



Communicator

Information Technology Division

**MIDDLE
TENNESSEE**
STATE UNIVERSITY



Inside This Issue



Interior design professor uses technology to keep her students ahead of the curve. *Story on page 4.*



ITD Telecommunications technician both chases and prevents storms. *Story on page 6.*

More News

- New MTSU Homepage*2
- ERP Update*.....2
- Profile – Sharon Coleman*4
- Computer Viruses*.....5
- Telephone Tidbits*5
- ITD Staff – Eric Miller*6
- ITD Staff News*.....7
- RSS Feature*7
- Lucinda Lea’s Career Highlights*.....8

Vice President and CIO Bids Farewell after 37 Years



Vice President and Chief Information Officer Lucinda Lea will retire this spring after nearly four decades of service.

Technology and education have forged an important partnership at MTSU, and the individual who helped bring those two powerful forces together has announced her retirement after nearly four decades of service.

April 30, 2010, will mark the end of an era not only for the Information Technology Division (ITD) but also for MTSU as Vice President and Chief Information Officer Lucinda Lea will retire, concluding a journey that she began in 1973.

When it came to computers, Lucinda saw a lot more than just keyboards, monitors, and mouse pads being used for back office functionality. She saw the potential for the use of technology in the learning environment.

During her long and illustrious career at MTSU, Lucinda’s philosophy that technology could be used as a valuable teaching tool was one of the many driving forces that helped propel the University into a position of leadership.

Lucinda’s vision culminated with the inception of Middle Tennessee State University’s Information Technology Division, which continues to provide cutting-edge technologies on campus.

Continued on Page 3

Successful Launch of the new MTSU Homepage Design

Despite a barrage of ice and snow threatening to disrupt the publishing plan, the new MTSU homepage design was successfully launched on February 1 after months of planning, review, discussion and writing code. Thanks to the Web design committee members Sherian Huddleston (Enrollment Services), Lynn Palmer (Admissions), Tonjanita Johnson (Marketing Communications), Bill Badley (Academic Affairs), Lucinda Lea (ITD) and ITD's Web applications team of Barbara Draude, Albert Whittenberg, Janina Hill, Eric Niemiller, and Barry Cantrell, a new template for official University pages was approved, and thousands of pages were converted to the new design.

Along with a new look, the redesign includes media that highlights MTSU happenings and accomplishments, current news, an events calendar, a new navigation plan to make traveling around the site more intuitive, a new search engine, and new portal pages for future and current students, faculty and staff. Even the President has his own area to post messages of importance to the University community. In the new I'm One Spotlight, students and alumni are joined by faculty and staff to share MTSU experiences.

In order to keep the new design fresh and interesting, the committee has implemented a maintenance plan, whereby ITD, Marketing Communications, Photographic Services, News and Public Affairs, and "portal managers" from Student Affairs, Admissions, Graduate Studies and the Provost's Office all have responsibilities for updating Web page content.

Timelines for required changes have been planned out and should result in a page that remains fresh as well as providing information that is current and worthwhile. The homepage media is reviewed every week for needed changes; news and calendar items will be updated biweekly or as needed to keep the content current, and portal pages will be reviewed prior to the start of each fall and spring semester to assure the timeliness of the content.

This Web redesign project was an example of true collaboration - staff from different areas of the University working together toward a collective goal - to create a Web site that is inviting and informative. The MTSU Web site is more than just a collection of html coded pages, it is the front door of the University, and we think that visitors will want to knock and come on in.

Enterprise Resource Planning Update

General

The existing Banner production database was converted to the UTF-8 character set in a test environment.

ITD AISS worked on re-keying existing MTSU local programming. Re-keying is done by utilizing a toolkit that alters Pro*C source code to allow the program to use the UTF-8 character set. These steps are part of the preparation for migrating Banner from version 7.5 to version 8.2, which is currently scheduled for April 17-21, 2010. Eight other TBR schools will be performing the same migration at various times this spring as well. The remaining TBR schools are targeting fall 2010 and spring 2011 for their migration projects.

