculty Handbook)

The section 2.1.4. of the Faculty Handbook describes the current faculty overload policy:

“Faculty that are assigned more than the normal teaching load are paid for teaching overload at the then current part-time rate. Overload payments are made during the spring semester. Department Chairpersons may not receive teaching overload payments. The University does not encourage overload assignments to faculty and approves them only under exceptional circumstances. Frequent teaching overloads may interfere with the ability of a faculty member to perform satisfactorily in other areas that are required for acceptable performance evaluation, promotion, tenure and retention.”

On-line Course Assignments

In addition to their regular teaching load, faculty members may teach one online course per semester (fall and spring semesters) through LTU Online as an overload assignment, subject to approval of the LTU Online executive director and notice to the respective dean.

²⁷ This draft policy was circulated to academic leadership on April 22, 2006.

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Summer Assignments

Full-time faculty members are not under contract with the University for the summer term. Faculty members may negotiate one or more teaching assignments during the summer term working as adjunct faculty for the summer. One of these summer classes may be taught through LTU Online, subject to approval by the executive director of LTU Online and notice to the respective dean.

Examples

A full-time faculty member teaches exclusively undergraduate classes. The faculty member is responsible for teaching four three-credit hour undergraduate classes in each of the fall and spring semesters.

1. A full-time faculty member teaches one three-credit master's level class in both the fall and spring semesters, plus three three-credit undergraduate classes in both the fall and spring semester. The faculty member's load is computed as follows:
 - a. The two graduate classes are counted as 8 credit hours (two three credit hour classes plus one credit hour of release time for each class).
 - b. The six undergraduate classes are counted as 18 credit hours.
 - c. The total faculty load is 26 credit hours, and the faculty member is eligible for an overload payment equal to two (2) credit hours.
2. A full-time faculty member teaches three master's level classes in both the fall and spring semesters. The faculty member's load is computed as follows:
 - a. The six graduate classes are counted as 24 credit hours (six three-credit hour classes plus one credit hour of release time for each class).
 - b. The total faculty load is 24 credit hours, fulfilling the load requirements
3. A full-time faculty member teaches three master's level classes in the fall semester, and two master's level and one College of Management doctoral level class in the spring semester. The faculty member's load is computed as follows:
 - a. The five graduate classes are counted as 20 credit hours (five three-credit hour classes plus one credit hour of release time for each class).
 - b. The doctoral class is counted as 4.5 credit hours (one three-credit hour class plus one and one-half (1.5) credit hours of release time for the class).
 - c. The total faculty load is 24.5 credit hours, "rounded up" to 25 credit hours, and the faculty member is eligible for an overload payment of one (1) credit hour.

Due Process

The responsibility for administration of this policy rests with the Provost, and is assigned to the deans for administration within the individual colleges. Interpretations and appeals related to this policy are reviewed by the Provost.

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Review of Policy

This policy will be reviewed as needed by the Provost in consultation with the Deans and the Executive Director of LTU Online. The policy will be reviewed at least every two years.

LTU Online Adjunct Instructor Position Description

Lawrence Technological University seeks academically qualified and experienced online adjunct instructors for teaching opportunities with the LTU Online initiative.

Position Summary:

1. Provide “Theory and Practice” online education through learner-centered instruction that will enable graduates to fulfill their career objectives.
2. Instruct and facilitate a meaningful learning experience of the course competencies in the curriculum and proactively support all facets of the LTU Online learning environment.
3. Foster and encourage an online culture of learning that values mutual responsibility, life-long learning, diversity, and ethics as well as personal and professional development.

Key Job Elements:

1. Provides competency-based education
2. Delivers online class instruction of the LTU Online approved online course
3. Enables student exit competencies
4. Delivers learner-centered instruction through distance delivery mechanisms
5. Encourages student success
6. Manages the online class environment
7. Contributes to a culture of learning
8. Relates industry experience to learning

Position Requirements:

1. A minimum Masters Degree (preferably a Ph.D. or equivalent degree) in the area of the teaching discipline is required of all LTU Online teaching faculty.
2. Successful teaching experience of at least 24 recent graduate semester hours in the teaching discipline from a regionally accredited institution, supported by prior teaching evaluations. At least 9 of these semester hours must have been taught in hybrid or online environments.
3. Credentials and workplace experience directly related to the LTU Online course(s) of interest.
4. Successful completion of the LTU Online Facilitator Training course.
5. Letters of recommendation from a faculty colleague and from an experienced online educator.
6. Excellent oral and written communication skills.
7. Excellent critical thinking and decision-making skills.

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8. Willingness to work in an accelerated learning format and to work online with students on a daily basis.
9. Access to personal computer, broadband Internet services, and other requirements set forth on the <http://www.ltu.edu/ltuonline> web site.

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LTU Online Course Development Contract

This contract documents the policies and procedures used to provide course development stipends for faculty designing and producing courses for LTU Online.

Faculty Information

Name: [Redacted] **Fall Semester** [Redacted]
Address: [Redacted] **Spring Semester** [Redacted]
City, State, Zip: [Redacted] **Summer E Semester** [Redacted]
Home Phone: [Redacted] **Other (list pay dates)** [Redacted]
SSN: [Redacted] **Department/Location:** [Redacted]
 This is a new faculty member
 This is a new address

FOAPAL: [Redacted]

Agreement:

(Faculty Name) _____ will receive \$3,525 in stipend to develop the course _____ for use as a LTU Online course. The course will be developed in (Semester and Year) _____ and will be offered for the first time in (Semester and Year) _____. The course will be reviewed and revised as needed after its first delivery.

The above-named faculty member will receive fifty (50) percent of the stipend upon the successful conclusion of the initial course development phase as certified by LTU Online staff and approved by the Executive Director of LTU Online. Details of the LTU Online course development methodology are found at <http://ltuonline.ltu.edu> and adherence to the methodology is incorporated into this contract.

