



REPORT TO THE BOARD OF TRUSTEES

FIVE YEAR CAPITAL BUDGET

2000-01 TO 2004-05

June 1-3, 2000

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Antioch University Five Year Capital Budget 2000-01 Budget

INTRODUCTION

The Five-Year Capital Budget process began three years ago. Its purpose is to formalize planning for major acquisitions over a period longer than a single year. In order to focus on a five-year planning period, the Campuses have had to revise their existing processes or introduce new procedures. In several cases, this has been more difficult than was initially thought, and more time will be required before this process has the structure and involvement originally envisioned.

The Five-Year Capital Budget is concerned primarily with technology and facilities. These two areas constitute the largest locus of investments being made by the University and the Campuses, and they will capture the largest part of our capital expenditures in each of the next five years. In particular, the amount to be invested in facilities and technology by the College and the McGregor School will be much larger in 2000-02 because of the new Ohio Pooled Bond issue.

Technology is a focus of considerable attention at the campuses as each attempts to respond to increasing student demands for greater and greater computer sophistication. As a result, growing emphasis is also being placed on technology planning at the University level. This year, in conjunction with the development of the University Plan, a Technology Task Force developed a comprehensive report to guide future technology investment.

In addition to technology and facilities, this Capital Budget contains a third section dealing with all other types of capital acquisition. Expenditures in this third section are primarily for library periodicals and monographs.

The Five-Year Capital Budget is presented on a campus-by-campus basis. For each of the five years, a narrative description is provided for the Facilities, Technology and Other acquisitions. In addition, a schedule summarizing the items by year and category is provided following the campus narrative. It is intended that by adopting the 2000-01 operating budget, the Board of Trustees will simultaneously adopt the capital acquisition plan contained in the first year of this Five-Year Capital Budget.

Antioch University
Five Year Capital Budget
2000-01 Budget

ANTIOCH COLLEGE

2000-01 PROPOSED EXPENDITURES

Introduction: This capital narrative describes the proposed expenditures for 2000-01 that are funded by the College Operating Budget, through borrowing, from anticipated gifts, or by proceeds from a new Ohio pooled bond issue. These projects attempt to meet short-term replacement, repair and renewal needs and are prioritized by safety requirements, student residential needs, academic support needs, and the College's ability to fund. Additional projects and a partial reporting of deferred maintenance items are included in the capital summary schedule. When possible, these projects may be funded by future gifts or bequests.

I. FACILITIES

- A. Fire System Upgrades. Through various building renovation projects, many of the fire alarm systems on campus have already been upgraded. This project will upgrade a fire alarm system in a building yet to be determined.
- B. HVAC Improvements. This project involves repairing the air-conditioning in Antioch Hall and installing air conditioning in Mills Dormitory (included in bond request). Antioch Hall houses the administration, student service offices, classrooms and the College's largest indoor auditorium. The air conditioning unit that serves this building is over 40 years old and it has become unreliable over the last several summers. A cost analysis has shown that even if it could be repaired, its unreliability and high cost of operation indicate that it should be replaced. Two years ago the College adopted a trimester system in which students are expected to be on campus during the

summer months. This change in calendar enables students to complete their classroom and co-op work over the four-year period, but requires that they be in residence during the summer months. The College has renovated Birch Hall and it is now the only fully air conditioned dormitory on campus. Air conditioning of Mills Hall will provide an additional 87 beds for use during the summer, and this will greatly increase the attractiveness of the summer term for undergraduates (included in bond request).

- C. Replace Electrical Transformers. We will continue to replace transformers on campus. The first scheduled is Mills Hall, to accommodate the air conditioning. The College has replaced several electrical transformers containing PCBs, but transformers with this hazardous material remain in a few buildings. In order to eliminate the risk of PCB contamination as a result of fire or explosion, this project would replace the remaining PCB transformers. In addition to safety gains, the new transformers will also operate more efficiently and this will reduce the cost of electricity (included in bond request).
- D. Furniture and Carpet Residence Halls. Periodic replacement of floor coverings and furniture is necessary to maintain the appearance and comfort of student residence halls. Wear and tear is greater in these locations. The carpet in the living spaces and common areas of Spalt Hall has not been replaced for more than 8 years. The carpet is quite worn and significantly detracts from the attractiveness of the facility. New carpeting will brighten the space and appreciably improve the quality of the environment for students. Additional areas may include North Hall, Mills Hall, Birch Hall and the Presidents. Furniture in the living areas and common space of North and Mills Halls are worn out and require replacement (included in bond request).
- E. Furniture, Equipment, Carpet Acad/Admin Buildings. Furnishings, equipment and floor coverings in academic and administrative buildings need to be replaced on a regular cycle. Classroom furniture is intensively used and over the years becomes less serviceable. All of the classrooms at Antioch College have furniture that has exceeded its useful life and needs to be replaced.
- F. Roof Replacement. The roofs on two buildings, Science Hall and the Maintenance Building, have been extensively repaired in the last few years, but they have exceeded their useful life and some

water damage is occurring whenever we encounter heavy rain. Replacing these roofs now will prevent future structural damage and the disruption of the activities conducted in these buildings (included in bond request).

- G. Parking Lot Resurfacing. Several of the parking areas used by the College have deteriorated and are requiring inordinate amounts of maintenance. Resurfacing of the lot by the student union, located on the north side of campus, will significantly improve the appearance of the area and make it more convenient for students, parents and visitors to attend events, particularly during inclement weather. The Library lots, located on the south side of campus, will be resurfaced for the same reasons (included in bond request).
- H. Window Replacement, Entry and Lighting Upgrade. North Hall is one of the older dormitories at the College and its windows and doors are not energy efficient. We have found that replacing the windows in dormitory space reduces the cost of operation and increases the comfort of students by eliminating winter drafts. In addition, the hallway and entry lighting in this building is not sufficient to insure safety, and the existing fixtures will be replaced with high efficiency units that will provide better illumination at a lower cost (included in bond request).
- I. Water Heater replacement. Curl Gymnasium is used not only by Antioch students, but also by students from Cedarville College under a cooperative arrangement. The water heaters for this building are quite old, inefficient and unreliable. Replacement of these units will ensure the availability of hot water for showers and laundry at all times (included in bond request).
- J. Landscaping. Although the setting of the College is one of the most beautiful in Ohio, severe weather and time have taken many of the mature trees and plantings from the campus. A general landscape improvement project has been planned which will depend primarily on labor from the College's grounds crews in order to obtain the largest impact at the lowest cost (included in bond request).
- K. Condensate Lines and Pump Replacements. Three years ago the College completely replaced its old central boilers with new low-pressure boilers that are both efficient and compliant with EPA

regulations for air quality emissions. The College has also repaired and rebuilt circulating pumps located in individual buildings. However, some of the pumps and condensate lines need to be replaced to insure reliability (included in bond request).

- L. Resurface Drives and Walkways. This project will continue the resurfacing of roads on the campus and the pedestrian ways used by students, faculty and staff. In almost all cases, the roads and walkways are blacktop and the surfaces have deteriorated to an unsafe and unattractive condition. This project will resurface those drives and walks that are most heavily traveled (included in bond request).
- M. Entry Ramp, Entry Door and Restroom Upgrades. The Americans with Disabilities Act provides standards of public accommodation for those with mobility limitations. In order to comply with ADA standards, the College needs to ramp certain entranceways, provide power entry doors, and redesign certain restroom facilities. This project would bring the College's facilities into ADA compliance in those areas most used by students and the public (included in bond request).
- N. Exterior Lighting and Interior Emergency Lighting Upgrades. Although Yellow Springs is a relatively safe community, prevention is always preferable to remediation. Therefore, the College seeks to install additional exterior lighting and replace inefficient exterior fixtures with high efficiency lighting. In addition, interior safety requires that battery lighting units operate when needed. Many of the battery emergency lights in the College buildings must be replaced to insure that they will function properly when needed (included in bond request).

II. TECHNOLOGY

- A. Servers, Printers, Lab Upgrades, A/V. Replacement of obsolete computers used by faculty and students occurs on a regular cycle at the College, but the demand for more powerful computers able to match those used by business and industry requires the introduction of a number of new machines. These machines will go to faculty most heavily involved in computer-assisted instruction, as well as to replace machines used by students in the computer laboratories. In

addition, science, photography, and communications equipment used for laboratory instruction needs to be replaced (included in bond request).

- B. Campus Network. Using its own resources, the College has wired approximately half of the administrative and classroom buildings and two dormitories. Spalt and Birch dormitories are wired for telephone, video and high-speed data, but without additional financing, it will not be possible to provide these services to other dorm rooms, or to network the remainder of faculty and staff on campus. This project will allow full utilization of the dormitory telephone switch expansion acquired during 1999-2000, will increase convenience and safety for dormitory residents, will put an additional number of faculty on line, and will allow for connection to our electronic library from a variety of sites on campus (included in bond request).

III. OTHER

- A. Books. Annual acquisitions from restricted gifts or bequests, including the Michener gift, are included in this plan.
- B. Lawn Tractor with Mower. Maintaining the appearance of the extensive grounds of the College campus requires considerable labor and equipment. The medium-sized mowers currently in use by the College require too much labor and take too long, particularly during the spring when the grass grows so rapidly. The College added a new mower tractor unit last year and it has demonstrated the savings that can be realized from improved mechanization (included in bond request).
- C. Vehicle Replacement. The vans in the College's fleet are used to transport students to cultural, athletic and field research experiences, and for summer course-work. The current 15-passenger van is 10 years old with 165,000 miles and is becoming increasingly less dependable for anything other than short trips. The cost of maintaining this vehicle is now excessive (included in bond request).

