2003 Summary Report

Brian L. Hawkins, Julia A. Rudy, and Joshua W. Madsen
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Art direction by Joseph Daigle, Studio Productions
When responding to the survey questions, please enter data that describe your current IT environment unless a question specifically requests data for the fiscal year 2002-2003.

Please note that for any term in the survey that is underlined there is a corresponding definition or explanation for that term in the glossary of terms which appears at the end of the printable version of the survey. When working with the survey online, simply clicking on the term will bring up its definition/explanation from the glossary.

### IT Organization, Staffing, and Planning

1. What is the title of the highest ranking technology administrator / officer on your campus?

2. To whom does the highest ranking technology administrator / officer on your campus report?

- President / chancellor / CEO
- Highest ranking academic officer (Provost, Academic VP, Dean)
- Highest ranking administrative officer (Administrative VP, Executive VP)
- Highest ranking business officer (Business Officer, CFO)
- Second level academic officer (Assistant / Associate Provost or Assistant / Associate VP)
- Second level administrative officer (Assistant / Associate Administrative VP)
- Reports jointly to president / chancellor / CEO and chief academic officer
- Reports jointly to chief academic officer and chief administrative or financial officer
- Other

3. What functions report to the highest ranking information technology administrator / officer on your campus? (Check all that apply.)

- Academic Computing / Research Computing
- Administration of IT Organization
- Administrative Information Systems
- Computer Store
- Desktop Support / User Support Services / Training
- Distance Education
- Instructional Technology
- Information Technology Policy
- Information Technology Security
- Library
- Mailroom
- Multimedia Services
4. Is the highest ranking information technology administrator / officer a member of your president’s or chancellor’s cabinet?

- [ ] Yes
- [ ] No

5. Please enter the number of full-time equivalent (FTE) staff (including clerical, support, and management staff) and students employed by the central IT organization of your campus in each of the functional areas listed below for fiscal year 2002-2003. Please do not include employees who supported a hospital or who supported IT for other campuses if your campus is part of a multi-campus system or district. If your campus has contracted with an external supplier to provide all IT services through an outsource arrangement, please include the supplier’s employees as staff for the purposes of this question. If your campus has merged the library and IT organizations, please see the glossary term Library / IT Staff for directions.

If you had no employees in a functional area, enter 0. If you had less than 1 FTE in an area, use a decimal number rather than a fraction to indicate what portion of an FTE employee supported that area. NOTE that the total of the numbers that you enter in each of these columns should be equal to the total number of FTE staff and students employed by your central IT organization for FY 2002-03. Please use “other” to enter the number of FTE staff and/or students who do not fit into any of the functional areas listed and describe the functions these employees support in the box provided.

Click on or pass your cursor over the underlined functional area to see how we have defined these areas for survey reporting purposes. Even if you do not use this taxonomy on your campus, please re-distribute your FTE numbers according to these definitions to ensure comparable data comparisons across all campuses. These definitions are also found in the full glossary available by clicking on Survey Help.

<table>
<thead>
<tr>
<th>Function</th>
<th>Staff FTE</th>
<th>Student FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Academic Computing, Research Computing</td>
<td></td>
<td></td>
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<tr>
<td>2. Administration of IT Organization</td>
<td></td>
<td></td>
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<tr>
<td>3. Administrative Information Systems</td>
<td></td>
<td></td>
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<tr>
<td>4. Desktop Computing Support, User Services, Training, Computer Store</td>
<td></td>
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<td>5. Help Desk</td>
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<td>6. Information Technology Policy</td>
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<td>7. Information Technology Security</td>
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<tr>
<td>8. Instructional Technology, Student Computing</td>
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<tr>
<td>9. Network Infrastructure and Services</td>
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<tr>
<td>10. Operations, Data Center</td>
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<tr>
<td>11. Telephony</td>
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<tr>
<td>12. Web Support Services</td>
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</tbody>
</table>
**Total central IT unit FTE:**