Administrative offices have begun testing the new version of Banner along with the converted TBR Modifications (Mods). TBR/SMO continues to deliver patches and fixes for the TBR Mods as various institutions find issues.

Several third-party systems have been upgraded to appropriate versions that have a dependence on the version of Banner. When possible, these systems have been upgraded in both the test environment and in the production environment so these tasks will not have to be performed during Banner 8.2 "go live" in April.

Plans are to have a static copy of the Banner 7.5 environment available on April 19-21 so that offices may perform rudimentary tasks against the old system during the conversion process. Offices will be able to query Banner forms but not update them, and staff will be able to query a static version of RaiderNet (aka Self-service Banner) by visiting a Web page

Continued on Page 7

Communicator

Editor: Dan Copp

Managing Editor: Robin Jones

Publications Committee: Angela Golden, Emily Harper, Steven James, Brenda Kerr, Jeff McMahan, Dave Munson, Mark Powers, and Aaron Schmuhl.

Other contributors to this issue:

Lucinda Lea, vice president for information technology and CIO; Barbara Draude; Lisa Rogers; Greg Schaffer; Alana Turner; and Photographic Services.

Communicator is a publication of the Information Technology Division, 3 Cope Administration Building, Middle Tennessee State University, Murfreesboro, Tennessee 37132, (615) 898-2512.

Communicator is published five times a year and is distributed free of charge. Portions of *Communicator* may be reproduced in nonprofit publications without written permission if proper acknowledgment is included and a copy of the reproduction is sent to the editors.

Lucinda

Continued from page 1

A Different World

After graduating from Tennessee Technological University with a degree in mathematics in the 1960s, Lucinda accompanied her husband, James Lea, to Baton Rouge Louisiana, where he worked on his Ph.D. at Louisiana State University.

It was there in the bayous of Louisiana that Lucinda made her first foray into the computer world as a systems programmer at LSU from 1967 to 1971. In the early days of Lucinda's career the term "information technology" hadn't even been born, and the world operated on a different wavelength.

"During those days there weren't degrees in computer science or information systems," Lucinda recalled. "So companies and institutions hired people with math degrees instead."

After the couple returned to Tennessee in the early 1970s, Lucinda worked as a graduate assistant in the MTSU computer center while working on her master's degree in mathematics, and her husband took a job as a mathematics professor. In 1973, Lucinda began working for the University as the first faculty liaison, providing academic computer support to faculty members. By 1979, she was working as the first manager of Academic Computing.

"In those early days the emphasis was more on the hardware, and today it's much more about the software and about connectivity," Lucinda noted. "There is just so much computing power now. It's a hugely different world."

Education is the Key

Lucinda's near four-decade odyssey at MTSU was traversed on a road paved with numerous accomplishments and milestones that helped put MTSU on the map in the higher education information technology field.

Under her guidance and leadership, Lucinda successfully amalgamated administrative computing, academic computing, and telecommunications into one entity – the Office of Informa-

tion Technology, which was the precursor to ITD.

She served as director and then assistant vice president of the Office of Information Technology for nine years before being asked by MTSU President Dr. Sidney McPhee to organize and develop a new University division.

She was named vice president for Information Technology and chief information officer in February 2002 and was asked to lead ITD in providing the services and functionality of academic and administrative computing, instructional technology, Web applications, database management, networking and telecommunications, desktop and classroom technology support, server and storage infrastructure, and the campus ID system.

As a member of the president's cabinet, Lucinda's responsibilities included the strategic and tactical planning in all areas of Information Technology.

Lucinda engaged in numerous state, regional, and national activities in the realm of higher education information technology including serving as chair of the Tennessee Board of Regents Computer Center Directors, serving on many TBR committees and task forces and as program chair of several state and regional conferences.