Upon conclusion of the first scheduled teaching of the online class, the above-named faculty member will collaborate with development staff from LTU Online to review the initial course structure and design, and to make necessary changes to the design as a result of feedback from students, instructor, and LTU Online staff. The above-named faculty member will receive the balance of the stipend upon the successful conclusion of the course review and revision phase as certified by the LTU Online staff and approved by the Executive Director of LTU Online.

Course Development Schedule:

The above-named faculty member will collaborate with development staff from LTU Online prior to the start of (Semester and Year) _____ to initiate a work plan, develop timelines and tasks for the design/production/deployment/revision phases of the course development project, and for gathering of course materials. The work plan becomes a part of this contract, and the contract will be signed after the work plan has been negotiated. Work against the plan will commence as soon as this agreement has been signed.

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Online Technology Certification Course:

Faculty who have not completed the LTU Online technology certification process prior to undertaking the course development process, and who intend to teach the online course once it is developed, must complete the LTU Online technology certification program as part of the course development schedule.

Course Deployment, Review, and Refresh Schedule:

The course will be completed and deployed prior to the scheduled first offering date. Course scheduling is subject to change due to enrollment levels and availability of qualified instructors.

This course will be reviewed and refreshed following its first delivery and prior to its second delivery. The second delivery is subject to change due to enrollment levels and availability of qualified instructors. The review and refresh methodology is defined on the <http://ltuonline.ltu.edu> web site and is incorporated into this contract.

Copyright and Intellectual Property:

All intellectual property developed for and included in LTU Online courses is subject to the Lawrence Tech intellectual property policy:

1. Original faculty-prepared materials directly incorporated into LTU Online courses without modification remain the property of the faculty member.
2. LTU Online will request permission from faculty members for inclusion of faculty-prepared materials in LTU Online classes.
3. Original materials developed during the LTU Online course development process is the property of Lawrence Tech. Lawrence Tech grants to all Lawrence Tech faculty members the rights to use these materials in any class taught at Lawrence Tech.
4. No externally copyrighted material may be used in LTU Online courses without obtaining appropriate copyright permission from the owner(s).
5. Course document masters, stored digital files, copies of related materials, and copyright releases are retained by LTU Online.

Failure Clause:

Failure by the faculty member to meet the agreed-upon course design methodology, tasks, and production timelines will render this contract null and void.

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The above provisions and timelines are agreed upon at our meeting of _____.

Accepted: _____ Date: _____
Faculty Signature

Accepted: _____ Date: _____
LTU Online Producer

Approved: _____ Date: _____
Executive Director, LTU Online

Approved: _____ Date: _____
Provost

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LTU Online Teaching Contract

Name: [Redacted] **Fall: August 31 – Dec 23, 2005**

Address: [Redacted] **Spring: January 16 – May 22, 2006**

City, State, Zip: [Redacted] **Summer A: May 17- June 28, 2006**

Home Phone: [Redacted] **Summer E: May 17 – July 27, 2006**

SSN: [Redacted] **Summer B: July 10 – August 19, 2006**

Banner ID: [Redacted] **Other (list pay dates):** [Redacted]

Department: **LTU Online** **This is a new faculty member**

FOAPAL: [Redacted] **This is a new address**

You have been employed to instruct the class(es) listed below during the indicated semester:

Course Number	CRN	Course Title	Days	Time	Contact Hours			
					Lec/Sem	Lab/Stu o	Exam	Total
			Online					
			Online					
			Online					
			Online					
					Total Contact Hours			
For Business Services use only					Hourly Rate			
					Total Compensation			

Conditions of Employment:

1. Full-time faculty members are eligible to contract with LTU Online to teach one LTU Online class in each major semester, and at least one LTU Online class in the summer semester.
2. All LTU Online teaching assignments are subject to evaluation standards promulgated by LTU Online. Future teaching eligibility will be based on demonstration of successful teaching and student evaluations.
3. Each class must be taught as scheduled above. LTU Online must approve any deviation from the schedule.

Appendix J: LTU Online Staff Credentials

Dr. Alan McCord, Executive Director

S. Alan McCord
2540 Gladstone Avenue
Ann Arbor MI 48104
Office: 248-204-3094 – Cell: 734-323-1559 – Home: 734-665-5323
E-mail: mccord@ltu.edu or amccord@umich.edu

Teaching Experience

Lawrence Technological University, Southfield, MI

PROFESSOR OF MANAGEMENT	2003 - Date
EXECUTIVE DIRECTOR, LTU ONLINE	
EXECUTIVE DIRECTOR, ACADEMIC PROGRAM ADMINISTRATION	
DIRECTOR OF IT OPERATIONS	

Responsible for design, development, and delivery of online courses for the University through the LTU Online initiative, reporting to the Provost. Develop and teach courses for LTU's doctoral and master's programs in Information Technology Leadership & Management and Information Systems.

- Developed the program statement for the LTU Online initiative, recruited staff, and developed policies and procedures for operation of the program.
- Manage the "Leading and Managing the IT Organization" course in the DMIT program (MIS8033), and the "Strategic Information Systems" course in the DBA program (DBA8063).
- Teach additional information systems courses for the Master of Science in Information Systems and Master of Business Administration programs.
- For one year, was responsible for the College of Management's bachelor's and master's level academic programs in business administration, operations management, and information systems.
- For three years, led the IT initiatives for the College of Management, including technology services for faculty and students, provision of technology training services to faculty, operation of the College computer laboratory, and relationship management with central and college-level campus IT providers.
- Developed a collaborative lecture series and associated graduate level class offering with colleagues from Eastern Michigan University.
- Led the program review of the College of Management's Master of Science in Information Systems curriculum.

University of Michigan, Ann Arbor, MI

1999-2004

ADJUNCT FACULTY, SCHOOL OF INFORMATION

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- Developed and teach graduate-level class in information technology management (SI627). Course has been approved for permanent offering within the School of Information.
- Serve as faculty supervisor for student directed study projects.

Eastern Michigan University, Ypsilanti, MI

1998

ADJUNCT FACULTY, COLLEGE OF TECHNOLOGY

- Developed and taught graduate level class in information technology management.

