

Baldwin-Wallace College

Strategic Plan for Information Technology

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Strategic Plan for Information Technology

January 2003

President Collier states that Baldwin-Wallace College should be on the cutting edge of proven technology. His vision is to incorporate technology into the academic program and all administrative areas of the College in keeping with the mission of the College.

Transforming Lives

*Baldwin-Wallace College
is an academic community
committed to the liberal arts and sciences
as the foundation for lifelong learning.*

*The College fulfills this mission
through a rigorous academic program
that is characterized by excellence
in teaching and learning
within a challenging, supportive environment
that enhances students' intellectual and spiritual growth.*

*Baldwin-Wallace assists students
In their preparation to become
contributing, compassionate citizens
of an increasingly global society
and encourages their pursuit
of personal and professional excellence.*

The 2003 Strategic Plan for Information Technology updates the original 1994 IT plan and is a direct result of initiatives proposed in the 2000 B-W Strategic Plan. This plan establishes specific direction for the use of technology on campus and provides for a stable and reliable infrastructure for incorporating and supporting this technology. Students, faculty, and staff were involved in the creation of this plan, thereby representing a broad scope. The strategies identified in this document represent issues that will be addressed during the next few years. Each strategy is supported by specific initiatives that identify actions that will be undertaken to implement that strategy. This plan is meant to be a living document that will be continually revised under the direction of the Information Technology Strategic Planning Committee (ITSPC) as the College responds to changes in what technology can provide for both the educational and administrative functions of the College.

This document is comprised of five parts. The first section outlines the process of creating this IT strategic plan. The next section lists the strategies and accompanying initiatives needed to fulfill each strategy. The third section lists the current state of information technology at B-W, including information about the current organization of the IT department and other educational uses of technology. The fourth section is the proposed budget for the first four years of the plan. Finally, the appendices provide details about hardware, software, and how technology is used on campus.

Questions about the plan should be forwarded to Robert Agnew, Director of Information Technology (ragnew@bw.edu) or Dr. Tim Riggle, Professor and Chair of the Mathematics and Computer Science Department (triggle@bw.edu).

Executive Overview

In 1994, Baldwin-Wallace College produced a Strategic Plan for Information Technology. This plan mandated changes in the influx of technology, the structure of IT, and technology committees. The published plan included the organizational structure of the College, a SWOT analysis (strengths, weaknesses, opportunities, and threats), ten proposed strategies with accompanying initiatives, specifications for campus networks and systems, an equipment inventory, and various appendices. As a result of the plan an Information Technology Strategic Planning Committee (ITSPC) was formed. The ITSPC met regularly and technology issues were discussed; however, the plan was not reviewed annually or updated.

In 1999, the College began a strategic planning process for the entire institution. By October 2000, a plan was approved by the Board of Trustees and then presented to all campus constituencies. More than one of the initiatives specified in the College's strategic plan related to changes and improvements in the area of information technology. (See Appendix A)

Late in 2001, the President appointed ITSPC as the steering committee (See Appendix B) that would begin work on redrafting a strategic plan for information technology, thereby addressing the defined goals of the College's plan. The previous IT plan was reviewed, a preliminary time schedule was set, and a suggested course of action was determined. It was agreed that first and foremost, the Baldwin-Wallace College Strategic Plan needed to be the starting point to address issues mandated there. Furthermore, the plan needed to be linked with financial initiatives and priorities, with choices made based on how placement of resources would enhance the educational program at the College.

The first official meeting of the steering committee was held on December 18, 2001. A decision was made that the IT Office Manager would attend all meetings relating to the Strategic Plan to document minutes, coordinate data, and assist in the writing process. The second matter at hand was the small group vs. large group concept in strategic planning. The steering committee felt that it would serve in a capacity of gathering information, establishing goals, and steering the process. A larger group, called the Strategic Plan Task Force, would be created with representation from all areas of the College (See Appendix C) to offer a broad campus perspective.

The steering committee presented a list of possible Task Force members to the President who then created the Task Force, adding two College trustees to the group. The Task Force participants would eventually be broken into smaller focus groups to concentrate on specific areas or topics. It was determined that the Task Force would meet on a monthly basis with duties assigned between meetings. The steering committee would meet bi-weekly to monitor progress.

One lingering consideration was whether or not to hire a consultant familiar with the strategic planning process to assist with the task at hand. This option worked out very well during the 1994 Strategic Plan by giving it structure, as well as an outside, non-biased perspective. An outside consultant, Linda Fleit, President of Edutech International, was engaged to oversee the project and lead the kickoff meeting.

On January 18, 2002, the first official meeting of the Information Technology Strategic Plan Task Force has held. The President started the meeting by thanking the Task Force members for their interest and participation. The consultant made a presentation to the Task Force, outlining the strategic planning process, correct SWOT analysis procedures, how to develop strategies and initiatives, avoiding pitfalls, and how to strive for balance.

Following the meeting, a charge was given to each Task Force member to go back to his or her area on campus and form a focus group(s) comprised of other users from that department or division, perform a SWOT analysis, and gather data. Members were given five weeks to perform this task and submit the results to the steering committee. To assist in the process, a member of the steering committee led each of the focus group sessions in order to facilitate discussion. (Note: the Director of IT was not present at any focus group sessions in order to guarantee open and honest communication regarding technology issues on campus.)

All data submitted to the steering committee was combined and sorted by SWOT category. Patterns emerged with regard to specific topics. These broad topics were identified as the primary areas of analysis, which would ultimately lead to the development of strategies for the plan. The areas of analysis identified were:

- Campus-wide Training and Faculty Development
- Delivery of Information Services
- Coordination of Systems
- Internal and External Web Usage
- Adopting Newer Technologies
- Academic Assimilation of Technology
- IT Resource Procurement

The steering committee determined that separate sub-committees could best examine these areas. Each Task Force member was assigned to participate on one of the seven sub-committees and a group leader was chosen. Each sub-committee was provided with a comprehensive list of the data collected on that topic. The charge to the sub-committee was to analyze the data, identify most frequently listed issues or areas of serious need, and begin to formulate strategies to address these needs.

The Task Force reconvened on a monthly basis to share progress and keep on track. Attempts were made to identify any area that had been inadvertently omitted. At each meeting, the work presented by each group was discussed and suggestions for modification and revision were offered and implemented. An internal IT strategic plan website was also created to post documents and updates for review by committee members.

By May 2002, each group had narrowed its focus to one global strategy that most appropriately encompassed that area of concern. At this time, the groups were asked to begin developing initiatives that would support the strategy. Due to the academic calendar, the groups were given until the end of August to complete this task, with the Task Force scheduled to meet again in early September 2002. In the months of September and October, the sub-committees worked on finalizing initiatives and adding rationale for each. An eighth area was added which addressed implementation of the plan, regular updates to the plan, and monitoring both internal and external events related to information technology.

By November 2002, a draft document of the Strategic Plan was ready and made available to the campus. Divisional academic meetings were held to review the plan and gain additional faculty input. The plan was presented and discussed at the Student Senate meeting and other student groups were contacted with regard to their comments and concerns. Three open forum sessions, led by the President, were held in December and were open to all faculty and staff members.

Upon completion of these public presentations, the final draft of the plan was prepared. A budget was created to forecast expenditures that were outside the normal IT costs. In late January 2003, it was presented to the Task Force and received approval for submission to the President's Council and the Board of Trustees in early March.

Strategies and Initiatives

Strategy 1: Campus-Wide Training and Faculty Development

By the end of the fiscal year 2005-2006, the College will expect that all faculty and staff have the basic preparation to use technology as required in their work assignments.

Initiative 1.1 By the end of the fiscal year 2003-2004, basic technology skills and a willingness to use information technology should become part of the criteria for hiring in all appropriate areas of the College.

Rationale: Basic technology skills at the level needed for work in one's position are the responsibility of the employee.

Initiative 1.2 By the end of the fiscal year 2004-2005, the Information Technology Department will make available asynchronous learning modules for fundamental office functions, including word processing, data management, presentation, and scheduling applications.

Rationale: The IT Department will provide hands-on, self-paced learning programs. They will be available to any college employee needing to acquire or review basic computing skills.

Initiative 1.3 By the end of the fiscal year 2004-2005, academic departments and administrative offices may designate a member of their staff as the IT resource person for their department.

- a) By the end of the fiscal year 2003-2004, the Director of Human Resources will work with the Director of IT and the Vice Presidents to devise a system that will recognize people for this new role at the department level.
- b) By the end of the fiscal year 2004-2005, the departmental IT resource person should be trained at an advanced level in word processing, data management, presentation, and scheduling applications used by members of their department.
- c) By the end of the fiscal year 2005-2006, a review of the success of the department IT resource program will determine whether it should be modified.

Rationale: This would effectively meet the immediate needs of faculty and staff users. In many departments, the secretary (or another member) is the first source of assistance when individuals experienced problems with commonly used office programs such as Colleague or Microsoft Office. This initiative will recognize, provide additional training, and compensate those to encourage on-site assistance for the department.