She delivered many presentations describing campus innovations in information technology; she served on the Syllabus Advisory Board, the Editorial Board of the Technology Source, the EDUCAUSE Learning Initiative Advisory Board, and has been involved with the Teaching Learning and Technology Group as a facilitator and speaker.

In 1996, Lucinda founded MTSU's annual Instructional Technology Conference which attracted hundreds of higher education faculty and administrators from around the nation to share knowledge and gain expertise in technology-based education.

Education has always been a key component to Lucinda's philosophy and the impetus for her success. She said it has been her constant companion throughout her journey at MTSU.

Lucinda's endeavors throughout the years did not go unnoticed. She was selected by her peers to be the recipient of the 2002 Distinguished Service Award in Tennessee Higher Education Computing, and in 2005 Lucinda was elected by her colleagues to a four-year term on the EDUCAUSE Board of Directors.

Lucinda was later elected by members of the EDUCAUSE Board to serve as their chair in 2009. EDUCAUSE is a non-profit association with a membership of more than 2,300 higher education institutions that promotes the intelligent use of information technology.

Lucinda, who was also selected to serve as program chair for the 2005 EDUCAUSE Annual Conference, credited her time with the non-profit organization as an invaluable resource as she endeavored to provide students, faculty, and staff with the most current and innovative technologies available to promote a student-centered learning environment.

She served as a member of the Research Task Force commissioned by EDUCAUSE to vet and thoroughly examine avenues for the collection and dissemination of core institutional data for higher education institutions. This process facilitated the EDUCAUSE Core Data Service.

"My EDUCAUSE involvement was an unbelievable opportunity," she reflected. "It was a fantastic experience from which I not only learned but was able to contribute to as well. It not only facilitated my own growth, but it allowed me to bring those experiences to MTSU as a result."

Some of Lucinda's other milestones include: serving as the instructional technology track program chair for the 2002 Seminars on Academic Computing; serving on the Seminars on Academic Computing (SAC) Advisory Board from 2002 to 2005 and as SAC Board chair from 2004 to 2005.

In all her numerous feats and accolades throughout the years, Lucinda

Continued on Page 8

The Future of Design

The days of scribbling design plans on napkins are over.

Professor Sharon Coleman saw where the future of interior design was heading when she took her first computer-aided design (CAD) course back in 1987.

Now designers have traded in their paper and pencils for computers and keyboards.

“I could see right away what we were going to have to start teaching the students,” said Coleman, who joined the MTSU faculty in 1983. “So I thought I might as well learn it because we wanted students to stay ahead of the curve and to be able to fulfill the needs of the profession.”

Since then, Coleman’s students have learned the ins and outs of the new technology that has changed the methodology of interior design.

“One of the first questions I hear from a potential employer looking for either an intern or for someone to hire is, ‘Are they good with computers?’” Coleman said. “We have to keep our finger on the pulse of what the profession is using technology wise so that we can stay ahead.”

An example of this lies within the software that Coleman’s students use in their interior design classes such as a program called Autodesk Architecture, which is an object-driven CAD program that requires users to draw using three-dimensional walls, windows, and doors as opposed to drawing the structures with just simple lines.

Students also use three-dimensional modeling software called Google SketchUp that is utilized for conducting shadow studies to determine what areas of the interior will receive sunlight at different times of the day. This software is very useful for studies in energy efficiency and green design, Coleman noted.



Professor Sharon Coleman (at left) assists senior Amanda Pelham with a class project. Coleman’s students use computer-aided design (CAD) software in their interior design courses. Such software enables students to draw using three-dimensional walls, windows, and doors as opposed to drawing with simple lines.

“Recently the CAD software has added a building information management program called Revit,” she added. “It’s still a CAD drawing program, but it’s keeping up in the background with all the detailed information that can be rolled over into other CAD software to evaluate energy efficiency. It really integrates all the engineering, architectural, and interior functions that contribute to a building’s design.”

Teaching, Learning & Technology

PROFILE

Coleman, who coordinates the interior design program at MTSU, believes the software helps open new doors to the imagination and allows more creativity to blossom.

