TINTA

SPARK OF KNOWLEDGE

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SALUTATION

Assalamuallaikum w.b.t,

Alhamdulillah, firstly I would like to thank Allah for showered us with His blessing. All the way that He helps and eases for me and team mates were such permission those we really hope for. What can be proud more is we have such a big and kind hearted person with strong determination lecturer, sir Azmi bin Abd Rahman. He is very eager in guiding us to publish our own writing and guiding us very well to publish our first TINTA publication in the defined way. He deserved so much credit and salutation. Not to forget, with the cooperation given together with all the joyful and tenses time to finish this book, it was a bitter sweet experience that worth to be going through together. Thanks to my assistant, my graphic designer, my editors and my reporters, we all did a very good job with all our dedication and effort to publish this book. Thank you all, with love, we should be proud with our selves!

To all dear readers, please enjoy reading ours writing, may it be useful for you, Thank You supporters!

Chief Editor SOK

Fatin Nurain binti Baharuddin

INFORMATION

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CONTENTS

THE IMPLEMENTATION OF IT STRATEGIC PLANNING IN HEALTHCARE ORGANIZATIONS

[1]Ahmad Soufiean Othman, [2]Azmi Ab Rahman, [3]Mohd Nor Azam Salleh

[1]Faculty of Information Management,
[1]Universiti Teknologi Mara, Selangor
[2]Universiti Teknologi Mara, Kedah
e-mail: [1]asofpm@live.com, [2]azmifpm@gmail.com
[3]mohdnorazam27@gmail.com

ABSTRACT

The implementation of IT strategic planning in healthcare organization is a good step for the future of healthcare organizations as it provides benefits to help in providing better services and in achieving business goals. Even though there are many challenges in implementing IT strategic planning, the outcomes for such effort to implement IT strategic planning will always gain positive impact towards the healthcare organization. IT manager in healthcare organization should study the process of implementing IT strategic planning to be able to conduct and lead the healthcare organization with more effective solutions regarding its services. IT manager in healthcare organizations must realize the importance of implementing the IT strategic planning to set the IT goals accordingly to the organizations requirement. They have to study the steps, methods and procedure of implementing IT strategic planning to achieve the best result and benefit from the strategic planning. IT strategic planning is important to healthcare organization in ensuring that every objectives of a business is aligned and have good strategies to make sure the outcomes for the business is always more better and provide effective solutions with IT advance tools and technology.

KEYWORDS

IT Strategic planning; healthcare; implementation

Introduction

Strategic planning is the systematic and organized process whereby an organization creates a document indicating the way it plans to progress from its current situation to the desired future situation. It is the set of decision-making criteria and the decisions taken and implemented by an organization to definitively and permanently guide its activities and structure (Francisco & Peiro, 2012). In addition, Strategic planning is the first step in initiating organizational change, as well as an essential element of business process reengineering. The strategic planning process includes an organizational assessment and the development of strategic foundations that is mission, future vision, and guiding principles (McGee, 2006).

Gunasekaran & Garets (2004) stated that Information Technology (IT) strategic planning comes in many shapes and forms depending on the kinds of organizations planning as part of an annual community or corporate process, others execute it because of specific organizational events such as change in leadership, mergers or acquisitions, perception of lack of IT value. Moreover, IT strategy should focus on the information rather than technology because the Information System itself does not create the information, as the information can come only from the business activities no matter through what channels. According to Yujie & Zindie (2010) IT strategic planning relies on IT assessment results, it also adjusts or develops the information guidance of enterprise, and strives for the most for the most suitable scale, and the most appropriate cost to get the job to be done. In addition, the understanding of the sources and flow directions of information is the basis of IT strategic planning (Yujie & Zindie, 2010). In order to make IT strategy align with the business strategy, people need to understand what business strategy is and lastly work out the IT strategy so that it matches to the IT strategic planning.