Wayne State University, Detroit, MI

1983-1985

GRADUATE LECTURER, SCHOOL OF EDUCATION

- Taught graduate level classes in computer-based education, computer-managed instruction, and instructional design.

Professional Experience

University of Michigan, Ann Arbor, MI

MANAGING PRODUCER, EVIA/DA PROJECT

2003 - Date

INTER-INSTITUTIONAL AND VENDOR RELATIONS

2003 - 2005

Serve as lead technical investigator for the EVIA/DA project at Michigan. Coordinated inter-institutional and vendor relationships for the University's Digital Asset Management Initiative, serving as senior member of the initiative leadership team.

- Establish and maintain contractual and research relationships with vendors providing services to the University.
- Establish and develop relationships with higher education institutions pursuing programs in digital asset management.
- Lead technology investigator, EVIA ethnomusicology digital archive project, with Indiana University and University of Michigan School of Music.

SENIOR DIRECTOR, PLANNING & COORDINATION, IT CENTRAL SERVICES

2001-2003

Coordinate development of strategic and operational planning for the campus' largest IT service provider unit. Advise campus leaders on emerging IT planning issues. Lead special projects involving emerging and collaborative technologies.

- Facilitated investigation and evaluation of digital asset management system technology for the campus.
- Participated in development of EVIA ethnomusicology digital archive proposal between the University and Indiana University, resulting in Mellon Foundation award.

ASSOCIATE UNIVERSITY CHIEF INFORMATION OFFICER

2000 - 2001

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Coordinate delivery of IT services to the University of Michigan by its 1,700 IT professionals. Serve as a member of the Chief Information Officer's staff, representing the CIO at University and external functions.

- Member, Merit Network Computing Center Directors group, Board of Directors alternate.
- Member, Campus Year2000 project team, and team leader of Y2K command center.

DIRECTOR OPERATIONS MANAGEMENT, INFORMATION TECHNOLOGY DIVISION 1998 - 2000

Direct the delivery of information technology services for 50,000 students and 28,000 faculty and staff on three campuses. Responsibilities include administrative data processing, the University high-speed backbone network, the University telephone system, and the University cable television system. Supported environments include extensive use of Unix/SP2/Oracle platforms, IBM CMOS complex, Nortel SL-100 switch, SONET/FDDI ring, and Internet2 connectivity.

- Direct 300 staff providing 7-day/24-hour service.
- Supervise an auxiliary budget with over \$40M in annual revenues.
- Direct provision of university production environments, data networking, and telephony.
- Participated in establishing strategic and tactical planning processes for campus IT services.

Eastern Michigan University, Ypsilanti MI

EXECUTIVE DIRECTOR OF UNIVERSITY COMPUTING

1991 - 1998

Direct infrastructure and administrative technology services for 23,000 students and 2,300 faculty and staff. Supported environments include IBM CMOS (OS/390), EMC storage array, Perception Technology telephone registration system, Digital Alpha, Unix, and NT Server. Campus network includes fiber optic backbone, ATM, TCP/IP, Banyan VINES, Novell NetWare, Windows NT, SNA and DECnet. Mainframe administrative applications include SCT student information and finance. Client-server applications include ADP CSS-HRizon human resources, Endeavor library automation, Raiser's Edge development, health services, student information data warehouse, and web applications.

- Direct 53 FTE full-time and 40 student staff providing 7-day/24-hour service.
- Lead academic and administrative advisory groups to develop strategic and tactical plans for information technology.
- Lead development of campus standards for hardware, software, networking, and use of technology resources.
- Directed development of campus-wide fiber optic network and implementation of TCP/IP communications protocol.
- Direct acquisition, planning, and installation of mainframe, DASD, and network equipment. Recent acquisitions include EMC storage array and IBM CMOS processor.
- Direct implementation of all administrative information systems for mainframe and client-server environments. Recent projects include integrated student information system, alumni/development, purchasing, and health center systems.
- Directed implementation of EMU's first data warehouse application, providing consolidated student information for retention analysis and academic program decision-making.

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- Eliminated operating deficit while overhauling hardware infrastructure.
- Renegotiated service contracts to reallocate over \$400,000 of supply and service budget to network initiatives.
- Established end-user training programs, information technology help desk, and volunteer consultant program.

Oakland Community College, Bloomfield Hills MI

DIRECTOR OF COMPUTER SERVICES

1987 - 1991

Directed administrative, professional, and academic computing services for one of the nation's largest multi-campus community college, with 30,000 students and 800 faculty and staff. Mainframe environment included IBM 3090 (VM/XA and MVS/SP). Administrative applications included student information, accounting, purchasing, human resources, and PROFS e-mail. Academic applications included language processors, CADAM/CATIA design software, and SAS.

- Managed 21 full-time staff providing 24/hour service.
- Planned and installed two IBM 3090 mainframe configurations and 3390 DASD.
- Directed major projects involving CICS, MVS, VTAM, PROFS, NOTIS, BITNET, telephone registration, and AMS LEGEND systems.
- Collaborated with advisory groups to develop long-range information technology plans.
- Implemented problem and change management disciplines, established enterprise IT help desk, and established vendor maintenance programs.
- Consolidated lease and maintenance agreements, implemented IBM HESC agreement, and secured donations from industry, significantly expanding hardware and software availability while controlling costs.
- Member of college Institutional Research Council.

Wayne State University, Detroit MI

MANAGER, USER SERVICES

1984 - 1987

ASSISTANT MANAGER, USER SERVICES

1983 - 1984

LEAD SYSTEMS ANALYST, USER SERVICES

1979 - 1983

Managed academic, professional and external computing support for a large urban university with 29,000 students and 1,400 faculty and staff. Mainframes included IBM and Amdahl (MVS, VM/SP and MTS). Applications included word processing, statistics, graphics, database, FOCUS, e-mail, conferencing, and languages. End-user support included public laboratories, training laboratory, consulting services, and documentation library.