6. Please estimate the number of full-time equivalent (FTE) information technology personnel who were employed by departments or offices outside the central IT organization of your campus for fiscal year 2002-2003 (for example, employed by administrative offices or academic departments), including limited term employees. (Your campus HR office may be able to provide this number. If no IT personnel were employed outside the central IT organization, enter 0. If you cannot estimate this number, please check that response below.)

| FTE | We are unable to estimate this number. |

7. Does your campus have a separate salary scale for information technology professionals?

| Yes | No |

8. Does your campus use either a separate set of information technology (IT) job titles or a broadband IT classification and compensation system?

| Yes | No |

9. Please answer the following questions regarding strategic planning for information technology at your campus.

Does your campus strategic plan include strategies and directions for information technology?

| Yes | No |

Does your campus have a stand-alone information technology strategic plan?

| Yes | No |

10. Which of the following group(s) at your campus provide(s) advice about information technology strategies? (Check all that apply.)

- [ ] Trustee Committee
- [ ] President's Cabinet / Council
- [ ] Administrative Committee
- [ ] Academic / Faculty Committee
- [ ] Technology Advisory Committee
- [ ] Student Committee
- [ ] State Agency or System / District Office
- Other

75
None of the above — we do not have any IT advisory groups.

11. In developing campus policy with regard to information technology security and privacy, what parties are involved? (Check all that apply.)

☐ IT policy and/or security officer
☐ CIO / central IT organization representative
☐ Auditor
☐ General counsel
☐ Chief financial officer
☐ Chief academic officer
☐ Campus police
☐ President’s cabinet
☐ Board of trustees
☐ Campus task force
☐ Technology advisory committee
☐ Faculty committee
☐ State agency or system office

Other

☐ None of the above — we are not engaged in policy development.

IT Financing and Management

1. Please enter the actual dollar amounts your central information technology organization received in fiscal year 2002-2003 from each of the funding categories listed.

If you had no funding in a category, enter 0. Enter the dollar amount in whole U.S. Dollars without commas or decimals, e.g., $588,499.41 would be entered as 588499. NOTE that the total of all of the dollars entered should represent the total actual funding your central IT organization received in FY 2002-2003. Click on the underlined terms for an explanation of what these funding sources are meant to include. If you had a category of funding not listed, please describe it in the “other” category and enter the dollar amount.

<table>
<thead>
<tr>
<th>Category of Revenue</th>
<th>Dollar Amount</th>
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<tbody>
<tr>
<td>Operating appropriation to central IT organization</td>
<td>$</td>
</tr>
<tr>
<td>Capital appropriation to the central IT organization (other than those amortized through rates)</td>
<td>$</td>
</tr>
<tr>
<td>Appropriation to the central IT organization from revenue generated from student technology fees (if not included above in line 1, operating appropriation)</td>
<td>$</td>
</tr>
<tr>
<td>Revenue from sale (chargeback) of central services (e.g., network or phone services, computer repairs) to campus departments, students, staff, and others</td>
<td>$</td>
</tr>
<tr>
<td>Revenue from sale of central services (e.g., computer store sales) to entities external to the campus</td>
<td>$</td>
</tr>
<tr>
<td>Net revenue from resale of products (e.g., computer store sales) to campus departments, students, staff, and others</td>
<td>$</td>
</tr>
<tr>
<td>Net revenue from resale of products (e.g., computer store sales) to entities external to the campus</td>
<td>$</td>
</tr>
<tr>
<td>Other Funding</td>
<td>$</td>
</tr>
</tbody>
</table>
Total Central IT Funding for FY 2002-2003:

2. Please estimate what percent of funding for each central IT function came from these various funding sources for fiscal year 2002-2003.

Enter percentages as whole numbers, e.g., 70% would be entered as 70. If a function is not applicable, leave the entire row blank. Otherwise, please ensure that your percentages for a functional row add up to 100%. Click on or pass your cursor over the underlined functional area to see how we have defined each area for survey reporting purposes to ensure comparable data comparisons across all campuses. These definitions are also found in a full glossary available by clicking on Survey Help.