The modern healthcare organization is critically dependent on IT to accomplish its many administrative and clinical functions. The Information Services

(IS) department is now one of the largest internal service organizations in a modern healthcare organization, supporting the use of IT by all employees and maintaining essential scheduling, billing, and clinical systems that enable the modern healthcare enterprise. Accordingly, IT strategic planning has become a critical part of most healthcare organization corporate planning activities (Gunasekaran & Garets, 2004).

According to Davis & James (2007), the IT strategic planning for healthcare is crucial to make sure that the operating capital for the IT-related investment is spent appropriately and in accordance with the strategic priorities. Therefore, it is important to involve the healthcare financial as well as clinical in the IT planning process. In addition, the continued investment in the electronic medical records, business intelligent analytics and also other technology used to be weighed in the terms of the other capital used. Furthermore, the healthcare organization requires a much greater ability to standardize and streamline the processes and to access, analyze and share the relevant information to overcome these challenges.

Factors in Driving the Need for IT Planning in Healthcare Organization

Davis & James (2007) has stated that the failure to work collaboratively and to share the information across today's highly fragmented the healthcare environment gives to high healthcare costs as well as quality and safety issues. So, there are various factors that drive to the need for greater collaboration in information access, analysis and sharing and IT planning

- *Regulatory requirements*
  The regulatory actions such as the expanded reporting needs create a requirement to examine strategy, not only to make sure the compliance but also to know new market opportunities. The relaxation has provides a chance to support the physician society in the development of comprehensive electronic medical records and the potential benefits are:

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- Enhanced charting and documentation capabilities
- Improved the care management with decision support
- Automated prescribing capability
- Expanded access to data
- Lower administrative costs
- More overall robust practice support
- Improved patient satisfaction

- *Importance of differentiation*

  IT can help instill the patients' preference for and loyalty to a health system in various ways such as by improving patients interactions, freeing up staff time from menial tasks and streamlining the clinical process so that clinical and the nonclinical staff can focus more on patients.

- *Risk management*

  The risk management concerns are in top of mind for the healthcare executives. The IT can provide supplemental support to help quantify and analyze those risks whether regulation, business model, acquisition or disastrous event risk. Even though the risk is more often considered from the standpoint of protecting the IT assets, healthcare executives should also view using the IT-related capabilities to improve the risk management.

- *The payment environment*

  The accelerated discussions around the value-based payment approaches for example the pay for performance and the bundled payments by health regulators and plans will revolutionized the financial system and the processes in place today.

Importance of IT strategic planning for IT Manager in healthcare organizations

IT strategic planning in healthcare organizations is important for an IT manager because their wisdom in managing the implementation of IT strategic planning is being used for their performance indicator. Moreover, IT manager will play the big role in pursuing technology advancement for services such as in the healthcare organizations. By using IT strategic planning, IT manager can set their goals align with the healthcare organizations goal by providing services through technological application and tools. According to Ishak et al., (2013), there are several methodologies, methods, techniques and tools that can be used to develop IT strategic planning blueprint according to the organization needs and objectives. Many IT application developers found that IT strategic planning or also known as Strategic Information Systems Planning (SISP) is very useful as it provides a systematic guideline for generating IT strategies. The IT manager in healthcare organizations can implement the methods and strategies that is effective for IT strategic planning.

Building blocks to develop IT Strategic Planning

IT strategic planning must ensure that business needs are the driving force for technology solutions. The plan must keep in mind business productivity and effectiveness, cost reductions, revenue generation and customer satisfaction. These building blocks can be used by IT managers in healthcare organizations to develop IT strategic planning. Hong (2009) elaborated about the three building blocks to develop IT Strategic Planning which are IT assessment, Business and IT alignment and Initiatives planning.

- *IT assessment*

  To understand the quality of the services provided to the users, there should be a self-assessment of the service. This assessment should encompass three major areas which are strategy and planning, application development, and systems management. A very simple and effective way to conduct a self-assessment is to determine the critical elements in these three areas for delivering good service to your customers. The gap between importance and effectiveness should help determine the priority for correcting some of the issues so that the importance and effectiveness ratings converge.