- Managed 20 full-time and 45 part-time staff, significantly reducing staff turnover.
- Expanded services to include VM, FOCUS, PROFS, remote consulting, and microcomputer support.
- Participated in implementing on-line registration and establishing network control center.
- Established statistical support center for researchers.

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- Implemented student computer account program used by 10,000 university students.
- Managed implementation of Wayne State’s first public access microcomputer facilities.
- Managed implementation of first departmental LAN technology on the Wayne State campus
- Participated in major expansion of university and metropolitan data network.
- Expanded end-user training program from 20 to 50 short courses, serving over 3,000 users per year.
- Collaborated with Vice President to develop short- and long-range information technology plans.

Education

- 1985 Doctor of Philosophy, Wayne State University
Major: Instructional Technology - Computer Based Education
Minor: Management and Organization
Dissertation: “Measures of Participation in Group-Based and Computer Conferencing Environments”
- 1977 Master of Education, Wayne State University
Major: Instructional Technology - Instructional Design
- 1972 Bachelor of Science, University of Michigan
Major: Natural Resources - Environmental Education
Extracurricular: Four-year member, University of Michigan Marching Band

Related Professional Training

- 2002 “Evaluating Student Writing,” University of Michigan Center for Research on Learning and Teaching
- 1997 “Teaching Learning & Technology Roundtable,” American Association for Higher Education
- 1996 “Providing Remote Support for Distance Learners,” CAUSE/EDUCOM
- 1995 “The Web: A New Model for Application Development,” CAUSE/EDUCOM
- 1995 “The Virtual Research Library,” EDUCOM
- 1994 “Implementing Large Multi-Protocol Networks,” CAUSE/EDUCOM
- 1994 “Quality Operating Systems,” Eastern Michigan University Center for Quality
- 1993 “Total Quality Management in Colleges and Universities,” International Quality and Productivity Center
- 1991 “Organizing Information Systems,” IBM Corporation
- 1991 “I/S as a Service Organization,” Oullette and Associates
- 1990 “Imaging and Education - Trends for the 90s,” CAUSE/EDUCOM
- 1988 “Strategic Planning for Campus Computing and Communications Technology,” CAUSE/EDUCOM
- 1987 “OS/MVS Migration Strategies,” IBM Corporation
- 1986 “Project Planning and Management,” IBM Corporation
- 1985 “Service Level Agreements,” IBM Corporation
- 1985 “Managing and Motivating Data Processing People,” Slaughter Associates

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Professional Associations

- EDUCAUSE, the Professional Society for the Management of Information Technology in Higher Education, 1985-date.
 - o Adjunct Proposal Evaluator, EDUCAUSE 2004 National Conference.
 - o Member, Evolving Technologies Committee, 2001-2004.
 - o Member, Funding and Charging Task Force, 2002.
 - o Member, Editorial Committee, 1996-98; committee chair, 1998.
 - o Eastern Michigan University institutional representative, 1992-1998.
- *The Technology Source*, Vision Section Editor and member of Editorial Advisory Board, 1998-2004.
- *Innovate Magazine*, member of Editorial Advisory Board, 2004-date.
- The Conference Board, Industry Council on Outsourcing and ASPs, 2001-2002.
- Society for Information Management, Detroit Chapter, 1990-date.
- National Association of Student Personnel Administrators, 1996-98.
 - o Member, Committee on Future Skills and Knowledge.
- American Association for Higher Education, 1996-1998.

Research and Publication Agenda

The research and publication agenda focuses on the scholarship of integration, the scholarship of application, and professional activities in the following area:

- IT strategic planning, organization, and governance
 - o Effective use of governance archetypes and processes
 - o Building increased maturity through organizational change and governance
- IT service design and outsourcing
 - o Outsourcing and competitive advantage
 - o Outsourcing and organizational change
 - o IT organizational structures, service design, and performance metrics
- Digital asset management
 - o Development of tools to ingest, index, organize, retrieve, and disseminate rich media assets
 - o Integration of digital asset and learning management systems
- Emerging technologies and technology adoption
 - o Development of regional and community broadband and wireless initiatives
 - o Building collaborative relationships between commercial, nonprofit, and government agencies
- E-learning and instructional design
 - o Development and deployment of institutional repositories and student/faculty portfolios
 - o Effective teaching in hybrid and on-line environments
 - o Development of reusable instructional objects

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Publications, Presentations, Quotations

- 2006 "Technologies and Services in Support of Virtual Workplaces," submitted for "Handbook of Research on Virtual Workplaces and the New Nature of Business Practices." Editors: Pavel Zemliansky, Ph.D, James Madison University, and Kirk St. Amnt, Ph.D, Texas Tech University. Co-authored with Morell Boone, Eastern Michigan University
- 2006 "Applying Best Practices and Lessons Learned to a New Online Initiative," submitted for publication in *Innovate* magazine.
- 2006 "Approach to Teaching Research Methodology for Information Technology," submitted for publication in the *Journal of Information Systems Education*. Co-authored with Lerine Steenkamp, Lawrence Technological University.
- 2006 "The Value of a Project-Based Approach to e-Commerce for the MBA," submitted to ISECON 2006. Co-authored with Kamal Kakish, Lawrence Technological University.
- 2005 "Time Compressed Hybrid Courses: Teaching Strategies, Technology Services, and Administrative Support," with Patricia Castelli/Laura Majewski/Jackie Stavros for the IACBE national conference, scheduled for April 2005.
- 2004 "Of Nomadicity, Expectations, Campus IT Infrastructure and, Oh Yes, Budget," white paper with Leslie Hitch for the Evolving Technologies Committee, EDUCAUSE 2004 National Conference.
- 2004 "Establishing a Digital Asset Management Initiative on Your Campus," EDUCAUSE Pre-Conference Seminar, scheduled for October 2004.
- 2004 "Time Compressed Hybrid Courses: Teaching Strategies, Technology Services, and Administrative Support," Michigan Blackboard Users Group, scheduled for September 2004.
- 2004 "Institutional Repositories: Getting From Here to There," Lawrence Technological University "Best Practices" presentation.
- 2004 "Time Compressed Hybrid Courses: Teaching Strategies, Technology Services, and Administrative Support," Lawrence Technological University "Best Practices" presentation.
- 2003 "Institutional Repositories," white paper for EDUCAUSE Evolving Technologies Committee, *EDUCAUSE 2003 Conference*, November 2003.
- 2003 "Using Blackboard as a Faculty Intranet in the College of Management," with Laura Majewski/Jackie Stavros for Lawrence Technological University "Best Practices" presentation.
- 2003 "Sourcing IT Services," in McClure, Polley (editor), *EDUCAUSE Leadership Strategies Series, Volume 7 – Organizing and Managing Information Resources on Your Campus*, John Wiley & Sons, 2003.
- 2003 "Architectures: From Video Storage to Campus Rich Media Services," SURA/ViDe Digital Video Workshop, Atlanta, March 2003.
- 2002 "New Developments for Access and Content Management," presentation with the Evolving Technologies Committee, EDUCAUSE 2002 National Conference.
- 2002 "Bandwidth Management Roundtable," EDUCAUSE 2002 National Conference.
- 2002 "Sourcing Campus ICT Services," Society for College and University Planning Annual Conference.
- 2002 "Are You Ready to Discuss IT Outsourcing On Your Campus?" *EDUCAUSE Quarterly*, Volume 25, number 1, 2002.