<table>
<thead>
<tr>
<th>Central IT Function</th>
<th>Appropriation from Campus Operating Budget</th>
<th>Appropriation from Campus Capital Budget</th>
<th>Student Tech Fee</th>
<th>Cost Recovery (Chargeback)</th>
<th>Other Sources</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Academic Computing, Research Computing</td>
<td>%</td>
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<td>%</td>
<td>%</td>
<td>%</td>
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<td>2. Administration of IT Organization</td>
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<td>%</td>
<td>%</td>
<td>%</td>
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<tr>
<td>3. Administrative Information Systems</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
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<tr>
<td>4. Desktop Computing, Support, User Services,</td>
<td>%</td>
<td>%</td>
<td>%</td>
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<td>%</td>
<td>%</td>
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<tr>
<td>Training, Computer Store</td>
<td>%</td>
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<td>%</td>
</tr>
<tr>
<td>5. Help Desk</td>
<td>%</td>
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<tr>
<td>6. Information Technology Policy</td>
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<tr>
<td>7. Information Technology Security</td>
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<tr>
<td>8. Instructional Technology, Student Computing</td>
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<td>%</td>
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<tr>
<td>9. Network Infrastructure and Services</td>
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<td>%</td>
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<tr>
<td>10. Operations, Data Center</td>
<td>%</td>
<td>%</td>
<td>%</td>
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<td>%</td>
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<td>11. Telephony</td>
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<tr>
<td>12. Web Support Services</td>
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<tr>
<td>13. Other Function</td>
<td>%</td>
<td>%</td>
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<td>%</td>
<td>%</td>
<td>%</td>
</tr>
</tbody>
</table>

3. What dollar amount, if any, does the central IT organization of your campus annually budget per IT staff member (on average) for training or professional development?

Enter the dollar amount in whole U.S. Dollars, without commas or decimals, e.g., $1,250.78 would be entered as 1251. Enter 0 if you do not allocate funds for this purpose.

Note: Please be sure that the amount you enter is per IT staff member, not your entire training / professional development budget.

$ ____________

4. What was the total compensation for fiscal year 2002-2003 (including fringe benefits even if benefits are paid elsewhere on campus and not charged to the central IT organization) for the following categories of personnel employed by or through the central IT organization of your campus?
If a category does not apply, enter 0. Enter the dollar amount in whole U.S. Dollars, without commas or decimals, e.g., $58,499.41 would be entered as 58499. NOTE that the total of all the numbers entered should reflect the total compensation expended for all central IT personnel for FY 2002-03. If your central IT organization compensated personnel that do not fall into any of the categories listed, please include this information in the “other” category and enter the dollar amount of total compensation for these personnel. Click on the underlined term for an explanation of that category of personnel.

| Staff     | $          |
| Students  | $          |
| Consultants | $          |
| Contractors | $          |
| Other     | $          |

Total Central IT Personnel Compensation for FY 2002-2003:

5. Please enter your best estimate of the total spent on salaries (including benefits) for fiscal year 2002-2003 for IT personnel who are employed in departments or offices outside the central IT organization of your campus (for example, employed by administrative offices or academic departments), including limited term employees.

Enter the dollar amount in whole U.S. Dollars, without commas or decimals. Your campus HR office may be able to provide this figure. If no IT personnel are employed outside the central IT organization, enter 0. If you cannot estimate this amount, please check the box to indicate that.

$          
☐ We cannot estimate this amount.

6. Please enter your best estimate of the total spent in fiscal year 2002-2003 on information technology (other than salaries and benefits) in departments or offices outside the central IT organization of your campus.

These expenditures would include hardware, software, licenses, and so forth, that is, non-personnel expenditures. The operative phrase here is "best estimate." We do not expect this figure to be an exact calculation of actual dollars spent. Enter the estimated dollar amount in whole U.S. Dollars without commas or decimals.

$          
☐ We cannot reasonably estimate this amount.

7. Does your campus charge a general student technology fee, that is, a general fee levied by the institution on all students, regardless of major or school (as opposed to specific, individual technology fees that might be charged based on academic major or other criteria)?

