

NPS ARCHIVE

1997.09  
LOEWEN, E.

# NAVAL POSTGRADUATE SCHOOL Monterey, California



## THESIS

INTRANET FOR THE SYSTEMS MANAGEMENT  
DEPARTMENT

by  
Edward D. Loewen  
and  
Robert H. Lunn

September, 1997

Thesis Advisor:  
Second Reader:

Suresh Sridhar  
Hemant Bhargava

Thesis  
L7912265

Approved for public release; distribution is unlimited.

DUDLEY KNOX LIBRARY  
NAVAL POSTGRADUATE SCHOOL  
MONTEREY CA 93943-5101

DUDLEY KNOX LIBRARY  
NAVAL POSTGRADUATE SCHOOL  
MONTEREY CA 93943-5101

# REPORT DOCUMENTATION PAGE

Form Approved  
OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington DC 20503.

1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE September 1997	3. REPORT TYPE AND DATES COVERED Master's Thesis	
4. TITLE AND SUBTITLE Intranet for the Systems Management Department			5. FUNDING NUMBERS	
6. AUTHOR(S) Loewen, Edward D. and Lunn, Robert H.				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School Monterey, CA 93943-5000			8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)			10. SPONSORING / MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government.				
12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release; distribution unlimited.			12b. DISTRIBUTION CODE	
13. ABSTRACT (maximum 200 words) The objective of this thesis is to describe in detail the reasoning and development of an Intranet based decision support system. This thesis is intended to show how World Wide Web technologies can be used to develop a prototype Intranet that can provide access to information for faculty, students and staff members via a World Wide Web browser. It provides more open communication in the Department of Systems Management, quicker and more consistent information flows (service) to the faculty and staff, and reduced time spent on the handling of repetitive and often simple information exchanges. The decision support function is supported by a database which is an information clearinghouse, providing all personnel with 24-hour access. Personnel are empowered by information availability and are likely to be more proactive. A prototype has been developed to demonstrate the concept and to demonstrate the validity of rapid prototyping as a means of validating the effectiveness of the modified Intranet development methodology. The prototype is located at [ <a href="http://131.120.41.236">http://131.120.41.236</a> ].				
14. SUBJECT TERMS Intranet for the Systems Management Department			15. NUMBER OF PAGES 189	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT Unclassified	18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified	19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified	20. LIMITATION OF ABSTRACT UL	





**Approved for public release; distribution is unlimited**

**INTRANET FOR THE SYSTEMS MANAGEMENT DEPARTMENT**

Edward D. Loewen  
Captain, United States Army  
B.B.A., Oklahoma University, 1987

and

Robert H. Lunn  
Major, United States Army  
B.S. Texas Tech University, 1983

Submitted in partial fulfillment of the  
requirements for the degree of

**MASTER OF SCIENCE IN INFORMATION TECHNOLOGY MANAGEMENT**

from the

**NAVAL POSTGRADUATE SCHOOL  
September 1997**

NPS Archive  
1997.09  
Loewen, E

~~Theop  
L. H. H. H.  
C. H.~~

## ABSTRACT

The objective of this thesis is to describe in detail the reasoning and development of an Intranet based decision support system. This thesis is intended to show how World Wide Web technologies can be used to develop a prototype Intranet that can provide access to information for faculty, students and staff members via a World Wide Web browser. It provides more open communication in the Department of Systems Management, quicker and more consistent information flows (service) to the faculty and staff, and reduced time spent on the handling of repetitive and often simple information exchanges. The decision support function is supported by a database which is an information clearinghouse, providing all personnel with 24-hour access. Personnel are empowered by information availability and are likely to be more proactive. A prototype has been developed to demonstrate the concept and to demonstrate the validity of rapid prototyping as a means of validating the effectiveness of the modified Intranet development methodology. The prototype is located at [<http://131.120.41.236>].



# TABLE OF CONTENTS

I. INTRODUCTION.....	1
A. BACKGROUND .....	1
B. THE INTERNET.....	1
C. INTRANETS.....	2
1. Benefits of Intranets .....	3
2. Limitations.....	5
D. DECISION SUPPORT SYSTEMS .....	6
E. DECISION SUPPORT USING THE WWW.....	7
F. PURPOSE OF RESEARCH.....	11
G. METHOD.....	11
H. SCOPE OF RESEARCH .....	12
I. DESCRIPTION OF THE PROTOTYPE .....	12
J. EXPECTED BENEFITS OF RESEARCH.....	14
K. THESIS ORGANIZATION.....	15
II. INTRANET DEVELOPMENT METHODOLOGY .....	17
A. CHOICE OF THE SYSTEM .....	17
1. Goal of the Intranet System .....	17
2. Development Process.....	17
III. SYSTEM DEFINITION PHASE .....	25
A. METHOD.....	25
1. Web Site Study .....	25



2. Background .....	25
3. The Current System and Deficiencies.....	26
4. Anticipated Needs .....	30
5. Estimated Cost of Development. ....	30
6. Customer Requirements.....	31
7. Systems Analysis and Design.....	34
8. Process Analysis of Key Processes.....	41
9. Selection of Prototype Processes. ....	48
10. Process Impact of Implementation.....	52
11. Entity to Process Relationship .....	53
12. Systems Architecture and Design.....	58
IV. INTRANET DESIGN.....	61
A. INTRANET TOOLS AND PROTOCOLS.....	61
1. Basic Components .....	61
2. Client.....	61
3. Server .....	62
B. TOOL SELECTION .....	64
1. Hardware.....	64
2. Software .....	65
C. USEFUL RESOURCES.....	69
V. IMPLEMENTATION ISSUES.....	71
A. COST .....	71
B. TRAINING.....	72

C. SECURITY .....	73
D. DATABASE POPULATION .....	74
E. DATABASE ADMINISTRATION .....	75
VI. SUMMARY .....	77
A. PROJECT CONCLUSIONS .....	77
1. Intranets vs. Internets .....	77
2. The Prototype System as a Development Tool .....	77
3. The IDM Tool .....	78
B. AREAS FOR FURTHER RESEARCH .....	79
1. Limitations of and Enhancements to the Prototype .....	79
2. Campus Wide Implementation Issues .....	80
3. Migration to Military Applications .....	81
BIBLIOGRAPHY .....	85
APPENDIX A (DATA FLOW DIAGRAMS) .....	87
APPENDIX B (SAMPLE FORMS AND REPORTS) .....	95
APPENDIX C (USER MANUAL) .....	113
APPENDIX D (ADMINISTRATOR MANUAL) .....	125
APPENDIX E (DATA DICTIONARY) .....	145
INITIAL DISTRIBUTION LIST .....	177



# I. INTRODUCTION

## A. BACKGROUND

Because of their low cost relative to client server and mainframe applications, Intranets have gained popularity in business operations worldwide. Additional factors that have supported the increased popularity are their ease of use and the ability to rapidly deploy information and applications enterprise wide.

Intranets developed out of the popularity of the Internet and the World Wide Web<sup>1</sup> (WWW). The Internet was developed by the Defense Advanced Research Projects Agency (DARPA) and the National Science Foundation (NSF) as a means to connect national command and control computers and networks in a manner that would survive nuclear attack directed against the United States. The World Wide Web is just an extension of the Global Internet.

## B. THE INTERNET

The entire Internet is global and involves many different protocols and communications schemes. The World Wide Web (WWW) is a subset of the Internet that has experienced explosive growth since 1990. WWW technology is centered on the Transmission Control Protocol/Internet Protocol (TCP/IP). Use of TCP/IP and browser software allows users to have a graphical interface to other computers and networks also using TCP/IP and WWW based servers.

The ease of use, which is the primary reason for the popularity of the WWW, is supported primarily by the intuitive nature of the graphical interface. The interface is

known as hypertext<sup>2</sup>. The concept of hypertext involves attaching links to selected words or images to point to related information. Users can select highlighted words, phrases or images and quickly navigate to related WWW sites or related information elsewhere in that file or resource.

### C. INTRANETS

There are many definitions of Intranets. Some researchers define Intranets as containing some form of proprietary or enterprise specific applications and communications protocols. Others use a more broad definition, "a non-public website devoted to one company and for one company".<sup>3</sup>

Basically an Intranet is a collection of technologies that are common to the Internet to publish and share information within an organization amongst organization employees rather than sharing or providing information to the general public. Developing and deploying Internet technologies that use the previously discussed hypertext WWW tools for internal publishing solves both technical issues and practical problems of information currency and availability.<sup>4</sup>

In order to have value the Intranet needs to support some organizational function. Since Intranets are "non-public" the value is not derived from revenue generation but from supporting management or business functions. Possible business functions are;

---

<sup>1</sup> Rizzo, John, "Intranet 101", Bay Area Computer Currents, February 4 1997, pp45-58

<sup>2</sup> Levitt, Lee, "Intranets: Internet Technologies Deployed Behind the Firewall for Corporate Productivity", prepared for Internet Society INET'96 Annual Meeting

<sup>3</sup> According to Adam Kuhn, of Edison Electric Institute, quoted in "Finding the right Intranet Technologies to buy", Strom, David, 6/10/96,

<http://www.strom.com/pubwork/intranet.html>

<sup>4</sup> <http://www.zdnet.com/intweek/print/951113/webguide/doc1.html>



decision making, information sharing, information gathering, policy and news publishing and group collaboration. Because Intranets are not revenue generators, managers must understand the associated benefits and limitations of Intranets.

### **1. Benefits of Intranets**

There are several main benefits that Internet technologies bring to organizations. These include the ease of sharing information between connected computers, the ability to develop applications that support the prevalence of heterogeneous (varying operating systems and hardware architectures) computers throughout organizations, common user application interfaces, and e-mail and browsers<sup>5</sup>. The attractiveness of Intranets over groupware, client-server applications, and proprietary applications is that Intranets can accomplish these functions at a lower cost.

Rapid prototyping, ease of setup, scalability, and availability of tools are the key features that make Intranets economical and attractive to organizations. These four characteristics combine to enable the services and protocols that are used to build and deploy the Intranet system, which in turn supports the functions of the organization.

Using the enterprise Intranet as a means for information sharing can have some cost savings and therefore some monetary value to an organization. Navigation through hypertext links and information retrieval is relatively simple, which will keep training costs down.<sup>6</sup> Internet and Intranet information publishing is accomplished with HTML pages that are generally restricted to presenting static information. New tools and

---

<sup>5</sup> Levitt, Lee, "Intranets: Internet Technologies Deployed Behind the Firewall for Corporate Productivity", prepared for Internet Society INET'96 Annual Meeting

<sup>6</sup> Ibid

techniques are making dynamic publishing possible. (The information in this prototype is not restricted to static text or graphics.)