ANTIOCH UNIVERSITY
Five Year Capital Budget Summary
Antioch College

1999-00 Capital Expenditures	Amount	Source
Land	84,000	Operating Budget
Facilities	230,205	Operating Budget/Gifts
Technology	93,626	Operating Budget/Bond Issue
Other	34,046	Operating Budget
Total	\$441,877	

2000-01 Proposed Expenditures	Amount	Source
Facilities		
Fire System Upgrades	10,000	Bond Issue
HVAC Improvements	529,000	Bond Issue
Replace Electrical Transformers	60,000	Bond Issue
Furniture & Carpet Residence Halls	65,000	Bond Issue
Classroom Furniture & Lab Equipment	300,000	Bond Issue
Equipment & Furniture Dining Services	14,000	Unfunded
Upgrade Interior & Exterior Lighting	50,000	Unfunded
Exterior Improvements (Gutters, North Hall Entry)	40,000	Bond Issue
Hot Water Heaters/Tube Bundles	10,000	Bond Issue
Condensate Lines & Pumps	10,000	Bond Issue
Roof Repairs/Replacements	120,000	Bond Issue
Residence Hall Shower Replacement	12,000	Unfunded
ADA Ramps, Doors, Restrooms	200,000	Bond Issue
Drives and Walkways	50,000	Unfunded
Resurface Parking Lots/Driveways	105,000	Bond Issue
Landscaping	10,000	Bond Issue
North Hall Windows/ Lighting	120,000	Bond Issue

Window Replacements (North Hall & Others)	210,000	Unfunded
Housekeeping Equipment	10,000	Unfunded
Technology		
Instructional Communications Editing Equipment	8,700	Bond Issue
Campus Network	74,000	Bond Issue
Computer Upgrades	66,600	Bond Issue
Residence Hall Technology/Telephone Service	181,500	Bond Issue
Other		
Library Books	80,000	Operating Budget/Gifts
Mowers	12,000	Bond Issue
Vehicle Replacement	25,000	Bond Issue
Total	\$2,372,800	

2001-02 Proposed Expenditures	Amount	Source
Facilities		
Fire System Upgrades	25,000	Unfunded
HVAC Improvements	50,000	Unfunded
Replace Electrical Transformers	55,000	Unfunded
Furniture & Carpet Residence Halls	48,000	Unfunded
Furniture, Equipment, Carpet Acad/Admin Bldgs.	30,000	Unfunded
Equipment & Furniture Dining Services	10,000	Unfunded
Upgrade Interior & Exterior Lighting	12,000	Unfunded
Hot Water Heaters/Tube Bundles	23,000	Unfunded
Roof Repairs/Replacements	100,000	Unfunded
Residence Hall Shower Replacement	12,000	Unfunded
ADA Ramps, Doors, Restrooms	125,000	Unfunded
Drives and Walkways	10,000	Unfunded
Landscaping	10,000	Unfunded
Window Replacements	400,000	Unfunded

Technology

Servers, Printers, Lab Upgrades	37,000	Unfunded
Campus Network	15,000	Unfunded
Residence Hall Technology/Telephone Service	94,000	Unfunded

Other

Library Books	80,000	Operating Budget/Gifts
Mowers	15,000	Unfunded
Vehicle Replacement	10,000	Unfunded

Total **\$1,161,000**

2002-03 Proposed Expenditures**Amount****Source****Facilities**

HVAC Improvements	100,000	Unfunded
Replace Electrical Transformers	55,000	Unfunded
Furniture & Carpet Residence Halls	48,000	Unfunded
Furniture, Equipment, Carpet Acad/Admin Bldgs.	30,000	Unfunded
Upgrade Interior & Exterior Lighting	12,000	Unfunded
Hot Water Heaters/Tube Bundles	23,000	Unfunded
Condensate Lines & Pumps	10,000	Unfunded
Roof Repairs/Replacements	100,000	Unfunded
Residence Hall Shower Replacement	12,000	Unfunded
ADA-Ramps, Doors, Restrooms	75,000	Unfunded
Drives and Walkways	10,000	Unfunded
Landscaping	10,000	Unfunded
Window Replacements	50,000	Unfunded
Housekeeping Equipment	10,000	Unfunded

Technology

Servers, Printers, Lab Upgrades	37,000	Unfunded
Campus Network	30,000	Unfunded
Residence Hall Technology/Telephone Service	94,000	Unfunded

Other

Library Books	80,000	Operating Budget/Gifts
Vehicle Replacements	20,000	Unfunded

Total

\$806,000

2003-04 Proposed Expenditures**Amount****Source****Facilities**

HVAC Improvements	50,000	Unfunded
Replace Electrical Transformers	25,000	Unfunded
Furniture & Carpet Residence Halls	125,000	Unfunded
Furniture, Equipment, Carpet Acad/Admin Bldgs.	100,000	Unfunded
Equipment & Furniture Dining Services	10,000	Unfunded
Upgrade Interior & Exterior Lighting	12,000	Unfunded
Hot Water Heaters/Tube Bundles	23,000	Unfunded
Roof Repairs/Replacements	100,000	Unfunded
Residence Hall Shower Replacement	12,000	Unfunded
ADA-Ramps, Doors, Restrooms	75,000	Unfunded
Drives and Walkways	10,000	Unfunded
Resurface Parking Lots	25,000	Unfunded
Landscaping	10,000	Unfunded
Window Replacements	50,000	Unfunded

Technology

Servers, Printers, Lab Upgrades	87,000	Unfunded
Campus Network	15,000	Unfunded
Computer Upgrades	50,000	Unfunded
Residence Hall Technology/Telephone Service	94,000	Unfunded

Other

Library Books	80,000	Operating Budget/Gifts
Mowers	15,000	Unfunded
Vehicle Replacements	70,000	Unfunded

Total	\$1,038,000	
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2004-05 Proposed Expenditures	Amount	Source
Facilities		
HVAC Improvements	100,000	Unfunded
Replace Electrical Transformers	25,000	Unfunded
Furniture & Carpet Residence Halls	125,000	Unfunded
Furniture, Equipment, Carpet Acad/Admin Bldgs.	100,000	Unfunded
Upgrade Interior & Exterior Lighting	12,000	Unfunded
Hot Water Heaters/Tube Bundles	23,000	Unfunded
Condensate Lines & Pumps	10,000	Unfunded
Roof Repairs	100,000	Unfunded
Residence Hall Shower Replacement	12,000	Unfunded
ADA Ramps, Doors, Restrooms	50,000	Unfunded
Drives and Walkways	10,000	Unfunded
Resurface Parking Lots	25,000	Unfunded
Landscaping	10,000	Unfunded
Window Replacements	50,000	Unfunded
Housekeeping Equipment	10,000	Unfunded

Technology

Servers, Printers, Lab Upgrades	87,000	Unfunded
Campus Network	30,000	Unfunded
Computer Upgrades	50,000	Unfunded
Residence Hall Technology/Telephone Service	94,000	Unfunded

Other

Library Books	80,000	Operating Budget/Gifts
Vehicle Replacements	70,000	Unfunded

Total	\$1,073,000	
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Antioch University
Five Year Capital Budget
2000-01 Budget

ANTIOCH NEW ENGLAND GRADUATE SCHOOL

2000-01 PROPOSED EXPENDITURES

I. FACILITIES

- A. **Priority 1: Bond Principal.** Each year, Antioch New England deducts the bond principal as a capital expense. For 2000-01, the principal payment will be \$85,000; for 2001-02, \$90,000; for 2002-03, \$97,500; for 2003-04, \$105,000; and for 2004-05, \$115,000.
- B. **Priority 2: Parking Lot Maintenance.** \$5,500 is in the capital budget for sealing and striping the main parking lot. We have occupied the new campus for six years and the parking lot requires some basic maintenance.
- C. **Priority 3: Roof Replacement.** \$37,500 has been targeted for the replacement of the roof of the West Wing. We have known for some time that the roof would need to be replaced and it does leak on occasion. (While we have not budgeted this replacement in the 2000-01 capital budget, we have identified sources of funds, which we likely would tap in order to fix the roof – see 2000-01 budget narrative.)
- D. **Priority 4: Renovation and Expansion.** See # 5 under "Capital Expenditures 2001-02 and Beyond." While no funds have yet been earmarked for this capital expansion, it is possible that we will address it in 2000-01.

II. TECHNOLOGY

- A. **Priority 1: Computers.** Technology is a perpetual “work in progress,” and we are implementing the Technology Task Force’s long-term plan to address the critical issues related to technological development and we are following a plan for prioritizing replacement, upgrading, and application needs, as well as personnel support needs.

For 2000-0-1 the capital budget includes \$18,000 for computer hardware replacement, particularly machines that will no longer support certain software applications. We will also use leasing, via operating budget, to address hardware needs. Outsourcing of the First Class e-mail system and required technological support will also come from the operating budget, as will the personnel costs we have added to expand and support the infrastructure. In the future five-year capital technology plan, the ULC and the Board may, at a minimum, expect to see hardware and software replacement on an annual basis. For illustration purposes, the following reflect reasonable estimates for future capital expenditures: 2001-02 - \$25,000; 2002-03 - \$30,000; 2003-04 - \$40,000; and 2003-04 - \$45,000.

- B. **Priority 2: VCR and Television Monitor Replacement.** VCR and Television Monitor Replacement On an annual basis, we attempt to address the need to upgrade or replace audio-visual equipment, which is used for classes, primarily in programs, which require an analysis of practice techniques (therapeutic interaction, teaching, etc.).

III. OTHER

- A. **Priority 1: Maintenance/Upgrade of Library Collection.** \$75,000 of estimated capital expense has been budgeted in the 2000-01 proposal to cover the cost of maintaining journal subscriptions, licensing fees, book acquisitions, CD-ROM data bases, etc. The funding support for this set of purchases will come primarily from the operating budget, with some additional support available from the CEE funds. This is an annual capital expense. Though funding for 2000-01 is level, we see a likely increase over the course of the next four years if for no other reason than inflationary factors.

PROPOSED EXPENDITURES 2001-05

I. FACILITIES

We have completed the Five-Year Capital Budget Summary schedule, but it is important here to acknowledge that although we have identified needs and potential cost, the identification process does not create funding or easily translate to a specific timetable. Within the 2001-2005 period:

1. Debt Service. We will continue to assign principal payments to the capital expense section; for amounts, see narrative above. Funding source: operating budget.
2. Warehouse Renovations. We would like to move toward the implementation of Phase II of the "warehouse" renovations and expansion. Specifically, we envision the creation of one large classroom and one very large (4000 square feet) multi-purpose room that would enable us to hold major conferences and accommodate large gatherings for lectures, etc. Code requirements would necessitate adding more plumbing and another egress. Estimated cost: \$150,000 -- \$200,000. Funding source: funding of the unfunded carry-forward reserves or, perhaps, some capital campaign dollars.
3. Paved Parking. Refinishing of the secondary parking lot at the end of Avon Street. The paving project was not done in the original construction because of budgetary constraints. However, it does require attention. Estimated cost for project: \$5,000--7,500. Funding source: Probably operating budget.
4. New Carpet. Possible replacement of carpeting in the lobby, community room and other high traffic areas. There is not an immediate need to pay attention to this issue, but we are aware that replacement is a real possibility within the next five years. Estimated cost: \$10,000- 15,000. Funding source: Probably operating budget.

5. Renovation and Expansion. Possible renovation of, and expansion into, other major expansion space. This has become a **critical** issue in that there simply is not enough office and meeting space for the personnel involved in the current grant and contract work. We have some working drawings and would phase any renovation project, likely beginning with 1500 square feet. Estimated cost of this initial phase is \$60,000. We may want to get started on this as early as 2000-01. Funding sources: Grant overhead, gift and operating budget.
6. The Unexpected. We do not anticipate any major problems with the HVAC systems, main roof, windows, Dryvit exterior, etc. over the course of the next five years. Each should have a minimum life of fifteen years before major maintenance or replacement is required. Nevertheless, we would continue to hope that carry forward funding would occur soon, providing some kind of emergency cushion.
7. Routine Maintenance. Painting and other general customary needs are covered annually in the operations budget as part of the "plant" category.
8. Lease Renewal. We expect to renew our Portsmouth, NH lease in July 2001 for a period of three years.