“My philosophy is that the computer is a communication tool,” she explained. “I have to teach students to think like a computer. Once they get that, they’re willing to jump in. They realize they have the undo button right at their fingertips. If I can teach students what each of these software packages can do, then they can use their own creativity as to how they want to integrate the software.”

The coursework also provides students with a smorgasbord of in-demand software such as Adobe PhotoShop and Microsoft Office, which helps to propel them to the forefront of the job market.

“By taking all these computer-related classes, students are learning how to learn new technology,” Coleman said. “That’s important because the technology changes so often. They can teach

Continued on Page 7

Don't Let Viruses Get the Best of You

Over the past month there have been several virus and spyware outbreaks across campus. Viruses are infections that can cause damage such as corrupting files, both personal files like Word and Excel files, and Windows files used to boot your computer. Spyware are infections that are known for causing users headaches such as creating pop-ups, preventing access to the Internet, and altering system settings.

The most common spyware infects your system and then notifies you of the infection with a pop-up stating that you should purchase certain software to remedy the problem. NEVER give out your personal or financial information when alerted about these infections.

These malicious items are spread through a variety of methods. One method is through the network. Network vulnerabilities spread through open ports. As soon as this type of vulnerability is identified, ITD security works vigorously to close the infected ports and stop the spread of the infections. Then an ITD Desktop technician is dispatched across campus to clean the infections.

Another method in which malicious items are spread is through USB/Flash/Jump drives. Many faculty and staff use these portable drives to save and transport their data across campus. These infections are most commonly spread through campus classrooms because faculty use them to transport their PowerPoints. The infection then travels via these drives back to their office computers. A common example of a USB infection is one that doesn't allow users to open their drives. Instead the computer asks, "What program would you like to open this with?" This issue can be rectified by clicking Start Run and then typing the drive letter that the USB drive has (i.e. F:\). Then press the ENTER key. This will open in a window. Check your drive for a file called 'autorun.inf' and delete it. After a reboot the drive

should then open correctly.

The last method of transportation is through e-mail attachments. When presented with an e-mail attachment from a source that is not totally trusted, you should never open it. Many users receive e-mails that appear like greeting cards. However, even the most innocuous-looking e-mail (such as a greeting card) should be avoided. Also included in this method of spreading malicious items is the browsing of certain Web sites that are not fully trusted. It's easy to browse these sites when doing research or otherwise, but users should exercise extreme caution when using the Internet and only visit sites that are known to be safe. Avoid moving your cursor across banners or ads on sites. Even without clicking the banners, when a mouse is moved across them it could initiate a pop-up, allowing the infection a way into your computer.

Once infected, there are several tools that ITD uses to clean a user's computer. Every PC on campus should already have TrendMicro Antivirus (the blue dot in the taskbar with a heartbeat across it). Another program that is highly recommended is Malwarebytes (www.malwarebytes.org). This application is free for reactive use or can be purchased for proactive protection. If this application is already installed before the infection, you have a much higher chance of ITD desktop technicians being able to clean your system. Many viruses and spyware prevent the installation of Malwarebytes once infected because it is such an effective application for removal. In many cases like this, the computer has to be wiped out and content reinstalled. So please take a moment to install this application and try to keep it updated in the event an infection comes your way.

Finally, keep your Windows updates current. Windows has a malicious software removal tool that keeps on top of many infections, but your computer has to stay current. It is the responsibility of

the user to keep these updates installed and up to date. Following these steps keeps you ahead of the virus and spyware community, and in the event of an infection, you will have a better chance of having it cleaned and prevent a total system wipe.

Telephone Tidbits



Most University telephones will allow users to establish audio conferences among six parties utilizing the conference feature on the telephone set. Specific instructions, by equipment model, can be found on the Telecommunication Services website at <http://mtsu.edu/itdtele/services/equipdesc.shtml>. Telecommunication Services also provides a toll-free conferencing service, to accommodate audio conferences of up to 125 participants. For more information on the toll-free conferencing service, please contact Emily Harper at extension 2206.