As stated cost savings can account for some monetary benefit of an Intranet. Publishing dynamic information via the Intranet allows information to be shared through automated presentation of routine reports and messages, and decreased decision timelines through access to current, dynamically updated information. Intranet based information sharing also will decrease expenditures for the raw materials (for example, paper and copier toner) for traditional printed distribution. Additional savings will be seen in labor and maintenance costs. Fewer paper copies will be needed, resulting in lower copier usage, so copier maintenance costs will decrease. Finally, clerical personnel will not be required to make and distribute multiple copies.<sup>7</sup>

Some additional benefits of Intranets include things like marketing value and the opportunity to forge new business relationships with customers, such as the ability to attract quality candidates, and the opportunity to create a sense of community.<sup>8</sup>

In the context of the Prototype developed for this thesis and the purpose of this research, one of the primary values of Intranets is the way in which Intranets support information sharing. The information sharing can be in many forms. Information can be published to a central site for all personnel to view, similar to bulletin boards. Information can be stored in databases for retrieval as needed by users. Intranets can be used to collect information from throughout the organization for use by a centralized or

---

<sup>7</sup> Currid, Cheryl, "Quit Stalling and Start an Intranet", Windows Magazine, p.49, April 1997

<sup>8</sup> Slater, Derek, WebMaster Magazine, CIO Publications Inc - April 1997

traditional application. And finally Intranets can gather information and allow users to have dynamic access to the information from any location on the enterprise network.

## **2. Limitations**

The key limitations of Intranets are how cost and benefit are assigned to the Intranet development and support. Assigning a value to the function of information sharing is difficult. Intranets do not make this value determination any easier. Managers are still faced with answering the question of “what is the information worth to me, and how much am I willing to pay to get the information?” Intranets also add the question of “how does this use of technology allow me to make better decisions or make decisions better?”

Cost savings and traditional return on investment (ROI) calculations are risky. The very nature of the Intranet being internal and not contributing to revenue generation is obvious. Skeptics will also point out that the cost savings for paper and toner will be negligible and users will probably print out and store or discard as much as was previously distributed. There are many drawbacks of traditional ROI thinking. “There's something about that reach and the value Intranets create that just isn't captured by traditional ways of looking at ROI.”<sup>9</sup>

Critics of Intranets also point out that one impact of relying on automated information exchange versus more traditional paper methods is the lack of personal face to face interaction of workers. To minimize the risk to interaction, Intranets should be used to alleviate some of the information bottlenecks, increase information availability, and reduce information search times within organizations so that workers time can be

spent making decisions and increase the actual amount of time available for work and interaction.

There are also some technological limitations of Intranets. Due to the nature of HTML publishing many complex queries cannot be handled which requires that developers break the problem into sequential steps. This means that the developers must conduct a thorough analysis of the process or system being automated. Care must also be exercised when developing the interface so that the users are provided appropriate feedback and that information retrieval is as efficient as possible.

#### **D. DECISION SUPPORT SYSTEMS**

DSS are systems developed to assist managers with decision problems. DSS vary in the way they perform. Some DSS function by using mathematical modeling, others perform simulations and others facilitate negotiation and collaboration. Sophisticated DSS perform combinations of these functions.

DSS which support mathematical modeling, help the manager/user develop an optimal or best solution. These models can offer the user either a range of acceptable solutions, where one optimal solution cannot be efficiently determined or the tools can be used for modeling to show the user the consequences of management decisions.

DSS which support simulations, allow the decision-maker to run scenarios to test the impact of changes in different variables on the independent decision variable. The benefit of simulation DSS is that they allow the user to compress time or run multiple simulations at low cost.

---

<sup>9</sup> Slater, Derek, WebMaster Magazine, CIO Publications Inc.- April 1997



No matter the function, the DSS can be of many types. There are stand alone DSS that support a single user, network DSS that support multiple users making individual decisions, and group DSS that are designed specifically to support collaboration and the dynamics of groups.

For the purpose of this research DSS are defined in a much broader manner. DSS are defined as any tool that supports the user in formulating or making management decisions. This broad definition includes the mathematical processes of decision optimization and, for the Intranet Prototype, includes decision support functions such as information sharing, information retrieval and group collaboration.

Traditional decision making often results in a sub-optimal solution, usually because the decision did not have the time to search for all the relevant information or the cost of keeping all the information available for immediate use has been prohibitive. Allowing the decision-maker access to enterprise, or even global, information resources in a timely and efficient manner will allow the decision-maker to make a more informed and therefore better decision.

## **E. DECISION SUPPORT USING THE WWW**

There are many examples of Internet based DSS's. Some examples of Internet based decision can be found at <http://dnet.as.nps.navy.mil> (DecisionNet), <http://www.mcs.anl.gov> (NEOS), <http://www.olsonresearch.com> (Olson Research



Associates, and <http://weber.u.washington.edu/~cvj/tsp/tspnew.html> (Sensitivity Analysis for the Euclidean Traveling Salesman Problem).<sup>10</sup>

DecisionNet is a particularly applicable location because the DecisionNet is a Project that is “a distributed collection of decision technologies that are accessible and executable over the World Wide Web”<sup>11</sup>

The NEOS (Network Enabled Optimization System) is a site that allows users to access computational resources remotely. Olson Research Associates is a consulting firm that specializes in financial depository institutions.

The concept that any computer can retrieve information with a WWW browser is known as platform independence. If the access permissions are set to allow access, faculty members will have access to the same information while traveling, at home or down the hall, that they have while at their own desk. Platform independence includes the concept of multiple hardware designs and architectures. (For example, Apple Macintosh, Unix and Intel based personal computers and workstations.) All of these machines have equal access to the Intranet.

Platform independence also allows development of applications for use enterprise wide without having to develop versions to support multiple operating systems and hardware architectures. Through the Open Database Connectivity (ODBC) protocol and a Web server, applications can be developed to run on the server and accessed by all users through each individual's preferred WWW browser on remote client workstations.

---

<sup>10</sup> Bhargava, Hemant K., et al., “Decision support on demand: Emerging electronic markets for decision technologies”, *Decision Support Systems, The International Journal*, vol. 19, no. 3, pp. 193-214.

<sup>11</sup> <http://dnet.as.nps.navy.mil>

Training costs are also kept lower with platform independence. Users only need to learn how to use a WWW browser and the few specific actions that a button may perform on a particular web page. The printing, saving and sending of information is all handled through the combination of the WWW browser on the client machine and Webserver located on the server.

Access can be limited to the local or a specific set of IP addresses while still maintaining a connection to the Internet through the same LAN. This access restriction is a function of the Intranet server software and does not require any additional hardware or overhead. Limiting access to a specific range of IP addresses will not effect Internet access or Intranet access in any way other than prohibiting access to unauthorized users.

An additional measure of security can be implemented to further segment how information access is granted. Since all access is made through preformatted queries contained in HTML pages that are stored on the Intranet Server, new queries cannot be introduced to the system without the approval of the administrator. This characteristic also allows access to the various queries and pages to be segmented by the directory file system. This access control is accomplished by assigning user names and passwords for system access, and further restricting access to pages to individuals or groups/types of users.

Security is important to insure that your information is safeguarded from change, loss or destruction so that the value of the information is not lost. When considering security and access the user must define how he or she wants to segment or allow access to different parts of the information database.

When increasing the availability, security must be considered to prevent open access to information.<sup>12</sup> The Intranet security can be set to allow access from a very narrow range of IP (Internet protocol – the logical address of a particular computer in a network) addresses on a local area network (LAN), to literally unlimited worldwide access via the Internet.

Additionally, one can search the Internet Sites of the many vendors of Internet Tools for examples of their products. One such site is <http://www.allaire.com>. This site is run by the developers of the Cold Fusion Database Tools used by the Authors for their prototype.

Although many organizations have developed Intranets and DSS on those Intranets, there are not many public examples. By the very nature of the Intranet being internal to an organization and supporting internal functions, Intranets are not open to public investigation or browsing. Many of the Intranets were developed to gain some form of competitive advantage and are therefore highly secured.

One interesting link from this site is <http://www.collegeselect.com/>. This site is typical of the capabilities of database supported Internet DSS. The decision problem for this site is the selection of a college or university based on multiple attributes. The concept behind this site is to help a user select a college or university from all the colleges and universities in the United States without the user having to search through numerous publications, advertisements and other sources. The developers of this site present the user with a means of selecting preferences for many of the attributes associated with a college or university. The underlying heuristic or algorithm compares

---

<sup>12</sup> Troy Troxler, Epoch Networks, Byte, v. 22, no. 5, pp. 88b, April 1997

all of these attributes with information stored in a database to present the user with a list of colleges and universities that match their criteria. The final step of making the decision is left to the user. In some cases the query will return only one solution. In this case the decision is to either accept or reject the recommendation.

## **F. PURPOSE OF RESEARCH**

The purpose of this thesis is to explore the capabilities and limitations of Intranet decision support systems (DSS). The research involves the development of a prototype for the administration of the Department of Systems Management at the Naval Postgraduate School (NPS). The prototype will explore the applicability and suitability of current technology in the area of World Wide Web (WWW) browser based database access to support the development of an Intranet based Decision Support System. Key considerations will include the following: ease of learning and training the user to use the browser interface, security, functionality, and scalability. The prototype is based on commercial off the shelf (COTS) software products combined with custom designed HTML pages to automate specific department processes.

## **G. METHOD**

The intended users of this Intranet are the Faculty and administrative support technicians in a curricular department.

The authors used a modification of an Intranet Development Methodology (IDM) developed by Information Age, Inc. The IDM consists of nine basic steps; Web site study, determination of customer requirements, systems analysis and design, determination of system architecture, implementation of the plan, system testing, iterative



development of content and interface, formalization of procedures and documentation, and finally training. As mentioned earlier, the IDM is discussed in detail in Chapter II.

## **H. SCOPE OF RESEARCH**

The scope of this thesis is to conduct an analysis of the Department of Systems Management at the Naval Postgraduate School to determine the suitability of various administrative functions for automation and for the development of an Intranet based DSS. The processes included in the prototype were chosen as a result of the analysis of the number of users affected and the rate at which information is updated. Those processes that involve many users and/or involve data that frequently changes were selected as having high impact on the department. The expected outcome of the research is that these processes will benefit most from automation and subsequent information sharing via an Intranet.