II. TECHNOLOGY

See narrative above.

III. OTHER

See narrative re: library acquisitions above.

Jim Craiglow
President

ANTIOCH UNIVERSITY
Five Year Capital Budget Summary
Antioch New England Graduate School

1999-00 Base Year Capital Expenditures	Amount	Source
Facilities		
Technology	71,682	Operating Budget
Other	47,354	Operating Budget
Total	\$119,036	
2000-01 Proposed Expenditures	Amount	Source
Facilities		
Sealing & Striping Parking Lot	5,500	Operating Budget
West Wing Roof Replacement	37,500	Unfunded
Technology		
Computer Equipment	18,000	Operating Budget
Other		
Library Books	75,000	Operating Budget
Total	\$136,000	

2001-02 Proposed Expenditures			Amount	Source
Facilities				
West Wing Classroom			200,000	Reserves
Refinishing Secondary Parking Lot			7,500	Operating Budget
Renovation of Additional Expansion Space			60,000	Grants/Gifts
Technology				
Computer Equipment			25,000	Operating Budget
Other				
Library Books			75,000	Operating Budget
Total			\$367,500	

2002-03 Proposed Expenditures			Amount	Source
Facilities				
Technology				
Computer Equipment			30,000	Operating Budget
Other				
Library Books			75,000	Operating Budget
Total			\$105,000	

2003-04 Proposed Expenditures		Amount	Source
Facilities			
	Carpeting in Lobby and Community Room	15,000	Operating Budget
Technology			
	Computer Equipment	40,000	Operating Budget
Other			
	Library Books	75,000	Operating Budget
	Total	\$115,000	

2004-05 Proposed Expenditures		Amount	Source
Facilities			
Technology			
	Computer Equipment	45,000	Operating Budget
Other			
	Library Books	75,000	Operating Budget
	Total	120,000	

Antioch University
Five Year Capital Budget
2000-01 Budget

ANTIOCH SEATTLE

2000-01 PROPOSED EXPENDITURES

I. FACILITIES

- A. **Priority 1: Renovate Adjacent 4200 Square Feet.** Antioch Seattle occupied newly renovated facilities in September 1997. The programming for this renovation was completed in 1996 and was adequate for the operations at that time. We have since developed new academic programs, a fully functioning University Relations Office, and a centralized Admissions office. In addition, we have outgrown our library and student computer lab, and several nights per week we are using all classroom capacity. We intend to finalize renovation plans this year and anticipate beginning this renovation during the Winter Quarter if our enrollment meets our projections. It would be our intention to fund this project through use of the extra reserves we have set aside and by taking a loan for the balance.
- B. **Priority 2: Roof Leak Repairs.** The leaks in the roof were not repaired during the construction process. We made progress this past year on the worst leaks and intend to continue to work on them. This is our second priority as we are experiencing damage to walls, carpets and ceiling tiles. Funds have been earmarked in the operating budget to cover this expense.
- C. **Priority 3: Finish Lobby Project.** We have begun reconfiguring our first floor lobby space to make it more student-friendly and useful. Funds are earmarked in the operating budget to increase the light level and add additional furnishings and plants.

II. TECHNOLOGY

- A. Priority 1: Upgrade Faculty and Staff Computers. Currently, all staff and nearly all faculty have some sort of computer on their desk. Some faculty still have old (four years or more) Macintosh computers that do not have the capability for Internet searches and research. A complete inventory was done this year and the worst computers were designated for replacement in 2000-01. Others were assigned later on a proposed 3-4 year replacement schedule. In addition, it appears that we need to anticipate some Datatel users switching to PC's. The process of upgrading computers will be a continuous challenge for the University. Funds will need to be allocated on an on going basis to assure that faculty, staff, and administrators have functional, up to date computers.
- B. Analysis. Our new standard for a faculty computer is 5G hard drive, 64 MB of RAM, and 300 MHz of speed. This market changes so rapidly it is not possible to identify a specific brand and vendor. Comparative shopping is required at the time of each batch purchase.
- C. Proposed Action. This year we have maintained the extra amount budgeted last year to support technology. Approximately \$69,000 of that will be dedicated to computer purchases. Some of that will be replacement for breakdowns and some will be dedicated to upgrading computers for key faculty users. We anticipate maintaining (if not increasing) this amount in the budget as an ongoing item to keep up with the need to replace and upgrade computers on an on going basis.
- A. Priority 2: Integrated On-line Library Cataloging System. The next step in badly needed improvements to the electronic capability of our library is the purchase and installation of an integrated on-line catalog system.
- B. Analysis. Software and hardware to make our card catalog Internet accessible is an important step in the development of our technology and remote library access. This step opens easier on-line access to other regional libraries for our students and is a step toward more integration of the Antioch campuses. The Endeavor Voyager System is in use by New England and our local community college libraries, which makes it the logical choice for us.

- C. Proposed Action. We would propose to purchase and install this system with grant funds. Should our reapplication to the local Washington State Library Connectivity Project prove unsuccessful we would plan to purchase this system with excess revenues next year.
- A. Priority 3: Computer Instruction Cart. Increasingly, students, faculty, and administrators want to use Microsoft PowerPoint for presentations or do computer/Internet presentations in class. We currently have one freestanding projector that must be moved from the computer classroom and set up with a computer each time one of these presentations happens. Having a cart with computer and projector attached will facilitate instruction, presentation and demonstration and free computing staff from time consuming set up.
- B. Analysis and Proposed Action. A good choice for the computer and projector combination for this purpose would be a Boxlight 2000 Series Projector and a Multimedia Windows class computer. This equipment represents a good compromise of features, power, and clarity for the size of rooms and types of uses we anticipate.

III. OTHER

- A. Priority 1: Upgrade Classroom Audio Visual Equipment. Many of our TV/VCR's and overhead projectors are ready for replacement. In addition, some of our classroom chalk boards and white boards were moved from the old building to save money. Funds have been set aside in the operating budget to take care of this.
- B. Priority 2: Classroom Chairs and Tables. When we moved to the new building we purchased 100 chairs after a careful analysis of durability, warranty, price and comfort. At that time we anticipated purchasing 100 chairs per year until all of our old, broken, uncomfortable chairs were replaced. With the anticipated addition of two classrooms in the renovation, we will need 200 chairs this year to finish the original acquisition project and to furnish the new classroom.

Toni Murdock
President

ANTIOCH UNIVERSITY
Five Year Capital Budget Summary
Antioch Seattle

1999-00 Base Year Capital Expenditures	Amount	Source
Facilities	118,063	Operating Budget
Technology	82,107	Operating Budget
Other	14,073	Operating Budget
Total	\$214,243	

2000-01 Proposed Expenditures	Amount	Source
Facilities		
ADA Compliance, Misc.	10,000	Operating Budget
Lobby Lighting	12,000	Operating Budget
Renovation of Expansion Space	350,000	Reserves/Loan
Technology		
Computer Equipment	69,000	Operating Budget
Audio Visual Equipment	12,000	Operating Budget
Computer Instruction Cart	10,000	Operating Budget
On-Line Catalog System	61,600	Grant
Other		
Classroom Chairs	20,000	Operating Budget
Total	\$544,600	

2001-02 Proposed Expenditures		Amount	Source
Facilities			
Parking Lot Resurfacing and Renovations		18,000	Operating Budget
Paint and Signage		20,000	Operating Budget
Technology			
Computer Upgrades		75,000	Operating Budget
Other			
Classroom Chairs		15,000	Operating Budget
Total		\$128,000	

2002-03 Proposed Expenditures		Amount	Source
Facilities			
Parking Lot Resurfacing and Renovations		43,000	Operating Budget
Technology			
Computer Upgrades		75,000	Operating Budget
Other			
Classroom Chairs		25,000	Operating Budget
Copier		12,000	Operating Budget
Total		\$155,000	

2003-04 Proposed Expenditures	Amount	Source
Facilities		
Parking Lot Resurfacing and Renovations	25,000	Operating Budget
Technology		
Computer Upgrades	70,000	Operating Budget
Other		
Total	\$95,000	

2004-05 Proposed Expenditures	Amount	Source
Facilities		
Parking Lot Resurfacing and Renovations	25,000	Operating Budget
Technology		
Computer Upgrades	70,000	Operating Budget
Other		
Total	\$95,000	

Antioch University
Five Year Capital Budget
2000-01 Budget

ANTIOCH SOUTHERN CALIFORNIA

Introduction: The first formal five-year Capital Budget Plan for Southern California was submitted for 1998-1999. After I became AUSC President in September 1998, I examined that Plan, and, in my submission for 1999-2000, I told you:

We have completed an analysis of the five-year Capital Budget... [which] has shown that that document was substantially amiss in its assumptions and knowledge base. [We] are much farther behind [especially in the information technology infrastructure] than we anticipated, and we will have to spend much more than proposed [in the original five-year Plan] (more than likely over a decade).

In that Narrative, I indicated that any plan for multiple years would be unrealistic, and that I would need the next year to produce two documents which would give deeper meaning to a Capital Budget for AUSC: a Technology Strategic Plan and a Facilities Management and Relocation Strategic Plan. I suggested that we could have these documents ready for Board consideration by January 2000.

Best-laid plans, in this case, were detoured by:

- A. personnel changes (searches for new Deans in Los Angeles and new roles for the Deans in Santa Barbara, a search for a new regional CFO),
- B. continuing discoveries of the instability of our information technology infrastructure (the break-in period for our new Los Angeles technology outsourcer All Bases Covered, problems with our Datatel capabilities, frustrations with FirstClass and our DSL functions),

- C. and facilities planning change-ups (the demise of the San Gabriel Valley Center reported last year, a planned and aborted move in Santa Barbara).

The good news is that we have personnel in place or arriving shortly in each category, we are moving full-speed ahead to clarify hardware, software and support needs for both campuses, and our facilities needs for the foreseeable future have been met by additional space in Marina del Rey (for the regional office) and soon-to-be-acquired space in Santa Barbara (in the current building).

Consequently, I beg your indulgence for yet another budget cycle as I submit a somewhat idiosyncratic Capital Budget Narrative and Summary. Each iteration reflects greater clarity and the closer approximation of the "culture of evidence," which "authenticates our operations" and guides us "in our planning and implementation efforts," as I proposed last year.

Next year will include the complete strategic plans for facilities and technology promised for January. And next year will serve as a solid base for authentic capital planning for the future of AUSC.