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- 2001 “Bandwidth Management Roundtable,” EDUCAUSE 2001 National Conference.
- 2001 “Beyond the Hype: How Systems Implementation Really Works (and how it doesn’t),” with Robert Foldesi/Ted Heidloff/Kevin Smart for College and University Personnel Association National Conference, October 2001.
- 2001 “The Art and Science of IT Infrastructure,” with Jose-Marie Griffiths, in Goodman, Paul (editor), *Technology Enhanced Learning: Opportunities for Change*, Laurence Erlbaum Press, 2001.
- 2000 “Campus-Wide Planning for Business Continuity and Emergency Operations,” with Gloria Hauck-Thiele for EDUCAUSE 2000 National Conference.
- 2000 “Outsourcing Roundtable,” EDUCAUSE 2000 National Conference.
- 2000 Quoted in Boone, Morell, “Are You Going Wired or Wireless?” *Library Hi-Tech*, Volume 18, number 2, 2000, pages 185-190.
- 2000 “Implementing an HR Information System: Two Experts Offer Advice,” with Ted Heidloff interviewed in *CUPA Journal*, Spring/Summer 2000, pages 11-13.
- 2000 “CIO Discussion Panel,” facilitator, Information Technology Management Association of Michigan, May 2000.
- 1999 Quoted in Steven Gnagi, “Back Up Your Backup,” *University Business*, December 1999, page 54.
- 1999 Quoted in Matt Villand, “Under Control,” *University Business*, December 1999, pages 58-59.
- 1999 “Outsourcing IT Services: What, Why, When and How?” with Morell Boone and Barbara Horgan, *EDUCAUSE 1999* National Conference.
- 1999 “Designing and Building Leading Edge Libraries,” expert panel member, Association of College Research Libraries 1999 Annual Conference.
- 1999 “The Last CAUSE Conference,” *Library Hi Tech News*, April 1999.
- 1999 “Internet2 and Its Impact,” Ann Arbor Computer Society.
- 1999 “Recruiting and Retaining IT Staff,” with Ted Heidloff for Michigan College University Personnel Association Annual Conference.
- 1998 “Outsourcing IT Services: What, Why, When and How?” with Morell Boone and Barbara Horgan, *CAUSE 1998* National Conference.
- 1997 “Outsourcing IT Services: What, Why, When and How?” with Barbara Horgan, *CAUSE 1997* National Conference.
- 1997 “Managing Information Technology: Skills for Senior Student Affairs Officers,” National Association for Student Personnel Administrators National Conference.
- 1996 “Information Technology, Government, and the 21st Century,” EMU Department of Political Science.
- 1996 “Outsourcing IT Services: Why, What, When and How?” *Seminars in Academic Computing* National Conference.
- 1995 “The ‘Cyberary:’ Designing Information Services for the 21st Century Mind,” with Morell Boone, *CAUSE95* National Conference.
- 1994 “Image Technology for Municipalities,” EMU Institute for Community and Regional Development.
- 1993 “A Team Approach to Administering Campus Information Technology Services,” *CAUSE 1993* conference.
- 1989 “Information Systems Planning in the Community College,” *CAUSE 1989* National Conference.

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- 1987 “Building Relationships Between Computing Centers and Academic Libraries,” Michigan Library Association.
- 1985 “Managing a Major Urban University’s Expanding Network,” with Catherine Cooper-Weidner, *CAUSE 1985* National Conference.
- 1985 “Establishing a Network Control Center,” with Catherine Cooper-Weidner, Association for Computing Machinery *SIGUCCS85* conference.
- 1983 “Computer Applications for the Administrator,” Michigan Occupational Therapy Association.
- 1982 “In-House Systems and Time-Sharing Services,” Michigan Association of Governmental Computer Users.
- 1981 “Computer Managed Instruction,” with Timothy Spannaus, Minneapolis: Control Data Corporation.
- 1981 “Computer Based Conferencing,” Association for Computing Machinery *SIGSOC81* conference.
- 1981 “Managers in the Work Environment,” with Wayne State University colleagues, New York: Merrill Lynch Pierce Fenner and Smith.
- 1980 “Computer Assisted Management of Instructional Development” and “Computer Assisted Design of Instruction,” with Timothy Spannaus, National Conference on Computer Based Education.

