Campus Technology Plan and Annual Report

2010-2011

June 01, 2010

Connie L Beckman
Director
Introduction

Brief Description of the Institution

Mansfield University was founded in 1857 as the Mansfield Classical Seminary. Our mission then, and during most of the next one hundred years, was to educate teachers for public elementary and secondary schools in north-central Pennsylvania. We became Mansfield State Normal School in 1862, and in 1927 our institution became Mansfield State Teachers College, the first designated state teachers college in Pennsylvania. In 1960, our degree offerings broadened and we became a “multi-purpose institution” under the new name Mansfield State College. Finally, in 1983, Pennsylvania Department of Education (PDE) oversight was removed and we became Mansfield University, one of fourteen universities in the Pennsylvania State System of Higher Education (PASSHE).

Currently, the Office of the Chancellor provides state-level central administration and coordinates system-wide planning and activities for Mansfield University and the other thirteen schools in the PASSHE. Our institution is governed by the PASSHE Board of Governors and a local Council of Trustees. The University President is the chief executive officer. The President's Cabinet serves as an advisory group to the President. The Provost serves as chief academic officer and Vice President of Academic Affairs.

At Mansfield University, we define ourselves as a public liberal arts university, combining the qualities of a small liberal arts college with the resources of a comprehensive university, including many high quality professional programs. Our goals, as articulated in our mission statement, are to provide “a personal education with all programs grounded in the liberal arts” and “to promote leadership development through character, scholarship, culture, and service” (the Mansfield Creed). Our institution currently enrolls 3,569 students, including 3,068 undergraduates and 501 graduate students (Fall 2009 student headcount) and offers students 58 degree programs: 6 associate programs, 44 baccalaureate programs, and 8 master’s degree programs.

As of fall 2009, Mansfield University employed 223 faculty members: 156 regular, full-time faculty and 67 part-time; 30% are full professors and 85% of permanent tenured and tenure-track faculty have Ph.D.s or other terminal degrees. Our university also has 249 other employees, including 25 managers, 94 professional staff, and 130 technical and support staff, with a total annual Education and General (E&G) expenditures budget of $48,893,009 (2008-09).

Our student/faculty ratio is 16:1. Approximately 69% of classes have fewer than 30 students; 47% have fewer than 20 students and only 6% have 50 or more students. Our average class size is 23 students.

Mansfield University maintains several professional program accreditations, including the National Council for Accreditation of Teacher Education (NCATE), the National Council on Social Work Education (CSWE), the Commission on Accreditation for Dietetics Education (CADE), the National League for Nursing Accrediting Commission (NLNAC), the Joint Review Committee on Education in Radiologic Technology (JRCERT), the Commission on Accreditation of Allied Health Education Programs (CAAHEP), and the National Association of Schools of Music (NASM).
Mission Statement
Mansfield University is dedicated to a personalized education with all programs grounded in the liberal arts. As a small, comprehensive public university, we are committed to promoting leadership development through character, scholarship, cultural awareness and service to others. Through our passion for learning, we positively influence the world.

Vision Statement
In 1912, our student body adopted the following expression of Mansfield's values: "Character as the essential, Scholarship as the means, Culture as the enrichment, and Service as the end of all worthy endeavor.” Over the last five years, the community of Mansfield University has further developed these values into a vision statement known as the "Mansfield Creed”:

**Character.**
We will hold ourselves to the highest standards of ethical behavior, incorporating respect for self, others, and our surroundings. We will devote ourselves to the holistic development of individuals, fostering personal accountability, honesty, and advocacy through character education. Courage, integrity, and honor exemplify our core values.

**Scholarship.**
The Mansfield University community will foster a life of intellectual curiosity, celebrating the creation and dissemination of new ideas. We will embrace the use of rigorous, responsible, and critical inquiry to understand, acquire, and share knowledge. We apply what we learn by recognizing that each of us is both student and teacher engaged in the continuous pursuit of learning.

**Culture.**
Mansfield University will lead the region and beyond in promoting diversity and cultural awareness. We will accomplish this mission by vigorously engaging with one another, capitalizing on the gifts bestowed on our community through the arts, and celebrating our similarities and differences. Through open discourse, we will create meaningful experiences that compel us towards understanding and compassion for all humanity.

**Service.**
Knowledge invests us with the power to improve our world and the responsibility to act. We will be engaged in our community. Our students, faculty, and staff will partake in volunteerism and service activities as a natural outgrowth of the University Mission in order to impact lives now and in the future.
Mansfield Technology Plan 2010-11

- **Item 1: Mission and Guiding Principles**

  - The Mansfield CT mission.
  The Mansfield Campus Technologies Division (CT) promotes, develops, acquires, installs and supports technology and enabling applications for students, faculty, and staff through group and individual initiatives on campus and in the region.

  We do this by promoting effective teaching and learning, efficient institutional operations, providing professional development, positioning for competitive advantage, providing accurate student and University information, and fostering community relationships through our work.
  - **Promote Effective Teaching and Learning**
    Provide leadership in application of information technologies through resource deployment and operations to build an effective teaching and learning environment.
  - **Efficient Operation**
    Provide efficient, dependable and secure information technology infrastructure.
  - **Professional Development**
    Provide relevant training opportunities through formal, regularly-scheduled training classes, informal/ad-hoc individualized instruction by IT staff professionals, and general information sessions open to the campus community.
  - **Competitive Advantage**
    Foster cooperation and partnerships in information technology throughout the campus and the surrounding region that positions the University to achieve its goals.
  - **Accurate Information**
    Develop and maintain effective information systems and tools to provide services to each student, faculty, staff, and alumnus.
  - **Community Relationships**
    Promote community interaction by building and maintaining communications through the acquisition and support of technology.

_Campus Technology Goals and Actions  2010-2011_

Mansfield President Annual Goals

The Mansfield strategic plan, developed in 2008 with input from faculty, staff, students, alumni, faculty emeriti, the Council of Trustees, the Foundation Board, the Alumni Board, and the community, constitutes a broader effort to improve our institution and
guide its future. The strategic plan is student focused and in alignment with the PASSHE’s strategic plan. The new strategic plan comprises eight areas.

CT goals for 2010-11, as in the previous year, relate to each of those areas as outlined below:

- make liberal arts the foundation for every student;
  - Implement the PASSHE Desire2Learn learning management system.
  - Implement Graphic Arts Program in new Allen.
  - Rebuild Geology Lab with new software, digital cameras, and computer hardware.
  - Upgrades to Instructional Technology with Tech Fee (new Allen, Photography Studio, Johnny-5 continued roll-out, Starboards in 5 buildings, enhancements to Education, Social Work, SL&IT, Nursing, Physics, Chemistry, CIS, Math, Music, Tutoring)
    - Transfer student credits (Academy One).
    - Tutoring center (Tutor-trac) software upgrades; load of data for additional analysis.
    - Carousel channel install for campus broadcast.
    - Wireless in Academic Buildings continued roll-out.

- ensure quality faculty and staff;
  - Training for faculty on Desire2learn.
  - Continued implementation of MapWorks (advising software).
  - IT Academy training resources available.
  - Begin migration to Windows 7 and Office 2010 coordinating with faculty for textbook selection.

- make student success our central focus;
  - Help Resources for students and faculty in Desire2Learn
    - Continued roll-out of MERU 802.11n wireless to all campus buildings.
  - Work with Architect to build large classroom in Retan G1-G2.
  - Upgrade/replace BlackBaord transaction server.
  - Enhancements to Johnny-5 for MAC integration.
  - Move ART and Communications faculty into new Allen.
  - New Allen Auditorium design and install.
  - TV studio rebuild and production room.
  - Replacement of NOVELL as campus desktop services provider.

- ensure financial stability through advancement, resource development, and strategic allocation;
  - Assist Advancement and Alumni Relations in BlackBaud services.
CT will work with PASSHE to transition SSHEnet from ATM to Ethernet technology.

Online communications to students via new services (Admissions deposit, AIMS parking software, Marketing through Web, BB Connect)

- make leadership development our signature;
  Enhancements to Mansfield Web to showcase the leadership brand, rich cultural environment at Mansfield, Mansfield in the news, new Athletics web, new Library web).
  Main Web Page refresh.
  New Web Calendar.
  Diversity filter for calendar events.
  Applicant tracking for marketing analysis.
  New Residence Life building planning for services.
  Direct deposit refunds to Student Accounts.

- engage in continuous improvement through assessment;
  CT will complete the Baldrige assessment and implement revised goals.
  CT staff present best practices in PBX migration at national conference.
  CT will replace 65 faculty-staff computers with strategic initiative funding.
  Creation of web sites for assessment, SPIT team reporting, Middle States)
  Rebuild Mansfield Phone Book.

- create a safe and sustainable campus environment to support learning;
  Security cameras to parking lots off CedarCrest.
  Continue energy conservation efforts in computing labs and data centers.
  Continued roll-out of the Voice over IP telephony install.
  Revise wireless network connectivity to require virus control and patches.
  Expansion of the data network by resource dispersal to alternate data center locations.
  Annual Faculty Survey for 2010-11.

- build community relations.
  CT will work with the Commonwealth to implement the Wireless improvement project in the Northern Tier.
  CT will work with PASSHE and the Commonwealth and PennTeleData to connect the Northern Tier to the PennREN high-speed data network.
  SHEEnet network refresh with PASSHE.
  Continued participation in PASSHE committees (CITO, SSHEnet, Web services, AD, LMS)
  Parent/Community resources web portal development.
Revision to Campus helpdesk.
Unified messaging with Exchange.

Of course the measure of our success is in what was actually accomplished from the previous year’s plan:

**Goals and Status Results from 2009-2010**

1. Make liberal arts the foundation for every student.
   a. Implement Graphic ART hardware and software- tech fee
      In progress for completion Summer 2010.
   b. Rebuild geology lab, add new software, new faculty integration – tech fee
      Completed.

2. Ensure quality faculty and staff
   a. Faculty-staff computer replacement $100,000. CT CT-02
      Received $50,000 funding – install in progress for completion Summer 2010.
   b. Search committee for Director of Institutional Research – no cost
      Completed.
   c. Self-help Web Portal – WebTeam
      Completed.