☐ Yes  
☐ No

If you answered yes to the question above, please answer the following four questions...

On what basis is the fee charged and what is the amount of the fee per FTE student? (Select only one and enter the amount in U.S. dollars.)

| Basis for charge: | Amount of fee: |
Flat fee per year $ [ ]
Flat fee per semester $ [ ]
Flat fee per quarter $ [ ]
Flat fee per credit hour $ [ ]
Percentage of tuition % [ ]
Other [ ]

What were the total dollars generated by this fee for fiscal year 2002-2003? (Enter amount in whole U.S. dollars without commas or decimals.) $

Who determines how these dollars are spent? (Check all that apply)
- Students [ ]
- IT administration [ ]
- Campus committee [ ]
- Senior administration [ ]
- State agency or system office [ ]
- Funds are earmarked or restricted by policy [ ]
- Other [ ]

8. Do students pay a separate fee for residence-hall network connections at your campus?
- Yes [ ]
- No [ ]
- There are no residence-hall network connections [ ]
- There are no residence halls [ ]

9. Estimate how many computers your campus owns/leases. (Enter a whole number.) computers

10. What is the planned replacement cycle for the computers owned or leased by your campus?

11. What percent of the computers owned or leased by your campus are on a replacement cycle for which dollars are funded in the budget? (Enter percentages as whole numbers, e.g., 70% would be entered as 70.) %

12. What percent of the computers owned or leased by your campus were replaced in fiscal year 2002-
2003? (Enter percentages as whole numbers, e.g., 70% would be entered as 70. NOTE that replacement refers to replacing with new computers rather than repurposing machines.)

% 

13. Regardless of how your campus network is financed, does the current funding model include renewal of the capital plant including wiring, electronics, and so forth?

☐ Yes
☐ No

14. Please indicate which of the following information technology services are covered by written service level agreements. (Check all that apply.)

☐ Academic and/or research support
☐ Administrative information systems support
☐ Data center services
☐ Desktop support services / user support services
☐ Instructional technology support
☐ Multimedia services
☐ Network services
☐ Print services
☐ Telephone services
☐ Web support services

Other

☐ None of the above — we have no written service level agreements.

15. Please indicate which if any of the following are run either partially or entirely by an external supplier (that is, a non-affiliated entity such as a corporation or other organization) with whom your campus has contracted through an outsource or ASP arrangement. (NOTE that if your campus is part of a multi-campus system or district, the district or system office should not be considered an external supplier.)

☐ Administrative system(s) — transaction systems operation (e.g., payroll, grants, admissions, etc.)
☐ Administrative systems — application development
☐ Administrative systems — project management for implementations
☐ All central IT staff and services
☐ CIO / top IT administrator
☐ Computer operations
☐ Data center
☐ Desktop computer installation, maintenance, and/or repair services
☐ Distance education
☐ Help desk
☐ Instructional / course management system
☐ Multimedia services
☐ Network services on campus
Portal
Print services
Remote access to network services
Telephone services
User support services
Web development and/or hosting
Other
None of the above — we do not outsource or use ASPs.

Faculty and Student Computing

1. How many hours a week does the public help desk service provided by your central IT organization operate during the academic year? (Enter a whole number, e.g., 24 x 7 support would be entered as 168, 24 x 5 support would be entered as 120, and so forth. NOTE that this number cannot exceed 168.)

   [ ] hours
   [ ] We do not have a public help desk.

2. Estimate what percent of undergraduate students at your institution use their own personal computers. (NOTE that this includes students using computers they already owned before enrolling or using computers that your campus has provided or leased to them or required them to purchase after enrollment. Enter the percentage as a whole number, e.g., 70% would be entered as 70.)