The Storm Chaser

When dark clouds roll in, accompanied by crackling thunder, a deluge of rain, and jagged bolts of lightning, don't be surprised if you see ITD's Eric Miller outside braving all of it.

As an amateur storm chaser, Eric ventures outdoors during the times when many of us are running for shelter.

"My first storm chase was two years ago in Earle, Ark.," Eric recalled. "I've been fascinated with the weather since I was really little. After that first chase I was bitten by the bug. The exhilaration and adrenaline rush you get from it is amazing. Your hair just stands up on the back of your neck."

However, hard rain and tornadoes aren't the only storms Eric chases. As a telecommunications technician, Eric also chases potential problems that may arise when the campus phone service requires maintenance. When it comes to his responsibilities at MTSU, Eric prevents storms rather than documents them.

"We maintain voice communication on campus," explained Eric, who's been a part of ITD's team for nearly five years. "We make sure everyone has a dial tone when they pick up the phone."

Eric's numerous responsibilities include the installation, operation, configuration, programming, maintenance, repair, planning, design, and monitoring of the University's communication systems, network, and equipment including traditional service and Voice over Internet Protocol (VoIP).

"We make our presence known throughout the campus," Eric added. "We try to take care of everybody and want to ensure everyone's happy with their phone service."

Eric started doing telecommunications work shortly after he graduated high school in 1995. After learning the ropes with a company in Franklin, Eric worked for Black Box Telecommunications in Murfreesboro from 1997-2005. During his eight-year tenure with Black



Telecommunications technician Eric Miller handles the installation, operation, configuration, programming, maintenance, repair, planning, design, and monitoring of MTSU's communication network.

Box, Eric did a substantial amount of work on campus and became familiarized with ITD's Telecommunication Services before coming officially on board November 2005.

One of the most challenging aspects about Eric's job is keeping up with the ever-evolving array of technology that continuously upgrades and improves on a perennial basis such as the voice-over Internet protocol (VoIP).

helped make overcoming such challenges a lot easier.

"The people here are great," he said. "David Senior (assistant director of telephone systems) and Steve Prichard (director of telephone systems) are super to get along with, and it's a great work environment. Everyone is just so caring. If you go to a job where everyone cares about how you're doing and how your family is, that makes work so much easier."

Eric is currently pursuing a bachelor's degree in commercial construction. After he graduates he plans to do work involving project management.

When he's not chasing storms or preventing them, Eric enjoys playing Texas hold 'em and golf.

He is the proud father of 17-month-old Cameron Miller and is married to Angie Miller. The couple has been married for nearly 12 years and is expecting their second child, Ethan Thomas Miller, in May.

They live in Smyrna.

Information Technology Division

STAFF

"I've worked with dial tone since 1995, but the voice over IP stuff is pretty complex," he said. "When you've worked for 15 years on one thing, it can be challenging trying to make the transition when technology advances. You've got to adapt."

Eric said his fellow co-workers have

ITD Staff News

Vice President and CIO **Lucinda Lea** and Assistant Vice President **Barbara Draude** attended the EDUCAUSE Learning Initiative annual meeting which took place in Austin earlier this year. The annual event brought together over 500 faculty, librarians, administrators, and IT support staff to discuss topics concerning innovative and effective integration of technology into teaching and learning. Barbara co-presented a pre-conference workshop entitled: “Play-

Based Learning: Physical, Virtual, and Educational.”

ITD’s **Alana Turner** was recently honored as “a person at MTSU who makes a real difference” by the Office of the Vice President and Student Affairs and Vice Provost for Enrollment and Academic Services.

As a communication technology specialist, Alana’s responsibilities

include e-mail/Rave text notification system administration, as well as researching, implementing, promoting, and educating users of technologies to improve workflow processes, collaboration, and campus-wide information sharing.

Each semester graduating seniors identify one or two members of the MTSU staff, faculty, or administration who contribute significantly to their success at the University.