## **I. DESCRIPTION OF THE PROTOTYPE**

The prototype functions through the combination of two software packages, a Webserver and an ODBC server. High performance hardware is not a requirement for any of this software to function. Higher performance hardware will yield overall higher server performance. This prototype runs, without special action or intervention, on standard desktop personal computers. The primary server platform is a Pentium 166 MHz machine, with 128 MB RAM and a single 10BaseT-ethernet connection to the LAN. This Intranet Webserver is not the same machine as the network server. In fact, the prototype will run on a peer network. The only network requirement is that TCP/IP be installed as one of the network protocols.



In addition to this platform, the prototype has been tested on both a 486 class (20 MB RAM, 80 MHz) machine and a 133MHz Pentium (32MB RAM) machine. The authors conducted a test to evaluate the perceived performance benefit of different server platforms. The test involved running a query to retrieve an E-mail address from the database based on a search of Lastnames. There was a noticeable difference noted in the speed in which queries were answered between the 486 and either of the Pentium machines. The test took over 1 minute when the 486 CPU machine was the server. The same query took less than 2 seconds on the Pentium based server. In order to have identical network conditions (traffic, bandwidth, and noise) the query was run simultaneously from separate clients on the same network.

Both the ODBC server and the Webserver handle security for the Intranet. The Webserver is concerned with the authentication of the user and access rights to the HTML and Database Markup Language (DBML) pages and directories. DBML pages contain codes and commands, similar in form to HTML, that are interpreted by the ODBC server. The ODBC server handles any rights, permissions and passwords for access needed to the actual database. The ODBC server, through the ODBC protocol, handles concurrent access and record locking that may be necessary to handle simultaneous access by more than one user.

HTML and DBML pages were created that link to a database of departmental information. The pages are the interface to provide a preformatted consistent information to information that is used in the department. Processes and information were selected that would be most beneficial through an Intranet system.

Processes were selected on the basis of the number of users and how frequently they access a particular piece or collection of information, versus the amount of time and effort required for maintaining the information. For example, information that is not often accessed and is used by one user was determined to not benefit from Intranet publication. Information that is accessed by many users frequently is a prime candidate for publication via an Intranet.

Information contained in the database includes instructor specific information (such as e-mail address and phone number), class information (description, quarter and year, projected enrollment), textbook requisition (class, quantity), and student observation forms (SOF).

## **J. EXPECTED BENEFITS OF RESEARCH**

This research will result in a design and development methodology for the Department of Systems Management at the Naval Postgraduate School. The Intranet Design Methodology explained in Chapter II can be applied to any organization considering development of an Intranet.

A second benefit of this research will be a prototype for selected administrative processes for the Department of Systems Management. This prototype will be used to demonstrate the ease of implementation and the capabilities that an Intranet can provide.

A third benefit is that in addition to testing and demonstrating the ability to rapidly develop applications, the prototype will function as a model for other department level Intranets at the Naval Postgraduate School. A preliminary demonstration of the prototype to selected department faculty and administrators generated a lot of interest

regarding the value and benefit of such a tool for the department and the Naval Postgraduate School.

## **K. THESIS ORGANIZATION**

Chapter I is an introduction. It includes the purpose of this thesis with details on broad benefits of basing DSS' on the WWW, discussion of technologies that support Intranet development, and an outline of the remainder of thesis. Chapter II details the Intranet Development Methodology. Chapter III is a description of the department process analysis, detailing how the system was defined, including a description of the current system, customer requirements, systems analysis and design, and the system architecture. Chapter IV describes the Intranet design. Chapter V lists implementation issues. Chapter VI is a summary with conclusions and recommended areas for future research. There are also four appendices. Appendix A is the process data flow diagrams. Appendix B is copies of department forms and reports. Appendix C is a user's manual. Appendix D is an administrator's manual. Appendix E is a data dictionary.



## **II. INTRANET DEVELOPMENT METHODOLOGY**

### **A. CHOICE OF THE SYSTEM**

The Department of Systems Management was chosen as a candidate for an Intranet system, because of the limited functionality of the existing computer-based information system for supporting business processes conducted on a weekly, quarter, and yearly basis for the department. Although connected to the university on a LAN based system, the information system is minimal. In general, the department was familiar with some of the benefits of an Intranet system and therefore was receptive to the idea of migrating their daily processes to a more automated means. This is an in-depth study of the entire system in detail to understand the existing information flows and to identify opportunities for improvement best suited for the academic environment.

#### **1. Goal of the Intranet System**

The goal in developing this system is to automate and streamline those highly used, primary processes used by the Department of Systems Management through a web based system. By applying state-of-the-art technologies in Intranet development, a tool will be developed for use by the administration, faculty and students, which will reduce time and save money, with marked benefits in amplifying individual efficiency and productivity.

#### **2. Development Process**

To determine the department's needs, a top-down design method was used. The flexibility of the top-down design method permits breaking the large picture into smaller



parts or subsystems<sup>13</sup>. The resulting hierarchical modular structure allows visualization of the synergy between the interfaces of the subsystems.

The important advantages of the top-down approach are that it avoids chaos in designing a system all at once, allows the designers to work in parallel on different, but necessary subsystems, and the simplicity involved prevents the designers from getting so mired in detail that they lose sight of what the system is really supposed to attain<sup>14</sup>.

The specific top-down technique chosen is a modification of the Intranet Development Methodology (IDM)<sup>15</sup> developed by Information Age, Inc., a website and software development company. The technique is very similar to the systems development life cycle developed by Kendall and Kendall<sup>16</sup>. The modified IDM process used to assess the department and is depicted in Figure 1.

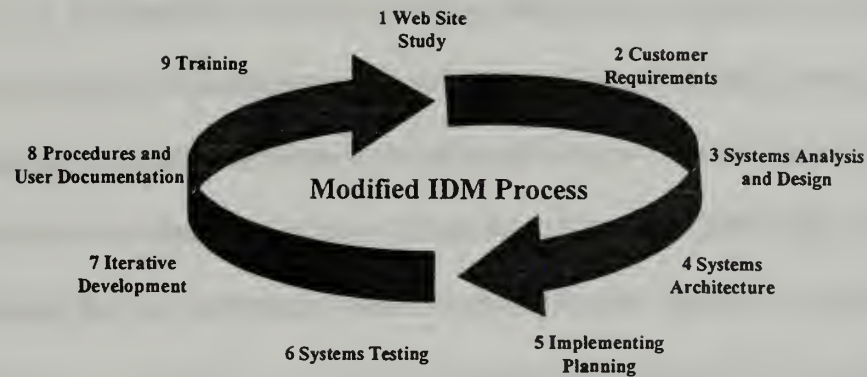
---

<sup>13</sup> Kenndall, Kenneth E. and J.E. Kenndall, Systems Analysis and Design, 3<sup>rd</sup> edition, pp. 736 – 737, Prentice Hall, Englewood Cliffs, New Jersey, 1995

<sup>14</sup> Ibid. p. 736 – 737.

<sup>15</sup> Bakke, Bonita, “Intranet Development Strategy”, [http://www.informationage.com/ppr\\_authorsbsite.htm](http://www.informationage.com/ppr_authorsbsite.htm), Information Age, Inc., Nov. 13, 1996.

<sup>16</sup> Kenndall, Kenneth E. and J.E. Kenndall, Systems Analysis and Design, 3<sup>rd</sup> edition, pp. 7 - 12, Prentice Hall, Englewood Cliffs, New Jersey, 1995



**Figure 1: Modified IDM Process**

A brief explanation of each phase of the modified IDM process and the results of conducting these phases are explained below.

**a. Web Site Study**

This phase involved a detailed study the existing system, to identify bottlenecks in information flow and opportunities for improvement. The results of the study were used to determine the need, relevance, and potential impact of Intranet support to various components of the system. This information was then used to develop a time line and rough estimate of cost of system hardware and software needs, as well as, the cost of development.

**b. Customer Requirements**

The requirements of customers were obtained primarily using interviews. The fact-finding mission of this phase helped in identifying problems, opportunities, in clarifying objectives, and information requirements. The top-down methodology for



determining these requirements proved practical for this study. Gathering details of overall user needs and system requirements and assembling this information to analyze the current processes provided abundant material to generate formalized customer needs. Further results obtained through use of this research method yielded an organizational structure, business functions performed, and outside entities affected by the use of an Intranet application. Moreover, this helped in determining whether existing application systems could be used within the Intranet system.

Aside from interviews, forms and reports used by the department were collected to assist in determining customer requirements, enabling familiarity with information the customer uses on a daily, weekly, and quarterly basis. The forms and reports were used to develop identical HTML based forms for migration onto the web. This allowed the information to be kept in a format that was familiar to the user. Involving the user in the research phase yielded numerous benefits, including instant feedback, reduction in the amount of training and lowered resistance to change due to unfamiliar media and formats.

### **c. System Analysis and Design**

After gathering all of the customer's requirements of the major processes involved were developed. This was then transformed into high level through primary data flow diagrams (DFDs) (Appendix A). This provided an understanding of the entity to process relationships by grouping related business functions and possible computer processing requirements. Data Flow Diagrams allowed selection of a logical implementation plan for an Intranet system, and further define project time and costs.

#### **d. System Architecture**

This phase of the process is mainly concerned with the application of the current process. Since there was no current automated application available, a study of the relative equipment configuration, software used in day to day activities, and the network design that would allow migration to the Intranet was conducted. Since there were no current automated processes, and therefore no electronic database within the department to migrate, data migration was not evaluated. An assessment of telecommunications requirements needed by the Education Technician or Server Administrator, or whoever is placed in the position to maintain the Intranet system is described within customer requirements of Chapter III.

#### **e. Implementation Planning**

After developing a sound design and architecture for the system, consideration must be given to Intranet start-up procedures. This process is continuous and iterative and must be considered at each step in the modified IDM process. Products resulting from this stage are definitive hardware and software requirements, conversion requirements for the user information, and a plan for implementation. In this thesis, the conversion requirement is specific to the Department of Systems Management. The conversion of the existing database of courses is not essential to implementation of this prototype. The prototype program will encompass departmental courses only and can be easily input into an existing database system, currently, as there is no computerized departmental database.

#### **f. Iterative Development**

A prototype was built rapidly for the customer to gain a quick appreciation of the capabilities and possibilities of an Intranet system. Once the infrastructure issues were answered, the Website development was quick. "Low cost, high-speed development cycles make long debates over design a waste of time."<sup>17</sup> The trend now is to get an application into user's hands as quickly as possible.

The interviews permitted assessment of the highest priority tasks (those with the highest impact and used by the most number of users), helped determine recommendations for the technical architecture (software, hardware, and telecommunications) and provided migration paths to implementation, as well as, determining policy and operating issues. Iterative development is simply working within the continuous loop of the modified IDM process as depicted in Figure 1, continually reassessing progress and ensuring that departmental priorities are still valid and met.