2000-01 PROPOSED EXPENDITURES

I. FACILITIES

In Marina del Rey, we have occupied the new office suite (lease approved by the Board earlier this year) as our AUSC regional office. By July, the Admissions Office will return to the first floor of the building, in the space formerly occupied by the regional office, which will be a great boon for our recruitment effort. These moves and the furnishings required have been accomplished within the current operating budget. The 2000-01 Operating Budget includes \$80,800 for this additional space plus required rent increases in the current lease.

In Santa Barbara, we plan to lease or sub-lease additional space in our current building as soon as we complete negotiations. We anticipate a donation of office and classroom furniture to use in this

new space. In the new Operating Budget, we have allocated \$60,000 for these increased costs including rent adjustments (upward, of course).

II. TECHNOLOGY

To be frank, dealing with information technology in Southern California continues to be a triage operation rather than a shining example of our strategic thinking in action.

A Technology Committee working with the Executive Dean in Santa Barbara and our new Executive Dean working with our outsourcer in Los Angeles are zeroing in on a realistic assessment of our computer needs. Once this is accomplished, we can create a timeline to try to meet those needs over a five to ten year period.

In the meantime, the small amount of money we are able to set aside from our Operating Budget goes to providing computers for new staff and faculty and replacement of the most aged desktop dinosaurs (these are called "legacy hardware" in the computer world). In next year's budget, we have set aside \$27,000 regionally for these purposes. We need to do more, but cannot without new funding sources.

One bright spot: We are finishing our computer and multimedia purchases for the regional Teacher Education program over the next couple of months, completely funded by a \$119,000 grant from the Fletcher Jones Foundation.

2001-05 PROPOSED EXPENDITURES

I. FACILITIES

There are exciting prospects for the future, indeed.

In Santa Barbara, the other current tenants in our downtown building are planning to give up their leases – a major (and permanent, we believe) change from their past territorial expansion. Since new

program development will necessitate our finding additional space, we are delighted that we will be able to obtain whatever we need at the current location.

In Los Angeles, we continue to explore off-campus sites for centers and, most notably, we continue to explore relocating the campus to downtown Los Angeles. A major Los Angeles foundation has invited us, with significant encouragement at this initial stage, to request a seven-figure grant to facilitate this move. I can assure you that we will be moving (now in concept but perhaps in three years in fact), quickly but carefully, to follow up with the planning and assessment of such a modification, its potential impact on our enrollment, and the mechanics of this possible grant over the next year.

II. TECHNOLOGY

We will pursue aggressively external funding for technology as part of our future Development efforts.

In concert with the University Strategic Plan and university-wide technology planning, we will enhance our electronic library, administrative and academic computing, and distance learning resources over the next five years.

III. OTHER

Furniture requires upgrading, replacement and refurbishment. We will plan for that over a five-year period.

By the end of this Capital Budget cycle, we will plan to have in both locations a minimum of two "smart/multi-media" classrooms.

Mark Schulman
President

ANTIOCH UNIVERSITY
Five Year Capital Budget Summary
Antioch Southern California

1999-00 Base Year Capital Expenditures	Amount	Source
Facilities	1,016	Operating Budget
Technology	43,984	Operating Budget
Other		
Total	\$45,000	
2000-01 Proposed Expenditures	Amount	Source
Facilities		
Technology		
Computer Equipment	27,000	Operating Budget
Other		
Total	\$27,000	

2001-02 Proposed Expenditures		Amount	Source
Facilities			
Technology			
Computer Equipment Replacement		125,000	Operating/Gifts
Other			
Furniture		62,500	Operating/Gifts
Total		\$187,500	

2002-03 Proposed Expenditures		Amount	Source
Facilities			
Technology			
Computer Equipment Replacement		125,000	Operating/Gifts
Other			
Furniture		62,500	Operating/Gifts
Total		\$187,500	

2003-04 Proposed Expenditures		
	Amount	Source
Facilities		
Technology		
Computer Equipment Replacement	125,000	Operating/Gifts
Other		
Furniture	62,500	Operating/Gifts
Total	\$187,500	

2004-05 Proposed Expenditures		
	Amount	Source
Facilities		
Los Angeles Building Purchase	3,000,000	Bond Issue
Technology		
Computer Equipment Replacement	125,000	Operating/Gifts
Other		
Furniture	62,500	Operating/Gifts
Total	\$187,500	

Antioch University
Five Year Capital Budget
2000-01 Budget

THE MCGREGOR SCHOOL

Introduction: As the McGregor School moves ahead into the 21st Century, effective technology planning will make it possible for the School to present itself as both academically innovative and technologically attractive to the adult learners of the 21st century. It is clear that providing more and varied curriculum delivery models are necessary to serve the changing needs to today's students. Specifically, it is clear that expanding our use of Internet technologies will be a necessary condition of our viability as an institution of higher education in the 21st century. Given these new conditions, it is the School's goal to continue aggressive development over the next five years of its web-based distance learning systems and web-based services for students. The School also hopes to further its educational mission by providing a more seamless integration of computer tools and technology into the working life of the School where appropriate in order to better serve our students. Introducing further improvements into the School's computing environment will inevitably change the way we work. Supporting this change will require investment in initiatives that will result in computer literate employees: faculty, staff, and administration.

Facilities will also play a critical role in shaping the future of the McGregor School. While the issue of location remains to be examined (see p. 69 of the 2000-01 Proposed Budget), we need to make repairs and improvements to our existing facility in order to continue operations. The amount of deferred maintenance is substantial, and we can address only the most critical problems during the next five years with the funds currently available.

2000-01 PROPOSED EXPENDITURES

I. FACILITIES

- A. Priority 1: Renovate and Repair the Large Conference Room and its Roof. The roof outside of the conference room has been leaking for several years; it has caused extensive damage to the supporting walls and floor. This is the main room used for community meetings, information sessions for prospective students, and all meetings with large "outside" groups.
- B. Analysis. There is no alternative to this problem. If the roof is not fixed and it continues to leak and cause damage the wall will continue to deteriorate and could eventually collapse.
- C. Proposed Action. Repair the roof, repair the wall (inside and outside), paint the entire room, install window coverings, acquire technology, and replace the carpet. Cost - \$20,000

II. TECHNOLOGY

- A. Priority 1: Network Server Systems. The School's employees have successfully made a transition in their use of the campus network. Focus has shifted away from the primary network usage being laser printing services and towards server coordinated work groups, shared work-spaces, networked databases, and Internet access. In order to keep pace with the rapidly increasing demand for network services, an investment needs to be made in robust and scalable server systems.
- B. Analysis. There are four possible platform options for new server systems: 1. UNIX; it is clear that UNIX type operating systems offer a high degree of stability and robust performance. They generally offer good support for various types of client connections. They are unattractive because of the high cost of maintenance contracts and the steep learning curve inherent in most varieties of the UNIX operating systems. 2. Windows NT/2000 Server; this server option allows for future

scalability and ease of administration. However, the platform's general lack of robust performance, instability, limited Macintosh services, and its high susceptibility to virus infection and its ability to be easily "hacked" makes it an unattractive choice. 3. Novell Netware 5.x; an extremely scalable and stable network operating system. Netware's high cost and limited Macintosh services make it an impractical solution. 4. Mac OS X Server; offers the School several advantages, including UNIX-like robustness and stability, ease of administration, scalability, excellent services for both Macintosh and PC clients, AppleShare compatibility, and routing capabilities.

- C. Proposed Action. Purchase a Mac OS X Server to manage general file, print, web, and multimedia file services for the campus. Cost – \$14,000

A. Priority 2: Improvement and Expansion of Computer Lab Facilities:

Multimedia Computer Laboratory Equipment. This McGregor School laboratory will provide multimedia content creation facilities for the faculty and students, particularly the students in the Teacher Education Program. The facility will also allow McGregor to update and expand its continuing education course offerings for teachers and school administrators.

Business Applications Computer Laboratory Equipment. The McGregor School intends to equip a laboratory to provide business applications and quantitative research facilities for the School's faculty and students, particularly the students in the Management program. This additional lab will add to the number of machines using the Windows operating system and it will enable the school to incorporate Windows applications in its continuing education course offerings.

- B. Proposed Action. Purchase the hardware and software necessary to improve computing services to students on campus. Cost – \$83,400

- A. **Priority 3: Computing Hardware Upgrades and Computer Workstation Standardization.** Like many colleges, the McGregor School is using desktop technology from many different "generations." The desktop computer industry has changed so rapidly that equipment acquired a few years ago is no longer capable of handling modern applications. This project would standardize McGregor's workstations by adding 15 new desktop units.
- B. **Proposed Action.** Purchase the hardware and software necessary to improve computing services to students on campus. Cost – \$20,000

2001-02 PROPOSED EXPENDITURES

I. FACILITIES

- A. **Priority 1: Student Records Archive Project.** This project includes room renovations to the McGregor School's archives room to make it accessible and useable as a work space for viewing student records as well as providing a home for the electronic records archiving project. The archiving project will transfer eligible student records to DVD media and make them accessible to faculty over the school's data network.
- B. **Proposed Action.** Purchase the hardware and software necessary to make conference facilities on campus more usable and technology-friendly. Cost – \$50,000

II. TECHNOLOGY

- A. **Priority 1: Instructional Computing/ Distance Learning Initiative:**

On-line Course Development Hardware. The McGregor School is anxious to expand its ability to meet the needs of adult learners throughout Ohio. The equipment acquired in this initiative will allow McGregor faculty to develop materials for use in web-based on-line courses. It includes

portable computing solutions, related technology, and new web server-based curriculum delivery systems.

Instructional AV Equipment Upgrade. The non-computer instructional equipment at McGregor School is generally obsolete and needs to be replaced with new, reliable equipment. Specific items include: DVD players, VCR units, camcorders, projectors and screens, TV units and audio playback equipment.

- B. Proposed Action. Purchase the hardware and software necessary to improve instructional computing and technology services available to faculty on campus. Cost – \$75,900
- A. Priority 2: Expanded Student Services. Expand and update our current computer services for students. It may be the case that these services are University rather than campus projects. In either case, the School intends to commit resources towards:

Web interface or Kiosk services for the student module in Datatel to be located conveniently in the first floor student lounge for the purpose of allowing students to access such information as: registration status, degree audit, their billing information, etc.

Electronic Library Partnership to offer first-rate library services for our distance learning programs.

- B. Analysis. Our ability to recruit and retain quality students (especially adult learners) is partially dependant upon our ability to offer them quality student services while they are students in our programs. Computer services is an area where we believe prospective students will judge us. The School is currently conducting research about technology and partnership options for these projects.
- C. Proposed Action. Expand and upgrade student computer services. Estimated costs – Kiosk or Web terminal – \$3,000.00; the Library Partnership -- \$17,000.