Designing the future

Continued from page 4

themselves because once they get to a certain point they know how to go about it and what to look for. They are no longer afraid when new software is released.”

Students enrolling in MTSU’s interior design courses might not want to dispose of that napkin and pencil just yet, however. Although her courses are powered with state-of-the-art technology, Coleman promotes both methods of artistry, the old and the new.

“Technology can do so much, and it frees your time to enable you to be more creative, but on the other hand there is a connection between hand, eye, and mind,” she said. “When you put a mouse in your hand, sometimes that creativity flows, sometimes it doesn’t. Sometimes there is a better connection between the mind and the hand when there is a pencil involved. We have to walk a fine line of not letting the software suppress a student’s creativity.”

Coleman earned a bachelor’s degree from Mississippi State University and a master’s degree from the University of Alabama. She is a registered interior designer with the State of Tennessee and offers design consulting services.

She has organized and led a series of study tours to destinations such as New York City, the British Isles, Italy, France, Germany, Austria, Switzerland,

Holland, and Belgium, and she is a member of the Interior Design Educators Council, the American Society of Interior Designers, and the National Trust for Historic Preservation.

She lives in Murfreesboro with her husband, Dan.

New RSS Feature Keeps Readers Informed

MTSU’s new Web site features an RSS feed. Adding Rich Site Summary or RSS feeds to the MTSU Web site helps users stay informed quickly and easily of MTSU news and events.

RSS delivers updated content to users who subscribe to it. You can subscribe to MTSU’s RSS feed by clicking on the RSS link on the MTSU homepage and choosing to add the feed to your iGoogle page or your Google Reader, if you have a Google account. You may also subscribe via the e-mail program installed on your computer by clicking the bottom subscription link.

ERP Update

Continued from page 2

set up just for that purpose. RaiderNet via PipelineMT will be down during the Banner 8.2 “go live” timeframe.

Banner Student

Members of the Student Team participated in numerous Banner 8 Differences webinars.

Select members of the Student Team and ITD-AISS Group participated in webinars with CollegeNet to discuss ways to improve Resource25 (R25) performance. A new version of a stats script is being run nightly to improve performance. ITD AISS is working on deleting log files and truncating tables to help performance. As each step is completed, the performance will be re-evaluated. A retention schedule for log files has been identified so these files are deleted regularly.

A tentative time frame for migrating to the latest version of Resource25 and updating its hardware is summer 2010.

Advancement

Advancement Services and ITD are working together to streamline and safeguard existing and new processes that will allow Advancement Services to more securely handle requests for data from third party vendors in alumni relations, development and phonathon.

Financial Aid fund codes have been entered for Advancement designations that enable view capability of pertinent scholarship recipient information.

CLM (Campus Loan Manager)

CLM’s calendar year end database for 2009 was created. The 1098E interest statements were processed and mailed to students.

Lucinda

Continued from page 3

said she is most proud of the role she played in evolving Information Technology on the MTSU campus.

Throughout her tenure at MTSU, Lucinda worked diligently to create a work environment conducive to both professionalism and the warmth of a close-knit family.

“I’m very proud of the staff we’ve had all these years,” she reflected. “It’s always been a very intelligent, motivated, hard-working, and dedicated group of people. They’ve made my time here most rewarding and enjoyable. Likewise, working with MTSU faculty and staff on many initiatives, conversions, upgrades, and other projects over the years has been a most productive and pleasurable experience. It has always

been about moving MTSU forward and providing the best possible educational environment for our students.”

Looking Ahead

As her last day at MTSU draws near, Lucinda predicts April 30 will herald a mixed bag of emotions.

“I think there will be things I’ll be very sad about,” she contemplated. “I’ve dedicated myself here for many, many years. You don’t leave that behind and not have a sense of sadness. I will miss the people, and also I’ll miss all the challenges. However, there will be a sense of excitement as well.”