Professional Consultancies

- Wiley and Sons – Chapter expert reviewer for “The Legal Implications Of Information Security: Risk Management, Regulatory Compliance, And Liability Considerations,” in *The Handbook of Information Security*, Hossein Bidgoli, editor, scheduled for publication in 2005.
- Old Dominion University – Facilitated discussion regarding the potential to develop a comprehensive approach to digital asset management on the ODU campus.
- NaviSite Inc. – Presentation to inaugural meeting of NaviSite’s higher education advisory group, facilitation of discussion on ICT outsourcing issues, and counsel on the potential for outsourcing services within the higher education market.
- Central Connecticut State University – Through Athene Consultants, led a comprehensive review of the campus IT environment, leading to reorganization and re-missioning of the campus IT enterprise. Through Werner Consulting, guided campus leaders to implement key recommendations from the Athene Consulting report.
- University of Connecticut – Through BlueEagle Partners, prepared an action plan for the establishment of a consolidated student services center on the Storrs campus.
- Bartech Group – Conducted a comprehensive review of the corporate IT environment, including summary presentation to board of directors.
- Oakwood Health System – Provided project management support for the migration of the corporate data center to a new facility.
- California Polytechnic and State University – San Luis Obispo – Provided consulting support for information systems organization and service planning.

Lawrence Technological University – Request for Institutional Change

Institutional Service Performed

At Lawrence Technological University:

- Led program review of Master of Science in Information Systems and Master of Science in Operations Management curriculum.
- Developed a faculty intranet service to support information exchange, sharing, and documentation.
- Leading deployment of videoconferencing and other distance learning initiatives within the College.
- Serve as member of the University Strategic Planning Committee, and led the Program Delivery planning subcommittee.
- Participated in the program design for proposed Student Services Building.
- Participated in development of campus-wide intellectual property policies.
- Serve as member of the University Technology Advisory Committee.
- Serve as member of the University Web Council.
- Serve as a facilitator for IT campus reorganization task force.
- Serve as a member of the University Academic Program Review Committee.

At the University of Michigan:

- Facilitated development of LinkMichigan community networking plans and initiatives, resulting in State grant award to Washtenaw County. Represent the University to the Washtenaw County LinkMichigan initiative.
- Participated in development of community business accelerator proposal, resulting in State grant award to the City of Ann Arbor and Ann Arbor IT Zone.
- Participated in concept development and proposal process for Michigan Technology Center, including concept documents for the Internet Hall of Fame and Interactive Museum.
- Member, University Audits Advisory Committee.
- Drafted recommendation materials for Center for Information Technology Integration Advisory Council.
- Member, President's Information Revolution Commission.
- Member, campus IT Federation Executive Committee.
- Member, Campus Security Architecture Task Force.
- Member, Campus Research Information System Task Force.

At Eastern Michigan University:

- Member and committee chair, University Retention Council.
- Member, University Library Building Committee.
- Member and committee chair, Presidential "Barriers to Learning" Advisory Committee.
- Member, Continuing Education Strategic Planning Committee.

Community Service Performed

- Washtenaw County Wireless Networking Task Force, 2004-date.
- Washtenaw County e-Government Enhanced Access Board, 2002-date.
- Washtenaw County LinkMichigan Steering and Technical Committees, 2002-2004.

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- Ann Arbor IT Zone, Board of Directors, 2001-2003.
- Ann Arbor Hands-On Museum, Board of Trustees, 2000-date.
 - Chair, Internet Museum and Exhibit Committee, 2003-date.
- Ann Arbor Public Schools Career and Technology Education Advisory Committee, 1998-date.
- State of Michigan SmartZone Coordinating Council, 2001-2003.
- Member: University of Michigan Alumni Association.
- Member, University of Michigan Band Alumni Association and Elbel Club.

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Mr. William Drummond, Lead Producer

William H. Drummond
1830 Kinmount, Lake Orion, MI 48359
248-393-1931 (Home), 248-622-8529 (Cell), whdrummond@yahoo.com

Career Summary:

A learning professional with broad experience in the secondary, post secondary, government, and private sector education and training arenas. Specific experience teaching, designing and implementing curriculum, and administering programs in domestic and international milieus. Special expertise in e-learning, faculty and student technology and learning support, intercollegiate collaboration, budgeting, and personnel supervision. Strengths in leadership, technology, and innovation. Able to develop and articulate vision, inspire enthusiasm, and execute decisions.

Experience:

2005-Present

Lead Producer, LTU Online

Lawrence Technological University, Southfield, Michigan

A private university near Detroit specializing in Architecture, Engineering, and Management

Begun in March 2006, LTU Online is an initiative of the University President Dr. Lewis Walker. Its goal is to deliver complete degree and certificate programs online. Initial programs include the Master of Business Administration, Bachelor of Science in Information Technology, Master of Engineering Management, and graduate certificates in Architecture Management, Project Management, and Non-Profit Management.

2004-Present

Multimedia/E-Learning Specialist

Lawrence Technological University, Southfield, Michigan

A private university near Detroit specializing in Architecture, Engineering, and Management

With the Veraldi Instructional Technology Resource Center team, supported faculty, staff, and students in their use of instructional technology tools and techniques, promoting their appropriate use, delivering training programs, and investigating new developments in the field.

Major Accomplishments:

- Guided the development of courses using streaming media, synchronous web-based multimedia platforms, live webcasts, video conferencing, and the Blackboard learning content management system.
- Pioneered adoption of SCORM-compliant sharable content objects and the creation of SCO repositories.
- Elected to the Executive Board of the Educational Teleconsortium of Michigan, representing Lawrence Tech.

Lawrence Technological University – Request for Institutional Change

2000-2003

Associate Dean of Distance Learning and Learning Support

Delta College, University Center, Michigan

A mid-sized community college near Saginaw

Spearheaded the college's e-learning efforts. Guided the Library Learning Information Center, including the Library, the Instructional Media Technology (audio/visual) Center, the Teaching/Learning (tutoring) Center, the Academic Testing Center, and the Open Computer Labs. Supervised the Instructional Technology Design Center, the Multimedia Learning Center, and the Learning Technology Design Team. Supervised and guided the college's Disabilities Services efforts.