   [ ]%

3. Check the one statement below that best describes the student computer policy of your campus?

   [ ] All students are provided a personal computer.
   [ ] Students in general are required to purchase/lease a personal computer.
   [ ] Students in some departments or majors are required to purchase/lease a personal computer.
   [ ] Personal computer purchase/lease is recommended but not required for all students.
   [ ] Personal computer purchase/lease is recommended but not required for students in some departments or majors.
   [ ] There are no requirements or recommendations regarding personal computer purchase or lease.
   [ ] Other

4. Does your campus offer high-speed network connections to students in residence halls?

   [ ] Yes
   [ ] No
   [ ] There are no residence halls

   If you answered yes to the question above, please answer the following two questions...

   Which is the most prevalent speed offered?
   [ ] 10 mbps
10-11 mbps
10/100 mbps
100 mbps
> 100 mbps

What is the most prevalent technology? (Select only one.)

- Ethernet
- Cable Modem
- DSL
- Wireless
- Other

5. Does your campus issue an e-mail account to each student for the purpose of receiving official communications?

- Yes
- No

6. Because students arrive with e-mail addresses of their own, some campuses have stopped providing universal student e-mail. Please select the one statement below that best describes your practice.

- We have never offered universal student e-mail.
- We offer universal student e-mail and have no plans to discontinue this service.
- We offer universal student e-mail but are seriously considering discontinuing this service.
- We have already stopped offering universal student e-mail.

7. Please check all the statements below that describe your campus' support for faculty in the use of technology in teaching and learning.

- We have a designated instructional technology center available to all campus faculty.
- Our campus faculty teaching / excellence center works closely with IT and has a strong emphasis on technology.
- We have instructional designers available to work with instructional technologists to help faculty develop courses that use technology.
- We employ instructional technologists who are discipline specialists to work in academic departments.
- We offer intensive support for faculty who are heavy users of technology in teaching.
- We offer faculty training in scheduled seminars.
- We offer faculty training upon request.
- We offer activities and opportunities for faculty who use technology in innovative ways to share their experiences (e.g., technology fairs, brown bags, etc.).
- We offer special grants or awards to faculty to support innovative use of technology in teaching and learning.
- Other

8. Please check the one statement that most accurately describes your campus's practice regarding course management systems.

- We have not deployed a course management system and do not plan to.
- We are planning to deploy one or more course management systems.
- We are currently reviewing options, considering deploying a course management system or changing our current course management system approach.
We support a single commercial-product course management system.
We support more than one commercial-product course management system.
We support a single homegrown course management system.
We support more than one homegrown course management system.
We employ a hybrid approach (support both homegrown and commercial course management systems).
Other

9. Please select the one statement that most accurately describes faculty use of a course management system at your campus.

☐ Our course management system(s) is ubiquitous, employed for all or nearly all courses.
☐ Our course management system(s) is used selectively by faculty.
☐ Faculty at our campus do not use course management systems.

10. Please indicate the percent of campus classrooms that are centrally scheduled that are permanently equipped with the technologies listed. (Enter percentages as whole numbers, e.g., 70% would be entered as 70. If a technology is not applicable, enter 0.)

Wired Internet connections
Wireless Internet connectivity
LCD projectors
Computers
Televisions
Smart boards
Document projectors / systems / cameras
Other technology

Networking and Security

1. What is the total bandwidth available (capacity in megabits, e.g., a T1 would be entered as 1.5) from your campus? (If no bandwidth, enter 0.)

    ...to the commodity internet
    [ ] Mbps (megabits per second)

    ...to high-performance networks such as Abilene, vBNS, etc.
    [ ] Mbps (megabits per second)

2. Please check all statements that apply regarding tracking or shaping bandwidth utilization on your campus Internet connection.

☐ We do not track or shape bandwidth utilization.
☐ We track utilization.
☐ We shape by time of day.
☐ We shape by location on campus (for example, residence halls).
☐ We shape by type of traffic (e.g., P2P file sharing).
We shape by direction (inbound versus outbound).

Other

3. Please check the way(s) in which remote access is provided at your institution for the following campus constituents. (Check all that apply. If you have no modem pool lines, leave the "Total Number of Lines" box empty and check "Not Provided.")