#### **g. System Testing**

Testing the system means literally putting all the pieces of the Intranet system together ensuring that the system works and provides the necessary information and correct integration of manual and computer activities.

The testing strategy used to satisfy this requirement was to determine an objective, define tasks and responsibilities within the team, define procedures for testing by including the user, document test results through printouts of the products produced by the prototype, and implement necessary program, design, and documentation changes.

---

<sup>17</sup> Vinson, Sam, "Intranet Politics and Technologies", *Byte*, v. 22, no. 5, pp. 88a-88h, April 1997

The majority of problems were found directly through programming and testing of the Cold Fusion code. The concluding deliverable for this phase was to implement a demonstration/validation of portions of the Intranet to a test bed of students and faculty. This not only proves the Intranet system and the system's value, but also allows the user to get a feel for the system and provides immediate test feedback to implement necessary changes.

#### **h. Procedures and Customer Documentation**

This phase of development deals with defining and documenting the manual and customer procedures that support and/or interface with the automated application system. The documentation is written at a level that the customer understands. The documentation links the manual and automated components of the system.

The deliverables for this portion include the following:

- a. Data Notebook including a copy of the printed code and associated web page.
- b. System Overview
- c. General Description
- d. Intranet Interfaces
- e. Key terms
- f. System documentation overview
- g. User procedure manual
- h. System documentation manual

Each of these deliverables will be discussed in detail in Chapter III and the User's and Administrator's manuals.

**i. Training**

This phase is most critical for the administrator who will be charged with maintaining and continually developing the system as department needs change. This phase is also used to support training of the primary user, the Department of Systems Management's Ed Technician on the use of the system. User training sessions will not be as extensive, since the customer was kept involved for most of the development and rapid prototyping.

Ease of training was a design goal for this prototype. The authors deliberately built pages that have only a few possible action buttons and much of the input is done with drop down boxes. Ease of training is one of the primary benefits of Intranet based information publishing. The only application a user need learn is the use of a web browser and any specific actions for enterprise specific pages. The WWW browser and Webserver handle all printing, saving and formatting. It was assumed that a general level of knowledge of web browsers and underlying basic HTML authoring techniques and the use of email exists within the department, composed of about 50% Information Technology professionals.



### **III. SYSTEM DEFINITION PHASE**

#### **A. METHOD**

The purpose of this phase is to study the existing system, determine customer requirements, and develop logical process data flow diagrams for the proposed system. This phase encompasses the first three phases of the modified IDM model, Web Site Study, Customer Requirements, and Systems Analysis and Design explained in Chapter II. System Architecture will be discussed briefly, and will be discussed in detail later in Chapter IV.

##### **1. Web Site Study**

The interview with the Education Technician in the Department of Systems Management allowed formulation of a specific need and conceptual application of an Intranet for the department. This phase is broken into three parts: the current system, anticipated needs, and rough cost of development.

##### **2. Background**

The Naval Postgraduate School Department of Systems Management is the largest department at the school. In terms of being the largest, the department houses over 500 students whose studies encompass 20 different areas. After an initial discussion with the Information Technology Management Academic Associate and a subsequent interview with a professor within the school's Department of Operations Research, the enormity of the project was realized and the thesis was scaled to focus and concentrate in one area, the Department of Systems Management. Realizing that each department is different, a more feasible solution was to concentrate efforts to build a rapid prototype for

Department of Systems Management, and at the same time ensure its scalability and migration ability to any department at NPS.

### **3. The Current System and Deficiencies**

Through interviews and study of the thesis conducted by Nolan and Youngblood<sup>18</sup> at NPS, a determination was made that the course scheduling process has not changed since 1958. In this respect, the school still conducts scheduling manually. The reasons for not changing the current system are explained below.

There is considerable resistance to automation of the scheduling process and even resistance to students conducting research toward automating this process. This resistance further supported the decision to focus on one department. The argument against automating the process all focus around the fact that the problem is a complex combinatorial problem.

The Naval Postgraduate School scheduling system is a unique “pull” system. Simply stated, this system is dependent on the students who attend the school and the courses they must take to fulfill their degree in the time allotted for them to be at this duty station. Curriculum groups (of officer students) come in together and graduate together, so schedules are tailored to accommodate these groups. Some new arrivals validate courses and therefore must arrange different schedules than was initially given, however the majority of officers will have the same schedule through their stay. Aside from academics, the needs of the Navy, Marine Corps, Army, and Air Force influence the

---

<sup>18</sup> Nolan, Jeffrey S. and P.D. Youngblood, “Naval Postgraduate School Scheduling Support System (NPS)”, Thesis for the Naval Postgraduate School, Monterey, California, March 1992.

scheduling process. Research has not shown how any automation will save money, however it has validated these facts. The current system requires two schedulers. This would also be the requirement to run the automated system. This is primarily due in part to the amount of courses and number of students serviced. It would be overwhelming to have one individual keep up with the scheduling system and secondly, the need for a backup is filled.

As a complex combinatorial problem, it cannot be solved with an 80-90% automated solution with the final 10% being human solved. The barrier here, is the generative learning that goes on as the initial scheduling is done. The early guidelines of the problem and solution are somehow learned by the schedulers, asking a human to step in and take up where the computer left off will not lead to a solution, because the human has not had the benefit of "training" his/her brain throughout the process.

Aside from the amount of man-hours involved in constructing individual student schedules, there is a consumption of an enormous amount of paper. Although getting the schedules to paper is an automated process, schedulers still rely on manual means to assign students to courses and courses to classrooms.

The Department of Systems Management employs one individual, the Education Technician, who is the focal point of the department's course scheduling and administrative tasks. Most, if not all, information produced in the Department of Systems Management is paper based. The Education Technician spends 50% of actual work time walking the halls collecting information and paper forms from professors. This collection time is obviously not productive time. The information is not readily available, nor is the

information in an acceptable format to warrant professors to take time from their schedules to write in or type the needed information on paper based forms.

Little, if any, information within the department is computer-based, as discussed in the previous chapter. Most computer-based information resides in databases maintained by the Registrar at NPS. This legacy system however, is becoming archaic and will soon have to be scaled up. The most efficient way to do this is through Intranets, as Intranets take advantage of web based technologies and can be extensively tied into existing database systems. The Department of Systems Management is an excellent candidate for an Intranet. The department is in need of a technology boost and migration to a web based system, justified by the fact that the only online information used by the Education Technician is a database containing the courses being offered during a particular quarter. There is no database used to track significant data such as faculty, textbooks, courses (aside from course registration at the Registrar), course journals, student observation forms, faculty preferences, thesis assessments or general information. All documentation of this type is manually generated and paper based. The amount of paper being produced each quarter is phenomenal and unwarranted.

All personnel in the department that are involved in information generation and processing have either access to or physically own a computer with word processing software and connection to the department LAN.

The Education Technician has the following hardware and software to conduct routine activities:

Gateway 2000, 486 DX2 66MHz processor

Windows 3.11 Operating System



Primary software is Paradox for instructor and schedule database and WordPerfect (version 5.1 for DOS) for any memos or day-to-day activities.

Current network connection is through Banyan Vines, which is used for email only and serves no other function at this time. There is no direct link to the Department of Systems Management.

The computer has no TCP/IP connectivity.

All reports are prepared with WordPerfect.

Primary users of the information must make requests for specifically formatted reports directly to the Education Technician. (Note. Primary users will be discussed later in this chapter under Customer Requirements.) These reports include: Course Offerings, Faculty Teaching Assignments, Faculty Preferences, Textbook Requirements, End of Course Journals, and Thesis Advising and Thesis Quality Assessments. These forms and reports are the most widely used by faculty. The forms listed above and others used by the department can be found in Appendix B. These forms and reports may well be served as public domain for the faculty members, as the database is not shared with them.

Linking the database to forms is conducted in a rather archaic fashion. Manual inputs of information are made from the database to the word processor (i.e. there is no link from the data to the report). To prepare any report, the education technician first searches the database (does not create or run queries) and notes the information needed, then retypes the information into a word processor employing the same computer used to retrieve the information.



#### **4. Anticipated Needs**

The department is in need of revamping the current database system and structure. This includes a more current operating system, word processor, database system, a web server, dynamic database interface utility and component upgrades to the hardware system. The specific needs and recommendations for both hardware and software will be discussed later in Chapter V, Implementation Issues. Upgrading hardware is a relatively inexpensive investment, considering that small upgrades can yield increases in performance and efficiency ten fold, i.e. upgrading from a 486 to a low end (133Mhz) Pentium Processor. A need that draws some attention is a trained systems administrator who will maintain and update an Intranet System once installed. Training is also an issue that will be discussed in Chapter V and will include the Systems Administrator, Education Technician, faculty and students.

#### **5. Estimated Cost of Development**

Current cost of development for the Intranet System to facilitate information flow for existing processes is minimal. Hardware and software costs will run roughly \$3,000. The rough estimate is based on obtaining a more current Pentium hardware system and software products such as Cold Fusion, Microsoft Office, Web Site (Server software), and Homesite (HTML editor). These are very rough estimates and consideration must be taken in the fact that hardware prices literally drop on a daily basis. By the time this thesis is produced, the rough cost could be as low as \$2,500.

The uniqueness of this thesis allows for a minimal cost of development. There are no labor costs, since both authors are students and are paid by the government. The only costs incurred by the department were for software, as the computer system was

borrowed through another professor in the department, therefore a sunk cost. Software costs include Cold Fusion at \$199, Website Pro Server at \$499, and Homesite at \$40.

## 6. Customer Requirements

“The best way to decide what to put on an Intranet is to walk through key departments and find out what bits of paper are hanging on the wall. The reason they are there is for the operational needs of the individuals.”<sup>19</sup> Aside from interviews conducted with the department’s Academic Associate and Education Technician and an initial interview with a professor in the Department of Operational Research, this was literally the approach taken. As students at the school, the authors have first hand knowledge of information requirements and qualified us as customers of information to determine these requirements. Walking the halls of the department and reviewing information posted on bulletin boards validated information needs.

The Academic Associate provided insight to a development strategy and in areas to focus. The Academic Associate assisted in better defining roles of individuals in the Department of Systems Management and relationships to entities on campus. A concern raised during this interview was his specific lack of faith in the FOCUS Database system now used by the school. The format of information presented by FOCUS cannot be modified to fit this need; therefore, the user perceives little value returned for his/her use and the system then becomes user-unfriendly. FOCUS is provided to all professors in the department, but because of the interface, avoided as much as possible (FOCUS is the

---

<sup>19</sup>Schwartz, Karen D., “Weaving an Internal Web”, DoDIT, an Army, Navy, Air Force Times Marketing Supplement, May 19, 1997.

primary tool for the Education Technician within the curricular office to input and retrieve information to and from the registrars' office).

