

Portal Metaphors

Jake Kupiec



Barry Walsh

INDIANA UNIVERSITY



Evolution of Portals

- First Generation (Referential)

Passive

- Search; catalog
- Second generation (Personalized)
 - Subscribe; personalize

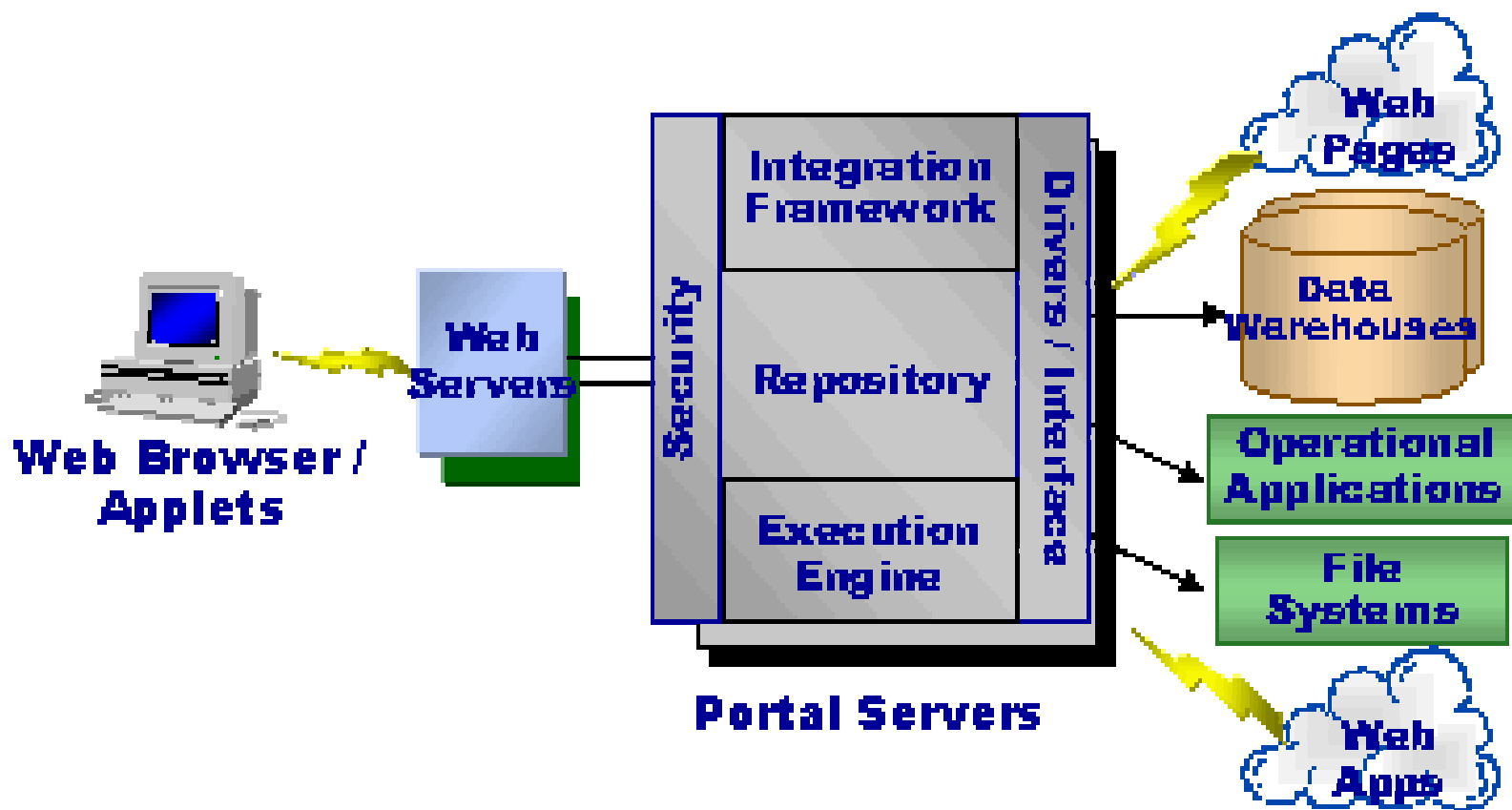
- Third Generation (Interactive)