Initiative 1.4 By the end of the fiscal year 2005-2006, instruction for all new and revised software, operating systems, hardware, and some educational multimedia applications, will be need-based, on-time training.

- a) Training will be offered on-site to user groups in classroom/lab settings.
- b) Training will be designed to address the applications of the specific user group receiving the instruction.
- c) Training will be timed to immediately precede installation of new or upgraded technology or applications.

Rationale: Training should be timed for immediate application. Most faculty and administrators view technology as a tool and do not seek instruction in advance of need. When they need help to create a document or other output they are often facing a deadline.

Strategy 2: Delivery of Information Services

By the end of the fiscal year 2005-2006, the College will provide responsive technical support that most effectively meets the needs of the campus community for both a reliable, secure, and high-speed campus network as well as desktop computing needs.

Initiative 2.1 By the end of the fiscal year 2003-2004, the IT Department will implement on-going systems to ensure the reliability and security of the campus network.

Rationale: This provides guidelines for the IT Department to develop standards, metrics, and support tools to aid in the maintenance of the network. It also ensures the integrity of the system and protects college data from all types of threat, both internal (e.g., operator error) and external (e.g., viruses, hacking).

Initiative 2.2 By the end of the fiscal year 2004-2005, the IT Department, in consultation with the appropriate college constituencies, will develop a detailed service level agreement. The service agreement will include (but not be limited to) supported hardware and software (including desktop OS), hours of support coverage, minimum skill sets for support personnel, policies for computer labs, and a means of on-going evaluation.

Rationale: This will ensure that appropriate periods of coverage and levels of expertise are available to support the effective use of college resources.

Initiative 2.3 By the end of the fiscal year 2004-2005, the IT Department will have resources in place to provide coverage and to support effectively all relevant programs, including those held in the evening or on the weekend.

Rationale: In the past, IT support was lacking for programs that were held during time periods outside of the typical workday.

Initiative 2.4 By the end of the fiscal year 2005-2006, the IT Department will develop a system to deliver reliable and effective printing services while simultaneously implementing controls that manage printing cost and limit misuse.

Rationale: Reliable printing services are vital to any successful IT system. However, printer maintenance and printing supplies are not only costly, but also frequently wasted and misused. Thus, systems to manage printing services have the potential to simultaneously improve reliability and also achieve cost savings.

Strategy 3: Coordination of Systems

By the end of the fiscal year 2005-2006, information will be efficiently shared by the core administrative system of the College and the specialized applications in functional areas. This information sharing will be carried out in a way that recognizes the need for privacy, security, and compatibility.

Initiative 3.1 By the end of the fiscal year 2003-2004, an administrative information technology committee (AITC), appointed by the B-W President and comprised of staff from campus administrative offices and the IT Department, will be formed to discuss current issues and new developments in middleware technology that may facilitate the sharing of data more efficiently. Functions of the committee will include (but not be limited to) development of standardized procedures and documentation for software purchases, development and enforcement of policy related to systems integration, addressing the needs of third party software users, addressing Colleague-specific issues, and conducting a biennial review of all multi-platform policies.

Rationale: To address systemic, functional, and procedural issues that may enhance the efficient use of data. For example, Admissions capturing certain data they require from applications, while other departments needing different information from the form must capture it themselves. How hard would it be for the College (Admissions or a new data center) to capture all of this data at the beginning of the process, versus each department capturing and entering what they need? How will it impact customer satisfaction? How will it impact the efficiency of the offices involved?

Initiative 3.2 By the end of the fiscal year 2004-2005, develop a policy statement that defines what it means to have an administrative IT campus standard.

Rationale: To control costs and investments in information technology, yet enable functional disciplines to acquire "best of breed" systems.

Strategy 4: B-W Web Usage

By the end of the fiscal year 2005-2006, the College will establish, as a component of its web site, a strong campus intranet that provides secure online access for all members of the campus community to information, services, and resources offered by the College.

Initiative 4.1 By the end of the fiscal year 2003-2004, a group will be assigned to initiate a plan for the formation of a true college intranet. The plan will include expectations for content and functionality based on the results of intensive investigation of issues and feasibility.

Rationale: This initiative will address the goals of the administrative and academic functions of the College with regard to effective and efficient information access and sharing while allowing continuation of the marketing goal for the current B-W website.

Initiative 4.2 By the end of the fiscal year 2003-2004, the Information Technology Strategic Planning Committee (ITSPC) will investigate and make recommendations to the President's council regarding the establishment of a campus portal system at B-W to provide access and functionality to the intranet system.

Rationale: To provide access and functionality to the intranet system and to meet the demands of prospective students who require up-to-date technologies.

Initiative 4.3 By the end of the fiscal year 2003-2004, the content, appearance, and functionality of the B-W website will continually be upgraded and enhanced to meet the marketing goals set by the College. Upgrades and enhancements will be under the auspices of a web committee, which will include faculty representation.

Rationale: To meet the marketing goals set by the College and ensure compatibility with the new intranet.

Initiative 4.4 By the end of the fiscal year 2005-2006, 80% of all the College's administrative forms and documents will be available and supported in an online paperless format.

Rationale: To reduce paper waste and costs and to help streamline administrative and academic processes.

Strategy 5: Adopting Newer Technologies

By the end of the fiscal year 2005-2006, the College will develop an administrative structure that proactively monitors emerging technologies and encourages their integration into the College.

Initiative 5.1 By the end of the fiscal year 2003-2004, a committee comprised of members from the Information Technology department, Faculty Information Technology Committee (FITC), Administrative Information Technology Committee (AITC), and the Student Information Technology Committee (SITC) will be formed to consciously monitor and seek out new technologies.

Rationale: Establishing this group is a proactive strategy to remain current in an increasingly competitive higher education market. Having members from all constituencies will provide a more diverse perspective and extensive network.

Initiative 5.2 By the end of the fiscal year 2004-2005, establish an internal grant process that will fund faculty and staff pilot projects that utilize emerging technologies. The committee will make grant recommendations to the Information Technology Strategic Planning Committee (ITSPC).

Rationale: By piloting projects on a smaller basis, important "lessons learned" can be established before rejecting or implementing a campus-wide initiative. Pilot projects will have a smaller cost, therefore minimizing the investment and risk to the College.

Initiative 5.3 By the end of the fiscal year 2004-2005, one faculty member on the committee will receive the funds to attend a yearly conference (i.e. EDUCAUSE) to investigate new technologies. Information and ideas for potential projects will be disseminated to the campus community.

Rationale: This will allow the opportunity for networking with other institutions and perform environmental scanning for various emerging technologies.

Strategy 6: Student Assimilation of Technology

By the end of the fiscal year 2005-2006, all students will have the expected level of technical competence necessary to function effectively in any course.

Initiative 6.1 By the end of the fiscal year 2005-2006, the Faculty Information Technology Committee (FITC) will, with assistance from the Computer Science and Education departments, set up a system whereby all new undergraduate students are tested to determine if they possess basic computer technology competency skills. If they prove to lack such skills, training will be provided.

Rationale: This will provide a base-line computer technology competency skill set upon which faculty can depend.

Initiative 6.2 By the end of the fiscal year 2005-2006, the IT Department will, with assistance from the Computer Science and Education departments, set up one or more computer technology skills labs to provide ongoing assistance to students during their years at Baldwin-Wallace College.

Rationale: This will provide training locations where students can improve their technology competency skills in a low-stress, time-efficient manner. This will also save faculty time in the classroom and provide a service-learning environment for technology competency skills tutors.

Strategy 7: IT Resource Procurement

By the end of the fiscal year 2005-2006, the College will implement a planning/budgeting system that will provide adequate resources on a timely basis that recognizes and responds to technology funding needs.

Initiative 7.1 By the end of the fiscal year 2004-2005, the IT Department will develop a predictive model that will forecast the replacement cycle of desktop equipment in yearly increments. The model will be specific regarding the cost, type of equipment, and steward by department. The IT Department will develop a second model that forecasts the network equipment and software (new and replacement) needs based on the same planning cycle.

Rationale: The current uneven methodology of equipment procurement for various departments is driven by requests from users and mitigated by the informal 3-year replacement policy. Not all requests for equipment are granted due to the constraint of available capital budget dollars. This results in inconsistent distribution of resources annually with resultant uneven levels of technology in the various requesting departments.

Initiative 7.2 By the end of the fiscal year 2005-2006, The IT Department will investigate licensing issues for various supported software and implement cost-effective and cost-sensitive procurement and installation procedures for campus software.

Rationale: This will develop a system to maximize the accessibility of software per dollar of license expenditure. It is possible that some software may need campus-wide licensing, some may be metered, and some may have limited installation/usage.

Strategy 8: Strategic Plan Review Policy

By the end of the fiscal year 2005-2006, the College will implement a procedure for the annual review and update of the Strategic Plan for Information Technology on the B-W campus.