3. Make student success our central focus.
   a. University calendar with filters $15,000 Web CT-03
      Completed.
   b. Store-front software for One-card $24,600 ApplDev CT-04
      Funding not approved.
   c. Network Infrastructure Upgrade and Replacement $45,000 Network CT-06
      Funding not approved.
   d. PCI Credit card Processing Legal Compliance $85,000 ApplDev CT-08
      Official Payments integrated for all on-campus applications. Completed.
   e. New Nursing student computer classroom at Sayre - tech fee
      Completed.
   f. New Geography/Geology Lab and Server in Belknap – tech fee
      Completed.
   g. Replace classroom technology in Grant – tech fee
      Johnny-5 units in place in GS. Completed.
   h. Upgrade software in Music Lab and Music Studio – tech fee
      Completed. Also replaced Audio lab server on Emergency build.
   i. Create new computer lab in Elliott 121 – tech fee
      Project cancelled. No funding.
   j. Applicant tracking software for Admissions
      Completed.
   k. Map-Works implementation – student retention $10,000 Strategic Funds
      Appl Dev completed.
4. Ensure financial stability.
   a. PCI Credit Card Processing Legal Compliance $85,000  ApplDev CT-08 Completed.
   b. Continue VOIP into Grant, Belknap-Retan, and Elliott - physical plant infrastructure funding Completed in these buildings.
   c. Fiber repairs/Copper to Decker, Butler, and old Allen Completed.
   d. Email student invoices and statements monthly (.pdf files) to save printing and postage cost for Student Accounts (Enrollment Services) Completed.

5. Make leadership development our signature.
   a. Faculty-staff computer replacement $100,000. CT CT-02 Funding $50,000 in progress for Summer 2010 completion.
   b. Student organization web pages for Student Affairs Completed.

6. Engage in continuous improvement through assessment.
   a. PCI Credit Card Processing Compliance $85,000 ApplDev CT-08 Completed.
   b. Additional Kiosk Stations for student email/webadvisor/wireless stand-up access (10) –tech fee Project abandoned – unable to get stations.
   c. Security and Surveillance Policy approval and implementation - no cost Completed.
   d. Install security cameras systems and integrate existing external cameras into BlackBoard surveillance software for Campus Police – security budget and BlackBoard one-card Completed.
   e. Map-Works implementation – student retention – $10,000 strategic initiative – Appl Dev Completed.
   f. Build student learning center for First Year Experience in Maple Completed.
   g. Rebuild MyMansfield to new web format - WebTeam – In progress. Scheduled complete Fall 2010.
   h. Perform a survey of administrative users for technology needs and satisfaction with support. Completed. Results published on CT web page.
   i. Repeat faculty survey for classroom technology needs and satisfaction with support. Completed.

7. Create a safe and sustainable campus environment to support learning.
   a. Faculty-staff computer replacement $100,000. CT CT-02
Funded $50,000. Completion scheduled Summer 2010.

b. Emergency Notification Services Outsourcing $8500  ApplDev  CT-05
   Funded BB-Connect. Completion scheduled Summer 2010.

c. Network Infrastructure Upgrade and Replacement $45,000  Network  CT-06
   Project Not funded.

d. Implement security camera software and viewing for Campus Police.
   Completed.

e. Build MERU wireless network (N-standard) in academic buildings.
   Completed in buildings where VOIP is installed.

f. Increased bandwidth for Video and Audio Streaming $20,000
   Network/Telecom  CT-07
   Completed (Tech Fee).

g. Increased generator capacity – Memorial and Alumni $45,000
   Network/Telecom  CT-09
   Not funded.

h. Updates/changes to Maintemizer Workorder system for Facilities.
   Completed.

i. Integrated Calendar with Filters
   Completed.

j. Registration module to integrated calendar for Orientation events.
   Completed.

   1. Lab Power Shutdown
   2. Library Computer Powerdown
   3. Virtualization and consolidation of our servers
   4. Split of computer rooms into 2 buildings to reduce generator consumption and provide failover resources
   5. Lights-out Network Operations Center
   6. LCD Panels instead of monitors
   7. No printing of green-bar paper or special forms
   8. Shred and recycle paper for packing
   9. Recycle computer parts, memory, etc
   10. Computer carcasses are torn down and components are recycled by Lewisburg prison
   11. Power management settings on desktop computers where appropriate
   12. Energy management network connections for Physical Plant access
   13. Recycle empty ink jet cartridges

Working on or would like to accomplish
1. Policy to turn off LCD panels after 15 minutes of disuse
2. Elimination of desktop “personal” printing
3. All printers print duplex by default
4. Document margins set to narrow
5. Default settings for print quality set to DRAFT
6. Scan to email and USB instead of paper whenever possible
   In progress where applicable.
7. Thin client computing – VMware terminals
8. Use new Green fonts for printing
9. Move toward wireless buildings and wireless connections using new
   802.11n standard - In progress as VOIP in installed.

Abandoned
1. Refilling inkjet cartridges

8. Build community relations.
   a. Operations budget for Straughn Theatre $6000. Mark Polonia CT-01
      Not funded.
   b. University Calendar with filters $15,000 Web CT-03
      Completed.
   c. Store-front software for One-card $24,600 ApplDev CT-04
      Not funded.
   d. Increased bandwidth for Video and Audio Streaming $20,000
      Network/Telecom CT-07
      Completed.
   e. SSheenet Advisory Committee – travel cost
      Mansfield participated. Completed.
   f. SShe CITO Committee – travel cost
      Completed.
   g. SShe SIS Implementation – travel cost
      Abandoned by Presidents.
   h. SShe Web Implementation – travel cost
      Abandoned by Presidents.
   i. SShe Network Advisory – travel cost
      Mansfield participated. Completed.
   j. SShe BlackBoard Administrators – travel cost
      Completed.
   k. SShe BlackBoard Steering – travel cost
      Completed.
   l. Alumni Community – cost unknown
      Completed.
   m. H-R Applicant Tracking – project implementation cost unknown
      Completed.
PASSHE Annual Report 2010-2011
1. Organization, Services, and Governance

CITO Position
The Chief Information Technology Officer (CITO) at Mansfield University is the Director of Campus Technologies. The position is a PASSHE Manager 220 reporting to the Provost. The CITO has responsibility for all academic and administrative computing services both at the Mansfield and Sayre campus locations; instructional technology services including classrooms and student labs hardware and software installations; network and infrastructure (wired and wireless) for campus (including Residence Life) and connections to SSHEnet and Internet; centralized computing operations (including exam scoring, institutional backups and administration, server maintenance, license administration); e-mail for students and Exchange for faculty-staff (including spam and virus protections); telecom (including phone, VOIP, catv, voice mail for academic areas, administration and Residence Life); authentication, security and disaster planning; videoconferencing; desktop client support and helpdesk; multi-media services (including campus television production studio, digital editing for audio and video, graphics support, laminations, and presentation design services, satellite feeds to campus, video-taping and film production (such as campus commercials)); faculty-staff training and workshops for campus and off-campus constituencies; instructional support (including Learning Management System, web instructional content management, digital media, Turning Point and other smart classroom services); campus web presence, design, and development; administrative services development (including enterprise and ancillary systems, database administration, file transformations, special reporting needs, BlackBoard transaction system); AV and event setup; all technology equipment and software purchasing for the campus; print cost recovery services; technology planning, reporting, and budget including administration of the Student Technology Fee.

Reporting Lines
Campus Technologies (CT) is the combined resources of Technical Client Services; Network Operations and Helpdesk (including www, email, desktop services, firewall, wireless, security and admin services and a host of others); Telecommunications (including video-conferencing, phones, VOIP, voice mail, cable television, and cable infrastructure); Web and Applications Development (including web development and administrative development), Multi-Media Resources (including A-V, television studio production, digital video, photography, and audio), Instructional Development, Training for faculty and staff; and Administration (including campus-wide technology purchasing and planning).

C.T. reports to the Provost and VP for Academic Affairs at Mansfield University. The Director of C.T. is a member of the Provost Council consisting of all the administrative academic functional areas (Director of Enrollment Management, Director Center for Life Learning, Director of Institutional Research and Assessment, Dean of Education and Graduate Studies, Dean of Arts and Sciences, and Director of the Library).
C.T. does not have a seat on the University Cabinet.

C.T. has two advisory committees. The C.T. Committee of the Faculty Senate is an academic advisory group. Members are four faculty elected from the senate body, a representative of the Library, a grad and undergrad student, academic computing support staff (ex-officio), and the C.T. Director (ex-officio). The committee chair is elected from among the faculty representatives annually. The administrative C.T. advisory council (Power User’s Group) has representation from each of the administrative areas of academic affairs, residence life, business and finance, and H-R, as well as C.T. This group is also the campus implementation team for administrative systems (including SIS).

2. Staffing

The CT Unit has a total of 20.5 staff in information technology and telecommunications reporting to the Provost at Mansfield University. Talents of individual staff in Campus Technologies are pooled in a team approach to administrative, academic, network, media and telecom projects and each individual has a hand in more than one area of the services we provide as a division. We are assisted in centralized Campus Technology by two technicians reporting to other areas (the Library has a full-time technical support technician, and Residence Life has a full-time technician for student computing). They are scheduled through the C.T. helpdesk.
Visit us on the web at http://ct.mansfield.edu

Administration
CITO and Director of Campus Technologies
Connie Beckman  Dial 4830. Email: cbeckman@mansfield.edu

Assoc Director, Information Technology and Network
Alan Johnson  Dial 4835.  Email: ajohnson@mansfield.edu

Management Technician for Information Technology, Technology Purchasing for the Campus, and Helpdesk:  Wendi Route  Dial 4830.  Email: wroute@mansfield.edu

Client Services

Client Services Technicians work within geographic campus areas. Each technician and their prime area is listed below. You can report any problem or contact your technician by calling the HELPDESK at 4357(HELP). Each technician supports 200-250 desktop units (administrative and academic), a number of classrooms, and student labs located in the following buildings. The technicians also have additional responsibility as part of the Applications, Media and Network teams.