Interactive

- Productivity and enterprise applications
- Fourth Generation (Specialized)
 - Web Services (Gartner definition)

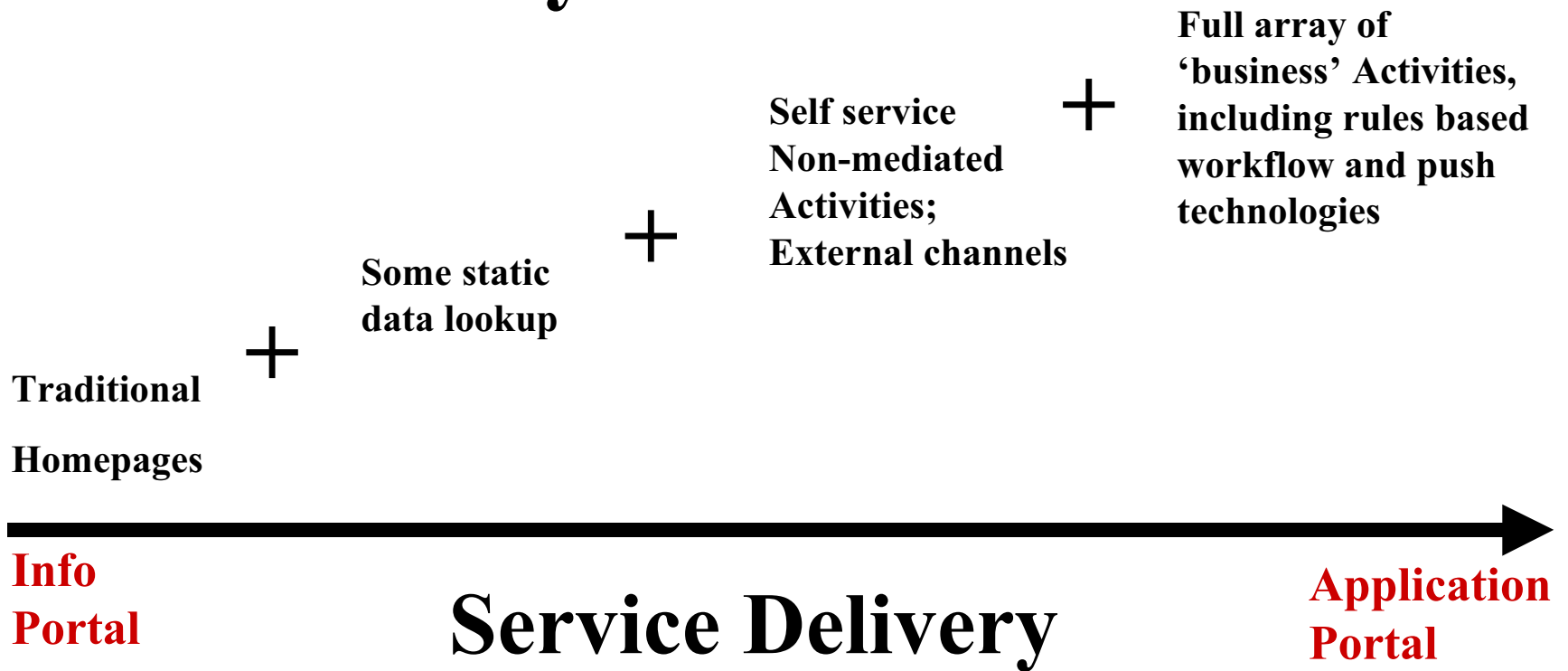


Corporate Portal Architecture



Portal Definition Spectrum

Where are you?



it all begins with  eStart



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 [click here for guest access](#)



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Vision for OneStart[©]

OneStart is a single, web-based, vertical enterprise portal that will provide a unified front end to IU information systems for everyone with business or activities to conduct with Indiana University. Key components of the OneStart portal include:

- Single sign-on and authentication
- Role-based customization of services
- Easy to use personalization of users desktop
- Public interface for service or channel integration
- Universal access via web browsers and wireless technology

OneStart will be a completely **user-centered** environment offering a wide array of services which will develop life-long campus citizens of Indiana University.