2002-03 PROPOSED EXPENDITURES

I. FACILITIES

- A. Priority 1: Renovation of Office Space on 3rd Floor. We are now at capacity for useable office space in this building. We are looking at "One Stop Shopping" for our student service offices. By renovating this area of the building, we will be able to accommodate new programs and move the Teacher Certification offices to this area. This would then free up space on the main floor of the building, which would allow us to move the student service offices to the main floor for easier student access. It would also provide office space for new personnel in the academic programs.
- B. Analysis. The alternative would be to keep all of the offices where they are now which means we could not hire personnel for new programs. We also would need to leave the student service offices where they are now located which would prevent us from the "One Stop Shopping" model we are working to achieve. We could not hire any additional staff for any department/program as we have reached our capacity for available office space.
- C. Proposed Action. Remodel the space on the 3rd floor of the building. Cost – \$230,000

II. TECHNOLOGY

- A. Priority 1: Network Infrastructure Upgrade.
- B. Analysis. The School projects an increasing demand more and varied high-speed network and Internet services. If it has not been financially possible up to this time, this budget year should prioritize the complete elimination of any remaining CAT3 wiring from the School's computer network or implement a wireless networking solution. A network expansion will be concurrently necessary to "hot wire" new classroom and seminar spaces on the both the 3rd floor and basement of the Sontag-Fels building.

- C. Proposed Action. Upgrade and expand the network as necessary. Bids will be accepted from appropriate vendors. Estimated costs – Network upgrade/expansion: \$20,000+ (including hardware).

2003–04 PROPOSED EXPENDITURES

I. FACILITIES

- A. Priority 1: Renovation of the South End of the Basement for Classrooms. There is a severe shortage of available classroom space on campus. This renovation would provide us with six more classrooms.
- B. Analysis. We currently have three classrooms for the McGregor School and use the College's classrooms for the majority of our classes. This would give us the ability to offer more classes in the summer for the ELSS program, provide the Weekend College more available rooms on Saturdays, give additional class space for Graduate Management, Teacher Certification, and the new M.A. Program.
- C. Proposed Action. Renovate the existing space in the basement for additional classrooms. Cost - \$175,000

2004–05 PROPOSED EXPENDITURES

I. FACILITIES

- A. Priority 1: Paint and Carpet Rooms 200, 201, 204, 205, 207, 209, 211, 216, 219, 220, 222, 225, 227, 228, 229. These offices have not been painted in many years and it shows. They do not have carpet in them. We are trying to present a professional image to the public and for our students. This would also help moral of the employees in these offices.

B. Analysis. The alternative is not to do this work and continue to allow the condition of these offices to decline.

C. Proposed Action. Paint and carpet these offices. Cost - \$15,000

II. TECHNOLOGY

A. **Priority One: Non-TCP/IP Printer Replacement**. It is possible that by this time, all AppleTalk-only printer may have ceased to function at the School. If not, this budget year will be used to replace all remain units with high-speed TCP/IP printers.

B. Analysis. Old and unreliable printers are a significant cause of frustration for network users. Additionally, routing AppleTalk (LocalTalk) protocol over the Internet for administrative printing from Datatel is extremely inefficient and slow. However, like most other campuses, the School has a significant investment in older laser printers.

C. Proposed Action. Purchase new Hewlett Packard high-speed network laser printers. Estimated cost – \$20,000.00

Currently, it is our intention to leave year five largely un-defined in terms of specific projects in order to provide some elasticity in the proposed timeline. In short, this year will be used to fund any previously mentioned projects that, for whatever reason, we were not able to fund. However, our extended planning will include:

- the further diversifying of our curriculum delivery models
- replacement of network hardware

Barbara Gellman-Danley
President

ANTIOCH UNIVERSITY
Five Year Capital Budget Summary
The McGregor School of Antioch University

1999-00 Base Year Capital Expenditures	Amount	Source
Facilities	0	
Technology	30,000	Operating Budget
Other	0	
Total	\$30,000	

2000-01 Proposed Expenditures	Amount	Source
Facilities		
Conference Room Renovations	20,000	Bond Issue
Technology		
Network Service Systems	14,000	Bond Issue
Improvement & Expansion of Computer Lab Equip	83,400	Bond Issue
Conference Facility Equipment	20,000	Bond Issue
Other		
Total	\$137,400	

2001-02 Proposed Expenditures	Amount	Source
Facilities		
Student Records Archive Project	50,000	Bond Issue
Technology		
Instructional Computing/Distance Learning Initiative	75,900	Bond Issue/Operating
Expanded Student Services	20,000	Bond Issue/Operating
Other		
Total	\$145,900	

2002-03 Proposed Expenditures	Amount	Source
Facilities		
Renovation of Office Space on 3rd Floor	230,000	Operating Budget
Technology		
Network Infrastructure Upgrade	20,000	Operating Budget
Other		
Total	\$250,000	

2003-04 Proposed Expenditures	Amount	Source
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Facilities

Renovation of South End of Basement for Classrooms	175,000	Operating Budget
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Technology

Non-TCP/IP Printer Replacement	20,000	Operating Budget
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Other

Total	\$195,000	
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2004-05 Proposed Expenditures	Amount	Source
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Facilities

Carpet/Renovate Offices	15,000	Operating Budget
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Technology

Other

Total	\$15,000	
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Antioch University
Five Year Capital Budget
2000-01 Budget

UNIVERSITY ADMINISTRATION

2000-01 PROPOSED EXPENDITURES

I. FACILITIES

- A. **Priority 1: Kettering Building Boiler Replacement.** The Kettering Building was built in 1953 and the original boiler is still in use. State inspectors warned the University that the boiler is becoming unsafe and it is doubtful that the boiler will pass very many more inspections. The boiler provides heat for both the original Kettering Building as well as the addition that houses the offices of the Chancellor and Vice Chancellor.
- B. **Analysis.** Without heat, the Kettering Building would be unusable and would sustain serious damage as a result of freezing. There appears to be three alternative courses of action to insure reliable heat for the building. The first is to re-tube and re-brick the existing boiler. This will entail significant labor and, because the boiler originally burned oil and was converted to gas several years ago, it is a very inefficient unit. Re-tubing and re-bricking would not increase its efficiency, but its operating safety could be restored. A second alternative would be to extend a steam line that now serves the Sontag-Fels Building to the Kettering Building. This would involve trenching across East South College Street and around to the back of the Kettering Building and then installing a heat exchanger in the Kettering Building. From a cost/BTU perspective, this alternative is attractive; but the cost of this alternative is likely to be about \$75,000. A third alternative would be to replace the existing boiler with a new, low-pressure boiler. A new boiler would be much more efficient than the current boiler and as cheap or cheaper than the other two alternatives.

- C. Proposed Action. We recommend that a new boiler be obtained and installed in the Kettering Building. The cost of the replacement boiler is estimated to be about \$15,000. The exact cost will require an engineering study to determine the size necessary to heat the original building as well as the addition.

The cost of operating the new boiler can be reduced by connecting the Kettering Building to the College's natural gas line, which runs in Marshall Street, behind the building. By tapping into this line, the Kettering Building could obtain gas at the same discount rate that the College pays, rather than the commercial rate charged by the local utility. Depending on the cost of the trench, which should run between \$5,000 and \$10,000, and if funds are available, the connection to the Marshall Street line should be made.

- A. Priority 2: Kettering Building AC Compressors. When originally built, the Kettering Building was air-conditioned using the same piping system that distributes heated water during the winter. Chilled water for the system was supplied by three large compressors. One of these compressors failed many years ago and has not been repaired or replaced. It is believed to be totally inoperable, but has been retained for spare parts to maintain the other two compressors. This spring when College technicians attempted to start the remaining two compressors, one refused to run and the other ran so poorly that its operation would be dangerous. It may be possible to repair the second and third compressors, but they are so old that parts are not available and they could fail completely at any time. In addition, the Freon used in this system is no longer environmentally acceptable. It is still available, but only at a premium price. Recharging the system costs a minimum of \$2,000. The system is extremely inefficient.
- B. Analysis. Although the boiler in the Kettering Building provides heat for both the new and old parts of the building, the three original compressors provide chilled water only for the old part of the building. The newer portion was built with its own AC unit. Most of the old part of the Kettering Building is used for McGregor classes and during the summer the building is used intensively by McGregor's teacher education program. The Management Program of the McGregor School uses the building on weekends. College faculty use some of the laboratories on the second and third floors, some of the space is currently rented to outside groups, and a portion of the building is used for storage or is vacant.

All windows in the old part of the Kettering Building are operable and one alternative would be to not repair or replace the compressors but to open windows and use room fans to provide as much comfort as possible. It is doubtful that this solution would be found acceptable by the McGregor students during much of the Ohio summer when both humidity and temperature can become extreme. A second alternative would be to install window air conditioning units in the classroom areas and any laboratories that are being intensively used. Window air conditioning units are aesthetically unattractive and produce more room noise than the current system, but they offer the cheapest alternative. The building was originally designed for laboratory work and has adequate electrical capacity although some additional interior wiring would be required to install the units. A third alternative would be to replace the three compressors with modern chilling units. This is the most costly alternative, but it would provide the most economical cooling on a per square foot basis. However, until the building is fully utilized, it is not necessary that we have the capacity to cool all areas.

- C. Proposed Action. Ideally, and if funds were available, the three compressors should be replaced. Because funding is not available, window air conditioners should be installed in the McGregor School classrooms to insure that they can be cooled during summer months. Some accommodation may be needed for the McGregor School lounge because it has no outside wall. Units should also be provided for the leaseholders because air conditioning is part of the leases. The cost of this temporary solution, depending on the amount of electrical wiring required, should be between \$6,000 and \$10,000.
- A. **Priority 3: Parking Lot Resurfacing.** The parking lot on the west and south sides of the Kettering Building is deteriorating and in need of resurfacing. Over the years, a number of utility repairs and other intrusions have opened the surface and left scars that have encouraged water erosion and frost heave. Potholes have developed and the bituminous concrete used for the surface is significantly deteriorated. The condition of the lot was made worse by the removal of two, large underground storage tanks used for fuel oil. The removal of these tanks was required by EPA regulations, but their excavation significantly damaged the lot surface. This project was part of the 1999-

2000 Capital Plan, but the cost was greater than estimated and the project was deferred to help balance the University budget.

- B. Analysis. The Kettering parking lot is used extensively by students of the McGregor School and its condition reflects on McGregor and the University. McGregor students who attend class at the Kettering Building are primarily in the Management and Teacher Education Programs. Many teachers first visit Antioch to attend summer programs offered by the McGregor School at the Kettering Building. Their first impressions are formed, in part, by the condition of the parking lot. Resurfacing the parking lot will enable the underlying base material to be salvaged and we can avoid the higher cost of subsurface replacement at a later date. However, an alternative would be to extensively patch and repair the existing surface and seal the entire lot. This action could extend the life of the current surface by two to four years without jeopardizing the subsurface material.
- C. Proposed Action. The resurfacing of the parking lot is preferred to more patching and repair, but it will have to be done in phases because of the cost. The Phase I cost of resurfacing is estimated to be \$20,000.