- Technical Coordination, Robert Packer:  Todd Seibert
- Library Technical Support and Endeavor North G-4:  Tim Seymour
- Residence Hall student triage, Fitness Center, GA’s and ADRL’s, Residence Hall labs, Pinecrest Res Life: Tina Cassada
- Elliott, Straughn, PCR, Ghost services for student Labs: Brad Stettler
- South Hall, Retan, Grant Science: Julie Jerzak
- Belknap, Allen, North 5, President’s House, Alumni House Todd Seibert
- Alumni, Butler, CLL, Day Care: Calissa Neifert
- Brooks, Manser, Hemlock, Doane, Beecher, Decker, North 6th, Guest House, Pinecrest faculty Herb Frank
- Telecommunications (CATV, Solidus, Voice Mail, VOIP, Data connections) Cliff Wiles, Tom Wilson
**Network Services**

Network Services maintains our central operations center and computer networks. They assist as well with hardware and software integration, deliver our email, develop our web services, backup and secure critical data and do administrative processing, exams and evaluations.

Assoc Director, Campus Technologies

**Alan Johnson**  
Dial 4835.  
Email: ajohnson@mansfield.edu

- Network Services  
  **Loren McNett, Suzanne Murphy, John Maslar, Calissa Neifert, Brad Stettler, Todd Seibert**

**HelpDesk**

When you call us to get assistance for phone, voice mail, catv, email or hardware and software problems you will talk to one of our technical staff:  
Report problems to the HELPDESK at Wendi Route, Herb Frank, Todd Seibert  
Email: helpline@mansfield.edu

**Tina Cassada – Residence Life Student Help**  
Dial 513-5806.

**Web and Application Development**

Programming services and enterprise database and web applications are developed by this team.  
http://mansfield.edu

Development of the Mansfield University Web Site, administration of Web Policies, assistance in creating web materials and web services.

- University Webmaster and Asst. Director, SAP Security, Admissions  
  **Suzanne Murphy**  
  Dial 4832.  
  Email: smurphy@mansfield.edu

- Finance, Student Accounts, Budget, Financial Aid, Controller’s Office, Colleague Data Base administration:  
  **Marv Roberts**  
  Dial 4655. Email: mroberts@mansfield.edu

- Registrar’s Office, Admissions, Scheduling, Registration, Grades, Degree Audit, Transcripts, Dining Services, Library Patrons, Counseling:  
  **Willie Tuttle**  
  Dial 4541. Email: wtuttle@mansfield.edu

- Trio, TuTorrac, Database/network administration and web development, Sharepoint, WebAdvisor administration, Field experience, Network operations, Finance and Administration, Backups, Unidata support, Systems administration, Informer:  
  **Matt Reed**  
  Dial 4833 Email: mreed@mansfield.edu
• Residence Life, Adirondack, One Card: Derek Furry
  Dial 4837 Email: dfurry@mansfield.edu

• Email, Athletics, Web Development and Integration, Systems Design and administration, AIX and Unidata support: John Maslar
  Dial 4003. Email: jmaslar@mansfield.edu

• Web development and integration, Web software training, Web Application development: Kim Hulslander  Dial 4830. Email: kim.hulslander@mansfield.edu

Media Services

• Academic Consultation and Training Tamela Bastion
  Dial 4857. Email: tbastion@mansfield.edu

• Faculty assistance with the integration of technology into coursework, web course design components and implementation; digital media production. Phil Ogden
  Dial 4608 Email: pogden@mansfield.edu

• Multi-media resources, Digital media and editing, satellite downlink, TV and video production services, assistance in setting up presentations, video resources, audio production , Straughn management Mark Polonia
  Dial 4680. Email: mpolonia@mansfield.edu

3. Annual Expenditures

By Sector  2008-2009

  Academic Computing (CCAR 2008 total) $722,137.00
  Administrative Computing (CCAR 2008 total) $1,569,800.00 includes SAP shared system, network and telephony

  TOTAL $2,291,937.00  4.99% E&G Expenditures

2008-2009 Institutional Demographics

  Undergraduate Annualized FTE students 2814.6
  Graduate Annualized FTE students 226.2
  Professional Students 0

  TOTAL FTE 3040.8
Online (Dist Ed) Students headcount

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<td>Fall 08</td>
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Institutional E&G Expenditures

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According to the Campus Computing 2009: Green, Casey, 2009, the average expenditure for public 4-year colleges is 6.7% of E&G. Mansfield expenditure for 2008-2009 was 5% of E&G. In addition the 2007 Core Data Services Report; Educause, 2008, the median expenditure for IT expenditure per FTE is $856. Mansfield spent an average of $753.74 per FTE student on computing services in the 2008-2009 year. In comparing staffing to other institutions, the 2008 EduCause Core Data Services Report lists the median FTE student count to staff as 148 students, Mansfield also has a count of 148 FTE students per FTE total staff.

4. PaSSHE Initiatives

Mansfield participates in Strategic Sourcing for hardware and software procurement. Examples include the learning management system contract, Microsoft Select Agreement. We also have purchased all of our computers through Lenovo and servers through the hardware agreements with Dell.

Mansfield uses the PASSHE SAP system for Finance and Human Resources and participates with the central learning management system, the data warehouse, and system research initiatives.

In Fall 2007 there were 400 active courses and 3525 enrolled students. Faculty (147 in FA07) using BlackBoard for both online courses (36 in FA07) and online activities as a part of a classroom course (364 in FA07). In Spring 2008, there were 459 active courses and 3107 enrolled students. In Fall 08 there were 440 courses and 179 faculty using BlackBoard. Spring 09 there were 437 courses and 161 faculty using BlackBoard. A typical login month for BlackBoard accesses (Feb 09), was 90,563 sessions. We also used BlackBoard heavily to assist campus organizations with communications, Library collections and services, and online assessments.

In March 2010, Mansfield began the migration from BlackBoard learning management System to Desire2Learn with the new PASSHE contract. Migration has been an adjustment for the faculty and has taxed CT resources to handle the transition. The first semester fully on Desire2 Learn began May 24, 2010. CT has built a searchable help tool for students and faculty with first line for assistance handled locally and using the new helpdesk, Perceptis, as an auxiliary tool only when local resources have not answered the question. This is a new approach to PASSHE provided services.

Mansfield is a member of the Keystone Library and uses Endeavor, although this function is not a part of C.T.
5. Hardware and Software

Personal Computers and other network attached student devices 5450

Mansfield PC standard is an Intel-based P4 running the Windows XP operating system and MS Office Suite 2007. We use McAfee anti-virus and spyware software. Computing labs are additionally controlled with hardware Centurion Guard and Symantec Ghost Console or DeepFreeze. We will install Windows 7 and Office 2010 in 2011.

Network - All faculty and staff have computers and are connected to the campus Local Area Network (LAN).

Managed Network Switches 253
% of campus covered by network 100%
Network –Attached Printers 145
Wireless Access Points installed 95
% of campus covered by wireless hotspots 100%
Wireless connections authenticated 817,665

Network Attached Storage Devices (SNAP) 9 (going down as student data moves to the SAN)

Served software applications (Novell) 181 (including open-source replacements for previously paid applications)

Email received per day 400,000
Student email accounts 3600
Faculty-staff Exchange accounts 575

Average is approximately 400,000 messages per day 376,000 (94%) blocked as spam-related. 1000-1200 virus blocked per day. This DOES NOT include students’ accounts.

There are about 8000 student and alumni accounts on the Windows Live@edu Mansfield domain.

Servers and Operating Systems

Physical Servers in Central I.T. 80 +12 Virtual Servers (3 virtuals are replacing physical hardware)

Storage Area Networks 4
Servers in Academic Areas 4 (CIS, Music, SL&IT, Library)

Servers in Administrative Areas 0

Operating systems are primarily Microsoft Windows Server. We use Novell for desktop application services, AIX for administrative computing, and LINUX for Residence Life authentication. NOVELL is still heavily used at Mansfield (Approx 860 network connections at one time) for served applications, remote desktop assistance, and classroom/lab support. We are however in the middle of a project to convert from NOVELL to Windows.

Mansfield has also embraced a number of free, open-source software packages to reduce software and maintenance costs in the Network Operations Center.

We run 11 services in Virtual Environments – saving cooling and electricity, as well as hardware costs. Mansfield Tech Support also started an energy savings program for shutting down labs and classrooms in unused hours. We have over 400 PCs on this program and have calculated a $29,000+ savings annually in energy costs annually.

The network team has run out of electrical power on the generator and air handling capacity in the available space in Memorial Hall and now in Alumni Hall at the site of the alternate data center. This poses a dilemma for us as we continue to grow at the rate of approximately 10% annually in terms of supported services. Even virtualization has not solved the problem. We need space and power and cooling.

Network and Infrastructure maintained by the Network Team. There is a Fiber Backbone (Single mode and multimode) with Copper in buildings 1 Gbps each connecting to a CISCO
CT is pleased that the Cisco 6509 continues to serve our needs.

Mansfield Telecom maintains a local PBX and is transitioning to Voice over IP.

   Ericsson MD-110 PBX (1987) (does have VOIP and mobile switching capability)

   Ericsson MX-ONE (2006 and 2008) (subgroup hubs)

Campus cabling and fiber is at capacity in some buildings and needs replacing/upgrade. This will be an additional problem as we bring new buildings (including connections to Residence Halls) on line. Some cabling is 45 years old and is terminated in buildings scheduled for demolition (old Allen, Pinecrest, and Hemlock). There is little/no room for expansion. Funding has not been a priority, although new construction will force changes in some areas. We are at risk in some campus areas to failure with a backhoe error, particularly Allen, Butler, and Decker.
Fiber was upgraded on North side of campus to facilitate the two-way video project for the Communications Department to broadcast live on on-campus channel 10; Upgraded to live broadcast off-campus in 2008.

In 2008, we started on an upgrade path for our MD-110 PBX to VOIP (MX-ONE) and distributed technology. The dual South Hall Building came online with VOIP in Summer 2008. Phase II of the phone upgrade project began in 2009-10 with Grant Science, Belknap-Retan and Elliott completed. Work in 2010-11 will include the transition to new Allen, Memorial, North, Alumni Hall, and KFC. Students transitioned off the Phone Switch in Fall 2008, with the expectation that they bring cell phones to campus. This has not been a problem to accommodate. Students can opt to pay for a land line in their rooms at the rate of $40 per semester. Few have chosen that path.

Voice Mail replacement (Allmode) for faculty, staff and students was completed (Summer 2006). Mansfield participates in e-911 loading data directly to the database at the County emergency dispatch center. Plans in 2010-11 include an integration of Voice mail and Exchange (email) services in a Unified Messaging project.

Student Computing Labs

General Use labs exist in every academic building, the Library, a 24-hour lab next to the Police Station, a lab in each Residence Hall, and in the Student Union. All have networked printing.