Vision for EDEN

The portal infrastructure, EDEN – Enterprise Development Environment, will consist of object-oriented and reusable standard modules upon which services can be built. Services offered via OneStart will evolve as each release is made available. EDEN will provide the flexibility, scalability, and extensibility to allow the OneStart portal to grow and adjust to the fast-paced world of information technology.

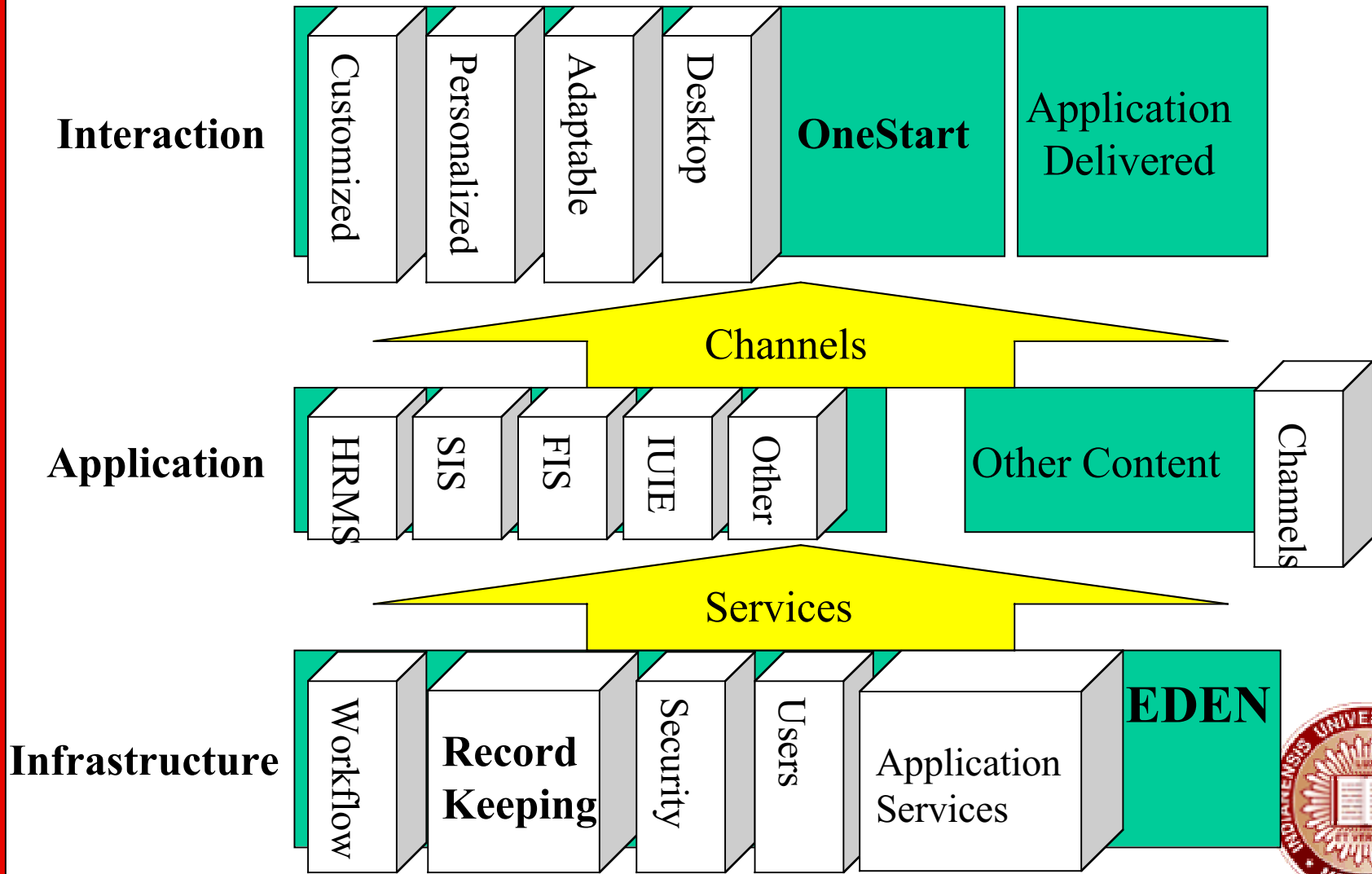


5 Principal Roles Envisioned at IU

- Prospective students (and parents)
- Students
- Faculty
- Staff
- Alumni



OneStart and EDEN



OneStart and EDEN

- Shared Vision is key
 - Success depends on shared ownership across all application areas.
 - Development work must be prioritized based on overall benefit to IU's shared vision.
 - The "Importance of Cooperation" – requires cooperation between virtually all units of the University.
- Enterprise Project – NOT just an IT project!
- Releases of OneStart will be iterative. OneStart will evolve as technology and needs change.



Buy vs Build

- “Complete” portal solutions –, Epicentric Vignette, Blue Martini, etc
 - Top Tier - Expensive (\$750,000 to \$5M)
 - 2nd-Tier - Unstable marketplace
- Portal frameworks – Tibco; MS Digital Dashboard, Oracle Portal, etc
 - Immature
 - Proprietary
- ERP vendor portals: PSFT, etc.
- Specialty portals: BlackBoard; WebCT, etc
- Build with a partner
- Build from scratch



Buy vs Build

- Gartner Group white paper (ITExpo 2000)
 - Portal market is crowded and due for shakeout mid-2001
 - Dominated by very small ISV's (independent software vendors)
 - In contrast, they make up a very small part of larger vendor's revenues (IBM, Oracle, CA, etc).
 - Best practices
 - Communicate business goals
 - Seek professional assistance
 - Undertake iterative development and deployment
 - Don't underestimate costs



Workflow evaluation

- Evaluation of several products including Filenet, IBM, BEA, Oracle, Ariba, TIBCO, HigherMarkets.com, etc.
- Requirements:
 - Use IU developed e-activities
 - Rules based routing driven by ‘activity type’
 - Database driven (not email based)
 - Field-based routing
 - Bi-directional API
- IU’s requirements are very broad
- Some vendors are close but would require significant integration effort.



PwC identified six major portal initiatives at IU