II. TECHNOLOGY

- A. Priority 1: Replacement of the Datatel Server. The Datatel Server is being taxed by the additional applications which have been added during the past year and which will be added during the next year. The introduction of the Safari Report Generation software is expected to place considerable demand on the server's processing unit, as is the introduction of on-line registration for students. While the system is capable of handling the expanded data storage, processor speed is not sufficient to provide efficient responses to on-line users. This could be problematic once on-line registration is available because students will not tolerate slow response times.
- B. Analysis. The upgrade path for the current workstation that we are using as a server is to a machine with dual processors. Although the database that we use with the Datatel software will

not accommodate dual processors, the server can be configured to use one processor for database access and the second for other functions. Considerably greater response time will be possible with a dual processor server.

We are scheduling the replacement of the Datatel Server for 2000-01, but we have not identified a funding source. We assume that the demand on the current server will not become excessive until on-line registration is in place and the Safari report generator is being extensively used. We believe that this will not happen until late in 2000-01, and that we can defer the purchase until the next year. However, if demand on the current server becomes excessive, it may be necessary to replace the server during 2000-01.

Two years ago when we replaced the previous workstation that was being used as a server and upgraded to the current machine, we analyzed the alternatives and concluded that computers made by Sun Systems were the most logical choice. Changing to another manufacturer would, for the most part, require the adoption of a different operating system and require significant retraining of staff. In addition, the change to another manufacturer's equipment might make obsolete our RAID disc storage system and that would add to the cost of the conversion.

- C. Proposed Action: We recommend that the current Datatel server be upgraded with a dual processor machine designed to function as a server, rather than as a workstation. Advancements in computer hardware occur so rapidly that the machine we will acquire probably is not yet on the market. However, we estimate that at current prices, the cost of the machine that we will acquire is about \$15,000 including its associated hardware.
- A. Priority 2: On-line Registration Server. Students across the country are becoming increasingly familiar with the advantages of various on-line registration and records systems. The earliest of these systems utilized the touch-tone telephone to allow a student to interact directly with a computer in order to complete registration and/or check his or her academic records. More recently, the Web has become increasingly popular. The advantages of on-line registration are that students can complete registration on a time schedule that is convenient to them, rather than on one that is convenient to the campus. On-line registration can be made available 24 hours

each day, 7 days per week. For undergraduates, this can mean the ability to stay a week longer at a summer job or co-op position, and for adult students, it means greater convenience by avoiding a special trip to the campus.

In order to remain competitive for both undergraduates and adult students, the campuses of the University will need to offer on-line registration to our students. At present, Datatel software supports telephone registration, but additional hardware and telephone lines would be needed. Because we operate at multiple locations, we would need to duplicate the hardware and telephone lines at each campus or arrange for students to register at Yellow Springs using toll-free numbers.

- B. Analysis. Touch-tone registration is proven technology that is accessed by students using the familiar touch-tone telephone. Because touch-tone is available in most homes, offices and other locations, it is currently the most accessible way for a student to register. However, the availability of desktop computing, both in the home and the office, and the growing number of high-speed connections to the Internet, suggest that Internet registration is nearly as accessible to students and far more functional.

Because the touch-tone registration systems relies on a voice-response unit to interface the computer with the student, there is a severe limitation on the amount of information and the type of information that can be easily communicated to a registering student. The Internet, on the other hand, provides an opportunity to convey large amounts of information graphically in a very short period of time. The relationship between the time, faculty and location of various classes can easily be presented to the student in a highly understandable form. In addition, the Internet registration alternative does not require the purchase of specialized voice-response units or other hardware. It does require appropriate software that can interface with the Datatel database to present the material appropriately. At present, software of this type is being developed, but is not currently available.

- C. Proposed Action. If the Datatel software is available (it is now in Beta Test), or if alternatives are available from other vendors, acquire a server to process the registration data. Server and associated hardware would likely cost about \$3,500. The software cost is not known at this time.

- A. **Priority 3: Network Communication Upgrade.** Over the years, the wiring and equipment used to handle data communications with the campuses and the rest of the world has “just grown.” The wiring is connected using inflexible punch blocks and the switching and routing equipment is a hodgepodge. It is of different generations, manufacturers and levels of sophistication; it is difficult to manage and parts of it are obsolete.
- B. **Analysis.** The wiring to the communication hub has been installed over a number of years. It was originally configured so that connections to the original routers could be made through punch blocks. It was assumed that the connections would be relatively permanent and that the “hard-wired” approach would work well. As each new routing and switching device was added, this assumption proved false. Reconfiguration has become a common occurrence as we redesign and rebuild the network and add new equipment.

The original network communications equipment was designed to operate at 10 Mbps, and while this speed is adequate for individual workstations, it is no longer sufficient for linking the servers with the Internet. In recent years, the equipment we have added is capable of operating at both 10 and 100 Mbps, but not the older equipment or the wiring blocks. The Ethernet switch is quite old (in technology years) and very slow by current standards.

The network communications hub is becoming a bottleneck, and this situation will become a larger problem as Datatel traffic increases and our servers become more robust. Without a fast communications network we will not realize the full benefit of improvements being made in other areas,

- C. **Proposed Action.** We recommend replacing the wiring punch blocks with patch panels so that connections can be changed without the need to call in an outside technician to trace the wiring and physically relocate the wires. We also recommend that each connection on the patch panels be labeled and that color-coded wires be used to link all devices. Further, we recommend that three 10/100 Base-T Ethernet switches and associated equipment be purchased. The estimated cost is \$10,700.

2001-02 PROPOSED EXPENDITURES

I. FACILITIES

- A. **Priority 1: Parking Lot Resurfacing, Phase II.** In this year, we can pave another third of the Kettering lot. The cost will be \$20,000.
- A. **Priority 2: Kettering Building Pipe Maintenance.** The water supply and drain lines in the Kettering Building are almost entirely from the original construction of 1953. Virtually all of the water supply lines are galvanized pipe and this pipe is beginning to rust through in several places. In addition, most of the major shutoff valves have become “frozen” with time and could not be used to turn off the water supply in an emergency. Leaking water has ruined ceiling tiles and floor tiles, damaged lights and other electrical circuits, and could cause major flooding.
- B. **Analysis.** Replacing all of the galvanized pipe in the Kettering Building is not economically feasible, but certain pipe segments and several of the major valves need to be replaced or repaired. Unless the leading and weakened pipe segments are replaced, they will continue to leak and cause damage to the building and equipment. If the main valves are not replaced or repacked, they will continue to leak and will not be available to shut off the water supply if there is a pipe break or plumbing fixtures in the building need to be serviced.
- C. **Proposed Action.** It is recommended that a qualified plumbing contractor inspect the piping in the building to determine the full extent of the structural repair needs and to replace or repair pipe sections and valves that have failed or may fail in the near future. It is estimated that the survey and repair of the most seriously weakened components will cost \$6,500.
- A. **Priority 3: Rehabilitation of Kettering Heating Units.** The Kettering Building with the exception of the front addition occupied by the Chancellor and Vice Chancellor, is heated and cooled using a single pipe system that supplies heated (or chilled) water to wall units in each of the laboratories and offices. These units contain a radiator and a two-speed blower to circulate air. In addition,

each unit contains a drip pan and a drain connection to handle condensate when the unit is being used for cooling. These units were installed when the building was built. Six of the units were rehabilitated in 1999-2000, but the others have had little or no attention since the building was constructed.

- B. Analysis. Several of the motors are no longer capable of multi-speed operation and some have failed completely. The valves used to regulate the hot water supply to the units are not operating, and many are leaking. The drip pans used to collect condensate when the units are used for cooling have rusted through, and the drain lines have become clogged with debris.

Although most of the classrooms and laboratories have more than one wall unit, there have been enough failures that much of the space on the second and third floors cannot be adequately heated or cooled. These units are structurally sound, but they need rehabilitation rather than replacement. Rehabilitation will be far less expensive than replacement, and the units on the first floor that have already been rehabilitated are proving very satisfactory.

- C. Proposed Action. The University Administration recommends that all room-heating units in the Kettering Building be inspected and rehabilitated. The rehabilitation should restore full functioning of the blower motors, replace the drip pans, and completely clean the radiators and drain lines. The estimated cost of this rehabilitation is \$17,000.

2002-03 PROPOSED EXPENDITURES

II. TECHNOLOGY

- A. Priority 1: Video Conference System. Considerable progress has been made in recent years in the development of video conferencing hardware and software. Although this equipment does not work well over standard telephone lines, it appears to function adequately on the Internet and quite effectively on local area networks. This technology will be used increasingly for administrative purposes and promises to have important applications for Antioch teaching programs.

- B. Analysis. The price of video conferencing hardware and software has decreased as the quality of the products has increased. Sophisticated compression algorithms are now used to provide near full-motion video over relatively slow communication channels.

In order to become more familiar with this equipment, its limitations, and its promise, the University should begin experimenting on a very limited basis. Initially, the equipment should be installed in the University and campus administrative offices and used as much as possible to determine how well these products function at various times and to various places.

- C. Proposed Action. The University Administration recommends acquiring various types of hardware and software such as CU-See-Me as a way of beginning to discover how this equipment can be used to advance Antioch's teaching programs and administrative activities. This recommendation is conditional on the availability of funding. The estimated cost is \$10,000.

2003-04 PROPOSED EXPENDITURES

II. TECHNOLOGY

- A. Priority 1: Video Conference Teaching System. Video conferencing products that take advantage of the high-speed data carrying capacity of the Internet are beginning to appear on the market. The equipment to allow personal computers to process two-way video and audio signals simultaneously already exists and is certain to get better as computer chips improve. Video conferencing for administrative and teaching purposes has not come into broad use because the Nation's telecommunication system is not capable of handling the high-speed data transmissions needed to make video conferencing acceptable. Video conferencing within buildings where the rooms are connected by a local area network are quite useful; the pictures are clear and the motion is fluid, but when the same signals are carried over the Internet and then through the local telephone system, the limited capacity of the circuits greatly degrades the quality of the images and voices.

To make video conferencing successful for teaching, higher speed communication channels are needed.

- B. Analysis. Getting high-speed communication traffic to individual homes is being improved by four different technologies. The oldest of the high-speed communication links to the home is the ISDN phone line that can deliver data at 128Kbps. The next fastest technology is a satellite link. Using the small satellite dishes that have become common for television, a service called DirecPC can provide down link transmission of data at 400Kbps. However, the up link signal still requires a traditional telephone line. For two-way video conferencing, this would not be a significant improvement, but it would greatly improve teaching situations that can function with a transmitted video image and an audio response circuit.