Major Accomplishments:

- Led the development, in collaboration with two other colleges, of an online degree in Criminal Justice, negotiating articulation agreements with four-year institutions.
- Drove efforts to obtain accreditation through the Higher Learning Commission of the North Central Association to offer online degrees.
- Played an important role in the planning and implementation of a college-wide reorganization, merging Academic Services and Student Services.
- Collaborated with other college leaders as a member of the Technology Planning Team, the Web Portal Development Team, the Network Development team, the Planning and Budget Sub Council, the Curriculum Council, and as Chair of the Teaching and Learning Technology Round Table.
- Unified the Library Learning Information Center into a cohesive team.
- Dynamically represented the college with the Michigan Community College Virtual Learning Collaborative and the Educational Teleconsortium of Michigan.

1999-2000

Project Coordinator

Oakland Community College, Bloomfield Hills, Michigan

A large community college in Southeast Michigan

Planned, wrote, and executed Economic Development Job Training (EDJT) grants from the Michigan Economic Development Corporation for Electronic Data Systems, General Motors, and the Michigan Virtual University (MVU).

Major Accomplishments:

- Conceived of and directed an effort to change college policy to automatically award Continuing Education Units for non- credit grant courses. Chancellor's Council approved this policy change January 2000.
- Successfully led a consortium of four community colleges for three EDJT grants for EDS totaling \$1.8 million and training more than 5,000 employees.
- Executed three EDJT grants for GM totaling more than \$2 million and training more than 3,000 employees.

Lawrence Technological University – Request for Institutional Change

- Guided the college's participation in two MVU consortium grants, at \$1 million each, for the development and deployment of web-based training courses.

Education:

Oakland University, Rochester Hills, MI
Bachelor of General Studies, awarded 1980

Michigan State University, East Lansing, MI
Master of Arts in Education, Curriculum and Instruction, awarded 1987

Chair Academy, Maricopa Community College, completed 2001
Worldwide Instructional Design System (WIDS) Trainer
Worldwide Instructional Design System (WIDS) Coach
Wisconsin Technical College System, completed 2002

Awards:

Korean Civilian Service Medal from the Republic of Korea, 1997
Army Commendation, Department of Defense, 1994
Army Commendation, 8th U.S. Army, 1995, 1996, 1997 and 1998
Certificate of Appreciation, Command Support Group 1994 and 1995
Certificate of Appreciation, HQ, Army Education, 1998
Employee of the Month, Lawrence Technological University, 2005

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Ms. Diane Cairns, Producer

Diane Ruiz Cairns
1190 Eagle Nest Ct. (248) 563-0452 cell
Milford, MI 48381 diane@dcairns.com

SUMMARY

Extensive business experience developed from diverse work background. Provided leadership in formulating strategy, policy, and technical initiatives. Positions held required frequent interface with senior staff of company, government agency, as well as international business leaders. Proven initiator and strategic thinker with effective leadership, organizational, presentation and communication skills.

PROFESSIONAL EXPERIENCE

2001 – Present CAIRNS MANAGEMENT, LLC

Business includes working with organizations in the development of performance improvement programs and training. Additional work includes management of business and government compliance requirements, policies and procedures and grant management programs for non-profit. In addition, to working as consultant responsibilities include Adjunct Professor with Lawrence Technological University, College of Management. Course load includes masters level Project Management, Management Information Systems and Business Projects.

Industry Experience, Pharmaceutical and Automotive Companies

Responsibilities included the management of industry and company regulations supporting international health agency data reporting requirements. Research and recommendation supportive to rapid decision-making were part of daily responsibilities. Accomplishments include:

- International training program incorporating consistent company practices and health agency regulations.
- Implementation of quality program delivery standard training for department policies and procedures. Program was packaged and delivered across the company. Resulted in increased awareness and compliance with government regulations.
- Implemented electronic data exchange system, replacing paper based legal licensing agreements negotiated with multiple organizations.
- Communications plan for exchange of information vital to managing distribution of drug safety information required by international health agencies.

Developed internal audit procedures in support of quality and accuracy for drug efficacy data. This includes development and delivery of training, standard operating procedures, and metrics and measures within the department and internationally to support success.

- Standard Operating Procedures program implemented to provide consistency in managing regulated drug efficacy data and department processes.

Lawrence Technological University – Request for Institutional Change

- Developed Standard Operating Procedures program to support consistency in processes with the objective of demonstrating incorporation of health regulations.
- Training program developed to support colleague skill assessment; job function requirements; standard operating procedures; metrics and measures for on the job success following training and process changes.
- Quality management implemented to support department self-audits for adherence to standard operating procedures and continuous improvement.
- Developed international training program for all Drug Safety Surveillance offices to support standard operating procedures.

Implemented department structure to support flow of information within Drug Safety Surveillance and delivery to regulatory agencies. This involves, insuring that daily processing and flow of incoming and outgoing drug efficacy reports, regulatory reports and correspondence occurs and is maintained in accordance with regulatory report time frames, for both domestic and international sites.

- Implement Drug Safety Surveillance web site to support access to standard information and communications.
- Directed development, content, and administration of Worldwide Drug Safety Surveillance meetings.
- Developed information system to report drug efficacy data for a primary company drug at FDA Advisory Committee meeting.
- Development and implementation of barcode system to manage location of product case folders.
- Development and implementation of consumer letter system to support compliance with drug efficacy follow-up regulations.

Managed the maintenance and development of technical applications for Finance, Human Resources, Facilities and Material Management. Guidance and expertise provided to support technical programming, project specifications, systems development methodology, along with support in developing business and technical development.

- Three key applications were completed and moved to production.
 1. Online accesses to report processing and corporate data for financial reconciliation of billings.
 2. Application developed to support electronic processing of year-end performance merit raises and management bonuses.
 3. Implementation of software package to support site engineering maintenance requests and auditing records for regulated pharmaceutical research equipment.

Project manager for the development and implementation of systems to support electronic access to paper based and databases information for a new lead pharmaceutical drug. This project represented a significant accomplishment for the company to be a lead pharmaceutical research organization to deliver this capability to the FDA to review a New Drug Application. The information systems application delivered the capability for FDA reviewers to access the required material online.