- *Business and IT Alignment*

  The IT strategic plan must reflect business needs. Therefore, aligning the IT strategy with the business plan is essential to helping the business achieve its goals through IT solutions. A list of available technologies will identify possible solutions for business requirements. There are many elements needed to accomplish business and IT alignment such as business drivers, Management and customer expectations, and available technologies. Business drivers are critical elements in a company to achieve its goals. The business driver elements are industry consolidation, shortage of critical skills, regulatory uncertainties, product time to market, competition, quality products and services, operational cost reduction, customer loyalty and revenue growth. Other than that, management and customer expectations are the element of expectation that the IT should explicit and discuss about the expectation of the customers and management. This element focus on the customer focus, the alignment with the business, performance, innovation, responsiveness to change and cost-effectiveness.

- *Technology availability*

  Available technologies are the element that IT can innovatively use available technologies to provide solutions to many of the challenges in the business

units. The technologies are E-commerce electronic communication, business to business exchange information, integration and interoperability of applications built, mobile computing, telecommuting, predictive analysis and security.

- *Initiative Planning*

  Initiative refers to the actual work that must be done; they are the programs that create business solutions and internal IT improvements on the basis of business drivers, customer and management expectations and gaps identified through the self-assessment. They are also the key elements that align the IT strategy with the business.

Major steps in IT Strategic planning

According to Gunasekaran & Garets (2004), a typical IT strategy planning process consists of five major steps. These steps will help healthcare organizations organize their resources effectively.

1. In the first step, the organization defines the strategic context for which the IT strategic plan is being develop. During this phase the organization identifies why the planning is being conducted, the desired outcomes of the IT strategic planning and clear executive understanding of the major business priorities at both the organizational and business unit level.

2. Complementary to this phase is a study of current-state IT realities in determining how effective is the current IT environment and how well does it support current business needs. During this step the organization takes inventory of its overall IT staff and assesses the effectiveness of its application and infrastructure.

3. This sets the stage for developing a compelling and unique future-state vision of IT for the organization. Normally, this involves the collaboration of

multiple department heads and members of senior management to think about the long-term contributions of IT to the business strategy.

4. In the fourth step, strategy options are developed and evaluated in an effort to find the appropriate strategic path to ensure that the IT vision is realized. During this phase, high-level budgets, major IT projects and vendor products strategies are evaluated in an effort to determine the most viable blueprint for strategy process.

5. The final step is all too often neglected or altogether forgotten after a long and hard planning cycle. Formalizing the strategic plan into an actionable strategy document with budget and project details occurs during this phase. A communication document is developed to inform managers and employees alike of the strategic vision and plan.

Mechanisms needed for successful IT strategic planning

The key of organizational mechanisms that is related to IS/IT strategic planning is important in order to achieve strategic planning objectives and also explores their relationship with the IS/IT strategic planning process. The first mechanism according to Yujie & Xindie (2010) is *Interaction Mechanism*, there are numerous factors that will affect the effectiveness of interaction, including the discussion process, leadership style, communication process, conflicts and power relations as it will give either positive or negative effects on working effectiveness. The synergy of the group interaction is superior to the efficiency that is produced by personal behaviour.

The usual IS planning theory has considered IT strategic planning as a problem-solving process for the organizations which promote a set of clearly defined business strategies that believe business and IT to produce information system architectures that business needs. However, a successful IT strategic planning process needs both increased managerial learning and increased the interaction and collaboration between the different stakeholders groups (Yujie &

Xindie, 2010). IT strategic planning needs views from a range of the stakeholders which are namely and individual level mental models and the interaction of these stakeholders to attain common goals which are namely and shared mental models at the organizational level. Therefore it is important for a successful IS/IT strategic planning process to consider the interaction and collaboration between the different group of stakeholders.