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Use Lab Workstations</td>
<td>18</td>
</tr>
<tr>
<td>Specialty Labs (145 Workstations)</td>
<td>4</td>
</tr>
</tbody>
</table>

Computing labs hardware and software are listed on the web at [http://ct.mansfield.edu/students](http://ct.mansfield.edu/students)

Sayre satellite campus technology services is taking more time from on-campus support. At the end of fiscal 2009-10, CT has a process working to do remote access to computers and printers at Sayre and to have active Print Cost Recovery at that campus. We have seen improvements in the care and feeding of the Sayre facility and expect that to continue in 2010-11 as a result.

Student computing labs include network printing with a Print Cost Recovery mechanism by Pharos that is heavily utilized by students. Usage continues to increase slightly on an annual basis. Mobile printing, where a student may pre-choose a printer in any location to send their print job was started in 2009-10 and has been a very popular feature. The integration of Print Cost Recovery (PCR) with the BlackBoard transaction system (Mountie Money) has also increased use of the service by students.
Fall 2006 PCR print jobs 32,838
Fall 2006 PCR pages printed 112,001
Spring 2007 PCR print jobs 28,589
Spring 2007 PCR pages printed 102,633
Fall 2007 print jobs 31,157
Fall 2007 PCR pages printed 115,722
Spring 2008 print jobs 32,545
Spring 2008 pages printed 117,347
Fall 2008 print pages 118,812
Spring 2009 print pages 128,680
7/1/2009-5/10/2010 print jobs 81,823

Multi-media Classrooms

Total 96 (main campus and 3 classrooms at Sayre campus); All are fixed units. All rooms with seats for 25 students and over are now equipped as multi-media classrooms. Rooms for student presentations in Manser, Alumni, Butler, and North are also equipped with fixed unit cart systems. The Johnny-5 Cart system that is considerably streamlined from the original implementation is replacing the old systems beginning in January 2009. More will be completed in summer 2010.

A technology enhanced classroom consists of HD (High-Definition) multimedia components, DVD, Blu-Ray, HDDVD, 3.1 Surround system, ceiling mounted projection, remote mouse with laser pointer and a backup wired mouse and back-lit keyboard with volume controls. These PC’s have usb connections for flash drives, iPod mounts, CATV, AM/FM, wireless and wired internet connections. The enhanced classrooms have the abilities to videoconference through free, open-source software (Skype) and all have laptop connections for special presentations. Some rooms have digital whiteboards and Turning Point audience participation devices, as well as MAC additions for Butler Music Lab and the new Allen Graphics Lab. Some computer labs on campus have open-source software enabling instructors to better control the learning environment (iTALC). The new cart system has been a huge success in classrooms where it has been rolled out. This is an example of faculty feedback being put into action for continuous improvement. Cost of the new model is actually less than half of the original.
This is Johnny-5 (Phase 2 Cart System)

We have completed adding new classrooms to the smart technology group. We also have enough general purpose computing labs. Challenge now is keeping those we have created current and adding new features as the technology changes.

Video-conferencing

3 fixed classrooms and 1 Sayre classroom; 2 portable units; 3 desktop ViaVideo. All units are Polycom supporting ISDN and IP video-conferencing. Average cost per room is $20,000.

In the Sayre facility, both student labs and all faculty offices (previously equipped by Robert Packer Hospital) were equipped with new workstations in Summer 2009, an upgraded Opscan machine and printing and updated software were a part of the Summer 2009 project and were actually installed in Spring 2010. In addition, using VPN technology all faculty are now a part of the Mansfield network and Print Cost Recovery services have been added to the student labs.

The video-conferencing unit at Sayre campus is in serious need of replacement to match our main campus technology. Estimates have been provided to Robert Packer for upgrade at their end. In the meantime, the capability exists to use Skype between all classrooms on the campuses.
Replacement and Upgrades

There are no life-cycle replacement schedules for anything except academic equipment funded by the Student Technology Fee for academic equipment. All other replacements are one-time budget initiatives.

In 2009-10, C.T. purchased and installed 165 desktop PCs, 21 MACs and 107 laptops for the Library, Memorial and Elliott laptop carts, Academic classrooms, and Jazzman’s café. Student labs and classrooms are on a 3-year cycle for replacement with Student Technology Fee. Average cost per PC unit is $1000. MACs and laptops price higher. In Spring 2010, Cabinet approved $50,000 for faculty-staff replacements. These units will replace the oldest faculty-staff computers and be implemented in Summer-Fall 2010. We have 2 new MAC labs, funded by Student Technology Fee, one in Music and one in Graphic Art in 2010.

All equipment is purchased. There are no leases in C.T.

Equipment is recycled from student labs to student services (work study areas, information desk, student support, Residence Life student labs.) Faculty–staff areas are recycled from primary desktop service to be used in less-intense administrative support. When equipment is no longer useable, it is scrapped by Purchasing according to administrative guidelines for the State System.

Software

Mansfield purchases most of our standard software titles using existing shared contracts. This has been a huge saving for us. Some titles (ie SPSS, Minitab, Maple, SAS) do not have existing state contracts and those titles are the most costly for us to provide. We serve 240 titles from our central desktop applications server to student computing labs, faculty-staff desktops, and classrooms. Licenses are metered if we do not have unlimited use by the central network server. The office productivity software (MS Office professional Suite, Visio, Visual Studio) is purchased through the state contracts and Microsoft Campus Agreement.

MS Office 2007 was rolled out campus-wide in Summer 2007. Because hardware (faculty-staff desktops) was not replaced on schedule, Vista operating system was delayed and probably no upgrade will occur until the new Windows offering in 2010 and Windows 7 is ready and faculty have updated teaching materials in Summer 2011.

Specialty software (ie MultiSIM, AUTOCAD, Sabre, Nutritionist Pro, Quark Express) is purchased through departmental request to the Provost annually in the Spring. The software is installed by C.T. at the faculty member’s request conforming to any license restrictions in student labs and/or classrooms. Many of the newer software titles have been funded with Student Technology Fee adding extensive capability to the student experience.

Software which is licensed for at-home use (ie MS Office suite) is provided through loaned media from the Library reference desk. Current suite is MS Office 2007.
Software is only purchased and provided for Windows XP operating systems. The MAC hardware in Music has some titles that are not available on the XP platform. The MACs dual boot. We intend to use this same philosophy as we build the Graphics Lab in Art. We use the McAfee (Network Associates) suite for virus protection purchased through the shared contract. McAfee also furnishes a level of spyware control. As this is written, there is concern that PASSHE is not renewing the shared McAfee contract, and our costs will rise significantly in the 2010-11 and beyond. Barracuda appliances also check emails for viruses and spam filtering.

Our enterprise administrative system is Datatel Colleague, licensed for 96 simultaneous users. The database underlying the system is Unidata. It runs on an IBM AIX server with attached fiber channel storage network. Our student applications (and ancillaries) reside on this Datatel server as well as our test resources. Mansfield participates in the SAP system for H-R/Payroll, and Finance. Local programming languages include Envision and Visual Basic for enterprise enhancements. We also pull data into Excel and SQL for ancillary system transfers. We rely on Informer, an independent query tool for Datatel Unidata to produce adhoc reports and data feeds for ancillary systems. Web development is mostly in Cold Fusion and SQL. Mansfield uses the Hot Banana content management system for the web.

Mansfield has joined the schools transferring data from the Business Warehouse (Finance) to SQL. We have not fully utilized the transferred data for local reporting, but have made considerable progress. Missing data includes social security number or some identifier to tie individual personnel to cost centers for reporting against budget available, etc. Additionally, the PASSHE programming staff has finally provided some requested reporting on the Business Warehouse that Budget has been requesting for a long time. CT has no experience or training with this database housed at SyTEC.

WebAdvisor, the web-based interface from Datatel that is used by students, faculty, and staff to access the Student Information System was used by the following student counts to register for classes:

- 06 First Summer session: 457 students
- 06 Second Summer session: 825 students
- 06 Spring session: 2484 students
- 06 Fall session: 1905 students
- 07 Fall session: 2038 students
- 08 Fall and Spring sessions: 3029 unique students in 22832 courses
- 09 Fall: 2034 students with 9926 courses
Admissions online applications processed directly from the web application (WebAdvisor) to Datatel student information system from May 2006-May 2007 totaled 2372 (previously entered data manually). That number increased to 3018 in 2007-08 (33%). From May 2008-May 2009, the count again increased to 3537. From May 2009-May 2010, online applications total 3443. The online applications represent 67% of all applicants to the institution.

The web development team maintains 12,500 pages of code and design templates representing the top 3 layers of the web site. In Summer 2008, a new web design using Hot Banana content management system was placed in production. The new design has been very well received and is exciting visually. 2/3 of the students see Mansfield first through our web pages and apply online. Weekly web statistics reports track most visited areas. In 2009-2010, the web team added access to Facebook, YouTube, and Twitter as resources to students. While popular, these have not been as successful as the web pages themselves.

On an average day, Mansfield home page has 17,000 unique visits.

We use Exchange for faculty and staff email services and transitioned to Microsoft Live@Edu email for life services for our students in 2006. Additionally we use ProLetter Fusion from Digital Crew Webmail for email recruitment and group processing. Live@edu also gives students mobile messaging, including instant text messaging (if they sign up for the service), personal calendars and photo services, as well as increased available storage for their files. Students have 50G personal web space for storing and sharing files. Students are authenticated to our system (and PaSSHE) via the PASSHE active directory. We also use this directory for wireless authentications and for our Network Access Control for resident students. The new learning management system, Desire2learn, also authenticates using this service.

Our web servers operate with MS Internet Information Server. We program web applications in Cold Fusion and SQL. C.T. maintains the top layers of the campus main web (approx 12,500 pages) and departmental pages are the responsibility of a designated individual (some staff, some faculty) in each department. We also operate an intranet, My.Mansfield, for secured information and applications such as e-Time for students and student directories.

Authentications occur both in Active Directory and LDAP depending on the service being utilized. We have worked on the PASSHE Active Directory project and have integrated our authentication services for Live@Edu email for students with the PaSSHE active directory and PaSSHE services which include SAP and Desire2Learn.