<table>
<thead>
<tr>
<th>Modem pool</th>
<th>Total Number of Lines</th>
<th>For Faculty</th>
<th>For Students</th>
<th>For Staff</th>
<th>For Alumni</th>
<th>Not Provided</th>
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<tbody>
<tr>
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</tbody>
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<table>
<thead>
<tr>
<th>Outsourced modem pool</th>
<th>Total Number of Lines</th>
<th>For Faculty</th>
<th>For Students</th>
<th>For Staff</th>
<th>For Alumni</th>
<th>Not Provided</th>
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<thead>
<tr>
<th>Institutionally arranged discount with ISP</th>
<th>Total Number of Lines</th>
<th>For Faculty</th>
<th>For Students</th>
<th>For Staff</th>
<th>For Alumni</th>
<th>Not Provided</th>
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<table>
<thead>
<tr>
<th>Subsidized ISP accounts</th>
<th>Total Number of Lines</th>
<th>For Faculty</th>
<th>For Students</th>
<th>For Staff</th>
<th>For Alumni</th>
<th>Not Provided</th>
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<table>
<thead>
<tr>
<th>State academic network</th>
<th>Total Number of Lines</th>
<th>For Faculty</th>
<th>For Students</th>
<th>For Staff</th>
<th>For Alumni</th>
<th>Not Provided</th>
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<table>
<thead>
<tr>
<th>Regional academic network</th>
<th>Total Number of Lines</th>
<th>For Faculty</th>
<th>For Students</th>
<th>For Staff</th>
<th>For Alumni</th>
<th>Not Provided</th>
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<table>
<thead>
<tr>
<th>Other</th>
<th>Total Number of Lines</th>
<th>For Faculty</th>
<th>For Students</th>
<th>For Staff</th>
<th>For Alumni</th>
<th>Not Provided</th>
</tr>
</thead>
</table>

4. Please indicate the percentage of the following areas that have wireless access at your campus.

<table>
<thead>
<tr>
<th>Area</th>
<th>Not Applicable</th>
<th>0%</th>
<th>1-25%</th>
<th>26-50%</th>
<th>51-75%</th>
<th>76-100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classrooms</td>
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<tr>
<td>Public Labs</td>
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<tr>
<td>Library</td>
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<tr>
<td>Residence Halls</td>
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<tr>
<td>Research Facilities</td>
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<tr>
<td>Administration Buildings</td>
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<tr>
<td>Open Spaces</td>
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<tr>
<td>Other Area</td>
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</tbody>
</table>

5. From how many campus sites (not counting individual desktops) can an interactive videoconference be initiated? (NOTE that this question relates to designated sites that are set up with permanent equipment for conducting interactive videoconferencing. Enter a whole number. If you have no such sites, enter 0.)

 sites

6. Estimate the percentage of personal computers owned or leased by your campus that can deploy videoconferencing from the desktop. (Enter the percentage as a whole number, e.g., 20% would be entered as 20. If you have no desktop computers with this capability, enter 0.)

 %

7. Please indicate the status at your campus of the following technologies.

<table>
<thead>
<tr>
<th>Technology</th>
<th>Deployed</th>
<th>Piloting</th>
<th>In progress</th>
<th>Considering</th>
<th>Not planned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Antivirus software
Biometrics
Electronic signatures
Enterprise Directory
PKI
Smart Cards
Video over IP
Voice over IP
Web Services
Wireless security technologies

8. Please check all of the following that apply at your campus regarding firewalls.

My campus has:
- [ ] a firewall at our external Internet connection
- [ ] firewalls around certain high-security servers or networks
- [ ] firewalls deployed by or on behalf of individual departments
- [ ] a site license for a personal firewall product
- [ ] a plan in place to implement one or more firewalls
- [ ] no firewalls
- Other: ________________________________