Portal Initiative	my.iu.edu	Z-Indiana	IU Homepage	INSITE	IUB Auxiliaries	OnCourse
Sponsor	CIO/PIT	Alumni Association	Office of Public Affairs VP	CIO/PIT	IUB Marketing Services	CIO/PIT
Primary Audience	Students, Staff	Alumni	Students, Faculty, Staff, Other	Students	Students	Students, Faculty
Purpose	Portal strategy that incorporates all enterprise level activities at IU; goal is to be customizable based on roles & responsibilities.	Serves as a front page for IU alumni that provides information and content similar to that of a My Yahoo!	Serves as a central home page for IU's campuses. Provides links to system-wide and campus specific activities/news.	Portal specifically for IU students to review and confirm student-specific information such as grades, class schedule and transcripts.	Primary goal is to sell IU products on-line and to gather data to support future marketing efforts.	Online teaching & learning environment that allows faculty members to set up online courses; allows students to take courses online.



If one portal is good, are 10 great?

- Pros:
 - Lets efforts progress at their own pace
 - Allows units to be independent
 - May enable faster deployment of services
- Cons:
 - Diffused efforts
 - Competition among campus units
 - Confusing for users?



Advisory Committee

- Purpose – provide feedback and guidance on the portal’s functionality and usability
- Composition (as of 4/01)
 - 78 students, faculty, and staff from 7 campuses
 - IUB – 54
 - IUPUI – 15
 - IUN – 3
 - IUE, IUSB – 2
 - IUK, IUS – 1
 - Any student, faculty, or staff member may volunteer for committee – we still need more volunteers from the regional campuses!



Advisory Committee (continued)

- Tasks
 - Provide feedback on portal as developed
 - Make decisions on data organization
 - Assist in usability testing either as participants or by finding participants
 - Act as pilot users
 - Help with PR



OneStart Support Model

- Support challenges:
 - Difficulty in identifying specific application problems
 - 24 X 7 support
 - Existing support models may not be sufficient
 - Ownership issues



OneStart announcement

- Working with UITS Communications and Planning Office (CPO) and IU VP for Marketing and Communication
- They plan an announcement for campus and local newspapers in late summer.