Beginning in 2006-07, Mansfield C.T. worked with academic departments to use web-based video as a method for practice sessions in music, orchestra conducting, and speech. This has been highly successful and directly related to storage capability for student work on the SAN funded by Student Technology Fee. This project was continued in 2007-08 and 2008-09 with outstanding results. We are expanding into podcasts of faculty classes for 2010-2011.
6. Services

Home Directories – all academic departments (instructional and non-instructional) have home web directories. We program our web applications in Cold Fusion and content management framework Hot Banana. Mansfield has its own webmaster reporting to the C.T. division. Content is supplied by Public relations, departments, various committees, enrollment management, and cabinet. Mansfield web team introduced a redesigned web in 2009 under a new marketing theme, Developing Tomorrow’s Leaders. The new design includes Mansfield presence on Facebook, Twitter, YouTube and a dynamic content rotation linked to the NEWS at Mansfield. [http://www.mansfield.edu](http://www.mansfield.edu)

Additionally, a separate web server is maintained for courseware for which any faculty may have access to a secured/authenticated course site for locally developed content.

We participate in shared PaSSHE services for the learning management system, Desire2Learn, which replaced BlackBoard in Summer 2010.

All students, faculty and staff have mansfield.edu campus services accounts and policy locally demands that they are the official means of communication between students and the campus. (Email from a non-Mansfield authenticated account will not be answered.) Exchange offers calendaring and task management and file sharing to our faculty and staff. MS Windows Live@edu provides this service to our students. Students may forward messages through their Live@edu accounts to a non-campus account at their own risk.

Campus services usernames and passwords are also used for access to our intranet facility (My.Mansfield), wireless services, broadcast mail services, Desire2Learn, etc.

Administrative system services through WebAdvisor (registration, grading, scheduling) use a separate password, but may be changed to match the email password by the user.

7. Academic Services/Instructional Technology/Training/Multimedia

While it has been necessary to cut back training severely during the last year because of staffing, faculty and staff have access to one-on-one support and trainings services and workshops for administrative general topics. Media Services did provide 14 group sessions for faculty plus 4 days of training from D2L for the transition to Desire2Learn in April-May 2010. Human Resources additionally hired a tutor to provide training on the MS Office products for faculty and staff during the Spring semester.

Mansfield faculty use the PaSSHE services for Courseware/learning management system development. We have also created a community system (Organizations) which include group collaboration for Greek organizations, sports teams and events. We use Sharepoint server for group communication and administrative support.
The multi-media team produces videos for coursework development and commercials for the university. They produce printed posters for conference sessions for faculty and multimedia presentations for employee recognition in human-resources and for accreditation visits such as NCATE. They have even created materials for community enrichment and video for the History channel and PBS television. The team has video and audio editing facilities including an AVID suite of products used by the motion picture industry. Our multi-media specialist is a filmmaker with 30 movies to his credit. His films are commercially available at the local video rental centers. In addition to being able to rent and purchase in the U.S., his films have been released in Japan, Mexico, England, France and Canada. One of our films airs regularly on the Canadian channel SPACE, their equivalent to our Sci-Fi channel.

Services are provided in classroom settings and in one-on-one sessions from 8am to 9pm. in the Media Center. The academic team members are guests in classroom lectures and in community leadership training by pre-scheduling.

C.T. maintains a training facility dedicated to training and experimental efforts with 22 workstations as well as using facilities of the Technology Outreach Center in Memorial Hall.

The multi-media team operates the television studio, provides satellite and live feed to the campus catv headend, manages audio and video for events such as graduation and campus speakers and loans of equipment to faculty, staff and students for classwork and projects. In the Summer of 2010, the television studio, art labs and classrooms and the campus CATV headend will move to a new building. There are considerable challenges and opportunities with the transition.

In 2009-2010 Multimedia services:

Assisted University setups (graduation, speakers, special events) (avg 5 per week)
Faculty assisted setups (speeches, lectures) 88 setups (avg 6.5 hrs each)
University video projects and public relations video (17 major videos) 300 total hours
Student video projects 1200 total hours
Studio Usage by Students 513 hours
Loaned equipment 368 transactions
Live Broadcasts 160 total hours (sports, music productions, graduation, emergency test, theatre)

Academic media services includes management of a Courseware web server for faculty to use for materials developed outside of the learning management system.
8. Network Services

All 31 campus buildings and the Sayre campus are connected to the campus network. The network is also the vehicle for maintenance to control heat and lighting and the fire alarms. There are over 1000 network ports in the North Hall Library alone and all buildings are completely wired. There are over 4000 active network connections at any given time.

The network infrastructure and server farm is not on life-cycle replacement (servers, wireless, closets, CORE switching gear, phone system, cabling and fiber). This is both a short and long-term problem. C.T. was granted $70,000 toward infrastructure renewal in 2007 – 08, which helped considerably, as well as $65,000 to replace and upgrade the exchange email services for faculty and staff. There was no funding in 2009-10, and some infrastructure is in serious need of refurbish as we consider connections to new buildings such as residence halls in Fall 2011.

All academic and social buildings have interior and exterior wireless capability. We have provided wireless access in all student areas for “lounge” space and common gathering spots such as the Student Union and the dining facility. Outdoor spaces are available in the malls and on the grass. Wireless protocol is 802.11 a/b/g and n. Wireless connections are authenticated to PaSSHE Active Directory. Mansfield installed “clean access” technology for wireless and student residence connections in Summer 2007 and finished install of the same authentication in the Library during Summer 2008. Summer 2009 brought ubiquitous wireless using MERU for a/b/g/n in academic buildings hotspots. Expansion to full building wireless has begun along with the campus transition to VOIP technology. 2009-10 included full wireless in Grant, Elliott, the library, first floor of Belknap and Retan, and most of Decker. This project will continue in 2010-11. In 2010, we have 95 installed wireless access points and 817,665 RADIUS server connections to the wireless system.

The network backbone is 1Gbps with connectivity internal to buildings at 10/100 mbps to the desktop. Some areas have been boosted to gigabit to the desktop in the last year. Connectivity off campus to the SSHEnet is 75MB. The SSHEnet capacity planning report is located at http://ct.mansfield.edu/media/files/sshe_capacity_planning_1011_final.pdf for the upcoming year. Through PASSHE, Mansfield is also connected to Internet 2.

Mansfield would like to plan moving toward 10Gb backbone. SHEEnet will convert from ATM to Multimode Ethernet in Summer 2010. Our SSHEnet pipe is very busy, as evidenced by the following graph of utilization during the last 12 months:
We operate a CISCO 6509 core switch in the central data center and Dell and CISCO ethernet switches (253) in the buildings. The campus firewall is part of the core. We use Solarwinds to track availability of the switches in outlying buildings from the central operations center.

We do not have intrusion detection on the core; budget constraints have not allowed this luxury. This would also save many hours of network technical time.

We operate Packeteer software for bandwidth shaping and use Barracuda edge appliance devices to assist in the screening of email for SPAM and Viruses. Packeteer has made a huge difference in our ability to ensure bandwidth for academic priorities first. We block no traffic, but do rate-limit peer to peer and reduce bandwidth to off-hours. Barracuda quarantines over 800 potentially virus-loaded emails a day and blocks 310,000 spam and phishing attempts messages every day.

The network also runs SafeConnect, a Network Access Control (NAC) software which is used for Residence Life clean access to the network. In the last year: Student PC’s were scanned for filesharing, virus definitions, windows updates, and other safety and security checks. This technology is also implemented in the Library and will be implemented in 2010-11 on the wireless network.

We manage virus threats relatively well with the McAfee software we use across campus. The following graph shows threat action in the last year. (Note the April 2010 action was caused by a bad .dat file from McAfee, which kept the network team scrambling for about 24 hours!)

Network Service manages the Operations Center used by faculty for optical scanning of tests each semester, backups, restores and server-farm management. The majority of faculty now have been trained to do their own scanning. We no longer operate central printing or faculty evaluations and essentially operate a lights-out facility.
Infrastructure, the Network Core, cabling, network servers replacement are project-based. There are no planned replacement funds. We replace technology as it breaks or a project budget allows. Average expenditure to keep the network current requires $70,000 annually.

9. Telephony

Mansfield maintains 1725 internal phone lines along with 88 circuits to the public network. 1,350 rooms for our resident students are equipped with two network and one CATV jack. Classrooms are each equipped with a minimum of one network and one CATV jack. Our wireless infrastructure continues to expand. All infrastructures supporting these facilities are maintained by CT-Telecom.

University telecommunications is provided by an Ericsson MD-110 PBX switch installed in 1987. It is running Aastra MX-ONE TSW software at the latest release. With the construction of South Hall, an MX-ONE TSE system was installed, and at the present time 254 Voice-Over-IP telephones are in use. Fax lines and other basic services are also provided through the new MX-ONE TSE via 56 traditional analog lines. Inter-system communication is handled via 60 channels across two IP network links. Fourteen users are taking advantage of Aastra Mobility – allowing them to integrate their mobile (cell phone) devices into the university PBX. A phased migration of the campus from TSW to TSE systems is in-process, with three of our largest classroom buildings completed in 2009-10. The remainder are scheduled for completion in 2010-11. Specific areas where aging copper infrastructure is failing are being migrated to the TSE system in an expedited fashion. We have some areas of the older copper infrastructure where limited dollars will be expended for repairs as backup, but for the most part we are abandoning the older technology. As the new MX-ONE replaces the MD-110, network infrastructure is, of necessity, must be updated to ensure the availability of bandwidth and Quality of Service markers for successful transition of telephony to the data network. We are doing building technology refresh to support the telephony change to Voice over IP and also to support wireless n-standard as the project progresses. There is a concern for availability of fiber as the campus transitions to new residence halls beginning in 2011.

All support (adds, moves, changes for phone, voice mail and catv) is managed internally with assistance calls coming through the centralized Helpdesk. Telecom also handles network connections, cabling, and hardware installs for the campus LAN, coordinating services with Physical Plant and the network team. This team has been reduced in size during 2010, due to the retirement of the telecom manager. There is concern for the ability of remaining staff to manage the day to day calls in addition to maintaining progress on the new system at the same time without additional support.

Voice Mail services are provided to all administrative offices. The voice mail system has capability to integrate voice mail with Exchange email, although we have not yet integrated the systems or turned on this feature.
CATV services are provided by a contract with Blue Ridge Cable supplying 53 channels to the Mansfield campus through a headend in old Allen Hall. The head-end for cable connection will be moved to new Allen Hall in summer 2010. Classrooms are equipped with catv connections. We operate an internal channel available only on campus for instructional and emergency messaging use. Events such as graduation and the president’s inauguration are broadcast live on this channel as well and we are capable of broadcasting live events directly off-campus since March 2008 directly to Blue Ridge. This has been a well-used learning tool for the Communications program students.