An interview with the Operations Research professor was helpful, in restricting the scope of this thesis to one department and excluding course scheduling.

Course Scheduling was still a concern. Although the product of this thesis is to develop an Intranet for information sharing for the department, there still exists a need to develop some type of course scheduling database that is easily manipulated by students and faculty. For this, a common, but robust database system would need to be developed to implement course scheduling or at least a storage media for courses being offered for a particular quarter or variety of quarters. An important fact when designing the database is that 33% of students change their schedule within the first two weeks of class each quarter.<sup>20</sup> Moreover, students must have this type of availability to easily access a site which presents them with the courses required to complete their degree, offers the ability to manipulate the schedule based upon NPS requirements and their needs, and offers Education Technicians the ability to simply manage an HTML page and make necessary updates based on instructors, courses, and classrooms.

The most significant information was obtained from the Education Technician, who will be a direct user of the Intranet system, if not one of the maintainers. The Education Technician serves as the liaison between the NPS Schedulers and the department and also liaison between the curricular office and the department. The current information requirements essential to the Education Technician are class

---

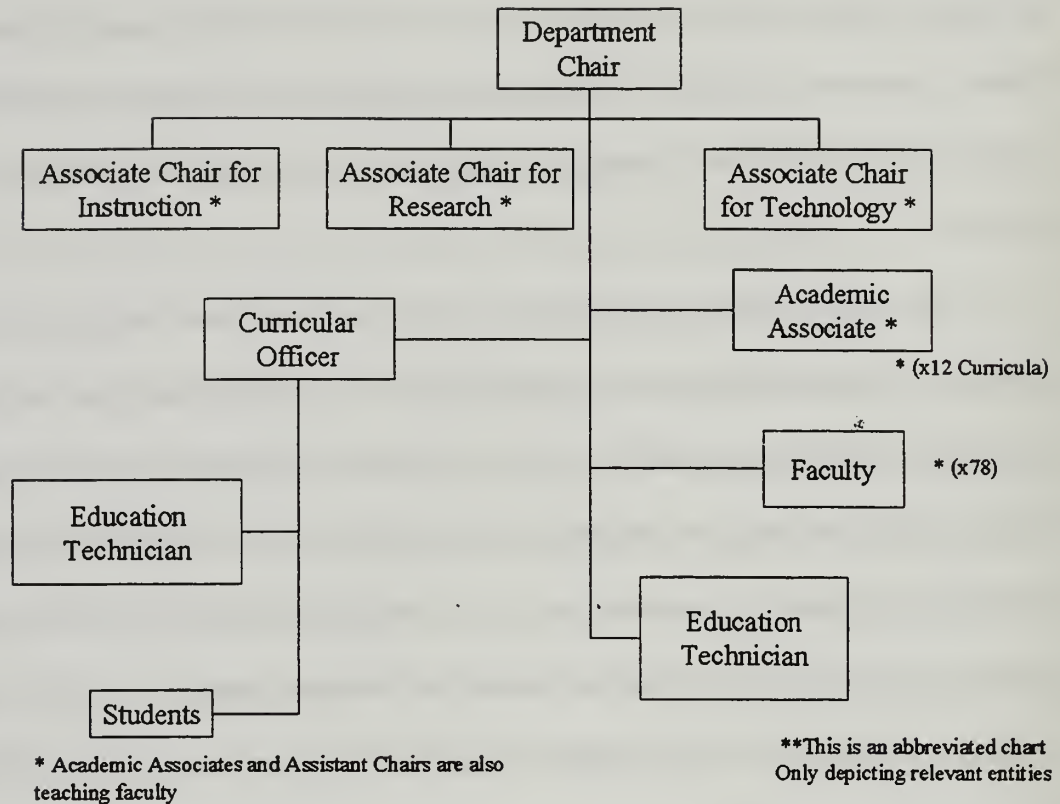
<sup>20</sup> Interview with Professor Gordon Bradley, Professor Department of Operations Research, Naval Postgraduate School, Monterey, CA, 25 October 1996.

schedules, courses, student data, faculty data, and course data including instructors, students, classrooms, journals, and textbooks. The current hardware and software system in place for the Education Technician, as discussed previously in this chapter, is a limitation.

The current manual information system was found to be inadequate for the department. Information support to faculty members is lacking through no fault of the departments. The responsibilities of the Education Technician include: Student validation, dissemination and collection of the Student Observation Forms (SOFs), faculty registration and assignments, faculty preferences/requirements worksheets, thesis advising and thesis quality assessment reports, and systems management end of course journals, and textbook ordering. Copies of each of these forms and reports are contained in Appendix B.

One of the major outcomes of the analysis of customer requirements was the identification of the individuals (entities) involved in the processes being developed. The key entities include the following: department education technician, curricular office education technician, faculty, students, associate chair for instruction, schedulers, database administrator for the registrars office, department chair, and the department academic associates. The current organization structure for the department is found at Figure 2, which depicts only the relevant entities.





**Figure 2: Relevant Entities**

## 7. Systems Analysis and Design

Through the interviews, entities for systems analysis and design were discovered. “A large part of systems analysis and design involves working with current and eventual users of the information.”<sup>21</sup> Copies of current forms and reports were collected to use as formats for the information system. A design goal was to present an interface that closely resembled current paper based means. This approach presents a consistent interface to

---

<sup>21</sup>Kenndall, Kenneth E. and J.E. Kenndall, Systems Analysis and Design, 3<sup>rd</sup> edition, p. 5, Prentice Hall, Englewood Cliffs, New Jersey, 1995



the users. The processes for systems analysis and design are Course Support, Student Observation Forms, Thesis Topic, Student, Advisor Recording, Course Validation tracking and reporting, End of Course Journals, and Thesis Assessment Reports. The entity to process relationship Level 1 Process Diagram is shown in Appendix C and is explained in detail below.

**a. Course Support**

The Course Support process is the largest of the processes. This process is further broken down into five subprocesses. The subprocesses are inputs to NPS schedulers, schedule validation, assignment of resources which includes assignment of faculty to instruct courses, faculty preferences, assignment of students, textbook ordering, and administrative tasks such as updating and deleting faculty and courses. Subprocesses, inputs to NPS schedulers, schedule validation, assignment of resources, faculty preferences, assignment of students, and textbook ordering, follow a logical sequential flow and cannot be completed in parallel. The database administration task is the only subprocess that can be accomplished at any time, in parallel to the complementary subprocesses. Level two and three data flow diagrams for Course Support can be found in Appendix C.

Although large, the course support process is a simple process. The department's Education Technician consolidates course requirements from the department and curricular offices and validates these entries to ensure that there are enough (at least nine) students requesting a specific course. If there are not enough students requesting a particular course, a memo is sent to the Curricular Office stating that the particular course will not be offered.

The validated course requirements are submitted to the campus wide database administrator who is responsible for input of all scheduling information into the scheduler's database. The database administrator provides tailored department specific quarterly course listings to each NPS Department.

The Department of Systems Management Education Technician validates the returned schedule (first iteration) by noting courses needed (from student and curricular office input) and the number of students in each class. Two reports are produced from the first iteration. The first report is a Course Listing Worksheet for the particular quarter in question. This worksheet is used to produce the second report, "Course Offerings, x Quarter 19xx". The worksheet shows the courses offered, number of students enrolled, number of sections, number of sections required, academic year scheduled sections, and any comments needed for clarification. As stated previously, the courses are validated to ensure that each has enough students requiring the course and if not the course is canceled for that particular quarter.

The second iteration, which implements the changes, noted from the first iteration and is validated for gross errors or omissions. The Education Technician uses the second iteration to assign faculty members to each course. Upon notification the faculty member provides input of any special requirements for that subject/course, using the Faculty Preference worksheet at Appendix B. These requirements may be labs, special software, class size, or other scheduling constraints.

Text ordering is the final step of the course support process. After submitting preferences to course instruction to the Education Technician, the faculty member provides information on the textbooks required for the course of instruction. The

Education Technician receives blank forms from the Naval Exchange (NEX). The form is called the textbook worksheet and is a multi-sheet form. Once complete the back copy is retained and two copies are forwarded the NEX. A general business rule is that one textbook ordering form is used for each faculty member for each course he/she is teaching. The faculty member teaching the course and the Associate Chair for Instruction requesting the textbook(s) must sign each form. This process seems a bit unnecessary as there are two individuals that must verify with signatures that the book requested is needed and moreover, having one textbook ordering form per instructor and course yields much redundant paperwork. The solution is to have one consolidated spreadsheet or requisition per department or if the department is large enough, a consolidated spreadsheet per curriculum within the department each with a single signature by the Associate Chair for Instruction. Currently the process requires the Education Technician to deliver these forms to the NEX for processing. Automating this processing by linking the NEX to the Intranet would alleviate paper altogether. This change involves the change of a current business rule and will be addressed again later in Chapter V, Implementation issues.

The final process of the course support is grouped here simply because the process involves faculty and courses and provides a maintenance aspect for this process. The ability of the Education Technician to control the input, updating, and deletion of courses and faculty members as courses are added and faculty arrive and depart is an important aspect of any database system and the process can be easily migrated to an Intranet system. Currently, there is no automated system in place to accomplish this task.

**b. Student Observation Forms (SOFs)**

Each quarter students complete these evaluations on the instructors with whom they are taking classes. Attributes of the SOF are; course number, segment (section), instructor name, report number (to fields - sub sof # and sof #), curriculum specialty # (for the student), hrs student taking this quarter, # of quarters completed, whether the course is required or elective, 16 - 20 questions (17 -20 are optional/extra questions) and a space for open format questions.

The current SOF Process involves sealed envelopes starting at the schedulers routing through the Education Technician to the student, forms are filled out by the student, returned to the Education Technician in a sealed envelope, then returned to the schedulers for processing. The Education Technician only performs a routing and accountability function within the department. During processing by the schedulers, mean scores and a write up are completed for each faculty member. A Department Chair report is prepared that shows faculty members mean scores. Written comments are consolidated and sent to each faculty member. Because of the sensitive nature of both reports, the reports are not included as part of an appendix in this thesis. The Education Technician's function is only to route these reports to the appropriate instructor for their review.

**c. Thesis Topic/Student/Advisor Recording**

The Education Technician records the title, student name and advisors for each thesis. This information is obtained from thesis proposals. For advisors, the Education Technician also records the role (Advisor, Co-Advisor, or Associate Advisor) of the faculty members involved.