Initiative 8.1 By the end of the fiscal year 2003-2004, establish the Information Technology Strategic Planning Committee (ITSPC) as the college committee that will be responsible for the maintenance of the Strategic Plan for Information Technology. This will include an annual report to the Officers of the College, the development of policies related to the access and usage of institutional computing facilities and information, the identification of technology needs, and the setting of priorities for the application of resources to meet those needs. Membership on this committee will include representation from faculty and administrative areas that are selected due to their campus-wide perspective, as well as their genuine interest in and dedication to the broad applications of information technology.

Rationale: Any information technology strategic plan can only reflect current thinking and knowledge about opportunities available. Therefore, this strategic plan will require constant updating to reflect changes in technology and changes within the institution brought about by technology. A revised strategic plan will require new policies and budgeting for the implementation of the revisions.

Initiative 8.2 By the end of the fiscal year 2004-2005, the process for an annual assessment of information technology functions (conducted by ITSPC) will be in place. It will include an evaluation of the effectiveness with which the IT Department is using resources to meet the stated goals of the Department.

Rationale: The annual assessment is required to ensure that all decision-makers are aware of the benefits of information technology services in order to determine whether such benefits are giving an appropriate return on the investment of resources.

Initiative 8.3 By the end of the fiscal year 2003-2004, the IT Department will work with the Office of Student Affairs and campus student government organizations to establish a Student Information Technology Committee (SITC). The committee, serving in an ongoing capacity, will discuss and offer recommendations regarding current and future campus technology issues which impact students and the learning environment.

Rationale: Student involvement and input regarding future planning for the delivery of information technology services is vital.

Initiative 8.4 By the end of the fiscal year 2004-2005, a committee will be established with representation from the General Faculty, Office of College Relations, and Office of Admissions to assess how the College is perceived by its constituencies with respect to technological sophistication, as well as evaluate the College's technology status with respect to peer institutions.

Rationale: This assessment will guide future modification of the strategic plan to include a public image consistent with the mission of the College and provide important information about how technology is used at other colleges.

State of Information Technology

January 1, 2003

The information technology program at Baldwin-Wallace College is designed to assist the educational and administrative goals of the College (See Appendix D). IT's mission is to provide effective information technology services, infrastructure, and leadership to the College.

About Baldwin-Wallace College

Baldwin-Wallace is an independent, coeducational college founded in the liberal arts tradition in 1845 in Berea, Ohio, a quiet, residential suburb just 20 minutes southwest of the Cleveland lakefront. "Quality Education with a Personal Touch" is more than a slogan at B-W. It's a statement of purpose. B-W provides an education of exceptional quality, distinguished by the person-centered environment that has been the heart of Baldwin-Wallace College for more than 150 years. Today, the College serves approximately 4800 students, including 3000 full-time undergraduates (2000 residential), 900 part-time, and over 900 graduate students. Affiliated with the United Methodist Church, Baldwin-Wallace welcomes qualified students of any race, color or ethnic origin. For more information, visit our website at: www.bw.edu.

About the Information Technology Department

The Department of Information Technology at Baldwin-Wallace College (See Appendix E) consists of five divisions: Administrative Computing, Educational Technology Services, Network Services, Telecommunications, and User Services. A staff of thirty-one full-time and two part-time employees support the IT mission of the college. Current information can be found at <http://www.bw.edu/resources/infotech>.

Administrative Computing (See Appendix F) maintains the College's central database (Datatel's Colleague) and other software interfaces. The Colleague database includes the following administrative modules: Admissions, Bursar, Business (accounts receivable, accounts payable, general ledger), Financial Aid, Registrar, and Student Affairs. Administrative Computing also supports the Access database needs of many department offices.

Educational Technology Services (See Appendix G) is responsible for the College's Course Management System (Blackboard), as well as the faculty and student multimedia labs, the campus Web Home Page, training, and media services.

Network Services (See Appendix H) supports the College's campus intranet and access to the Internet. B-W is currently running a one gigabit network connecting all academic, administrative, and residential buildings (over 50) including a link to B-W East, a small campus located on the east side of Cleveland. All offices, classrooms, and residential units (one port/pillow) are connected to the network.

Telecommunications (See Appendix I) manages the campus phone system, cell phones, pagers, fax machines, and the campus switchboard. The B-W phone system consists of one main phone switch and 15 remote switches connected via fiber, providing digital phones to all office locations and analog phones to each resident room. Voicemail is available for both office and residential users.

User Services (See Appendix J) is responsible for the installation, migration, and maintenance of all desktop computers, peripherals, and office software on campus. The department manages the IT HelpDesk, supports all computer labs and smart classrooms, and handles all IT purchases for the College. It also oversees the collection of all computer capital requests and provides for its implementation.

Other Uses of Technology on Campus

The use of information technology to support teaching is rapidly expanding. Many faculty members at B-W use the Blackboard Course Presentation System and students have come to expect it.

One of the most common educational applications of technology is the distribution of documents. From syllabi to assignments to readings, as well as the use of email and discussion boards to enhance and supplement classroom discussions, technology is pervasive.

The educational use of other electronic media is rapidly increasing as well. Examples include: a faculty member from the Conservatory of Music who has incorporated dozens of audio and video clips into course materials for a world music class; professors from English, Theater, and other departments who use streaming media technology to put videos online for their classes; a Computer Science faculty member who has written a multimedia textbook; Mathematics professors who use animations to illustrate mathematical concepts; and Business faculty who use the Internet to facilitate international cooperative programs, such as the one in Brazil.

The distance learning facility in Wheeler Hall is used for classes where there is separation among student groups and faculty. Education classes have been taught through the Education Division concurrently to both college and local high school students using the NOTA (Northeast Ohio Technology Association) Interactive Distance Learning Network (full-motion video). Other uses of the distance learning facility include opportunities for individual students to participate in distance education courses offered both here and elsewhere.

A number of hybrid online courses are being taught where students and faculty meet once at the start of the course and again for the final exam. All other coursework is handled via distance learning through e-mail, chat, and asynchronous online threaded discussions.

Budget

The proposed budget listed on the next two pages reflects best estimates of cost. Under the direction of the Information Technology Strategic Planning Committee, budget requests for capital and operational costs will be presented within the normal college budgeting cycles.

Baldwin-Wallace Information Technology Strategic Plan Budget YEAR ONE: 2003-2004

				<----- 2003-2004 ----->				
Strategy	Init		Finish By July	Personnel Costs	Software Costs	Hardware Costs	Misc. Costs	Total
1 - Training	1.1	Basic Skills Hiring Policy	2004					
	1.2	Asynchronous Learning Modules	2005					
	1.3	Departmental IT Resource Person	2005					
	1.4	On-time, Need-based Training	2006		\$1,500	\$150		\$1,650
2 - Network	2.1	Reliable and Secure Systems	2004			\$50,000		\$50,000
	2.2	Service Level Agreement	2005					
	2.3	Service Coverage	2005					
	2.4	Print Management	2006					
3 - System Coordination	3.1	Administrative IT Committee	2004					
	3.2	Administrative Computing Standard	2005					
4 - B-W Web	4.1	Campus Intranet	2004					
	4.2	Campus Portal	2004		\$50,000	\$54,000	\$40,000	\$144,000
	4.3	B-W Web Presence	2004					
	4.4	Online Forms & Documents	2006					
5 - New Technologies	5.1	New Technology Committee	2004					
	5.2	Internal IT Technology Grant	2005					
	5.3	Faculty Member Attends EDUCAUSE	2005					
6 - Student Technology	6.1	New Student IT Exam	2006					
	6.2	Technology Skills Lab	2006					
7 - IT Budgeting	7.1	Predictive Capital Budget Model	2005					
	7.2	Software Purchase Policy	2006					
8 - Plan Review	8.1	IT Strategic Plan Implementation	2004					
	8.2	Annual Assessment of IT Strategic Plan	2005					
	8.3	Student IT Committee	2004					
	8.4	External IT Assessment	2005					\$0
Total IT Strategic Plan Costs				\$0	\$51,500	\$104,150	\$40,000	\$195,650

Legend:

No Cost Ever	No Cost This Year
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Baldwin-Wallace Information Technology Strategic Plan Budget YEAR TWO: 2004-2005