Telecom additionally is responsible for video-conferencing services on campus and at Sayre. There are 5 primary videoconferencing areas (Polycom units) on campus (2 on-campus classrooms and 3 conference room facilities) along with 3 desktop ViaVideo (Polycom) units. All facilities can accommodate ISDN, as well as IP-based video-conferencing. The Sayre unit is capable only of ISDN.

The University utilizes the PaSSHE Verizon cell phone contract for cell services for faculty, staff and students. Other cell providers are not always reliable in the Mansfield area. There is limited connectivity in the remaining parts of the county. Mansfield University made the decision to drop coverage and budget for departmental cell phones in 2009-10. This seriously hampered CT’s business plan and has not been a positive move in day to day functionality, emergency coverage, or ability for off-hours support and communication among staff members.

Telecom also is responsible for external Video Surveillance Cameras (parking lots, building entrances, etc). There are 56 cameras and their recording and monitoring stations in use in 2010.

10. Business Continuity and Security

Mansfield has looked at disaster recovery in terms of potential risk. Our risks are different than the risks of an institution in a metropolitan area, near an ocean, or in the proximity of a nuclear plant. We have no chance of mitigating all risk, but we have a plan for those most likely to occur (ie prolonged power outage, flood, or necessity to operate in another campus building). Our disaster plan outlines procedures and has essential information for the team to replicate services or move forward with reduced operations and essential functions in these cases. This topic has recently been discussed as a PASSHE-wide planning requirement and Mansfield’s part in that is yet to be determined. Mansfield’s current plan is being discussed by a C.T. committee. A key component of the revision is an expectation that we will add regional facilities (perhaps with SyTec) or shared facilities with sister schools (Edinboro).

We have implemented changes as they have been identified with local resources. We implemented a second data center, back in the original location in Alumni Hall. Much of this had to do with a lack of power and air conditioning and generator services in the current location. However, it has also given us some fail over capability as well. Unfortunately, as of Spring 2010, that space is also at capacity, and we are currently looking at where we can
locate other services or expand into space that is being shut down by Telecommunications as they consolidate the old PBX and the new one.

The network team has created a document that outlines a phased approach to disaster recovery rebuild and what services need to be in place to start up others that has been valuable to us as a guide. That document is included below. IT DOES NOT INCLUDE ANYTHING EXCEPT ESSENTIAL SERVICES. The extent of our server operations has grown 1600% in the last decade and we do not see an end to this growth with an approximate 8% increase annually in new services provided.

Backups and essential documentation are stored off-site from the main computing center in a fireproof vault should we require it. We maintain a daily, weekly, and monthly backup cycle for all servers and essential services rotated off site on a regular basis. All units in our server farm have at least one weekly backup to tape. We have network backups and documentation web-based accessible off campus should the need arise.

Administrative enterprise systems are maintained by our service provider IBM on a 24 x 5 basis, 9-6pm through a 3-year contract with B2B services.
Security incidents are handled as they occur by the network team and senior administration. We do not have intrusion detection systems. We discuss security consciousness issues with the campus on a regular basis and send email broadcast alerts as events occur to inform the campus of threats. Video security cameras cover external doorways in Residence Life, and critical outdoor areas. These units are viewed by Campus Police and data is stored for review by that group for a 30 day interval. Residence Halls are integrated with the BlackBoard One-card system beginning in Spring 2009. We have recently learned that the first academic building, new Allen will also use this control and we have not yet begun to plan for that integration.

Mansfield is connected to the County e-911 service database for emergency response.

We have an Emergency Response Communications Plan in place should an event make it necessary including capability for SMS messaging to students who have elected the service and we test the response systems at the beginning of each semester. In Spring 2009 we completed a review of our Emergency Response planning beyond the initial response. As a result we will be made changes for student, faculty, staff and family support in the event of a larger crisis.

We do not have established off-campus presence, such as a web server, and we have not created a facility where we could establish a temporary presence in case of regional disaster, such as flooding. Our plan is to place an emergency server in co-location to fulfill this need. Other changes include supplying two-way radios between response teams, establishing a Family Response Center and Media location. Since cell phones are no longer a communications option for CT staff, we have 6 two-way radios in our division to share in an emergency. The lack of cell phones has been a hindrance to our response.

11. Helpdesk Services

Consolidated for Faculty, Staff and Students. The consolidated helpdesk is staffed by three full-time C.T. technicians who also have geographic building responsibility. 75% of calls are answered on the first call to the Helpdesk without a physical visit to the building/desktop. We do use a remote assist product, Zenworks from NOVELL to assist the Helpdesk technician in diagnosis/resolution of a problem for University-owned computers connected to the network as well as remote service tools for classrooms, labs, and desktops.

There is an additional Helpdesk to report computing and connection calls for Residence Life students. (The Residence Life technician is paid from student housing charges.) Student services are described at http://ct.mansfield.edu/students

Both areas use a Mansfield-built web application that we call http://helpdesk.mnsfld.edu for call tracking linked to our directory services; viewable by group or by technician. Calls are taken for computing, administrative and academic applications issues and needs, catv, phone, voice mail, installation needs, classroom support, A-V needs.
Library Helpdesk calls are referred directly to the Library support technician (paid from Library budget funds). This is not a part of C.T.

Estimated annual calls: 9000 to Main Helpdesk; 850 to Residence Life Helpdesk; daily log for Library needs. Most calls continue to involve password and login issues. About 15% require technical visit for resolution beyond the first call.

12. Administrative Systems


- Student Information System
- Financial Aid
- Facilities
- Billing
- Advising
- Scheduling
- Web services (WebAdvisor) to faculty and students including registration, grading, bill payment, degree audit, e-Applications, e-Advising, financial aid, class rosters. Ad-hoc query and reporting is accomplished using Datatel query tool, ODS Data Orchestrator, and Informer.

Ancillaries.

- Adirondack Maintenance module (install 2009).
- BlackBoard security (install 2008-09).

Others identified by Office Of the Chancellor (OOC) as ancillary systems are integrated with Core Datatel. We include among this group WebAdvisor online services, room scheduling, degree audit and planning, academic advising, ad hoc queries and reporting, integrated billing, faculty work load, academic dismissals and probations, Deans and Presidents list, athletic tracking, institutional research reporting, financial aid, admissions and recruiting, applicant tracking, online applications, automated test score updates, directories, organizations and activities, and event scheduling. Support for these products is local by the Web and Applications Development team.

The following systems are shared services of all 14 campuses and are not housed on the local campus or maintained by C.T. The services are supported by the central operations center, Sytec and support for those offices using these databases is from that facility.
SAP Shared System and BI data warehouse. Sytec (install Dec 2004)
Finance
Purchasing
Human Resources

TracDat, used by Institutional Research is also housed at Sytec (2005-06) and in 2009-10 has been identified for campus assessment reporting as the tool of choice. Data is stored at SyTEC.

13. Technology Fee

Mansfield is currently operating (2009-10) with about $565,000 in Student Technology Fee revenue annually. $90,000 was allocated to the Library in 2009-10 for databases. The remaining technology fee dollars have been a tremendous boost to instructional computing on campus and in providing services to students such as the wireless n-standard implementation that would have been much longer timeframe to provide. We have concentrated on building technology-enhanced classrooms and providing specialty labs and classrooms in the disciplines. This has made a very significant impact directly on the student learning experience. Restrictions and caps on dollars that can be expended on project-types favor larger schools in terms of ability to buy services such as support for installation and maintenance. In 2007-08 we were approved for funding of a new technician position with Technology Fee Dollars. This has been a tremendous help with the load and we are very grateful for the assistance. In 2010-11, there is a plan to expend other personnel dollars from technology fee for additional Learning Management System support for faculty and students.

A technology-enhanced classroom consists of a PC with DVD, VCR, sound system, ceiling-mounted projection, remote and stationary mouse and keyboard, USB connection for a flash-drive, CATV, and internet connections. Some rooms have digital whiteboards and Turning Point audience participation devices. (see Johnny -5 above)

Students are confused about what they are “buying” with their technology fee dollars no matter how often we explain it or make the information available to them. They want more bandwidth and network services. Since network infrastructure and controls such as Clean Access or intrusion prevention must be locally funded and are specifically banned from funding by the technology fee, this has been difficult to explain and for students and technology folks to accept. We did triple our bandwidth in 2007-08 with University strategic initiative dollars and students have been very pleased with the increase. Since then we have added another 10K each year.

Specific accomplishments with Student Technology Fee funding include general use computing labs (including the Library, Business, Geology, writing, language, as well as other academic areas), academic software for use in the classrooms and labs that we were not able to provide previously, wireless spaces and Kiosk systems for student use. A new program in Graphic Arts was funded and we created a new computing space in Jazzman’s café for students. New wireless technology was purchased for 2009-10 install in all academic buildings. Most of the current dollars went toward replacement of technology purchased in the
fifth year of funding, including upgrades of software. We purchased new software and lab upgrades for a new program in Environmental Geology. Funds were allocated for new Smart Boards in several programs. The students have benefited greatly from the use of Student Technology Fee dollars in availability of instructional computing environments and tools. When this is pointed out, students agree with the expenditure and do see where their dollars are making a difference, but it is NOT what they see as the complete picture.

Plans for 2008-2011 model the first three years of technology fee as we replace and maintain the equipment and software previously purchased previously. We have accomplished a great deal and are pleased at our continual progress and the compliments we get from alumni, visiting faculty, guests, and parents.

In addition to Student Technology Fee, instructional support dollars are funded annually by the institution. Minimally the institution spends $35,500 in computing-related instructional support. In the last four years, typically the institution spends $125,000 on instructional technologies annually above the Technology Fee dollars.

14. Staff Development

Lack of funding in 2009-10 inhibited our ability to travel to training such as Datatel Users Group in Fairfax, Virginia. We did more training via webinars and online. Our telecom and network team did attend the International Aastra conference in Philadelphia, PA where Cliff Wiles gave a panel presentation on the migration from MD110 to MX-ONE technology. All other travel was related to PASSHE project or representation.