9. Please check all of the following that apply at your campus regarding security-related software patches and updates.

- [ ] We require all of our critical systems to be expeditiously patched or updated.
- [ ] We require campus-owned or -leased computers to be expeditiously patched or updated.
- [ ] We require all personally owned computers to be expeditiously patched or updated.
- [ ] We conduct proactive scans to detect known security exposures in our critical systems.
- [ ] We conduct proactive scans to detect known security exposures in all campus owned computers connected to our network.
- [ ] We conduct proactive scans to detect known security exposures in all personally owned computers connected to our network.
- [ ] Our security system includes an intrusion detection system.
- Other: ________________________________

Information Systems

1. Please complete the following grid regarding the major information systems at your campus. For campuses within systems or districts, if an information system is or soon will be provided at the system or district level, please enter the information requested for your campus but also check "provided at system or district level" for that system. If you have not implemented or do not plan to implement a specified system, please check “Not Applicable” for that system and do not check any other boxes for that system. If the system is a commercial product, please enter the name(s) of the vendor(s) or, if developed internally, please enter "homegrown."
<table>
<thead>
<tr>
<th>System</th>
<th>Not Applicable</th>
<th>Year Implemented (yyyy)</th>
<th>Vendor Names or &quot;Homegrown&quot;</th>
<th>Will Implement or Replace in the Next 3 Years</th>
<th>Provided at System/District Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Financial</td>
<td></td>
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<tr>
<td>HR</td>
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<tr>
<td>Development</td>
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<tr>
<td>Library</td>
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<tr>
<td>Course Management</td>
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<td></td>
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<tr>
<td>Grants Management</td>
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</tbody>
</table>

2. Check the strategies below that your campus (or system or district office if information systems are provided at that level) employs for implementing or converting information systems. (Check all that apply.)

- [ ] Develop systems in house (homegrown)
- [ ] Develop systems in partnership with a vendor
- [ ] Purchase a commercial product without customization
- [ ] Purchase a commercial product and customize
- [ ] Buy best-of-breed applications
- [ ] Buy a package of integrated systems
- [ ] Enhance legacy systems and provide Web interfaces
- [ ] Outsource administrative systems
- [ ] Other

3. If one of your strategies is to buy a commercial package and modify it, please indicate the usual extent of modification. (Check all that apply.)

- [ ] Underlying code
- [ ] Configuration
- [ ] External modules
- [ ] Other

- [ ] None of the above — we do not buy and modify commercial software.

4. Please check the appropriate statement for your campus (or system or district office if systems are provided at that level) regarding enterprise resource planning (ERP) systems.

- [ ] We have no plans for an ERP implementation.
- [ ] We are considering an ERP implementation.
- [ ] We are in the RFP stage of an ERP implementation.
- [ ] We have an ERP implementation in process.
- [ ] We have completed an ERP implementation or completed the segments we have chosen to implement.

If you selected one of the last three choices above...
Please estimate the percent of the total cost of the project that was or will be spent on the following ERP project components. (Enter percentages as whole numbers, e.g., 70% would be entered as 70.)

<table>
<thead>
<tr>
<th>Component</th>
<th>% of Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software and software licenses</td>
<td></td>
</tr>
<tr>
<td>Software maintenance</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td></td>
</tr>
<tr>
<td>In-house staff costs</td>
<td></td>
</tr>
<tr>
<td>Consulting fees</td>
<td></td>
</tr>
<tr>
<td>Hardware</td>
<td></td>
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<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

5. Please check the one statement that is most appropriate regarding a Web portal at your campus (or system or district office if this functionality is provided at that level).

- We have implemented a Web portal.
- We are in the process of implementing a Web portal.
- We are planning to implement a Web portal.
- We have no plans to implement a Web portal.

If you selected one of the first three choices above, please answer the following five questions...

Our portal is or will be:

- developed in-house
- a purchased product
- based on open source
- Other

Is your portal (or will your portal be) customizable by the individual?

- Yes
- No

Is your portal (or will your portal be) customized to the individual?

- Yes
- No

For what audience is your portal (or will your portal be) designed? (Check all that apply.)

- for current students
- for prospective students
- for faculty
- for staff
- for the external community
- for alumni
- Other

Is your portal (or will your portal be) integrated with campus administrative systems?

- Yes
- No