#### **d. Course Validation tracking and reporting**

The Education Technician is also involved in determining eligibility of students for certain course validations prior to them arriving at NPS. The Education Technician records the courses validated by each student in the department. The Education Technician also must track and report validation statistics for any classes validated while a student is enrolled. The ability for students that have had prior experience or course work in a particular subject, to "test out" and open up their schedules for other opportunities or course work at NPS or even early graduation. The Education Technician conducts this process, as time permits, between working with Course Journals and the Thesis Assessments. After the Education Technician sends the NPS Schedulers the second iteration of the schedule, newly arriving student transcripts are pulled and reviewed to determine if a student is in a position to validate any courses. There are two lists of available classes for validation, one for 370 (Information Technology Management (ITM)) and another for all 800 series curricula. The Education Technician determines acceptability by reviewing courses shown on the student's transcripts with a list of classes open for validation. If a student is determined to meet the criteria to attempt validation, a cover sheet, validation form (Appendix B), and the student's transcripts are sent to the instructor with responsibility for a particular course. When the new student arrives at NPS he/she will be informed by the Academic Associate what classes can be validated. Validation can take place via three methods (each of these methods are course dependent): Validation through transcripts, Validation through interview, and Validation through examination.



If there is an examination involved, the Education Technician is responsible for administering and grading the exams to determine if the student gets validation credit. Completed validation forms go to the curricular office. The curricular office provides input and signatures, then sends the validation to the Department of Systems Management for final approval.

Prior to the Academic Year 1997, the Education Technician produced a report (Appendix B) detailing statistics of classes validated by only incoming students by quarter. This year the report will detail all classes validated (existing students and new students). This report goes to the department's Associate Chair for Instruction.

The report can have many formats: by student, by class, by student type (new or "veteran"), by curriculum, by quarter, by year. Currently, completed validation forms are not routed to the Education Technician from the curricular office. The education technician must physically go to the curricular office education technician for this information.

**e. End of Course Journals**

At the end of each quarter a course journal is prepared by a professor(s) teaching a particular course. The end of course journals provide the department with four pieces of key information. First, these journals provide new instructors with the information and ideas about what have been form, format, and experience in teaching a particular course. Second, they provide the faculty colleagues with readily available information about the level and nature of preparation of students who will be entering their courses. Third, the journals also provide the department with a comprehensive "corporate memory" on the content and recent experience of classroom instructional

program. Lastly, they provide the chairman with additional data for annual performance appraisals for individual faculty members.

The course journals are also a good reference in providing detailed specifics in regards to textbooks used and class grade distribution. These journal documents should not be accessible by students.

#### **f. Thesis Assessment Reports**

Thesis Quality Assessment Surveys are completed at the end of each quarter. This report provides the Systems Management faculty a complete picture of what they think about the value of the theses they were involved. The report indicates how the faculty is doing and suggests where and how the faculty member can improve in making the thesis a valuable educational experience that contributes to both the student's future career success and also help the Department of Defense (DoD) more effectively address its current and anticipated challenges.

### **8. Process Analysis of Key Processes**

Level two and three data flow diagrams (Appendix C) further break down the higher level processes to their primary elements yielding products which show individual tasks conducted by each process and their interaction. This further allows a microanalysis of each process to determine exact information needs. The following paragraph details each process mentioned previously, providing a logical flow of information to the process' primary structure. For a process template contains the following information was used for analysis:

**Entities Affected.** Properly identifies the individual or organization, which interacts with the process or acts on the process.

**Number of Users.** Users in this environment are restricted to Academic Advisors, faculty, students, and the Education Technician.

**Primary Owners.** Primary Owners are those who own the data, input data, and control output of the data for documents such as memorandums and reports submitted by the department.

**Frequency of Use.** This is limited to the following use criteria: Daily, Weekly, Quarterly, and Annual.

**Frequency of Update.** This is limited to the following use criteria: Daily, Weekly, Quarterly, and Annual.

**Mode of Use by Entities.** Each of the processes will allow one of the following to take place: single update, single query, multiple updates, multiple queries or any combination. Single update applies to one entity or individual acted upon. This mode of use allows or requires the user to make an update on a single entity. Single query allows the user to access information on a single entity or individuals. Multiple updates allow or require the user to make multiple updates to several entities or individuals. Multiple queries allow the user to access information on multiple entities or individuals.

**Type of Information.**

Generic vs. Customized: This information applies to data, which is either used routinely or created for a given situation or need. A determination will be made specifying who the information is pertinent too and when the information would be needed (daily, weekly, quarterly, and annual).

Privacy vs. Non-Privacy: This information applies to data, which is either sensitive or non-sensitive in nature. When analyzing each process a determination will be made as to the privileges and permissions granted to an entity.

Classified vs. Unclassified: This information applies to data which is either classified or unclassified as determined by the Department of Defense (DoD) and further specified a higher classification as determined by NPS.

**Source of Information**: This information applies to the origin of data used by entities.

**Current Status**: This element of analysis describes how the current process is conducted. It will answer questions such as: Is the process being conducted manually or is it semi-automated? Where is the information stored? Who maintains the current information?

**Miscellaneous Information**: If needed, this element of analysis will be added to cover any pertinent information not included in the previous elements.

The template described above will now be used to examine each of the processes selected for analysis.

### **Process 1: Course Support**

**Entities Affected**: Education Technician (Department and Curriculum Office), NPS Database Administrator, Faculty, and Students.

**Number of Users**: All Students and Academic Advisors.

**Primary Owners**: Education Technician (Department)

**Frequency of Use**: Daily to Quarterly

**Frequency of Update**: Quarterly



Mode of Use by Entities: Multiple Update, Multiple Queries

Type of Information:

Generic vs. Customized: This information would be customized for each quarter. There will be the ability to obtain generic course information and course offerings each quarter. The customized information would pertain to individual students and faculty instructing classes.

Privacy vs. Non-Privacy: The Database Administrator and Education Technician for the Department will have Administrator privileges. Faculty and students would have limited use such as update capability, however, a student cannot change or view another student's schedule, a faculty member cannot change a student's schedule. A business rule would have to allow students to request change in courses through both Ed. Technicians who would get approval and input changes.

Classified vs. Unclassified: Unclassified within the bounds of NPS. Classified outside the firewall.

Source of Information: Course Catalog and Paradox Database.

Current Status: Scheduling is done manually. Courses are kept on a database. The scheduling process is a manual process with electronic filing. Within the Department of Systems Management courses are kept on a Paradox Database System.

## **Process 2: Student Observation Forms.**

Entities Affected: Department Chair, Database Administrator, Education Technician (Department), Faculty, and Students.

Number of Users: Students and Faculty.

Primary Owners: Database Administrator and Education Technician(Department)



Frequency of Use: Quarterly

Frequency of Update: Quarterly

Mode of Use by Entities: Single Update, Multiple Query

Type of Information:

Generic vs. Customized: Student Observation Forms are customized forms of information relating the student to the instructor and the course taught.

Privacy vs. Non-Privacy: Must maintain privacy. No entity needs to know who turned in which SOF and its contents. The Education Technician (Department) is the collector of SOFs for the department (given to her in a sealed envelope). Department Chair is given a Department synopsis. Faculty are given the assessment and SOFs at the beginning of the next quarter. Care is taken to ensure there is no perception that SOF input effect grades.

Classified vs. Unclassified: SOFs are classified information and must be treated as such.

Source of Information: Database Administrator provides the necessary forms. Students provide the input.

Current Status: Process 3 is partially automated. Students provide assessments in a Mark-sense form and also provide written comments. Forms are placed in a machine to compile and assess results (automated portion of the process). A summary is provide by the Registrar and provided to each Department Chair.

### **Process 3: Accounting and reporting**

This process combines two Level 1 processes, Thesis Topic/Student/Advisor Recording and Course Validation as both are closely related administrative tasks performed by the Education Technician, faculty and students.

Entities Affected: Department Chair, Associate Chair, Education Technician (Department), Faculty, and Students.

Number of Users: Currently there are 78 faculty.

Primary Owners: Education Technician (Department)

Frequency of Use: Daily, Weekly, and Quarterly

Frequency of Update: Bi-Weekly

Mode of Use by Entities: Multiple Updates, Multiple Queries

Type of Information:

Generic vs. Customized: Thesis Topic/Student/Advisor Recording will provide customized information. Course Validation will provide generic information.

Privacy vs. Non-Privacy: The Education Technician (Department) will have Administrator privileges. Privacy for Thesis Topic/Student/Advisor Recordings. Course Validation is a simple matter of ensuring that a course will be taught in a given quarter, therefore requires non-privacy.

Classified vs. Unclassified: Topic/Student/Advisor Recordings is classified material from the standpoint of Professor/Student relationship. There may need to be the ability to view validation statistics on a generic basis with no security limitation. There is no need to limit access to the overall statistics.

Source of Information: Course Catalog, Paradox Database, and previous quarter thesis recordings.

Current Status: Process 2 is done manually with all documentation being recorded and stored on a PC.

Miscellaneous Information:

#### **Process 4: End of Course Journals**

Entities Affected: Department Chair, Associate Chair, Academic Associate, Education Technician(Department), and Faculty.

Number of Users: Approximately 150 faculty.

Primary Owners: Education Technician (Department)

Frequency of Use: Quarterly

Frequency of Update: Quarterly

Mode of Use by Entities: Single Update, Multiple Queries

Type of Information:

Generic vs. Customized: Course Journals provide a customized tool to explain course statistics and format.

Privacy vs. Non-Privacy: Information provided by the faculty should be shared with other faculty, but not the student population.

Classified vs. Unclassified: Not applicable.

Source of Information: Instructor providing instruction for the course. Textbooks are a source of information. Another possible source of information is through student SOFs.

Current Status: Process 4 is done manually with all documentation being recorded and stored on a personal computer.

### **Process 5: Thesis Assessment Reports.**

Entities Affected: Department Chair, Education Technician (Department), Faculty, and Students.

Number of Users: Approximately 250.

Primary Owners: Education Technician (Department)

Frequency of Use: Quarterly

Frequency of Update: Quarterly

Mode of Use by Entities: Multiple Updates, Single Query

Type of Information:

Generic vs. Customized: Customized information

Privacy vs. Non-Privacy: The Education Technician (Department) will have Administrator privileges. Faculty members should not be able to assess other faculty reports or know the points awarded to another faculty member. Information is irrelevant to the student population.

Classified vs. Unclassified: Should be kept as classified information within the department and released only at the discretion of the Department Chair.