Most C.T. staff participated in Webinars offered by vendors of products that we use in addition to new offerings from Microsoft, BlackBoard, Desire2Learn, CISCO, Adirondack, and Network Associates. Others participated in training from Cisco and Microsoft offered through our PaSSHE association at central and regional locations.

All technicians and network team are Dell certified annually. We have a Lenovo certified technician for warranty processing. The process for Lenovo has been cumbersome and without a great deal of benefit to the technicians.

CT also purchases books, housed in our central area on new software, hardware, operating systems and subscribes to over 20 journals on technical advances, MS developer network, and Educause. CT also maintains a membership in the Microsoft training resource Library for all to use.

This year, C.T. operating budget included $10,000 for staff training including travel and expenses for our 22 people. This $10,000 also includes travel back and forth to Harrisburg for meetings. We try to maximize this by using web-based learning or centralized training materials whenever possible, and by participating in meetings through conference calls. That eliminates travel cost and provides services to more than one individual, stretching our training dollars.
Strategic Initiatives in Risk Order of Criticality for CT 2010-11

The needs have not changed in 2009-10 from what they were in 2008-09. There was no funding for these items in the fiscal year projected either.

**Person Power in C.T.** - CT is the integrator of others goals to support activities of the University mission and the Strategic Plan. Each project or service that we provide requires research and development time, implementation expertise and project guidance, care and feeding and support and it takes skilled and trained people. The list of services grows longer C.T. needs to drop older services to cover the load or the institution must provide additional resources to meet new project needs. Additional staffing needs to be a part of new project budgets. We are also sharing our local people support time with PASSHE initiatives centrally. We currently have a critical need in Media Services and faculty support. Estimate $50,000 annual including benefits for each FTE additional.

**Server and Network Infrastructure Replacement Funding** - CT has 80 physical servers and 11 virtual servers at various stages of life and essential service risk to the institution. That number increases annually by 6-8% as departments identify new applications to make their areas more efficient. We have been sustaining our cable and network infrastructure by piggy-backing on projects such as the VOIP installation and the BlackBoard one-card project when services are required that cannot be delivered with existing cable or hardware. We need to build a refresh/replacement budget to cover infrastructure upon which the entire institution depends.

Without a standard yearly funding schedule for replacement of software and infrastructure and a fixed budget to yearly recycle equipment, we place the institution at risk in any electrical outage or having a disk crash and losing data or losing a group of building switches. Building switches have been replaced as buildings are refurbished or when taken out by electrical surge. Total $70,000 annual.

**Faculty-staff desktop replacement**: A new budget strategy in 2007-08 placed faculty-staff desktops and printers back on an annual project basis instead of a continually funded project. As a result we are currently behind in replacing equipment and farther from technology needed to move forward with new operating system and software upgrades. We had been budgeting $100,000 desktops and $12,500 printers. In 2009-10 late Spring, we were given $50,000 in one-time strategic funding to provide some catch up. Computers purchased with those funds will be installed during the summer of 2010, but we are still over 2 years behind to catch up. We need funded restored to its original annual level of $100,000.

**Futures** – C.T. continues to work on Research and Development planning and what will be the next driver of technology in academics. The Allen 2 graphics lab for a new major in Graphic Design will be our next specialty digital classroom. We are building the classroom replacement cart, Johnny-5, for the second year of deployment. We are concentrating efforts in one-on-one faculty instructional support for those who have never built online courses as we replace our Learning management System with Desire2Learn. We are experimenting with HD programming with new cameras and tools in Communications and Theatre. We have a project to integrate our Voice Mail with Exchange in Unified Messaging Services. We are
working toward a rebuild of our NOVELL and ZenWorks desktop delivery and printing services. All of these projects take C.T. people resources and experimental dollars. If funding were available for the new experimental projects and staffing, we could accomplish more than we already are doing for the campus. We like to be proactive instead of reactive.

16. Accomplishments 2009-2010 related to the Mansfield University strategic plan

CT provides a means to support the institutional goals of Mansfield University. It is not a goal in and of itself. We are a resource for both the academic and administrative areas of Mansfield and also support both independent research for our community and the research and outreach efforts of our students, faculty and staff.

Technology is ubiquitous across the campus and our accomplishments reflect that integration. We have categorized our most significant successes based upon the eight goals of the new (2008) strategic plan, Mansfield University Strategic Plan 2008-2013, Developing Tomorrow’s Leaders. (Some are repeated from initiatives listed in the Introduction, others are additions.)

Goal 1: Make Liberal Arts the Foundation for Every Student.

Maple First-year-experience classroom and lab (Assessment, FYE, Res Life)

Faculty–staff desktop refresh.

Academy One integration with Datatel for transfer credit migration (PDE).

Goal 2: Ensure Quality Faculty and Staff.

Sayre faculty integrated with Mansfield network for remote assist; student lab upgrades with technology fee. (Provost)

One-on-One training for faculty first-time online course development by Instructional Technology. (Provost)
Goal 3: Make Student Success our central focus.

New computer hardware and software in Belknap language lab, writing lab, and geology lab.

Upgrade Allen Hall ART computer lab for first year Graphics Design major with Tech Fee. (drawing tablets, printing, scanners, software, memory).

Planning for new Allen rebuild of lab and new second year Graphics Lab. (MAC lab).

Install Laserfiche database and retrieval for records Office (elim paper transcripts).

Hitachi Starboards for instructional technology begin phase in and training (Grant Science and Memorial).

Integration of Desire2Learn for faculty and students.

MapWorks integration for retention tracking.

Paperless communications with students (redesign of statements, invoices, student refunds, orientation processes)

Housing Deposit application for web registration (Res Life).

Rework and web site space for student organizations.

WebAdvisor rework to speed services for undeclared advising.

Added workstations to Jazzman’s for student use.

Update to Residence Life Network Access Control (security for students).

Additional network switching to accommodate connections in Manser and the Hut (for wireless computing and registers)

Johnny-5 classroom carts operational in Grant Science.

Increase campus bandwidth to 75MB and increase Learning management System and SAP bandwidth from 4MB to 10MB.

Maintenance module in Adirondack for student reporting of problems in Residence Halls.

On-line Award Letters for Financial Aid.

Upgrade to Blumen Trio tracking software.

Upgrade to Tutor Trac software for Tutoring Center.
eMail for faster delivery of academic dismissals.

Facilitate Transcript (Scrip-safe) process for Registrar for outsource of academic transcripts.

Install HDTV for Superbowl at the Hut.

Upgrades to Blackboard transaction system and server.

Mobile Print Cost recovery and integration with Sayre.

New University web calendar with filtering.

Financial Aid Direct Loan integration.

Student Resources and faculty Resources web for Desire2Learn.


Raiser’s Edge version upgrade completed for Advancement.

Setup telethon for Ruffalo Cody using analog telephony.

Donor Appreciation video by Media Services.

Filming and production of Campus Conversations (Public Relations)

Energy savings achieved through scheduled shutdown and wakeup realize $29000 annually. Other energy savings and performance tuning campus-wide realize an additional $24000 savings for a total of $53000 savings in energy consumption cost annually. (Finance)

Work with Print Shop to supply addressing for copiers and printing options for student projects.

Emergency notification assessment and improvements based on the assessment for new ways to reach students and staff; newest addition is Twitter and Facebook postings of the broadcast alert. This will be used for snow emergency, other emergency, class cancellations, etc. (Finance and Administration)

Security camera viewing software installation, integration, and training for Campus Police (Finance and Administration).

Move old Allen to new Allen and reintegrate all services (Voice, Data, Video, cable plant, CATV head end)

Twitter presence for Mansfield P-R.

Payment Card Industry compliance through Official Payments for all credit card transactions in applications at Mansfield.

Process email overdue notices for Library.

Adirondack/Datatel reconciliation with Official Payments for Res Life and Accounting.

Athletics web new format.

Library web new format.

McAfee .dat shutdown repair and cleanup in labs and classrooms.

**Goal 5: Make Leadership Development our Signature.**

ImageTrend web software integration for Human Resources.

Alumni Community web software integration for Alumni Office.

My.Mansfield redesign for MU web.

Co-curricular transcript web application for Student Affairs.

Integrate wireless authentication with PASSHE active directory (working toward single sign-on).

Facilitated workshop for science teachers in Grant (Paul Wendel).

Faculty training on Starboard technology.

Faculty training for Desire2learn learning management system.

Leadership web site for President.

Make Summer changes for two semester split instead of three.

Applicant tracking report for marketing analysis.

Memorial Hall and Alumni Hall VOIP transition.
Goal 6: Engage in Continuous Improvement through Assessment.

Human Resources Wellness Challenge tracking web database.

CT Client satisfaction survey for Administrative Users.

Work with PASSHE to test Active Directory integration, H-R and Finance testing for SAP upgrades, INFOtype 105 integration, utilizing SQL server data from SyTEC for Finance.

Survey faculty for classroom needs to facilitate resource funding through Technology Fee. (Provost)

Cable replacement in Decker.

Ethnic Code revision for all students and staff.

Career Center Leadership and Internship tracking web application and reporting.

CT Test ESS leave system for H-R.

Supplemental Student Data to Office of the Chancellor for institutional research.

Juniper network connection upgrade for SSHEnet (PASSHE).

Goal 7: Create a Safe and Sustainable Campus Environment to Support Learning.

Campus One-card project: BlackBoard administrative server; Pharos PCR integration; BlackBoard Community services; One-card integration with Datatel and Active directory. (Finance)

Security cameras in parking lots integrated with indoor cameras in Residence Life on new BlackBoard server. Enhanced capability to monitor for Campus Police. (Campus Police)

Library web development. (Library)

Library upgrade of equipment and wireless coverage.(Library)

Integration of Events Management System (EMS) software with academic scheduling. (CLL)

Event Management System upgraded to include facilities usage form for Finance.

Upgrade PBX switches to latest Revision level.(All VP’s)

Completion of Voice over IP in Elliott, Decker, Belknap and Retan.

Begin the roll-out of 802-11n wireless in all academic buildings with MERU.
Emergency test drills and assessment of readiness each semester. (Finance)

UPS replacement to accommodate security cameras in Residence Life.

Replace all CRT monitors with LCD panels in classrooms.

**Goal 8: Build Community Relations.**

Construction project live web-cam. (Finance)

Live web-cam to WETM-TV Elmira for weather broadcasting. (P-R)

Survey on entrepreneurship for CLL.