				<----- 2004-2005 ----->				
Strategy	Init		Finish By July	Personnel Costs	Software Costs	Hardware Costs	Misc. Costs	Total
1 - Training	1.1	Basic Skills Hiring Policy	2004					
	1.2	Asynchronous Learning Modules	2005		\$2,300			\$2,300
	1.3	Departmental IT Resource Person	2005	\$15,000				\$15,000
	1.4	On-time, Need-based Training	2006		\$1,545			\$1,545
2 - Network	2.1	Reliable and Secure Systems	2004	\$40,000			\$50,000	\$90,000
	2.2	Service Level Agreement	2005					
	2.3	Service Coverage	2005	\$30,000				\$30,000
	2.4	Print Management	2006					
3 - System	3.1	Administrative IT Committee	2004					
Coordination	3.2	Administrative Computing Standard	2005					
4 - B-W Web	4.1	Campus Intranet	2004					
	4.2	Campus Portal	2004		\$59,000			\$59,000
	4.3	B-W Web Presence	2004					
	4.4	Online Forms & Documents	2006					
5 - New	5.1	New Technology Committee	2004					
Technologies	5.2	Internal IT Technology Grant	2005				\$10,000	\$10,000
	5.3	Faculty Member Attends EDUCAUSE	2005				\$1,500	\$1,500
6 - Student	6.1	New Student IT Exam	2006					
Technology	6.2	Technology Skills Lab	2006					
7 - IT Budgeting	7.1	Predictive Capital Budget Model	2005					
	7.2	Software Purchase Policy	2006					
8 - Plan Review	8.1	IT Strategic Plan Implementation	2004					
	8.2	Annual Assessment of IT Strategic Plan	2005					
	8.3	Student IT Committee	2004					
	8.4	External IT Assessment	2005					\$0
		Total IT Strategic Plan Costs		\$85,000	\$62,845	\$0	\$61,500	\$209,345

Legend:

No Cost Ever	No Cost This Year
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Baldwin-Wallace Information Technology Strategic Plan Budget YEAR THREE: 2005-2006

				<----- 2005-2006 ----->				
Strategy	Init		Finish By July	Personnel Costs	Software Costs	Hardware Costs	Misc. Costs	Total
1 - Training	1.1	Basic Skills Hiring Policy	2004					
	1.2	Asynchronous Learning Modules	2005		\$2,300			\$2,300
	1.3	Departmental IT Resource Person	2005	\$25,450				\$25,450
	1.4	On-time, Need-based Training	2006	\$13,000	\$1,591			\$14,591
2 - Network	2.1	Reliable and Secure Systems	2004	\$41,200		\$100,000	\$50,000	\$191,200
	2.2	Service Level Agreement	2005					
	2.3	Service Coverage	2005	\$30,900				\$30,900
	2.4	Print Management	2006		\$27,450	\$9,500	\$3,525	\$40,475
3 - System Coordination	3.1	Administrative IT Committee	2004					
	3.2	Administrative Computing Standard	2005					
4 - B-W Web	4.1	Campus Intranet	2004					
	4.2	Campus Portal	2004	\$10,000	\$60,770			\$70,770
	4.3	B-W Web Presence	2004					
	4.4	Online Forms & Documents	2006	\$13,000				\$13,000
5 - New Technologies	5.1	New Technology Committee	2004					
	5.2	Internal IT Technology Grant	2005				\$12,000	\$12,000
	5.3	Faculty Member Attends EDUCAUSE	2005				\$1,545	\$1,545
6 - Student Technology	6.1	New Student IT Exam	2006	\$4,000	\$2,000			\$6,000
	6.2	Technology Skills Lab	2006	\$13,000		\$12,000		\$25,000
7 - IT Budgeting	7.1	Predictive Capital Budget Model	2005					
	7.2	Software Purchase Policy	2006					
8 - Plan Review	8.1	IT Strategic Plan Implementation	2004					
	8.2	Annual Assessment of IT Strategic Plan	2005					
	8.3	Student IT Committee	2004					
	8.4	External IT Assessment	2005					\$0
		Total IT Strategic Plan Costs		\$150,550	\$94,111	\$121,500	\$67,070	\$433,231

Legend:

No Cost Ever

No Cost This Year

**Baldwin-Wallace Information Technology Strategic Plan Budget
YEAR FOUR: 2006-2007
FINAL TOTALS**

				<----- 2006-2007 ----->					
Strategy	Init		Finish By July	Personnel Costs	Software Costs	Hardware Costs	Misc. Costs	Total	Final Total
1 - Training	1.1	Basic Skills Hiring Policy	2004						
	1.2	Asynchronous Learning Modules	2005		\$2,300			\$2,300	\$6,900
	1.3	Departmental IT Resource Person	2005	\$36,214				\$36,214	\$76,664
	1.4	On-time, Need-based Training	2006	\$13,390	\$1,639			\$15,029	\$32,815
2 - Network	2.1	Reliable and Secure Systems	2004	\$42,400			\$50,000	\$92,400	\$423,600
	2.2	Service Level Agreement	2005						
	2.3	Service Coverage	2005	\$31,827				\$31,827	\$92,727
	2.4	Print Management	2006				\$3,631	\$3,631	\$44,106
3 - System Coordination	3.1	Administrative IT Committee	2004						
	3.2	Administrative Computing Standard	2005						
4 - B-W Web	4.1	Campus Intranet	2004						
	4.2	Campus Portal	2004	\$10,300	\$62,593			\$72,893	\$346,663
	4.3	B-W Web Presence	2004						
	4.4	Online Forms & Documents	2006	\$13,390				\$13,390	\$26,390
5 - New Technologies	5.1	New Technology Committee	2004						
	5.2	Internal IT Technology Grant	2005				\$14,000	\$14,000	\$36,000
	5.3	Faculty Member Attends EDUCAUSE	2005				\$1,591	\$1,591	\$4,636
6 - Student Technology	6.1	New Student IT Exam	2006	\$4,000	\$2,000			\$6,000	\$12,000
	6.2	Technology Skills Lab	2006	\$13,390				\$13,390	\$38,390
7 - IT Budgeting	7.1	Predictive Capital Budget Model	2005						
	7.2	Software Purchase Policy	2006						
8 - Plan Review	8.1	IT Strategic Plan Implementation	2004						
	8.2	Annual Assessment of IT Strategic Plan	2005						
	8.3	Student IT Committee	2004						
	8.4	External IT Assessment	2005					\$0	\$0
		Total IT Strategic Plan Costs		\$164,911	\$68,532	\$0	\$69,222	\$302,665	\$1,140,891

Legend:

No Cost Ever	No Cost This Year
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Appendix A

Baldwin-Wallace College Strategic Plan 2000

(Items Specifically Related to Information Technology)

- A. To provide an academic program that is reflective of the mission and guiding principles of the institution
 - A5. To develop a continuous planning process for information technology and information resources as they relate to academic programs
 - A6. To develop a plan to ensure the growth and development of information resources including but not limited to equipment, technology, and libraries
- B. To provide an academic community that focuses on the learning and growth of students
 - B2. To implement a faculty development plan which will assist faculty members to remain current in their disciplines, to integrate effective and creative pedagogy, to integrate technology as appropriate, and to incorporate any changes that may be made to the academic program
- E. To make institutional decisions based upon sound and continuous planning that incorporates current internal and external data
 - E2. To develop and implement a continuous process for maintaining information technology and resources that responds to emerging technology and best serve the needs of the academic program, students, and the administrative functions

Appendix B

Information Technology Strategic Plan Committee (ITSPC)

- Robert Agnew, Director of Information Technology [Co-Chair]
- Tim Riggle, Professor and Chair of the Math & Computer Science Department [Co-Chair]
- Jim Barta, Associate Vice President of Finance
- Margaret Brooks-Terry, Professor of Sociology and Director of Explorations
- Teddi Joyce, Associate Academic Dean
 - Replaced by Jim McCargar, Faculty Fellow
- Randy Molmen, Professor of Computer Science
 - Replaced half-way through process by Roger Luli, Asst. Professor Of Business
- Tom Ross, Professor of Economics

Information Technology Strategic Plan Task Force

Name	Title	Representation
Robert Agnew, Co-Chair	Director, Information Technology	ITSPC / Steering Committee Member
Ken Atchinson	Assistant Professor of Computer Science	Science & Math Division
Jim Barta	Associate Vice President of Finance	ITSPC / Steering Committee Member
Margaret Brooks-Terry	Professor of Sociology, Director of Explorations	ITSPC / Steering Committee Member
Mark Collier	College President	President of Baldwin-Wallace College
Sarah Corey	Student	Full-Time Day Student
John Curtis	Librarian	Library
Ken Densmore	Student	Full-Time Day Student
Joe Gorse	Professor of Chemistry	Science & Math Division
Donna Gutschmidt	Office Manager, Information Technology	Recorder / Writer
Larry Hartzell	Professor of Music Theory	Conservatory Division
Kevin Hocevar	Student	Lifelong Learning Student
Stephanie Jagodzinski	Student	Full-Time Day Student
Teddi Joyce	Associate Academic Dean	ITSPC / Steering Committee Member
Dave LaBanc	Assistant Director of Alumni Relations	Institutional Advancement
Tom Lee	Vice President of Finance	ITSPC / Steering Committee Member
Roger Luli	Assistant Professor of Business Administration	ITSPC / Steering Committee Member
Margie Martyn	Coordinator of Adult Programs	Lifelong Learning Department
Jim McCargar	Faculty Fellow	Academic Dean's Office
Jim Meinke	Assistant Professor of Education	Education Division
Mace Mentch	Manager of Educational Technology Services	Information Technology Department
Earl Peck	Professor of Business Administration	Business Administration Division
Theron Quist	Associate Professor of Sociology	Social Sciences Division
Tim Riggle, Co-Chair	Chair, Math & Computer Science Department	ITSPC / Steering Committee Member
Tom Ross	Associate Professor of Economics	ITSPC / Steering Committee Member
Brad Shaw	Judicial Coordinator	Student Affairs
Joe Tarantowski	Assistant Professor of Speech Communication	Humanities Division
Jodi Tims	Associate Professor of Math & Computer Science	Science & Math Division
Jim Timmer	Associate Professor of Mens Health & Phys. Ed.	Health & Physical Education Division
Tom Tyrrell	Trustee	Trustee
Chris Zito	Trustee	Trustee