The newest technology is called Digital Subscriber Line (DSL) and it uses the existing copper wires connecting homes to greatly increase transmission speeds. Rather than convert digital information to and from sound waves the way that a conventional PC modem does, DSL uses digital signal processing technology to send and receive data at frequencies above the voice band. This means that a home telephone equipped with DSL could provide a normal voice circuit while at the same time providing a high speed, two-way data circuit. Asymmetric DSL is capable of sending data upstream at speeds ranging from 64Kbps to 768Kbps. The downstream channel would receive data at rates between 1.5 to 8Mbps. Symmetric DSL would divide the bandwidth evenly to provide two high-speed video links between the classroom and the home.

A fourth technology is cable TV. Cable, which already reaches an exceptionally large number of American homes, has the capability of carrying data both upstream and downstream. Unfortunately, in most parts of the country the cable TV system was constructed only to carry downstream information and the electronics of these cable systems will need to be re-fitted to provide two-way communication. At the moment, in most places the TV cable is used to deliver a very high speed downstream signal while subscribers must use their regular telephone lines for upstream transmissions. Eventually, this will change and customers will have two-way circuits capable of supporting high-quality video conferencing. When fully operational, a cable TV data circuit could receive and deliver data at speeds up to 36 Mbps.

Antioch has been experimenting with the use of the Internet as a way of extending campus services to students who, for one reason or another, cannot attend classes at regular times because of work commitments or distance. The difficulty with the Internet is that it provides no direct human interaction and this makes it very difficult to transmit Antiochian values. Two-way video and audio are not a substitute for direct one-on-one conversation, but they are vastly superior to the communication that results from reading words on a screen as they are entered by a person you have not met and cannot see.

- C. Proposed Action. The success of video conferencing for teaching purposes depends on the availability of high-speed communication links to the homes and offices of potential students. Until high-speed data links to the home are available at reasonable cost, there is little reason to think that two-way video instruction can be made to work for most students. While it is true that compression technology has improved greatly and will improve even more, the cost of such equipment is prohibitive for a large number of students.

Administrative conferencing, however, which uses the Internet to link locations, has become a reality. By experimenting with this equipment, we will understand its capabilities and limitations. Then, by 2003-04 we should be able to install two-way video conferencing equipment at reasonable cost and begin to use it effectively for distance learning. A complete system is currently estimated to cost about \$40,000.

2004-05 PROPOSED EXPENDITURES

II. TECHNOLOGY

- A. Priority 1: Electronic Library Server. Increasing numbers of periodicals and a number of monographs are currently available in electronic form. This number is expected to increase and become available for desktop use, but these services will not be free. Virtually all material that currently finds its way into print is in digital form. The only reason this material is not widely available on the Internet is that no effective means has been developed to compensate the

creators of the intellectual property or those who have invested the funds necessary to make the material available. Various approaches have been suggested to permit payment for broader use of periodicals and monographs in electronic form, and it is likely that this accounting problem will be resolved early in the next century.

The current approach for making electronic material available is a subscription fee. By paying for a subscription, an institution is authorized to gain access to a particular periodical and, in the case of universities, allow students to access the material. It is possible that this approach may expand with more individual publishers making their material available electronically. Alternatively, distribution or consumer consortia may be formed to acquire the material for electronic distribution. Regardless of how the material is made available, it is likely that there will be a need for a single point to enable Antioch users to gain access to this material.

The reason why a single point of access is needed is that passwords for each employee and student are unlikely to be available from the providers. Rather, providers will sell a single institutional authorization, which, typically, would be assigned to a library. If each campus subscribes independently, we will have six separate subscriptions for each electronic information source. However, if we have a library server connected to each campus library through the Internet, the library server can hold the subscriptions and make the connection to the information provider.

In addition to providing connectivity for the libraries, the library server could also handle off-campus connections by our students. That is, if students are authorized, they could use the Library server to gain access to all of the electronic material for which the University has subscriptions.

- B. Analysis. It is not possible to accurately predict how electronic library services will be provided in 2004-05, but it is likely that a central library server will be required. There is a chance; however, that the delivery service will recognize individual users and some method will be developed to bill them directly. To make this effective, the Internet will need to develop the equivalent of "electronic

small change" so that the providers of service can collect a few pennies for each transaction. At present, however, no practical means for collecting such small amounts has been devised.

It is also possible that the cost of Internet service will be changed from a flat rate to a volume-based approach. If this occurs, it may be more economical to provide library servers at each campus rather than at a central location. Therefore, the decision to acquire a library server will depend on several factors, which are not known at this time.

- C. Proposed Action. Long-range planning for distance education as well as resident education needs to consider the way in which library resources will be provided. In the event that periodicals and monographs become widely available in electronic versions, the University needs to be able to provide access to its students and staff. If the economic structures make it cost-effective to use a Library Server, the University should move to acquire one. A full-service server and associated equipment might cost \$14,000.

Glenn Watts
Vice Chancellor and
Chief Financial Officer

ANTIOCH UNIVERSITY
Five Year Capital Budget Summary
University Administration

1999-00 Base Year Capital Expenditures	Amount	Source
Facilities		
Technology	63,508	Operating Budget
Other	16,492	Operating Budget
	0	
Total	\$80,000	

2000-01 Proposed Expenditures	Amount	Source
Facilities		
Kettering Bldg Boiler Replacement	15,000	Operating Budget
	10,000	Unfunded
Kettering Bldg AC Compressors	2,000	Operating Budget
	10,000	Unfunded
Parking Lot Resurfacing	20,000	Operating Budget
Technology		
On-Line Registration Server	3,500	Operating Budget
Network Communication Upgrade	10,700	Operating Budget
Replace Datatel Server	15,000	Unfunded
Other		
Total	\$86,200	

Amount	Source
20,000	Operating Budget
6,500	Operating Budget
17,000	Operating Budget

\$43,500

Amount	Source
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10,000 Operating Budget

\$10,000

Amount	Source
--------	--------

40,000 Operating Budget

Total \$40,000

2004-05 Proposed Expenditures	Amount	Source
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Facilities

Technology

Electronic Library Server	14,000	Operating Budget
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Other

Total \$14,000

Antioch University
Five Year Capital Budget
2000-01 Budget

WYSO RADIO

2000-01 PROPOSED EXPENDITURES

I. FACILITIES

- A. **Priority 1: WYSO Office Wing Renovations.** During 1998-99, Antioch University and WYSO contributed the funds necessary to renovate WYSO's office wing in the basement of the Sontag-Fels Building, including the newly restored Performance Studio. However, the plans for this renovation were mostly agreed upon and budgeted before Antioch installed its new manager at the station. Management, in consultation with the administration, agreed that additional offices in the WYSO wing (not originally slated for renovation) would, at some future date, need to be restored. WYSO had proposed appropriate renovation of these offices during the current fiscal year. The station was unable to do this but proposes this same project for the new fiscal year.
- B. **Analysis.** To consolidate WYSO's broadcast and business operations in a single and professionally useful and presentable location is required for the station's continued growth and development. It is planned that one of these offices will become the station's conference room (especially needed when WYSO wishes to meet with business underwriting clients and to host other strategic planning meetings with other project-oriented partners). The other offices need to be renovated to provide office and storage space for a current staff member who presently has no space available in the offices that were renovated, as well as to prepare for the likelihood that WYSO's staff will grow in the future.

- C. Proposed Action. WYSO has not had the opportunity to determine the costs of the proposed renovations. However, the station is hopeful that it may be able to arrange a trade-out of on-air underwriting and website acknowledgement to an area contracting firm(s), to get these renovations accomplished. Otherwise, WYSO will solicit bids for this work and, in consultation with the Antioch administration and the WYSO Resource Board, determine an appropriate course of action for the execution of this project. We estimate that this project will cost about \$60,000.

II. TECHNOLOGY

- A. Priority 1: Acquire Three Computers. WYSO needs additional computers to conduct its broadcast and business operations.
- B. Analysis. WYSO made significant progress this fiscal year in the acquisition of new computers for almost all full-time staff, as well as for digital audio production. However, as the station's staff has grown, it requires one additional computer for a full-time staff member, and two additional computers --one to replace the aging and antiquated computer the station is currently using to operate its Associated Press newswire, the other to replace a similarly aged computer to operate the station's traffic and billing system. As was the case last year, the relatively small investment in new computer systems increases staff productivity dramatically which, in turn, produces increased returns to the station's bottom line, thereby taking WYSO several large steps closer to establishing a truly self-sufficient operation.
- C. Proposed Action. WYSO has budgeted the funds necessary to purchase at least two computer systems.
- A. Priority 2: Purchase/Install U.P.S. for Transmitter. As stated in last year's report, WYSO needs to purchase and install an uninterrupted power supply (UPS) unit at its transmitter site. Dependent on the unit that is selected, the station will then be able to determine specific requirements for installation.

- B. Analysis. In the 1998-99 budget report, WYSO indicated that Antioch College had given the station a used generator (which might have served the same function as a UPS). Unfortunately, WYSO's transmitter operates on single-phase power, but the donated generator provides three-phase power. At this writing, it appears that the Dayton Power and Light Company will not supply the appropriate three-phase power lines as part of normal service unless WYSO pays the costs of running such lines. This is not a cost-effective solution. Management understands that the purchase and installation of a more reliable and easier to operate (especially from remote locations) UPS makes sense from both a technological and business operations standpoint. WYSO (just like other broadcast entities) must be able to assure service to its listeners on a 24/7 basis. Failing to meet this standard lowers the station's Time Spent Listening (TSL), as measured in the Arbitron radio ratings, and it erodes listener confidence in WYSO's service. A UPS is a standard cost of doing business in the broadcast world and should be considered a necessity for WYSO as soon as it is possible.
- C. Proposed Action. This project will cost about \$60,000. Management anticipates submitting a report on this matter to the WYSO Resource Board for inclusion in a package of proposed capital improvements. It is then expected that the several capital improvement projects will receive priority rankings, enabling the Board to establish an overall goal for a major capital campaign.

III. OTHER

- A. Priority 1: Matching Funds for OETNC Project Proposals. As reported in WYSO's budget narrative for 1999-2000, the station submitted three project proposals to the Ohio Educational Telecommunications Network Commission (OETNC) for consideration by that body for state grant support. Just prior to the preparation of that report, WYSO learned that all of the station's projects were included among those that OETNC will recommend for funding by the Ohio legislature during that next (i.e., the current) legislative session.