Web redesign introduces Mansfield YouTube, Facebook, and Twitter social networks. (Public Relations)

Community services Visitor’s Guide to the Area added to the web. (All VP’s)

e-ARTS conference promotion and vendor solicitations. (Provost)

Mansfield web team is a Cold Fusion Beta test site for new software development. (CT)

Constructed a promotional video for Census 2010. (All VP’s)

Mansfield participates with PASSHE in SHEEnet Executive Committee, SSHEnet Technical Council, University Computing User’s Committee (academic computing), LMS Task Force, Chief Information Technology Officers, CITO SIS Advisors Team, Active Directory Working Group, Web Integration Group, LMS System Administrator Group, Advisor to the Presidents on SIS, Advisor to CAO on academic affairs, Advisor to VP Finance on SIS. (PASSHE)

Production-taped Television programs for broadcast regularly on Blue-Ridge cable. (Public Relations, Enrollment Management, Communications instruction)

Live Broadcasts of Athletics events, local graduations, MU graduation through community service channel of Blue Ridge cable. (Public Relations and Athletics)

Commercials (taped and video segments) for commercial broadcast and on Mansfield U-tube. (Public Relations, Enrollment Services)

Presentation by Mansfield telecommunications at International Aastra telecom conference on migration to new PBX technology.
17. SWOT Analysis Summary

I.T. has reaffirmed the SWOT analysis for the year 2010-11

**Strengths**
- Ability to anticipate future technology needs and prepare for them with research and test projects.
- Availability of resources including network infrastructure (data, wireless, voice, and video) and Student Technology fee to keep current in labs and classrooms.
- Dedicated, flexible, and professional staff and support teams.
- Diverse skills, creativity, and expertise of staff and support team.
- Standardization and security of hardware and software and automation of services enhance our support efforts.
- Strong rapport with community through individualized service.
- Strong individualized support for student-centered technologies.

**Weaknesses**
- Lack of funding both to implement a replacement strategy for core technologies such as phone switch, servers, and basic network infrastructure and to support advanced technology training for C.T. staff.
- Lack of mandate for technology competence creates additional support burden.
- Lack of time to support a test environment for new technologies before they become a need even though we often have available tangible resources.
- Keeping pace with changing technologies is a constant challenge.
- Centralized statewide management initiatives weaken our ability to deliver personalized service.
- User expectations for continual availability of hardware and people resources inhibits ability to stay current.

**Opportunities**
- New communication technologies and price/performance changes in hardware are making new technologies more affordable and at a faster rate.
- New software strategies to integrate technology into the teaching/learning/administration areas are becoming a commodity.
- Cooperative alliances with our sister institutions and community.

**Threats**
- Expectations of new students and new faculty for technology are creating a bar that small institutions are having a hard time meeting with institutional dollars and with people resources.
- New technology has a significant learning curve while support for old technology requires the same resources competing against the new efforts.
Older technology and unsupported solutions are slow to die out in our organization and create a workload that cannot be sustained without additional staff.

- Staff stress increases with work loads and user expectations.
- Mandated change and new-unplanned requests sidetrack resources allocated to other services.
- Outside interests that may try to circumvent our security and compromise our infrastructure, administrative, and academic systems for the purpose of general disruption or illegal activity, including theft of identity.

**Balridge Assessment : Excellence in Higher Education**

Campus Technologies worked with the Assessment Coordinator to go through the Balridge assessment model in the Fall of 2009. Our internal survey showed that we had concerns about Programs and Services that we provide and our fear that we are unable to accomplish more for Mansfield because of our staff size and scope of the services we are trying to cover. Our goal was to assess the services that we do provide, a report of which, completed in early 2010, is available on the CT web at [http://ct.mansfield.edu/media/files/CT-Services-March2010.pdf](http://ct.mansfield.edu/media/files/CT-Services-March2010.pdf) and our CT Value Outcomes plan for 2010 available at [http://ct.mansfield.edu/media/files/Campus-Technologies-Value-Outcomes-2010.pdf](http://ct.mansfield.edu/media/files/Campus-Technologies-Value-Outcomes-2010.pdf)

CT developed an action plan for technology integrated with the University Strategic Plan in which we can measure our role and progress. That plan is available on the CT web at [http://ct.mansfield.edu/policies-procedures/](http://ct.mansfield.edu/policies-procedures/)

These assessment and planning reports are very different from the quantitative report that this Annual Report represents and is a new way of thinking for most of us in Campus Technology. We found the exercise thought-provoking and discovered we are particularly hard on ourselves. Following is the assessment used and the results and action plan for 2009-10:

Instructions for use:

1. For the following questions, please consider only your area: Campus Technologies. You are not evaluating Mansfield University as a whole – only your department.

2. Read each of the statements on the following pages, and for each, put an X in the box that corresponds to your assessment.

3. When you have completed the checklist, please return them to Wendi Route. Mike Reid or Adrianne McEvoy will be collecting them on Thursday. You do not have to put your name on the form.

*Thanks for your time!*
1.0 Leadership

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<tr>
<th>Don’t Know/ Never</th>
<th>Rarely</th>
<th>Sometimes</th>
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In Campus Technologies, there is a clearly defined and shared view of our mission, vision, values, plans and goals.

Leader in Campus Technologies clarifies and builds consensus on our direction and priorities.

Leader in Campus Technologies encourages and uses feedback and performance reviews to improve their own leadership and leadership practices throughout the organization.

Leader in Campus Technologies is responsive to public concerns and takes steps to strengthen our institution, the community and region.

2.0 Purposes and Plans (Strategic Planning)

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Our unit has a formalized planning process.

Campus Technologies has a written plan that translates our mission, vision, and values into priorities, measurable goals and action steps.

We engage faculty/staff throughout Campus Technologies in developing and implementing our unit’s plan.

Our unit’s goals and plans are synchronized with those of Mansfield University.

3.0 Beneficiaries and Constituencies (External Focus)

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Campus Technologies has a systematic approach to learning about the needs, expectations and satisfaction levels of the groups for which we provide programs and services.

We are well informed about the specific needs, expectations and priorities of the groups that benefit from our programs and services.

Information gathered from the external groups we serve is regularly analyzed and used to improve our programs, services, and organization (Campus Technologies).

Our unit is committed to improving our communication, relationships and reputation with the groups for which we provide programs and services.

4.0 Programs and Services (Process Effectiveness)

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Campus Technologies maintains high standards in our programs and services.

In our unit, work procedures are effective, efficient, standardized and well documented.
In our work, we consistently follow documented and standardized procedures.

Campus Technologies work procedures are reviewed and improved on a regular basis.

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<th>5.0 Faculty/Staff and Workplace Focus</th>
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<td>Our unit helps its staff members to develop their full potential, and to contribute effectively to the unit’s mission.</td>
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<td>Our unit encourages excellence, participation, appreciation of diversity and professional development.</td>
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<td>In Campus Technologies we have effective approaches for assessing and recognizing individual and group contributions.</td>
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<td>Campus Technologies has a system for regularly assessing workplace climate, and staff satisfaction.</td>
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<th>6.0 Assessment and Information Use (Information and Analysis)</th>
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<tr>
<td>Campus Technologies has a clear and shared view as to what standards to use in assessing the effectiveness of our unit, and our programs, services and activities.</td>
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<td>We have an effective approach for gathering information on organizational outcomes, achievements and progress toward our short and long-term goals.</td>
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<td>Information is used throughout the unit to analyze, review and improve our performance relative to our vision, plans and goals.</td>
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<td>We obtain and use information from peer and leading organizations to assess current effectiveness and progress.</td>
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<th>7.0 Outcomes and Achievements</th>
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<tr>
<td>We have objective documentation indicating that our unit is successful in achieving our mission, vision, plans and goals.</td>
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<td>The groups for which we provide programs and services perceive that we are effectively meeting their needs and expectations.</td>
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<td>We have a positive work climate and our staff like working here.</td>
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<td>Our record of achievement in the areas listed in the previous three statements compares favorably with that of peers and leaders.</td>
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Each employee was asked to independently assess all areas and provide the surveys to the Baldrige assessment coordinator, Dr. Adrianne McEvoy. We then met as a group to talk about where we were as a Division and what areas we saw as most important to work on. In 2009-10, the group chose Programs and Services as the lowest total scored area to talk about what we do well and areas where we might improve.
**ACTION PLAN**

**Programs and Services:**

Affects students directly:

1. Network (across network and network components themselves: phone, email, web)
2. Labs (datatel) / direct services (5th floor, classrooms)
3. Dorms
4. Faculty (buildings)
5. Administration (buildings)

\
### Strengths:

- Understand mission, priorities, beneficiaries
- General agreement on mission-critical services
- Knowledge of individual areas of expertise
- Proactive in anticipating changes with Datatel
- Collaborate well across campus
- Administrative user groups (datatel, academic users)
- Innovative
- Do more with less
- Prioritizing projects, work load
- Compassionate and caring
- Up to date with changing technologies
- Communicate internally – regular meetings (2x week)

### Areas for Improvement:

- Others don’t understand us
- Need more formal understanding of mission-critical pieces (internal)
- (and external)
- Need process more formalized
- Exists but could function better; encourage end users to be more properly trained on it
- It’s not interchangeable parts; need to have the right people doing the right things
- Call the help line rather than who you know; eliminate squeaky-wheel effect
- Shiny toy syndrome
- Share information and documents
- Develop standard methods

### Action Plan/Tasks 2009-10:

CT will:

1. Organize shared files and post them on *share point*
   - Organize and post
   - Keep current and evaluate
   - (Raise awareness of share point internally)

2. Document and communicate processes
   - Place all documents on *share point*
   - Place all tech notes on *share point*
   - Place all project lists on *share point*
   - Help desk tracking on *share point*
   - Document processes
PROGRESS

Six months into the year, we have created shared areas on Share Point and posted documentation and plans there for the department to use. This takes a tremendous amount of care and feeding to keep it accurate, but it has been useful in some regards.

We have regular team meetings once a month, a department meeting of all teams once a month, and 2 morning “huddles” for quick updates and communication on HOT projects. While this is a lot of meetings for 20 people, we still miss some key communications when people are absent, late, or otherwise engaged. More work needs to be done.

Retirement of our Telecommunications manager has also required shifts in communications lines as well as changes in work loads. Overall, this has gone well despite bumps along the way.

CT people tend not to be comfortable with the soft-side of technology.