Appendix D

Information Technology Goals for Baldwin-Wallace College

(Established 1994 – Revised 2002)

1. Academic Goals

- To provide the necessary and appropriate technology to support the academic program
- To provide each student with the maximum opportunity for academic growth and development of skills in: communication, information access, analysis, and presentation
- To support the use of technology in the classroom to enhance learning

2. Development/Training Goals

- To provide faculty development opportunities promoting the use of classroom technology
- To provide training for all B-W employees related to job function and encourage their professional growth with the use of information technology

3. Productivity Goal

- To provide appropriate technology and support in order to enable students, faculty, and staff to be more effective and efficient

4. Information Access Goals

- To provide and maintain comprehensive institutional information systems which yield an integrated information environment with a reliable base for all levels of administrative function
- To provide reasonable and secure access to these databases for student, faculty, and administrative use

5. Information Technology Infrastructure Goals

- To develop and maintain an appropriate mix of computer hardware, software, and communication networks to meet the needs of the College's academic and administrative units
- To provide a high-speed and reliable campus computer network linking students, faculty, and staff with appropriate resources and the Internet
- To establish Baldwin-Wallace College as an early implementer of proven technologies

6. Planning Goal

- To revise and review on an annual basis the College's Information Technology Strategic Plan and to facilitate its implementation

7. Budgeting Goal

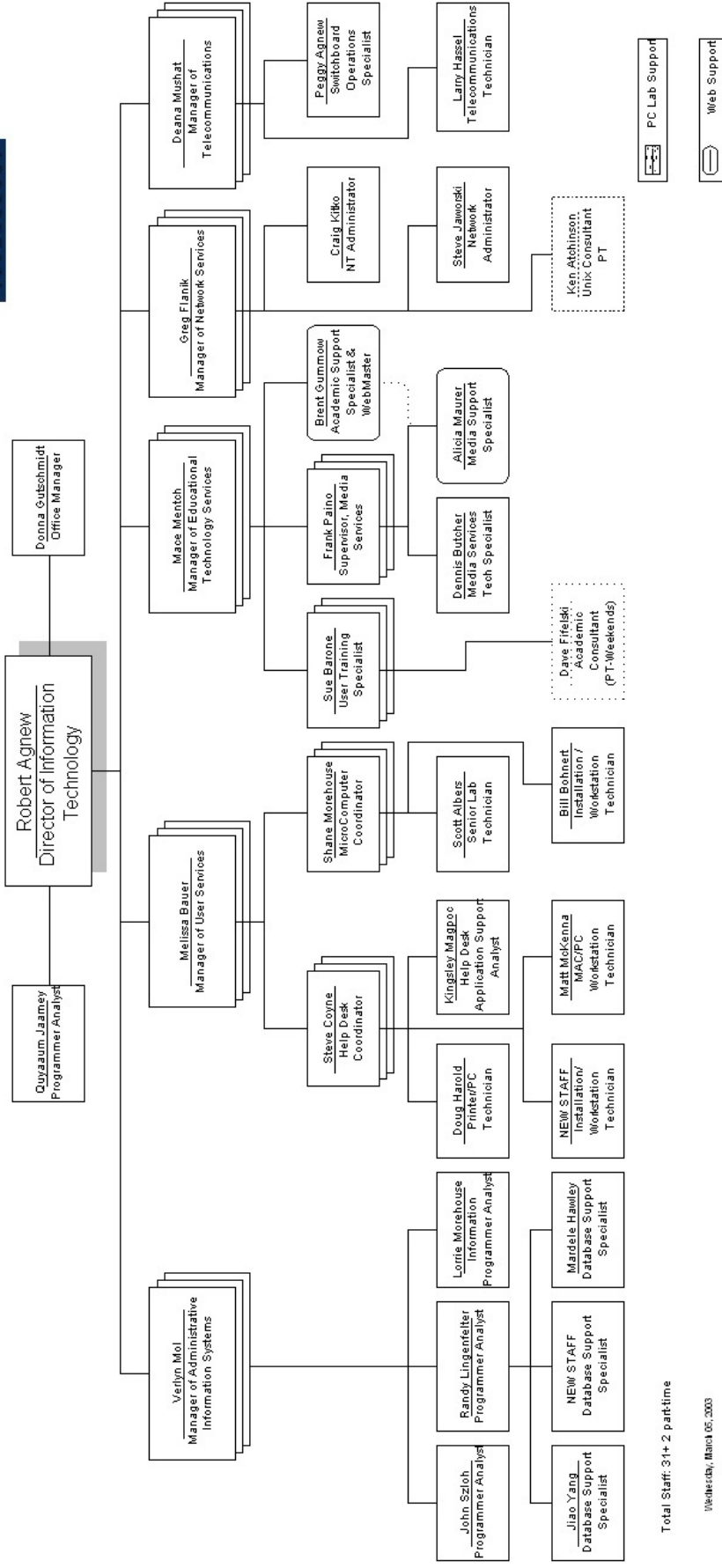
- To maintain a budgeting mechanism for information technology that is sufficient to meet the technology needs of the academic and administrative programs

8. Organization Goals

- To maintain an organizational awareness of information as a major institutional asset
- To provide an organization structure that establishes policies and builds an effective, reliable academic and administrative information environment

Appendix E

Baldwin-Wallace College Information Technology February 2003



Total Staff: 31+ 2 parttime

Wednesday, March 05, 2003

Appendix F: Administrative Computing

Staff:

8 Full-time: Manager of Administrative Information Systems
 4 Programmer/Analysts
 3 Database Support Specialists

Facilities:

Location: 10 Beech Street

Administrative Software:

Datatel's Colleague - Release Version 17

Application Modules:

Demographics, Communications Management, Facilities Profile, Scheduling, Academic Records, Recruitment/Admission, Curriculum Management, Degree Audit, Faculty Information, Financial Aid, Registration, Campus Organizations, Residence Life, Accounts Receivable, Cash Receipts, Accounts Payable, Purchasing, General Ledger

System Administration Modules:

Envision Tool Kit, Electronic File Import/Export, Electronic Application Interface, Resource25/Schedule25 Interface, WebAdvisor, Graphical User Interface

Custom screens and reports:

Over 100

Documented custom data fields (I-descriptors):

3670

Monthly processed output requests:

Approximately 100

Surveys processed per year:

Approximately 20 internal and 15 external

Users defined:

470 (Approx. 100 active daily users)

Other Campus Administrative Systems:

ID Card, Razors Edge (Alumni), Payroll EDP, Web on-line applications (Stamats, Apply Yourself), Campus Parking, Bookstore

Campus Access Databases:

Residence Life, Business Plan Clinic, Conservatory Outreach Dept., Center for Professional Development, Community Outreach, Buildings and Grounds – Safety & Security, The Institute for Learning in Retirement, International Students, Upward Bound

Hardware to support Administrative Software:

IBM UNIX server, Dell LINUX server (housed in server room at 20 Beech St. location)
8GB live data

Appendix G: Educational Technology Services

Staff:

- 6 Full-time: Manager of Educational Technology Services
- User Training Specialist
- Webmaster
- Media Services Supervisor
- Media Services Graphics Specialist
- Media Services Technical Specialist

Facility:

Math & Computer Science Building: (1) Faculty and (1) Student Multimedia Lab

Equipment Available in the Faculty Multimedia Lab

- (1) Power MAC G3 Computer
- (3) Dell Multimedia Workstations with 1.8GHz 1GB Ram 120 GB HD
- (2) Panasonic 1987 VHS Editing Decks
- (1) Mackie Sound Mixing Board
- (2) Shure Professional carotid microphones
- (3) Osprey Video Capture Boards
- (1) Epson 636 Scanner (with transparency adapter)
- (1) Epson 1200U Scanner

Equipment Available to Faculty on Loan

- (1) Sony 2000VX Digital Video Camera
- (1) Tripod and 360 panning head for the production of QT 360 Panoramic photos/objects
- (1) Tascam DAT portable digital tape recorder