For more information....

- Visit the project website at:
<http://OneStart.iu.edu>
- Volunteer for the OneStart Advisory Committee.
<http://www.indiana.edu/~onestart/project/forms/sign-up.html>
- We want to hear your ideas!



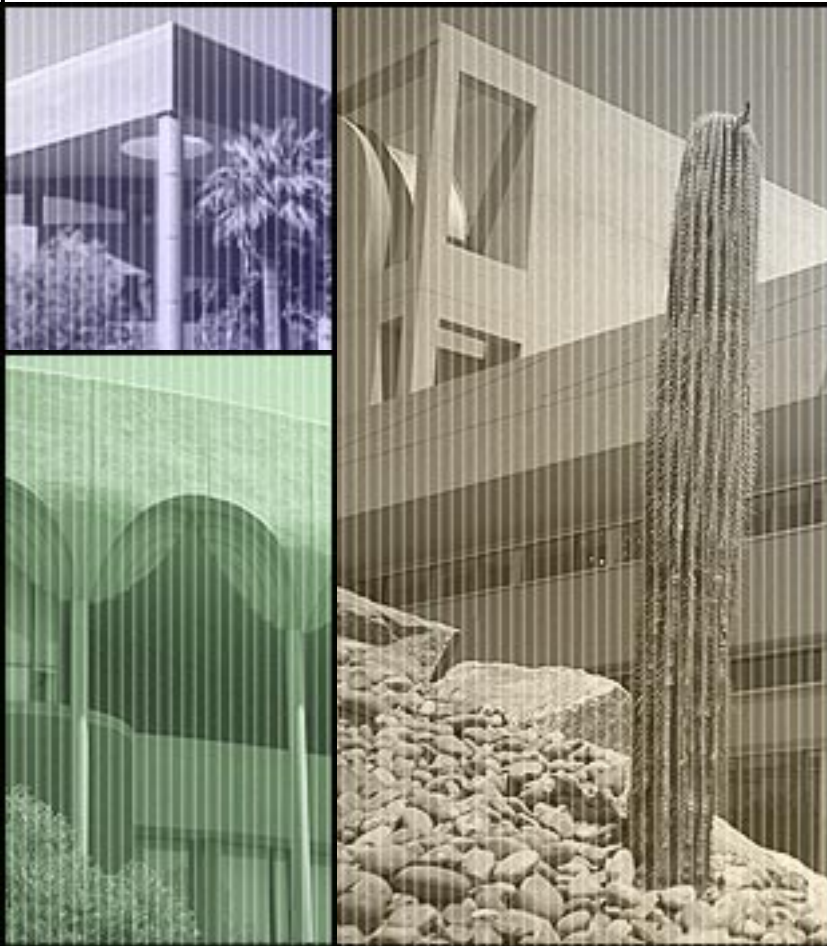
Application Portals

Web and Portal Governance

Jake Kupiec



ARIZONA STATE UNIVERSITY



What's in a Name?

Or “What does portal mean to you?”

- **A collection of links**
- **A collection of services**
- **A collection of links and services**
- **A collection of applications**

What's in a Name? The Portal Continuum



Web page
(Information Portals)

**Application
Portal**

The Web

What went right–

- Lots of content
- Enthusiasm for the medium

What went wrong–

- Almost exclusively controlled by techies
- No perceived strategic value

Starting Over

- **How does the web fit with ASU's mission?**
- **What is, or should be, the role of the ASU Web Team?**
- **What services can be provided (at current staffing and resources.)**
- **What services are needed?**
- **Considerations for future development.**

The Road to Building a Web Governance Structure at ASU

Recognition that:

- ASU values representation and consensus
- ASU values autonomy
- Demand exceeds resources

Two Models of Web Development

Distributed
(or non - centralized)

vs.