In early May 2000, the Ohio State Legislature, upon the recommendation of Governor Bob Taft's Office of Budget and Management, approved a capital budget for OETNC for FY01-02, which

includes all of the grant funds requested by WYSO for these projects. As OETNC may only provide 40% of total project costs, WYSO is now assured of \$58,118 towards project expenses.

- B. Analysis. Since OETNC provides 40% of all project costs, WYSO must raise the other 60% from other sources.
- C. Proposed Action. As \$87,178 must be raised by WYSO, during Q3 of the current fiscal year, WYSO requested similar grants support for these projects from the federally funded Public Telecommunications Facilities Program (PTFP), an agency which had provided major equipment funding to WYSO eleven years ago. Awardees in the current PTFP grants round are anticipated to be named before the end of Q1 of the coming fiscal year. If the station receives full support from PTFP on all three projects, less than 10% of total project costs will remain to be raised. WYSO's projects are not considered by PTFP to be of an urgent nature but, rather, are considered to be for station "augmentation." Accordingly, stations that have more significant needs (e.g., replacement of main transmitter, construction or relocation of broadcast tower, reconstruction of a facility devastated by a natural disaster) must take priority. At this writing, it is known that 278 PTFP applications were received in the current grants round, requesting a total of \$130M in FY2000 funds, of which, approximately \$26M is available for distribution. Management has received feedback from experienced, outside sources that it has submitted a compelling and competitive proposal. Nevertheless, it is possible that enough urgent projects (based on the PTFP's rules) have been submitted to deplete available funds this year, thereby making it difficult, if not impossible, for the PTFP to support augmentation projects like those of WYSO.

Regardless of the outcome of the PTFP submission, the station's Development Department and Development & Marketing Committee of the WYSO Resource Board is working on projects intended to secure at least \$50,000 in funds to be used as the local matching component of the OETNC grants. Activities include a two-day, end of FY2000, on-air membership campaign and a 5K Run/Walk event.

Management is also preparing grant proposals for consideration by local/regional foundations to acquire the additional matching funds. It is anticipated that the remaining \$37,178 of the local match can be secured through other grant sources.

2001-02 PROPOSED EXPENDITURES

II. TECHNOLOGY

- A. **Priority 1: Digital Conversion.** WYSO must convert as much of its production and air chain as possible to digital equipment to create greater efficiencies and a more cost-effective operation. Additionally, and perhaps more importantly, the station must ready its broadcast service for the radio industry's anticipated conversion to digital transmission.
- B. **Analysis.** While the Federal Communications Commission (FCC) has already established a digital broadcast standard and a timetable for conversion to digital transmission for the television industry, the FCC has taken no similar action for radio. However, it is expected that a digital audio broadcast (DAB) standard and a conversion timetable will be established sooner rather than later. Without an established standard, it is probably premature for WYSO to consider an investment in a new transmitter that can easily be adapted to accommodate DAB. However, conversion of all other equipment required for production and transmission to the transmitter should take place in the next few years.

WYSO has already begun the process of phasing out its analog production equipment. The station no longer uses tape cart machines or reel-to-reel tape recorder/players for anything other than the transfer of archived audio to a digital production/playback domain. Most significantly, during 1999-2000, the station purchased a server, three (3) PCs, and the software necessary to establish digital audio workstations in the station's master control and main production studios. A third digital workstation was set up in a room in WYSO's broadcast and production area that had originally been designed for use as a third studio. This mini digital production room has been dedicated, almost exclusively, as the station's news production studio. Also purchased for this

newsroom was a small mixing/production console, speakers, microphones, two (2) mini-disk player/recorders, cabling, etc. WYSO also upgraded its master control, main production, and satellite operations facilities with the purchase of six (6) mini-disk player/recorders.

- C. Proposed Action. WYSO will endeavor to identify grant funding to accomplish as much of its additional digital conversion needs as possible. However, even if the station can identify and successfully secure such funds, they are unlikely to cover 100% of all needed project costs. Accordingly, WYSO anticipates the need to obtain local matching funds and/or the entire costs of purchase and installation of equipment through a major capital campaign(s).

WYSO management believes that the costs of purchase and installation of a digital transmitter may be provided by a special digital conversion initiative of the OETNC and/or PTFP. In May 2000, the Ohio legislature approved limited digital conversion funding for the state's public television stations, with the expectation that additional digital conversion funding for public television will be favorably considered in coming legislative sessions. A similar precedent has been set on the federal level with funds being channeled through the PTFP and the CPB. Accordingly, these precedents for state and federal support for digital conversion funding make it reasonable to assume that Ohio's public radio stations will be able to secure similar support when their time comes to convert to DAB. Were OETNC and/or PTFP to provide conversion funding for radio, it is unclear at this writing how much or when these funds would become available. Under the best scenario, however, WYSO would expect to have to raise some local matching funds for such a project. Once again, it is premature to speculate about total project costs or the amount of outside funding that could be obtained.

WYSO would prefer to delay the purchase of a new transmitter until the FCC determines a DAB standard and a conversion timetable. Waiting gives the station the opportunity to make the most effective purchase of this very expensive item. Nonetheless, this stance does not come without risk. The station's current transmitter is not a model commonly used in the radio industry and it has a number of serious deficits in its design and function. And WYSO does not presently have a working back-up transmitter. This is a troubling situation. All stations, television or radio, are wise to own redundant equipment to assure the delivery of a seamless broadcast service.

Management will keep abreast of developments with the FCC, lobby with its industry colleagues for the creation of support funding from OETNC and PTFP, consult with its chief engineer, and report any and all actionable information to the Antioch administration and the WYSO Resource Board. Digital conversion will cost about \$15,000 in 2001-02.

- A. **Priority 2: Acquire New Computers.** WYSO will need additional computers to conduct its broadcast and business operations.
- B. **Analysis.** WYSO will require additional new computers to accommodate the needs of a growing station and to continue in its efforts to streamline and thereby make more productive and efficient station operations, as well as to witness further improvements in its business and broadcast service.

While WYSO has installed computers in its master control and production studios for the purposes of digital audio production and playback, the station would like to upgrade this array, such that it can accommodate the distribution of the station's logs, program information, etc. The establishment of a sufficiently sized local area network (LAN) would further improve operations by making available, directly in the studio environment, access to the Associated Press wire service, the Public Radio Satellite System's DACS messaging system, the Internet, etc.

WYSO believes it will also be better served by having its own internal server for the management of its e-mail, distribution and access of office software applications, etc. Equally, as the station's website continues to grow and mature (especially after the launch of an Internet audio streaming service, anticipated for roll-out in the early part of Q1 of the coming fiscal year), it may be prudent for the station to hire a new media services director to oversee, among other things, website content/service development. This would, in turn, necessitate the station's acquiring the necessary hardware/software to effectively manage these services.

- C. **Proposed Action.** WYSO anticipates having some funds available in its 2001-02 budget to devote towards some aspects of this technology development. Management is also an active participant on the University-wide Technology Task Force. In this capacity, WYSO believes it will have

adequate opportunities to detail its technology development/acquisition needs. These needs will include those dedicated to fostering internship and other employment opportunities at the station, particularly in association with the McGregor School. WYSO believes that the totality of its technological development needs are compelling enough that it will be eligible for institutional financial support through any major capital campaign Antioch University conducts to acquire the necessary funds to enhance the entire institution's technology infrastructure. Equipment and installation may also be secured through trade-out(s) of on-air underwriting and website acknowledgements with area computer retailers. Additional funds may be raised through grants funding. The new computers will cost about \$8,000.

2002-03 PROPOSED EXPENDITURES

I. FACILITIES

- A. Priority 1: Establish Dayton Studio. As WYSO grows its regional news/public affairs service, it will make good business and broadcast sense to establish a studio facility in the city of Dayton.
- B. Analysis. WYSO anticipates increasing its local/regional production of news reports, features, documentaries, etc. Operating a Dayton-based studio allows greater opportunities for interviewing guests and producing pieces.
- C. Proposed Action. WYSO will pursue a collaborative relationship with its Twin Signals Project partner, WDPR (Dayton Public Radio). WYSO believes it is reasonable and likely that it can establish a Dayton studio within the WDPR complex and work with them on a joint project to secure the funds necessary to establish this facility. (It should be noted here that, as per the new mandates that the Corporation for Public Broadcasting established for public broadcasters a few years ago, WYSO will seek additional collaborative opportunities with its public broadcasting colleagues. The CPB, through its Future Fund, has demonstrated its willingness to support stations that work to combine certain station functions and, thereby, create new cost savings and efficiencies for the public broadcasting industry.) Equipment and renovation may cost \$50,000.

II. TECHNOLOGY

A. Priority 1: Digital Conversion. (as above) - \$15,000

2003-04 PROPOSED EXPENDITURES

I. FACILITIES

A. Priority 1: Establish Digital Editing Suite(s). As the regional news/public affairs service expands, it will be necessary to provide additional studio space to do this work.

B. Analysis. WYSO anticipates increasing its local/regional production of news reports, features, documentaries, etc. Creating mini-studio(s) and digital editing suite(s) in which producers can edit and mix pieces further enhances WYSO's output and provides additional opportunities to improve the station's air sound. Further, expansion of production opportunities will allow WYSO to eventually accommodate an artist-in-residence program to benefit both WYSO and Antioch students (e.g., a collaborative venture between WYSO and Antioch College's Documentary Institute).

C. Proposed Action. WYSO may obtain funds through major donations, grants, and/or collaborative fundraising opportunities it pursues with appropriate divisions at the University. The cost is estimated to be \$25,000 per studio.

II. TECHNOLOGY

A. Priority 1: Digital Conversion. (as above) - \$15,000

2004-05 PROPOSED EXPENDITURES

II. TECHNOLOGY

A. Priority 1: Digital Conversion. (as above) - \$15,000

Steve Spencer
General Manager

WYSO

1999-00 Base Year Capital Expenditures		2000-01 Proposed Expenditures	
Amount	Source	Amount	Source
		Total	
		\$53,109	
		Other	
		Technology	
		Facilities	
		Operating Budget	
		0	
		53,109	
		0	

2001-02 Proposed Expenditures		
	Amount	Source
Facilities		
Technology		
Digital Conversion	15,000	Cap Cam/Grants
Acquire New Computers	8,000	Operating Budget
Other		
Total	\$23,000	

2002-03 Proposed Expenditures		
	Amount	Source
Facilities		
Establish Dayton Studio Facility	50,000	Operating Budget
Technology		
Digital Conversion	15,000	Operating Budget
Other		
Total	\$65,000	

2003-04 Proposed Expenditures	Amount	Source
Facilities		
Digital Editing Suites	50,000	Operating Budget
Technology		
Digital Conversion	15,000	Operating Budget
Other		
Total	\$65,000	

2004-05 Proposed Expenditures	Amount	Source
Facilities		
Technology		
Digital Conversion	15,000	Operating Budget
Other		
Total	\$15,000	