The second mechanism is *Knowledge Management Mechanism*. Lee & Bai (2003) has defined knowledge as information derived from the decision-making process, as well as being explicit and tacit experience accumulated from the business operations. Such knowledge during the IT strategic planning is may be "tacit" or "explicit". During the IT strategic planning there are four types of knowledge that must be integrated including the organization-specific knowledge, business knowledge, management competencies and also the IT knowledge. Furthermore, to achieve a consistent planning objectives, knowledge sharing is needed in IT strategic planning. Lee & Bai (2003) has indicated that knowledge sharing is a set of behaviours that involve the exchange of the information or assistance to the others. Knowledge sharing was defined as individuals sharing organizationally relevant information, suggestions, ideas, and expertise with one another.

Furthermore, a successful IT strategic planning process requires both increased managerial learning and increased knowledge sharing among different stakeholder groups. Each stakeholder group in the SISP process is perceived to have specific expertise and backgrounds. Consequently, knowledge sharing among different stakeholder groups not only generates creative ideas but also enhance general consensus for all planning participants. Moreover, an effective knowledge sharing has been presented in the literature as one means for improving innovations and performance.

Organizational Learning Mechanism is the next mechanism. According to Lee & Bai (2003), the organizational learning has received a considerable attention in the literature. This is including the studies of the organizational theory, management and innovation and also business. The process of the organizational should be considered as a central component of Information Technology strategic planning. The result of an IT strategic process should be increased the understanding of the IT opportunities and constraints and also shared a view of IT utilization.

The last mechanism is the *Change Management Mechanism*. According to Herzog (1991) as stated in Lee & Bai (2003), the organizational change encompasses the basics transformations in work patterns, human behaviour and the values in response to, or in the anticipation of, modifications in the corporate direction, technology or the resources utilized in completing a task. In addition, Pitman (1994) as stated in Lee & Bai (2003) has proposed that the organizational change depends on five critical factors to become successful including preparation for change, invisible management support and commitment, rewards that support change, encouraging participation and effective communication.

Challenges to IT Strategic planning implementation

According to Gunasekaran & Garets (2004), many organizations incorrectly conclude that development of a strategic planning is the final step in strategic planning. However, strategic planning is in fact a continuous never-ending process with phases cycling between strategy development and strategy implementation. The primary goal of strategy implementation is to create a fit between the newly developed IT strategy and the way that business is conducted. There are many challenges to strategy implementation such as:

1) *Too Many Managerial Activities/Too few managers*

Implementing new technology strategies can be particularly taxing on application system on business and IT managers who typically already have very full workloads. Implementation of IT systems can often require more management resources than are currently available.

2) *Both People and Technology Management Skills Required*

The challenge of successful IT strategy implementation in today's business environment is that application systems require sophisticated leaders with both people and IT management skills to lead strategy implementation efforts. These leaders must have the skills and experience to interact with both business unit leaders and technology vendors to succeed in their roles.

3) *Politics and Control Issues*

As with any major strategic change, reporting structures and departmental relationships will be affected by new technology and business processes, and often cultural barriers can derail strategy implementation before it even begins.

4) *Too Many Plans/Too Few Plans*

Quite often, applications systems have too many strategic plans that detail high-level ideas of where the system should be headed, but too few detailed plans that help manage the numerous competing priorities within the organization.

Benefits of IT strategic planning

The implementation of IT strategic planning in healthcare organization provides many benefits, Yujie & Xindi, (2010) stated that IT strategic planning can promote consistence between business strategy and items of construction of enterprise informationization such as the pace, emphasis and direction, as well as the improvement of capability of enterprise to control IT and enhancement of competitiveness of enterprise. Furthermore, IT strategic planning promotes executive leaders to reach a consensus on the guiding ideology, key application fields and critical success factors of informanization. IT strategic planning can also help IT staff and application staff to know what they should have in future such as the knowledge, skills and criteria of selecting technologies. IT strategic planning can optimize resource allocation, with the rapid advances in IT especially the internet technology IT strategic planning has shifted towards e-business and e-commerce strategic planning (Pai, 2005). IT planning can innovatively use available technologies to provide solutions to many of the challenges in the business units. Obtaining a good grasp of the technologies and using them can cut the cycle time in providing solutions to user needs (Hong, 2009).