Software

Microsoft Office Suite	Quick Time Virtual Reality Studio
Ulead Video Studio	Music Match Jukebox
Macromedia Director	Real Producer
Macromedia Flash	Real Presenter
Macromedia Authorware	Real Slide Show
Adobe Photoshop 7	Real Player
Macromedia DreamWeaver	Camtasia
Macromedia Fireworks	Storm 2.0
Macromedia Freehand	DVD Workshop
Macromedia Course Builder	Pioneer A03 DVD Burner
Sound Forge	Cinestream
OmniPage	Hash Animation Master
OmniForm	

Equipment Available in the Student Multimedia Lab

- (1) Power MAC G3 Computer
- (4) Pentium III PC's
- (1) Epson 1260 Photo (with slide scanner)
- (2) Epson 636U Scanners
- (1) Panasonic 1987 VHS Editing Deck
- (1) Color Deskjet Printer
- ATI All in Wonder Video Cards

Software:

Microsoft Office Suite	Ulead Video Studio
Adobe Photoshop 7	Acrobat Writer
Flash MX	OmniPage
Dreamweaver 4	Sound Forge 5
Fireworks 3	Real Producer
Director 8.5	Real Player
CD Burning Software	

Facility:

Student Activities Center (SAC): Media Services

Equipment

- (1) Epson Stylus 9000 Large Format Color Printer
- (1) Epson 5100 RIP Station
- (1) Epson Expression 836XL Scanner
- (1) Nikon LS 2000 Slide Scanner
- (1) Orbit II Multiple CD Copier
- (1) Signature Pro CD Label Color Printer
- (1) Telex High Speed Audio Tape Duplicator
- (2) Panasonic Linear Video Editing Decks
- (10) Sony VHS Video Duplication Decks
- (1) Mini DV Deck
- (1) Digital, Hi 8, and 8 Deck
- (1) AIWA System Converting Deck (NTSC – PAL)
- (2) GBC Laminators (25" and 30" capabilities)
- (1) Sealmaster 500T-X Dry Mount Press
- 2,100 Volume Video Library
- Satellite Downlink (C & KU Band)

Equipment Available for Loan

- (3) Epson Data Projectors
- (6) IBM laptops
- (2) MAC laptops
- (8) Kodak Slide Projectors
- (4) Sony VHS Camcorders & tripods
- (2) Sony DV Cameras
- (1) Sony Digital 8 Camera
- (6) Sony Mavica Digital Cameras

Blackboard Course Management System:

Fall semester 2002 User Statistics: 73 Full-time faculty
47 Adjunct faculty
234 Courses

Training:

Over 50 classes taught to faculty and staff during fall semester 2002 on a range of topics including Microsoft Office Suite, Blackboard, Scanning, Page Wizard (web page authoring tool), Photo Editor, Publisher, Audio/Video Multimedia, etc.

Multimedia Podiums

Building/Dept/Room	Projector Make	MAC/PC	Styled Podium
1. LES/Biology/Surrarer Aud./18	Epson 8000i	PC	YES (special)
2. LES/Biology changed 9/01 813hrs	Viewsonic 820	PC	Mobile
3. Marting/Religion/316 (projector changed 8/01)	Epson 5600	MAC	NO
4. Marting/Religion/English	Viewsonic	MAC&PC	Mobile
5. Marting/ Writing Lab (projector changed 10/2/01)	Viewsonic 820	PC	NO
6. Marting/ History/104 (projector changed 7/11/02)	Epson 7600	PC	YES
7. Marting/English/B9	Viewsonic 820	PC	YES
8. MCS/Math/CS/133 (new projector 10/19/01)	Epson 5600	PC	NO
9. MCS/Math/CS/144 (new projector 7/02)	Epson 7600	PC	NO
10. MCS/Math/CS/145 (projector changed7/02)	Epson 5300	PC	NO
11. MCS/Math/CS/147 (projector changed 9/25/01)	Epson 5300	PC	NO
12. MCS/Math/CS/148 (new projector 7/02)	Epson7600	PC	NO
13. McKelevy Auditorium	Epson 5300	MAC	YES (special)
14. Merner-Pfeiffer/Lab in basement	Sanyo	MAC (no clock)	YES (special)
15. Rec Center/201	Viewsonic 800	PC	YES
16. Rec Center/214	Viewsonic 820	PC	YES
17. Ritter Library/Lab	Viewsonic 800	PC	NO
18. Strosacker Union (new projector 10/1/01)	Epson 5600	PC	Mobile
19. Strosacker Union/Sandstone III (new 4/1/02)	Epson 8100	PC	YES
20. Bonds	Viewsonic 820	PC	Mobile
21. Dietsch/Foreign Language	Viewsonic 820	PC	Mobile
22. Kamm/Bus/Econ (projector changed 10/26/01)	Viewsonic 820	PC	Mobile
23. Kamm/Bus/Econ/106	Epson 5600	PC	NO
24. Kamm/Bus/Econ/107 (new projector 9/20/01)	Epson 5600	PC	NO
25. Kamm/Bus/Econ/125 (new projector 10/2/01)	Epson 8000i	PC	YES
26. Kamm/Bus/Econ/127 (new projector 1/02)	Epson 5600	PC	NO
27. Kamm/Bus/Econ/143	Epson 5600	PC	YES
28. Kamm/Bus/Econ/202 (new projector 10/11/01)	Epson 8000i	PC	NO
29. Kamm/Bus/Econ/204 (new projector 4/12/02)	Epson 7600	PC	NO
30. Kamm/Bus/Econ/205 (new projector 4/11/02)	Epson 7600	PC	YES
31. Kamm/Bus/Econ/212 (new projector 6/27/02)	Epson 7600	PC	NO
32. Kamm/Bus/Econ/214	Epson5600	PC	YES
33. Kamm/Bus/Econ/215 (new projector 10/18/01)	Epson 5600	PC	NO
34. Kamm/Bus/Econ/216 (new projector 4/10/02)	Epson 7600	PC	YES
35. Kleist/Art/Speech/Theater (changed 3/5/02)	Viewsonic 820	PC	Mobile
36. Kleist/Art Lab (projector only)	Viewsonic 820	PC	Projector only
37. Kulas/Conservatory (also M/P)	Epson	MAC	Mobile
38. Ward/FCS (projector changed 1/02)	Viewsonic 800	PC	Mobile
39. Wheeler/Education (projector changed 8/01)	Viewsonic 800	PC	Mobile
40. Wheeler/Education	Viewsonic 820	MAC	Mobile
41. Wheeler/Education/Lab (proj. changed 5/02)	Viewsonic 820	PC	Projector only
42. Wilker/Physics/Chemistry	Viewsonic 800	MAC	Mobile
43. Wilker/Physisc/Chemistry/113	Viewsonic 820	MAC	YES
44. Carnegie/Basement	Viewsonic 820	PC	Mobile
45. Malicky Center MC-1	Epson 5350	PC	YES

46. Malicky Center MC-200	Epson 5350	PC	YES
47. Malicky Center MC-10	Epson 5350	PC	YES
48. Malicky Center MC-16	Epson 5350	PC	YES
49. Malicky Center MC-110	Epson 5350	PC	YES
50. Malicky Center MC-112	Epson 5350	PC	YES
51. Malicky Center MC-114	Epson 5350	PC	YES
52. Malicky Center MC-210	Epson 5350	PC	YES
53. Malicky Center MC-214	Epson 5350	PC	YES
54. Kulas/Conservatory (also M/P)	Epson 5350	MAC	Mobile
55. Kleist/Art/Speech/Theater/220	Epson 5350	PC	YES
56. Kleist/Art/Speech/Theater/221	Epson 5350	PC	YES
57. Wilker/Physics/Chem/100 (proj. changed 8/02)	Epson 7600	MAC	YES
58. LES/Biology/118 (stolen 10/1/01) and 7/02	Epson 5350	PC	YES
59. MCS/Math/CS/146	Epson 5350	PC	YES
60. Carmel LLC/3rd floor	Epson 5350	PC	Mobile/Styled
61. Carmel LLC/2nd floor (projector replaced 8/02)	Epson 7600	PC	Mobile
62. Strosacker Union/Sandstone II	Epson 5350	PC	YES
63. Center East Beachwood	Epson 5350	PC	Mobile
64. Carnegie/MC-120 LAB	Epson 5350	PC	YES
65. Kleist/Art/Speech/Theater/219	Epson 5600	PC	YES
66. Kleist/Art/Speech/Theater/113	Epson 5600	PC	Special
67. Rec Center/209	Epson 5600	PC	YES
68. Marting/103	Epson 5600	PC	YES
69. MCS/Math/CS/149	Epson 5600	PC	YES
70. Kamm/Bus/Econ/126	Epson 5600	PC	YES
71. Kamm/Bus/Econ/203	Epson 5600	PC	YES
72. Dietsch/Foreign Language	Epson 5600	PC	Mobile
73. LES/Biology (stolen 12/02)	Epson 5600	PC laptop	No Podium
74. LES/218	Epson 5600	PC	YES
75. Carnegie/MC-20	Epson	PC	YES
76. Wheeler/Curriculum Ctr. Circulating	Epson 50c	Projector only	Projector only
77. Wheeler/ Curriculum Ctr. Circulating	Epson 50c	Projector only	Projector only
78. Wheeler/ Curriculum Ctr. Circulating	Epson 50c	Projector only	Projector only
79. Wheeler/ Curriculum Ctr. Circulating	Epson 50c	Projector only	Projector only
80. Bonds/Development	Sharp PG-M15S		Projector only
81. Strosacker Union/Sandstone I (new 3/8/02)	Epson 5600	PC	YES
82. Marting 314 (new 7/02)	Epson 7600	MAC	YES
83. Kleist/Art/Speech 222 (new 7/02)			
84. Student Activity Center/ SAC (new 7/02)			
85. SAC (new 7/02)	Epson 8100	PC	No podium
86. Carnegie/MC-122 (new lamp 1/02)	Epson 5350	PC	YES
87. Kamm/Bus/Econ/249	Epson 5600	PC	YES
88. Carnegie/MC-222	Epson 5350	PC	YES
89. Carnegie/MC-220 LAB	Epson 5350	PC	YES
90. LES/3rd floor	Viewsonic	PC	Mobile