In the days beyond April 30, Lucinda plans to spend time with her family, travel, and do some gardening, but she vows to keep education very much a part of her life.

“I’m a person who really believes that education is the key to many things

in life,” she said. “I’m very proud of the role I have played in helping to educate so many students over the years. That’s really what it’s all about.”

“It’s been a fantastic ride and an unbelievable experience,” Lucinda observed. “I’d like to thank Dr. McPhee for the opportunities he has afforded to me and to ITD. His understanding of the importance of information technology in the educational environment and his support of our initiatives have been critically important to our success.”

Although this spring will close one chapter in Lucinda’s life, she is eagerly anticipating what the future may bring.

“I’m the kind of person who always looks forward to the next thing,” she said.

Some Highlights of Lucinda Lea's Tenure at MTSU

- Facilitated the faculty support program in the use of technology, which paved the way for academic computing
- Provided the initial statistical support to faculty engaged in research activities and later facilitated an office to provide this support
- Successfully combined administrative computing, academic computing, and telecommunications under one office, the Office of Information Technology (OIT), resulting in improved efficiency and effectiveness of operation
- Collaborated with other campus officials to develop an effective, representative, and inclusive computing governance structure for the University
- Initiated and worked with campus constituencies to develop an integrated and comprehensive strategic planning process for the development and deployment of information technologies at MTSU
- Proposed and developed master classrooms on the MTSU campus equipped with the appropriate technologies, beginning with one in each undergraduate college and in the School of Nursing in 1995. In 2010 there are more than 200 such classrooms on campus.
- Established instructional technology support for the campus such as grants and stipends for faculty members engaged in curriculum and course development
- Envisioned and created a successful annual Instructional Technology Conference, which was held on campus for 14 years beginning in 1996
- Facilitated a faculty intern program for instructional technology
- Worked with various campus constituencies to develop an effective process for the distribution of Technology Access Fee funds
- Secured the funding and worked with campus constituencies to develop and

Continued on Page 9

Some Highlights of Lucinda Lea's Tenure at MTSU

- build the campus network in the mid 1990s; continued to expand and upgrade as appropriate
- Supported and facilitated the design and construction phases of new buildings and renovated areas to ensure the availability of the appropriate technologies in these spaces
- Worked with appropriate entities to design and construct the Telecommunications Building
- Bid and installed a new phone switch, which brought the latest telecommunication technologies to the University
- Established Voice over IP as the telecommunication standard for new campus buildings and newly renovated areas and began the phased-in approach for convergence of voice and data
- Established and developed the current campus ID system
- Successfully formed the Information Technology Division (from the previously established OIT), reporting to the University president with cabinet-level status
- Established the Learning, Teaching and Innovative Technologies Center as a collaborative endeavor with the Office of the Provost
- Established and guided the administration of the student computer replacement and renewal program
- Established and guided the administration of the Student Technology Assistant training program
- Implemented an online portal presence, PipelineMT
- Secured centralized campus funding for licensing common, widely used software suites and for replacement and renewal of faculty and staff desktop computers
- Established emergency communication systems for the campus including the Rave Emergency Messaging System and emergency web and telecommunication capability through other campuses
- Successfully guided the migration and conversion, on time and on budget, from the Plus administrative systems to the Banner ERP suite of applications including finance, human resources, development, financial aid, and student
- Initiated and began to build the IT infrastructure for appropriate disaster recovery capability to ensure business continuity
- Purchased and began implementation of a campus-wide imaging system
- Enabled various web-based technologies such as the electronic campus tour and the digital campus map
- Promoted and engaged in efforts for sustainability, effectiveness, and efficiency of campus computing hardware, thus enabling the “greening” of IT on campus

Positions Held at MTSU

- Academic Computer Support Faculty Liaison (1973-1979)
- Manager for Academic Computing Services (1979-1993)
- Director of the Office of Information Technology (1993-1999)
- Assistant Vice President for Information Technology (1999-2002)
- Vice president for Information Technology and Chief Information Officer (2002-2010)