Centralized

Federalism Model

Central Authority

Establishes the “What”
and the “Why”

Units

Determine the “How”

Example –

What and Why: Focus on research and prospective students because that is core to mission

How: Improve recruiting information online, raise profile of research efforts

Characteristics of a Federation

- **Charter**
- **Distinct units**
- **Autonomy**

Advantages of Federalism

- **Flexible**
- **Nimble**
- **Strength in Diversity/More Options**
- **Balance of Power or Shared Decision-Making**

Federalism Requires a Different Kind of Leadership

- **Faith in the ability of units to solve their own problems and figure out the “how”**
- **Willingness to forego command and control**
- **Understanding that no one person or group is uniquely qualified to manage everyone else**

“The Vision Thing”

“The purpose of a clearly communicated vision is to give meaning and alignment to the organization and thus to enhance the ability of all employees to make decisions and create change”

– Warren Bennis

Our Federalist Future: The Leadership Imperative

Change in Focus of the ASU Web

- **Giving content and technical issues equal weight**
- **A recognition that the web has marketing and information dissemination value**
- **An increase in web-based services both inside and outside the university**

Web Developers Group

Priority Setting Team



Web Quality Assurance Group



Web Advisory Group



Web Developers Group



Web Project Team



IT Web Team



WebDev

The Web Developers Group at ASU

“The Web Developers Group at Arizona State University exists to help develop the abilities, enhance the quality of work, and improve the inter-communication of those who create and maintain web pages at ASU. The group holds meetings regularly that feature demonstrations of the latest web technologies, answers to audience questions, and other Internet and computing information of interest.”

WebDev

- **Monthly meetings during the academic year covering a wide variety of web-related topics**
- **Golden Pixel Award to recognize outstanding web development**
- **Special topic sessions for hands-on training**
- **Online Resource Repository (The “Jukebox”)**
- **New initiative to formalize WebDev’s charter and make it a consortium**

Web Advisory Group

Priority Setting Team



Web Quality Assurance Group



Web Advisory Group



Web Developers Group



Web Project Team



IT Web Team

Web Advisory Group

- **The representative advisory group for all university-level web projects.**
- **Membership includes representatives from all colleges, campuses, and administrative units.**
- **Meets once per month during the academic year.**

Web Advisory Group

Charge:

- to prioritize services and content for university-wide development efforts;
- to foster communication across colleges and units;
- to tie the use of the web to university mission;
- to improve the end-user experience.

Priority Setting Team

Priority Setting Team



Web Quality Assurance Group



Web Advisory Group



Web Developers Group

Web Project Team



IT Web Team

Priority Setting Team

Charge:

- Meet three times a year to discuss web development trends and set priorities for university web development.

Web Project Team/IT Web Team

Priority Setting Team



Web Quality Assurance Group



Web Advisory Group

Web Developers Group

Web Project Team

IT Web Team

Web Project Team

Charge:

- A new team with the primary responsibility of managing, coordinating, and creating content and services for the university-level web pages.
- This team will also contribute to content development for ASU's portal.

IT Web Team, the Web Project and Distributed Developers

IT Web Team

**Distributed
Web Developers
from Units/Colleges**

Web Project Team

Web Projects Coord.

Web Project Manager

Web Editor/Publisher

Web Graphic Designer

Student: Programming

Student: Graphic Design

Quality Assurance Group

Priority Setting Team



Web Quality Assurance Group



Web Advisory Group



Web Developers Group



Web Project Team



IT Web Team



Quality Assurance

Charge:

- **Ensure that the ASU Web communicates ASU's key messages.**
- **Communicate to the university community on issues related to logo usage and branding.**

Identity Confusion or Making the Case for Branding

Can happen when everyone opts for a “unique” identity. Have you made the case for a single brand?