Appendix H: Network Services

Staff:

- 3 Full-time: Manager of Network Services
 NT Administrator
 Network Administrator
- 1 Part-time: Systems Administrator

Facilities:

- Location: 20 Beech Street
- State-of-the-art Data Center (built summer 2002)
 - Raised floor
 - ADT temperature, fire, and burglary detection
 - Down-flow discharged air-conditioning system
 - Uninterrupted power supply, 12 KVA at 94% capacity

Network:

- Backbone core:
 - (2) One-Gigabit Big Iron 8000's & (1) One-Gigabit Big Iron 4000 (trunked = two Gigs)
- (2) Major networks:
 - Academic/Offices (Campus)
 - Roughly 1,400 faculty/staff and computer lab nodes
 - 81 Switches in the (Admin) Academic/Offices network
 - Residential
 - 1,477 student PC's connected on ResNet
 - 124 Switches/Hubs in the residential network
- Wireless Installations
 - (2) Buildings:
 - Wheeler Hall
 - 20 Beech Street
 - (6) Wireless access points
- (4) DS1 lines to the Internet (6Mbps of connectivity)
- (1) DS1 to Internet2 (1.5 Mbps of connectivity)
- Radvision Gateway with (4) ISDN lines and routes to the Internet and Internet2
 - (1) Portable PolyCom view station system
 - (4) ViaVideo on desktop computers
- Packetshaper 2500 for traffic shaping
- (2) Pix Firewalls
- (1) VPN concentrator
- NetApp Cache Engine
- Server Iron load balancer switch (for server load balancing and transparent caching)
- Total Control Dial-In system with 22 modems

Windows 2000/NT Servers

(25) Windows 2000/NT 4 servers

- Stargazer Faculty/Staff E-mail (Windows 2000)
- Nagus Alumni Server (Windows NT)
- Endeavor HelpDesk (Windows 2000)
- Odyssey Network PDC Test System (Windows 2000)
- Excalibur VPN/Wireless (Windows 2000)
- Reliant IT Department Server (Windows 200)
- Freedom Campus Webserver (Clustered) (Windows 2000)
- Independence Campus Webserver (Clustered) (Windows 2000)
- Enterprise PDC DHCP/Print Server (Windows 2000)
- Majestic Food Service (Windows 200)
- Excelsior AntiVirus Server (Windows 2000)
- Merrimac Admissions (Windows 2000)
- Lexington R25 (Windows NT)
- Yorktown R25 (Windows NT)
- Gettysburg Webtrends Web Stats Software(Windows 2000)
- Abacus Metering Software for Labs (Windows NT)
- Defiant Backup PDC DHCP/Printserver (Windows 2000)
- Quark Student Time Care System (Windows NT)
- Bolder Business Office System (Windows 2000)
- Exeter Bookstore (Windows 2000)
- Borg Bookstore (Windows 2000)
- Equinox Bookstore (Windows 2000)
- NetMon1 Network Monitoring (Observer)
- NetMon2 Network Monitoring (Iron View)
- NetMon3 Network Monitoring (What's Up)

UNIX/Linux Servers

(16) UNIX/Linux Servers

- Topsoil NIS Master (HPTru64 UNIX)
- Clay NIS Slave (HPTru64 UNIX)
- Magma Shell access system (pine email) (HPTru64 UNIX)
- Slate Sendmail, imap, POP, personal homepages, FTP, Admin PDC emulator, Samba, listproc listserv software (Load balanced system) (HPTru64 UNIX)
- Strata Sendmail, imap, POP, personal homepages, FTP, ResNet PDC emulator Samba, listproc listserv software (Load balanced system) (HPTru64 UNIX)
- NS1 DNS for Admin/ResNet (Load balanced system) (HPTru64 UNIX)
- NS2 DNS for Admin/ResNet (Load balanced system) (HPTru64 UNIX)
- NS1 External DNS for Outside world (Red Hat Linux)
- NS2 External DNS for Outside world (Red Hat Linux)
- Sandstone Web based email (Red Hat Linux)
- Real Real Media Server (Red Hat Linux)
- Blackboard Blackboard Server (Red Hat Linux)
- Idoffice ID Office System (HP-UX)
- NetReg ResNet DHCP/Network Registration System
- (Red Hat Linux)
- NetMon4 Network Monitoring (Syslog) (Red Hat Linux)

Storage

NetApp F810 filer

- 538 Gigabytes of usable storage
- NFS Services
- CFS Services
- FTP Services
- Snap Backup/Snap Restore

Dell F810 Power Vault

- 38 gigabytes of storage for campus web site

Dell F810 Power Vault

- 213 gigabytes for ghost images/templates and IT software to be deployed over the network

Quantum SDLT M1500 Tape Backup System

- Currently holds two drives and 20 tapes Network Gear

Network Gear

[Switch gear location (by building), type of connectivity (i.e. Gigabit or 100 FX), number of switches, and manufacturer of those switches.]

Administrative Buildings:

<p>Bonds (Gigabit)</p> <ul style="list-style-type: none"> - 1 Foundry FastIron Switch - 10 3Com Switch 1100's <p>Student Activity Center (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 1100 <p>Union (100 FX)</p> <ul style="list-style-type: none"> - BigIron 8000 Core Switch - 1 3Com Switch 3300 - 8 3Com Switch 1100 <p>Kamm (Gigabit)</p> <ul style="list-style-type: none"> - 4 Foundry 4802 switches <p>Math Computer Science (Gigabit)</p> <ul style="list-style-type: none"> - 4 Foundry 4802 switches IDF - 1 FWS 24 port switch MDF <p>Marting Hall (Gigabit)</p> <ul style="list-style-type: none"> - 2 Foundry 4802 switches <p>Rec Center (100 FX)</p> <ul style="list-style-type: none"> - 4 3Com Switch 1100's <p>Health Center (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 1100 <p>Black Cultural Center (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 1100 <p>Dietch Hall (100 FX)</p> <ul style="list-style-type: none"> - 2 3Com Switch 1100's <p>Kulas (100 FX)</p> <ul style="list-style-type: none"> - 2 3Com Switch 1100's <p>Merner Phifier (100 FX)</p> <ul style="list-style-type: none"> - 4 3Com Switch 1100's <p>Alumni (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 3300 - 2 3Com Switch 1100's 	<p>Buildings and Grounds (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 1100 <p>Center for Professional Development (100 FX)</p> <ul style="list-style-type: none"> - 2 3Com Switch 1100's <p>Burrell (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 1100 <p>Ward Hall (100 FX)</p> <ul style="list-style-type: none"> - 2 3Com Switch 1100's <p>Historian (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 1100 <p>Life Earth Science (100 FX)</p> <ul style="list-style-type: none"> - 3 3Com switch 1100's <p>Wilker Hall (100 FX)</p> <ul style="list-style-type: none"> - 3 3Com Switch 1100's <p>Tudor House (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 1100 <p>Kleist (100FX/Gigabit)</p> <ul style="list-style-type: none"> - 2 Foundry 4802 Switches (Gigabit) - IDF 1 3Com Switch 1100 (100 FX) <p>Wheeler Hall (Gigabit)</p> <ul style="list-style-type: none"> - 2 Foundry 4802 Switches <p>Ritter Library (Gigabit)</p> <ul style="list-style-type: none"> - 4 Foundry 4802 Switches <p>Malicky Center (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 1100 <p>Baldwin (100 FX)</p> <ul style="list-style-type: none"> - 1 3Com Switch 1100 <p>Carnegie (Gigabit)</p> <ul style="list-style-type: none"> - 3 Foundry 4802 Switches
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Residential Halls/Buildings