Source of Information: Faculty and Student individual assessment.

Current Status: Process 5 is conducted manually. Students and advisors fill in the necessary information then turn into the Education Technician (Department).

### **9. Selection of the Prototype Processes**

Through the use of the above technique in analyzing the processes relevant to the Department of Systems Management, a list of processes likely to benefit from an Intranet were found. The basis for such selection was determined by considering the population

affected, frequency of use, frequency of update, mode of use, and other concerns applicable to the daily functions within the department. The processes likely to benefit from Intranet implementation are listed below in much the same format as the critical analysis above:

### **Course Support**

Population: Very large population

Frequency of use: High frequency during scheduling periods. These high frequency times are the last few weeks and first two weeks of each quarter.

Frequency of update: Frequent during the last few weeks and first two weeks of each quarter.

Mode of use: Multiple Queries

Concerns: Need for current data. The data in a scheduling database must be kept current at all times. The current systems information is not kept current due to the nature of the scheduling process and environment. The Education Technician will use the database for planning and negotiating with the NPS schedulers. Students and faculty will want the data to be accurate and reliable. Because of the changing nature of the scheduling process (up to the last weeks of each quarter) the data could never be entirely accurate. Students would use the “fuzzy data” to make decisions and schedules only to be disappointed when the final schedule was published.

### **Thesis Topic/Student/Advisor recording**

Population: All Students and most if not all of the Faculty

Frequency of use: Weekly

Frequency of update: Quarterly



Mode of use: Single Query and Multiple updates

Concerns: Information changes throughout the thesis process. Currently, there is no way to ensure data is current in the manual files. Frequently, faculty will have discussions with the department chair concerning their contributions during a rated period. The Department Chair uses the database to evaluate contributions.

### **Course Validation tracking and reporting**

Population: Moderate use by Academic Associates, Curricular Officer and occasionally students.

Frequency of use: Quarterly

Frequency of update: Quarterly. The majority of validation occurs in last weeks and first two weeks of a quarter.

Mode of use: Multiple Queries and Single Update

Concerns: The current manual system does not support the Education Technician having current data. The information is maintained in the curricular office, which requires the departmental Education Technician to physically retrieve the data. Currently, the Department Education Technician establishes records for each student at matriculation and has no way to monitor additional validation. Updates to a duplicate set of manual records are done in the curricular office, the departmental records are not kept current.

### **Student Observation Forms (SOFS)**

Population: Large use from the entire student body and all teaching faculty.

Frequency of use: Quarterly

Frequency of update: Quarterly

Mode of use: Single Query and Multiple Updates

Concerns: The current system requires one teaching day to be devoted to SOF administration. An Intranet application would provide cost savings for Mark-sense forms and timesaving for processing the forms. There will be an increase in the turn-around time to the instructor, so that information will be available to implement well in advance of the next quarter. This will offer the faculty a more efficient use of this information. There is also a concern of maintaining and ensuring anonymity of all forms from both the student and teaching faculty standpoint. The concerns surround anonymity after student mark-up and privacy of written comments provided by students and given as feedback to instructors.

### **End of Course Journals**

Population: Faculty use only

Frequency of use: Quarterly

Frequency of update: Quarterly

Mode of use: Single update and Multiple Queries

Concerns: This information is mostly static. Although classes are taught repeatedly, journals are maintained as historical reference for classes. This data can function as an online library for faculty. Faculty may be more inclined to browse the information if the data is readily available. Human nature is a concern as an online resource is more likely to be used by the faculty if the resource is available when they need the journal. Having an online resource allows faculty to prepare for classes on their own schedule. Course Journals will potentially be more current if the update and retrieval is online and real time.

## Thesis Assessment Reports

Population: All Students and Faculty

Frequency of use: Quarterly

Frequency of update: Quarterly

Mode of use: Single update and Single query

Concerns: The thesis assessment report process is designed as a data gathering process. The information is used only to track and evaluate trends in theses. Statistical evaluation is completed by manually keying in scores from the returned assessments. An online form would automate the keying and filing.

### 10. Process Impact of Implementation

The following table displays a subjective score of each process considered for prototyping and its impact for implementation. These scores were validated by feedback received from department faculty and administration following the initial prototype demonstration.

Process	Rank
Scheduling	8
Thesis Topic/Student/Advisor recording	7
Course Validation tracking and reporting	6
Student Observation Forms (SOFs)	7
End of Course Journals	7
Thesis Assessment Reports	6

Table 1: Ranking for Intranet Implementation (Impact)(1 = Poor - 10 = Excellent)

The table ranks the impact from one to ten with one being poor and ten being the highest, excellent. Ranking the potential impact of such processes allows visualization and a mental picture of how efficient and effective a process will be to the conduct of daily business in the department and the feasibility of migrating such a process on line. Obtaining a subjective score of less than five would indicate that the process would not warrant inclusion as part of the prototype.

The impact of all the processes are all above average. None of the processes listed are currently automated. Any automation will streamline the process, improve the amount of work the Education Technician can accomplish and improve accuracy. The conclusion is to implement all the above listed processes into a prototype.

#### **11. Entity to Process Relationship**

This section is devoted to explain the relationship that an entity will have with the selected processes. This is not to be confused with the database entity relationships where entities are designated as one to one, one to many, or many to many relationships with other entities. An analysis was conducted to determine how the process will impact the user and content providers, the tools required by design, plans to address security related issues, and the roles and responsibilities of the user and content providers, and miscellaneous changes and/or enhancements to the process when compared to the current state.

##### **a. Scheduling**

Impact on User: There are no special viewers or tools needed. All NPS faculty and students have access to the WWW at least through the public Unix terminals.



Additionally, free tools and utilities are readily available from the computer center support staff within the department.

Impact on Content Providers: Cold Fusion and HTML authoring tools are needed on the Server. No special Database tools or applications are needed once the database shell is built.

Tools Required for Design: Website Pro and Cold Fusion are the only tools needed for this process.

Plans to address security related issues: Students can only view their schedule and a generic list of available courses. Academic Associates can access any student's schedules. Curricular office personnel can access all schedules. The department's Education Technician can update and change the database freely.

Roles and Responsibilities of Content Providers and Users: The department's Education Technician or computer systems administrator will need to know how to administer Cold Fusion Pro and Website. Required skills will include adding users, changing permissions, and updating and creating Cold Fusion templates.

Miscellaneous Changes and/or Enhancements to the process when compared to the current state: This will allow the department's Education Technician to view the quarter's courses from a browser viewpoint instead of a database design view. This enhances posting of changes instantaneously without the delay time involved with reprints. Students will be able to view their quarter courses and other available courses in a snapshot. An online version will allow multiple user access and prevent loss of information as opposed to the current system of one or two printed course listings kept in a common area that is locked during non business hours.



**b. Thesis Topic/Student/Advisor recording**

Impact on User: No special tools required.

Impact on Content Providers: Content provider will be the collector of information. The provider will no longer need to maintain manual files.

Tools Required for Design: Website Pro and Cold Fusion are the only tools required.

Plans to address security related issues: The prototype would allow access only to generic statistics to uninvolved parties (NPS students only). It will also allow Academic Associates and faculty to view information commensurate to their positions. The Department Chair will have unlimited access.

Roles and Responsibilities of Content Provider and Users: Maintain running system and background applications (Cold Fusion and Website).

Miscellaneous Changes and/or Enhancements to the process when compared to the current state: The prototype would eliminate re-keying of data and the current manual file system. This allows for creation of a historical database with broader access and will now fully automate the process through an online format.

**c. Course Validation Tracking and Reporting**

Impact on User: No special tools required.

Impact on Content Providers: Database application will be necessary to fully realize the multiple queries and reports possible.

Tools Required for Design: Website Pro, Cold Fusion, and Microsoft Access (database application) are the tools needed.

Plans to address security related issues: Allow only the Education Technician to make changes to tables and data. Allow students, Academic Associates, and Curriculum Officers to view data in various formats.

Roles and Responsibilities of Content Provider and Users: The department's Education Technician must update points of contact pertaining to the database and course validation requirements. Course Coordinators must update course validation requirements as needed.

Miscellaneous Changes and/or Enhancements to the process when compared to the current state: Validation testing will remain a manual process. The tracking of validation credit between the curricular office and the department will be consolidated allowing both to have current information.

**d. Student Observation Forms (SOFs)**

Impact on User: No special tools required.

Impact on Content Providers: No special tools required.

Tools Required for Design: Website Pro and Cold Fusion are the only tools needed.

Plans to address security related issues: A student's anonymity must be ensured. Students are limited to one input per course within the quarter for which they are currently enrolled. Faculty access must be restricted until after grades are posted, furthermore must be restricted to the course taught. Faculty are restricted from making SOF input. Department Chairs may have unlimited access to all departmental courses. Academic Associates restricted to area commensurate to their position.

Roles and Responsibility of Content Provider and users: The department's Education Technician is responsible to set up administrative information for each course, i.e., Course Number, Instructor, SOF Number, and Student Participation.

Miscellaneous Changes and/or Enhancements to the process when compared to the current state: The department's Education Technician will maintain administrative information. The prototype will allow migration of the entire process from a manual based system to a fully automated process. This eliminates the need to use class time for the administration of SOFs.

**e. End of Course Journals**

Impact on User: No special tools required.

Impact on Content Providers: No special tools required.

Tools Required for Design: Website Pro and Cold Fusion are the only tools needed.

Plans to address security related issues: Access will be restricted to Faculty only, with no student interaction possible.

Roles and Responsibilities of Content Provider and Users: Faculty will provide the Education Technician with quarterly updates to the course taught in a specific quarter.

Miscellaneous Changes and/or Enhancements to the process when compared to the current state: Currently the process is manual. Providing an online format will enhance the efficiency, effectiveness and use of these journals. The online and readily available format will encourage faculty to use and update the journals in a timely and routine manner.

**f. Thesis Assessment Reports.**

Impact on User: No special tools required.

Impact on Content Providers: No special tools required.

Tools Required for Design: Website Pro and Cold Fusion are the only tools required.

Plans to address security related issues: Access will be limited to involved parties and departmental leadership.

Roles and Responsibilities of Content Provider and Users: Faculty and students must submit their information as required at the end of the thesis process.

Miscellaneous Changes and/or Enhancements to the process when compared to the current state: The current system is completely manual. An automated process avoids re-keying and will support the development statistical analysis of the thesis process.

**12. Systems Architecture and Design**

According to one of the system administrators, all Department of Systems Management professors have some form of computer and TCP/IP access. Systems include Apple Macintosh, IBM PC or compatible or Unix. The number without direct connections is very small and all instructors will be able to directly access the network by the end of Winter 1997 quarter (March 1997), after implementation of the new network system being built for the department. Those instructors that don't have direct access to the network can connect through dial up connections. Once again, this will not be necessary after March of 1997.