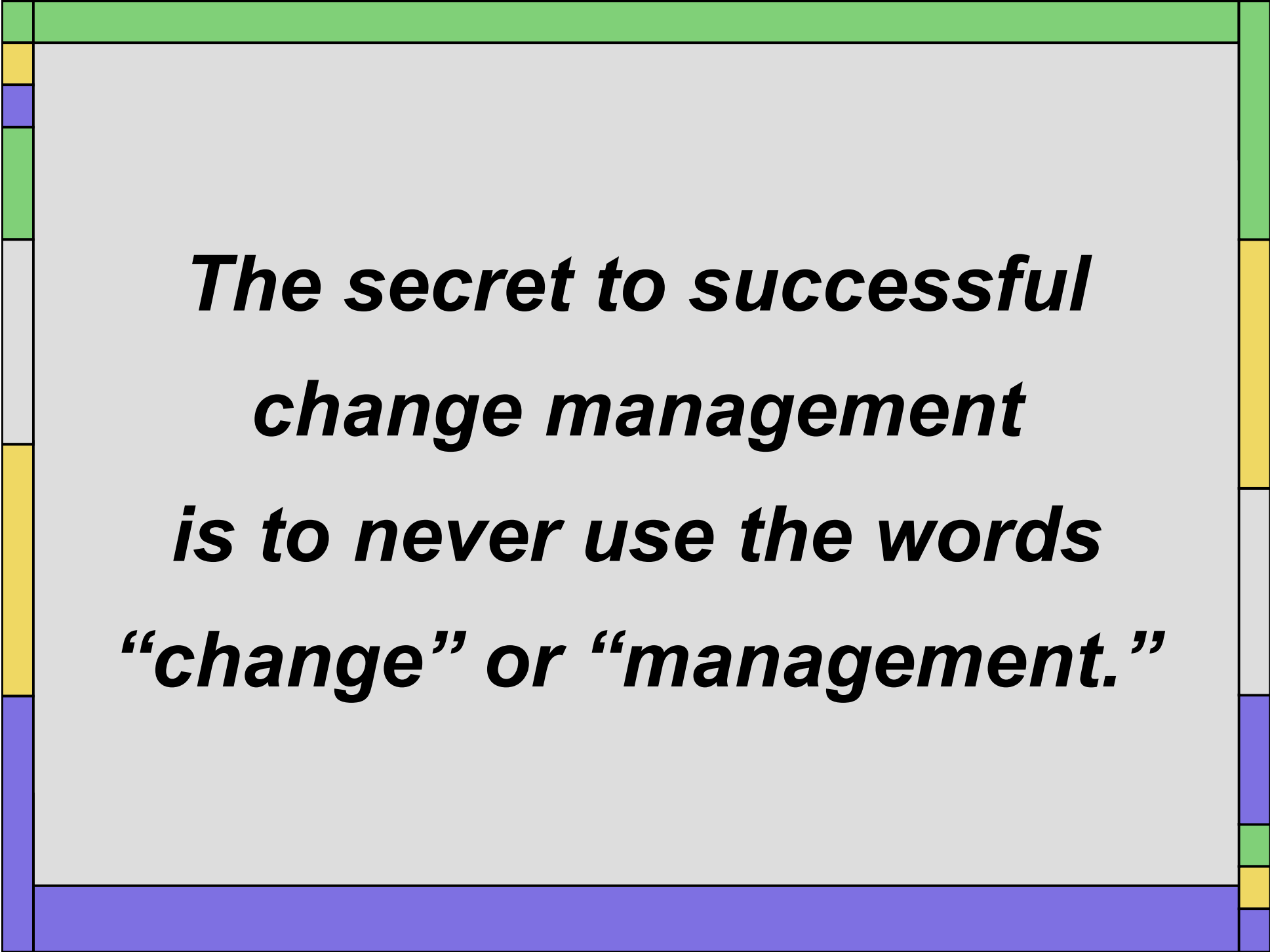
Do you know who you are and, more importantly, do you know who your user thinks you are?

Challenges

- **Need to exert power vs. unit's desire for autonomy**
- **Information silos**
- **Desire for complete local control**
- **Suspicion of IT and central administration**
- **Disenfranchised groups**
- **Change is difficult even if it's a change for the better**

Benefits

- **Create a network of developers**
- **Create a culture of information and resource sharing**
- **Reduce burnout by facilitating networking among developers**
- **Share efficiencies**
- **Increase productivity**



***The secret to successful
change management
is to never use the words
“change” or “management.”***

Contact Info



Jake.Kupiec@asu.edu

**[http://www.asu.edu/
webdevelopment](http://www.asu.edu/webdevelopment)**