21 Beech (100 FX)	Kohler (100 FX)
- 1 3Com Switch 1000	- 3 3Com Hub 10's
Carmel (100 FX)	- 1 3Com Switch 1100
- 4 3Com Switch 1100	- 1 3Com Switch 1000
- 6 3Com Hub 10's	Hanson (100 FX)
Ernsthausen (100 FX)	- 2 3Com Hub 10's
- 4 3Com Switch 1000	- 2 3Com Switch 1100's
- 7 3Com Hub 10's	Victoria (100 FX)
Heritage (100 FX)	- 2 3Com Switch 1100
- 1 3Com Switch 3300	Floreski (100 FX)
- 18 3Com Switch 1100's	- 1 3Com Switch 1100
Constitution (100 FX)	- 1 3Com Hub 10
- 7 3Com Switch 1100's	32 East Bagley (100 FX)
- 2 3Com Switch 1000's	- 1 3Com Switch 1100
Klein (100 FX)	North (100 FX)
- 1 3Com Switch 1000	- 1 3Com Switch 1100
- 1 3Com Switch 1100	- 1 3Com Switch 1000
- 2 3Com Hub 10's	- 6 3Com Hub 10's
63 Beech (100 FX)	Campus Houses (8) (100 FX)
- 1 3Com Hub 10	- 8 3Com, Switch 1100
- 1 3Com Switch 1000	Findley (100 FX)
56 Beech (100 FX)	- 7 3Com Hub 10's
- 1 3Com Switch 1100	- 2 3Com Switch 1100's
Saylor (100 FX)	- 2 3Com Switch 1000's
- 2 3Com Switch 1100	Lang (100 FX)
- 3 3Com Hub 10's	- 2 3Com Switch 1100
21 Beech (100 FX)	- 1 3Com Switch 1000
- 1 3Com Switch 1100	- 5 3Com Hub 10's
- 1 3Com Hub 10	Bagley (100 FX)
Town Houses (100 FX)	- 2 3Com Switch 1100
- 7 3Com Switch 1100	- 1 3Com Switch 1000
- 1 3Com Hub 10	

Appendix I: Telecommunications

Staff:

3 Full-time: Manager of Telecommunications
 Telecommunications Technician
 Switchboard Operations Specialist

Facilities:

Location: 10 Beech Street

Communication Services:

Voice with Centigram voicemail (Baypoint Innovations Voice Processing System)
Teleconferencing (up to eight parties at one time)
(81) Fax lines (faculty/staff)
(45) Pagers (faculty/staff)
(53) Cellular phones (faculty/staff)

Communication equipment:

Fujitsu F9600XL ISDN PBX (installed August 2000)
(15) remote phone switches
Multi-line digital phones (faculty/staff)
Analog phones – one per 2 students with individual voicemail (students)

Number of lines:

3700 DIDs – 2328 currently in use (1258 digital, 1070 analog)

Media:

Fiber optic
(2) ISDN-2B+D lines
(7) ISDN PRIMES (T1s) for local traffic
(3) T1s for long distance traffic
(1) T1 for 800 dialing
(2) CAMA trunks for 911 service

Modems:

Used by a small number of staff members, most for faxing from PC's; Some used by payroll and finance offices for conducting business transactions

Carriers:

Local: SBC/Ameritech
Long Distance: AT&T (faculty and staff)
Residential student long distance: ACUS (AT&T University and College Solutions)

Telephone Usage:

500,000 minutes per month for the entire campus (average)

System Limitations:

Power battery back-ups on the main switch and on each remote switch. In the event of a power failure, the system will remain up for approximately 2 hours, after which point phone service will be disrupted. Caller ID unavailable for analog phones (student phones). Caller ID on digital phones (faculty and staff), does not store Caller ID's.

System Checks:

Critical 1 Smart modem configuration automatically dials the Fujitsu service department 24 hours a day if an alarm is detected on the system. The 9600 has extensive diagnostic capabilities and can monitor itself by continually checking the operability of the hardware and software and report any problems

Call Accounting System:

Xiox TMS Call Accounting System

Emergency System:

Telident E-911 system (identifies location of the call when someone dials 911)
(34) emergency call boxes on campus (one located outside of each dorm room)
(7) power fail phones strategically placed on campus (in case of a power failure that last for an extended period of time)

Appendix J: User Services

Staff:

9 Full-time: Manager of User Services
 HelpDesk Coordinator
 HelpDesk Application Support Analyst
 Microcomputer Coordinator
 (5) Technicians (1 Lab, 1 Printer, 1 MAC, 2 Workstation)

Computers on Campus:

MAC Computers

<u>Processor/Speed</u>	<u>Count</u>
5400/200	6
7100/80	1
7200/90	1
8500/132	1
8500/150	2
G3/180	1
G3/233	12
G3/266	13
G3/300	22
G3/350	1
G3/450	1
G4/300	1
G4/350	2
G4/400	3
G4/450	1
G4/466	3
G4/500	1
G4/733	3
G4/800	1
Sub Total	76

Windows Intel Computers (PC's)

<u>Processor/Speed</u>	<u>Count</u>
P1/090	14
P1/100	3
P1/133	25
P1/150	2
P1/166	60
P1/233	49
P2/266	74
P2/300	2
P2/333	2
P2/350	19
P2/366	3
P2/400	1
P2/450	84
P3/1.0	2
P3/1.13	6
P3/1000	1
P3/450	11
P3/500	25
P3/600	2
P3/650	91
P3/700	8
P3/733	57
P3/800	7
P3/850	8
P3/866	4
P3/933	121
P4/1.4	1
P4/1.5	16
P4/1.6	3
P4/1.7	96
P4/1.8	13
P4/2.0	3
P4/2.2	3
Sub Total	816
Grand Total	892

Desktop Computers by Department

Department	Count
Academic Affairs	11
Admission	29
Advancement	4
Alumni House	26
Art History	4
Athletics	1
Athletics (Women's)	1
Buildings & Grounds	18
Bach Institute	7
Berea Summer Theatre	4
Biology	12
Black Cultural Center	1
Bookstore	15
Bursar	15
Business	40
Business Office	2
C.A.R.E. Office	2
Career Services	16
Center for Professional Development	6
Chapel Office	5
Chemistry	13
College Relations	14
Community Outreach	6
Conservatory	54
Counseling Center	7
Custodial	5
Developmental Services	5
Economics	10
Education	36
English	11
Enrollment Services	1
Explorations	5
Exponent	7
Family & Consumer Science	4
Finance	13
Financial Aid	12
Food Service	13
Foreign Language	6
Geology	3
Greek Life	1
Grindstone	4
Health Center	6
Historian's House	2
History	9
HPE	30
Human Resources	2

Department	Count
I.D. Office	9
Information Technology	47
Institute for Learning in Retirement	1
International Admission	1
Jones Music Library	10
Learning Center	6
Lifelong Learning	13
Mailroom	5
Math & Computer Science	17
Media Services	16
Multicultural Affairs	2
Networking	1
Parking	3
Payroll	6
Philosophy	2
Physics	7
Political Science	8
Prep Department	3
President's Office	5
Printing Services	3
Psychology	26
Purchasing	5
Recreation	13
Registration & Records	13
Religion	4
Residence Life	21
Ritter Library	15
Safety & Security	6
Service Desk	1
Sociology/Anthropology	11
Speech Clinic	1
Speech Communication	17
Sprout House	3
Student Activities	2
Student Affairs	17
Student Life Center	9
Student Senate	8
Studio Art Department	4
Telecommunications	5
The Mill	1
Union	6
Upward Bound	15
WBWC Radio Station	5
Writing Lab	4
Other	17
Grand Total	892

Lab Computers

Processor/Speed	Count
4400/200	5
5400/200	6
8500/150	1
G3/233	4
G3/266	4
G3/300	2
G3/350	1
G4/400	1
G4/466	26
G4/733	1
P1/233	3
P2/266	26
P2/350	1
P2/450	77
P3/1.13	22
P3/450	10
P3/500	3
P3/550	2
P3/600	2
P3/650	101
P3/700	1
P3/733	70
P3/866	1
P3/933	134
P4/1.7	82
Grand Total	586

Lab Location	Count
ALA Lab	11
Biology Lab	3
BMC Lab	67
BWE Lab	16
Chemistry Lab	8
Commuter Lounge	2
Cyber Café	16
Dietsch Lab	4
Economics Lab	3
Experimental Lab	12
Hanson Lab	6
Jones Music Library Lab	12
Kamm Lab	48
Kleist Lab	26
Learning Center Lab	2
Marting Lab	20
MCS Lab	95
MIDI Lab	13
MM Cart	73
North Lab	15
Physics Lab	24
Rec. Center Lab	10
Ritter Lab	45
Upward Bound Lab	6
Wheeler Lab	23
Wheeler Wireless Lab	22
Other	4
Grand Total	586