Conclusion

In conclusion, the implementation of IT strategic planning in healthcare organization is a good step for the future of healthcare organizations as it provides many benefits in helping the healthcare organization providing better service and achieving its business goals align with the IT goals. Even though there are many challenges in implementing IT strategic planning, the outcomes for such effort to implement IT strategic planning will always gain positive impact towards the healthcare organization. Healthcare business should start and reconsider its business strategies to implement IT strategic planning in order to prepare for a better future.

Furthermore, IT manager in healthcare organization should study the process of implementing IT strategic planning to be able to conduct and lead the healthcare organization with more effective solutions regarding its services. IT manager in healthcare organizations must realize the importance of implementing the IT strategic planning to set the IT goals accordingly to the organizations requirement. The steps, methods and procedure of implementing IT strategic planning must be studied before establishing the IT strategic planning so that the healthcare organization will have the best result and benefit from the strategic planning.

Last but not least, IT strategic planning is important in any organization including healthcare organization to make sure that every objectives of a business is aligned and have good strategies to make sure the outcomes for the business is always more better and provide effective solutions with IT advance tools and technology.

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INTERVIEW SESSION

With Encik Abduk Rahman Bin Abdul Rahman

Faculty of Information Management, Universiti Teknologi MARA

1. **What is your background education?**

   I come from Bachelor of Information Science Library Management at UiTM, previously known as ITM and I am also studied in Master of Library and Information Science at Universiti Malaya.

2. **How long have you been working in this field?**

   I have worked around 15 years old in this field.

3. **What is your opinion regarding the Faculty of Information Management?**

   For me, Faculty of Information Management is one of the new faculty. So, this faculty is not so well known unlikely from the other faculty but this faculty has expanded quickly and well.

4. **How to provide fresh graduate in Faculty Information Management?**

   I think, this faculty can provide two types of fresh graduates that encompass well in both academic and non-academic. For the academic, they can get the best students by helping those students to achieve good and satisfactory pointer every semester. For the non-academic, this faculty can get the fresh graduates with good in non-academic matter by having the students involves in sport, associations and uniform units.

5. **What is the different between Faculty Information Managemenet and other faculty?**

   Faculty of Information Management is different with other faculty which is in term of the specialty of the field. If the Faculty of Information Management it takes pride in being the pioneer in providing professional education to fulfil the manpower need of the country in three very important fields namely are information management, library management, and records management. While, the other faculty might be the pioneer in engineering, languages and so on.

6. **From your opinion what can be learn from Information Managemenent?**

   For my opinion, Information Management is the collection and management of information from one or more sources and the distribition of that information to one or more audiences. This sometimes involving those who have a stake in, or a right to that information. Management means the of and control over the structure, processing and delivery of information.

7. **What is the specialty of Information Management program?**

   From my knowledge, Information Management program can be considered as specialty because it is a field which teaches on how to manage information, plus it is also being taught at Univsersiti Teknologi MARA (UiTM), Universiti malaya (UM), Universiti Islam Antarabangsa Malaysia (UIA) and Universiti Selangor (Unisel).

8. **In your opinion, is it posible for graduate in Information Management join other field in employment for example the accounting program?**

   Yes, these graduates are more versatile and flexible to join other field in employment because there are one name of Faculty of Information

Management but it will be divide to many field based on the individual's interest.

9. **From your observation, how far can Information Management go further?**

For me, our philosophy is to provide students with knowledge and skill in effective delivery and use of information systems, together with an awareness of the continuing development in the field of information technology. Knowledge of the principle and techniques required of an information professional oriented to one or all types of library or information centre, system or sevice, including library, archival, and record management, and other related disciplines. So in future, students can use their knowledge and experince to use in the work.