- Managed cross-functional team.
- Effective application design resulted from comprehensive project requirements.

Lawrence Technological University – Request for Institutional Change

Mr. Kamal Kakish, Producer

Kamal M. Kakish
Cobam, Inc. Troy, MI 48098
kamal@cobaminc.com Telephone: (248) 703-6882

SUMMARY OF QUALIFICATIONS

A highly effective, results-oriented executive with over twenty years of comprehensive leadership experience in Information Technology and Strategic Business Management with IBM, General Motors, and others as Chief Information Officer (CIO), Sr. Vice President of Engineering and Product Development, Vice President of Quality, Director of IT and e-Commerce, Director of Strategic Planning, Principal Consultant, and Chief Architect.

Proven record in building large cross-functional teams and managing 150+ million dollar budgets across numerous industries including: Automotive, Finance, Insurance, Telecommunications, Health Care, Retail, Government, Energy, and Manufacturing and Distribution.

Mr. Kakish is a high-energy individual with strong work ethic s and a commitment to excellence. He is change agent with creative “outside-the-box” thinking. He has solid interpersonal and communications skills , and possesses a deep understanding of technology as an enabler to achieving business goals.

AREAS OF SIGNIFICANT STRENGTH

Information Technology Strategies and Systems Integration – Program and Project Management – Lean Thinking and Six Sigma Implementation – Management Consulting – E-Commerce and E-Business – ERP Implementations – Corporate Portals – Internet And Intranet Infrastructures– Enterprise Data And Document Management– Business Integration – IT Governance – Profitability Analysis – Market Segmentation – Vendor Negotiation And Management – Development Of Business Strategic Plans

LEADERSHIP EXPERTISE

- Demonstrated expertise in creating a technology vision, and transforming IT from a technology practice into a business-driven discipline.
- Proven ability to directly impact the bottom line of the organization through achievement of business goals and objectives.
- Significant experience implementing Six Sigma Quality solutions across several industries
- Solid expertise in the deployment and operation of Supply/Chain strategies, Electronic Commerce, ERP architectures, Systems Integration, and emerging technologies.
- Proven record in delivering timely and cost effective business solutions.

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EDUCATION

Doctor of Management in Information Technology, Lawrence Technological University, 2004 to Present

M.S. in Information & Computer Science, Georgia Tech - 1988

MBA Equivalent - IBM Professional Education – 1986

B.S. in Information & Computer Science, Georgia Tech - 1982

PROFESSIONAL EXPERIENCE

Cobam, Inc. Troy, MI. 2000 to present

Managing Director and CIO

While leading a cross-functional management consulting team for a multi-billion dollar automotive supplier, I developed and implemented the Corporate Global IT Strategy, architected and rolled out the corporate web portal for 5000+ users, implemented the IT Corporate Program Management Office (PMO), implemented the corporate ERP upgrade, reduced the IT Customer Care Center budget by more than 50%, and developed and taught a Six Sigma Black Belt curriculum. In addition, I taught several IT and Management courses at the graduate and post graduate levels at Lawrence Tech. These included Project Management, Risk Management, Quality Management, e-Commerce, and IT & Network Security.

General Motors, Detroit, MI. 1998 to 2000

Director of IT & e-Commerce

While managing a budget in excess of \$150 million, and an organization of over 300 IT professionals, some of my key deliverables entailed the assurance of building and operating the appropriate infrastructures and architectures, promoting a quality IT governance philosophy, and transforming IT from a technology practice into a business discipline. In addition, I eliminated over \$20 million of IT related expenses, directed the deployment of the GM Global BuyPower, B2C, B2B, and B2E ecommerce portals, developed and implemented an overall IT Strategic Plan that streamlined and standardized GM's Intranet web development, provided ubiquitous and global access to mission critical applications, deployed 9000+ desktop PC's and 2000+ engineering workstations, upgraded the network backbone to Fast Ethernet, deployed single node Voice Mail system, and stabilized four large data centers.

Delphi Information Systems, Chicago, IL 1997

Sr. Vice President of Software Development

Having a direct responsibility for the successful delivery of Delphi's product line of property and casualty insurance applications, I led an emerging-technology software development organization of 165 Quality Assurance Engineers and Software Developers, including three directors and six managers. In addition to setting the strategic direction for the company, I delivered two major state-of-the-art web-based software products, e-Commerce Software Product for the insurance intermediary market, improved the level of software development productivity four fold and reduced the size of the development organization by almost 40%. In essence, I played a key role in increasing Delphi's market share by 18% by promoting the quality philosophy and expanding relationships with customers.

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Anatec, Inc., Farmington Hills, IL 1995 to 1997

Project Director and Chief Architect

While managing a \$24 million client account, and a team of over 125 IT professionals, my achievements included the development and implementation of a complete object technology ERP system for the natural gas industry, and delivery of an enterprise-wide interoperability strategic plan, development a complete Object Technology Systems Development Life Cycle (SDLC).

National Academy of Science (NAS), Washington, DC 1992 to 1995

Director of IT - Strategic Planning

While directing a staff of IT project managers and maintaining a multi-million dollar budget, my achievements included the development and implementation of a 3-year IT strategic plan, delivery of 3 major client/server application development projects, and implementation of several Business Process Reengineering (Six Sigma DMAIC) efforts.

IBM, Atlanta, GA 1983 to 1992

Project Manager, Advisory Systems Engineer, Sr. Programmer

Over a period of ten years with IBM, I held several management and technical positions. His background as programmer, systems engineer, market support representative, and IBM Open Systems Consultant led to key leadership roles that included MIS management, product management, and delivery of multimillion dollar projects. My expertise were applied across several industries and platforms, in Business Reengineering and redesign concepts, and in strategy formulation.

PUBLICATIONS

Kamal Kakish has published a significant number of technical journals and white papers in IT architecture, security, and e-commerce with reputable business and academic societies. In addition, he presented several of these proceedings at national and international conferences. A list of Mr. Kakish's publications can be made available on request.