10. **What are the skill that needed by the fresh graduate in order to improve their quality and capability in Faculty of Information Management?**

For my experience, use the keywords like P.I.ES..P stand for physical need. That means it is most important that your physical needs are met. Physical needs induce food, drink, warmth and shelter. I stand for intellectual need. These are needs that are met by using that part of the mind that are we thinking. E stand for emotional need. As example, how do we weel about ourselves and others. How we feel is linked to our emotions. Lastly S stand for social need. It is being able to join in activities and to communicte with other people is a way of meeting out social needs.

11. **Based on your experience, what are the challanges for information proffesional to survive?**
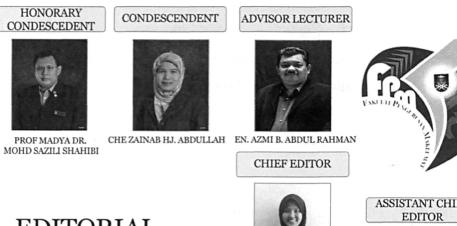
From the challenges that I faced in my experience, the challenge that will be faced by information professional in the future is information technology.

Nowadays information technology is growing at a rate beyond anyone expectations. This means any staff or librarians need to constantly be improving their skills. New technologies are always appearing, leading to previous information becoming obsolete.

12. **What are your expectation for Faculty Information Management in the future?**

Sincerely, I hope this Faculty of Information Management can get the best faculty equal with other faculty in Malaysia. Although this faculty is not famous like other faculty but this faculty can follow them slowly. So, Faculty of Information Management can be the best faculty because they can divide to many fields that can be chosen by student according to their interest.

Dear prospective Authors,

You are invited to submit manuscripts for publication in the TINTA. The scopes of the journal include, but not limited to, the areas in Information Management

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1. Content

TINTA publishes full articles, brief notices, conference reports, project briefings, opinions, letters, clippings, and pointers of broad interest in information management.

Full articles should:

- o   be of interest to a broad community of information management, and o   Reflect work that has been completed, rather than just beginning.

Articles **should not have been published previously in another magazine or journal**, nor been available in a **final version on a publicly available web site.**

2. Matters of style

We prefer *TINTA* articles that are 1,500-5,000 words in length but in certain circumstances accept articles that are 5,000-10,000 words in length. They should be in English or Bahasa Melayu. Articles must include a 100-200 word abstract. We have the following additional preferences:

- o   Text should be in Microsoft Word or rtf format.

- o   Images may be in gif, png, or jpeg formats. Images can be handled several ways- as in-lines or as linked files. They normally should be no more than 700 pixels in width.
- o   Hyperlinks to external sources are encouraged. URLs should be spelled out rather than embedded as links, either following the appropriate name/text or, if preferred, within the References section at the end of the file.
- O   References must be in APA format.

3. Mechanics of submission

While we often receive completed manuscripts, we would prefer that you contact the editors at *tintafpm1@gmail.com* before you finish writing so that we can determine whether the topic, style, and approach are appropriate for *TINTA*.

We accept only electronic submissions. For any correspondence, keep in mind that the *tinta_editor@gmail.com* email address receives a large amount of spam and email to that address is filtered. Prepare your message with a proper subject line, body and signature block.

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Each author will be asked to submit a brief (50 - 100 word) biographical sketch along with his or her manuscript. Please contact the editors for details upon acceptance of your article.

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- o Upon acceptance, articles are put on the magazine's production schedule for two months that is mutually acceptable to the authors and editors.
- o *TINTA* editors will read your submission and return it with suggested changes or comments.
- o After the authors and editors have agreed on a final draft, the revised text will be formatted in doc or pdf by *TINTA* staff.
- o Authors will have a specified length of time to request final corrections or minor changes prior to the release of the magazine to the public.
- o Once the issue has been released, only vital corrections or changes will be made to the file. These changes will be noted and dated at the end of the file.

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