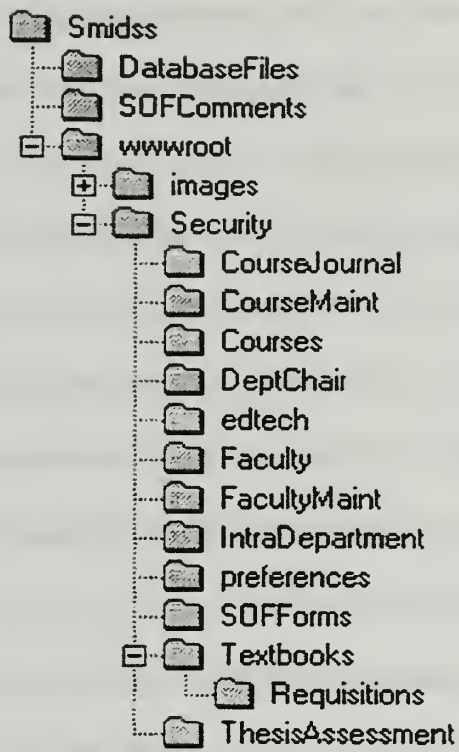
The system will consist of client machines and server machines. Datafiles can exist on either the server or any machine on the network, as long as appropriate access permissions are given to allow access.

The client machines will be located in offices of faculty and staff of the department. The specific software required for a client is minimal and will be discussed in Chapter IV. Server software will also be discussed in Chapter IV.

The physical location of a machine will not have any impact on the functionality of that machine. The server machine should be provided with adequate security to prohibit alteration of data or HTML pages.

On the server, a directory structure is used to promote both maintenance and security. Figure 3 depicts the proposed directory structure for the prototype. All folders are located under one working directory, wwwroot. The root directory is further broken down into subdirectories associated with the processes, which they represent. HTML pages with related functions are kept in these subdirectories. Any generated data and the datafiles are also kept in separate subdirectories. The proposed directory structure allows the WWW server application to provide much of the necessary security. Access permissions can be granted based on directories and user names or roles. Data security is provided by the security functions of the operating system of the server.





**Figure 3: Directory Structure**

## IV. INTRANET DESIGN

### A. INTRANET TOOLS AND PROTOCOLS

#### 1. Basic Components

The components of an Intranet can be broadly classified as either client or server components. In some cases specialized software is required on a client machine to support server functions. In keeping with the purpose of this research, the prototype was designed to function with "dumb clients".<sup>22</sup>

The applicable technologies are Web Servers, Database Servers, Web browsers and the TCP/IP network communication protocol. The web and database servers handle the interface and commands necessary to interface with the user and datasource. The Web Browser handles the communications between the user/client and the Webserver. The combination of the web server and the browser handle all of the information formatting and output commands. The TCP/IP protocol is the standard used for network communication between machines and programs that are interconnected through any number of network hardware architectures.

#### 2. Client

A client machine needs to have, as part of its installed operating system the necessary protocols for communication on the enterprise network. Most Intranets, since they use technologies and tools developed for the Internet, use the TCP/IP protocol. However, proprietary or other protocols are possible since the Intranet is designed to serve internal functions. Protocols other than TCP/IP are beyond the scope of this thesis.

A client can be either smart or dumb. A "smart client" is one that receives data and information in a raw form and performs some processing locally. A "dumb client" is one that receives only formatted information and only does processing necessary to output the information.

The primary benefit of a "smart client" is that the load of the server is minimized. The primary drawback is that applications and coding is more sophisticated and therefore more costly. These costs involve increased development time and financial cost.

As stated, a "dumb client" is a client that does not process the information. All processing is performed at the server. Clients require only a compatible browser.

The benefits of "dumb clients" are that cost of development, hardware requirements and user training are all kept low. The drawback is that the server assumes the entire processing overhead, so users will perceive some latency in having information processed.

### **3. Server**

In a general sense the Intranet server requires some software to format and deliver information to the network for display on the client machine. The prototype server developed for this research consists of a WWW server and an ODBC server.

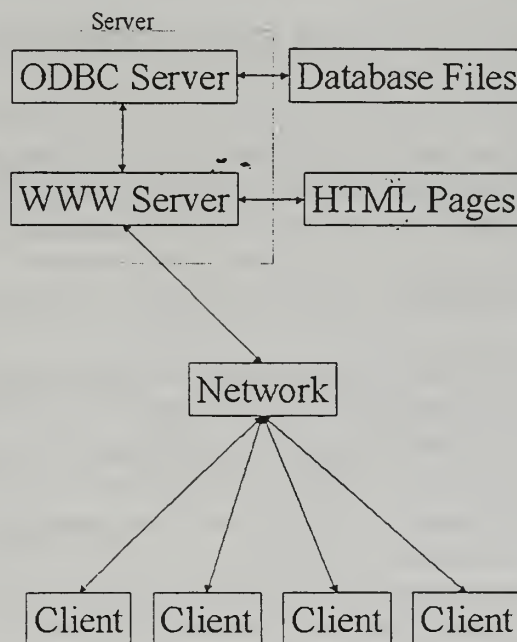
The ODBC server processes requests for data by executing the DBML (Database Markup Language) commands and actually interfacing with the database files. The information in these requests is formatted in the HTML pages as an SQL query. The SQL query is passed to the ODBC protocol drivers to access the datafiles.

---

<sup>22</sup> Laudon, Kenneth C. & Jane P., *Essentials of Management Information Systems, Organizations and Technology*, Second Edition, Prentice Hall, 1997 p 270.

The datafiles can be in a shared directory anywhere on the network. In fact, ODBC is a good means of combining data from multiple locations in multiple databases. As the ODBC drivers return data, the ODBC server reformats the data into a format that can be transmitted and displayed to the user as an HTML document. The ODBC passes this formatted information to the Webserver to pass to the user.

The use of the ODBC protocol allows one server to access databases designed in different database front ends. For example, an ODBC request can be sent to a database built with Microsoft Access or Borland Paradox. The DBML pages allow this to be handled from the same code or DBML page. The commonality of code allows one application or collection of pages to access data in multiple databases in multiple formats.



**Figure 4: Webserver Architecture**

The purpose of the WWW server is to interface with the network and receive and manage requests for information stored as formatted HTML pages. The WWW server also functions to format information requests in a manner that is understandable by the ODBC server. As information is pushed to the network the ODBC server and WWW server work together to publish the information in manner consistent with the HTML protocol.

Common desktop personal computers function well as Intranet Servers. Webserver software that runs on desktop personal computers using desktop operating systems (Window NT Workstation or Windows 95) is readily available and inexpensive. These packages are well supported and new tools are released almost on a weekly basis. Commercial HTML editor programs include an increasing number of DBML commands.

## **B. TOOL SELECTION**

### **1. Hardware**

The hardware that was used for the development of the prototype can be classified as "typical desktop" hardware. The development platforms were a 486 and Pentium class machines. The use of two machines was not necessary. Two machines were used only for the efficiency provided by allowing the developers unrestricted access to a workstation.

An evaluation of different types and capabilities of software and hardware is beyond the scope of this research and is left as a recommendation for future research. Benchmarking or testing the prototype on different platforms is left as future research and will be discussed in Chapter VI.

A test of the server running using the two different machines was conducted. One machine consists of an Intel Pentium 166Mhz CPU, 128 Megabytes of RAM, 2 Gigabytes of hard drive capacity. The second machine is a Cyrix 486 DX2 80Mhz CPU, 20



Megabytes of RAM and 1.2 Gigabytes of Hard Drive Capacity. Both machines were connected to the Department of Systems Management Local Area Network (LAN) via 10Base2 Ethernet.

The test consisted of running a query to retrieve an e-mail address from the database. Each machine had a copy of the database resident on the hard drive, and therefore did not have to compete for access of a central datasource. In order to have similar network/environmental conditions the query action button was pressed simultaneously on each machine. This was done, as much as possible, to ensure similar network traffic conditions. Since Ethernet is a collision sensing protocol, the authors felt that the actual query and result message from the server for each machine would compete equally for a transmission slot on the network.

The test showed that response from the Pentium server was noticeably faster. The response was almost immediate, less than 1 second before a response was displayed. The response for the 486 machine was noticeably longer. The response was not displayed for 20 seconds.

## **2. Software**

The server software was chosen after consideration of many factors. Multiple products were reviewed by three groups of students. The server applications that were evaluated were; Internet Information Server (IIS) by Microsoft, Website by O'Reilly and Associates, FastTrack by Netscape Communications and Purveyor.

The criteria used for the evaluation were; Time, Cost, Hardware and Software Constraints, Browser Compatibility, Database Links, Authoring Tools, Features, Scalability, and Administration.

Time was evaluated on the basis of the complexity of installation and the usefulness of the documentation. Cost included the restrictions on client platforms, licensing, and technical support. Hardware and software constraints included an evaluation of minimum requirements and cross platform compatibility. Browser compatibility was simply an evaluation of which browsers were supported. Links to database evaluated how many different types of databases are supported, whether or not the interface was proprietary, and if the tools are included with the server. Authoring Tools was a basic check to evaluate if an authoring tool was included that would assist developers with HTML page creation and linking to the database. Features evaluated if the package included security, e-mail, ftp, and site searching. Scalability was a check to see if the software had provisions for adding components or capabilities. Administration evaluated whether the site included provisions for logging activity and remote administration capability.

	Microsoft Internet Information Server	O'Reilly Website	Netscape FastTrack	Purveyor
Time				
Cost	Free with Server	\$495	\$295	\$895
Hardware & Software Compatibility	Windows NT Server Only	Windows 95, Windows NT Workstation and Server	Windows NT Workstation and Server	Windows NT Workstation and Server
Browser Compatibility	All	All	All	All
Database Links	Yes	Yes	+\$295	+495
Authoring Tools	Included	Included	Included	Included
Features	Embedded FTP	Freeware FTP Add-in	Freeware FTP Add-in, No S-HTTP	Freeware FTP Add-in, No S-HTTP
Scalability	Yes	Yes	Yes	Yes
Administration	Remote	Remote	Remote	Remote

	Microsoft Internet Information Server	O'Reilly Website	Netscape FastTrack	Purveyor
	<b>capable</b>	<b>capable</b>	<b>capable</b>	<b>capable</b>

**Table 2: Web Server Capabilities<sup>23</sup>**

A freeware version of an FTP server was found that works with all the platforms. This removed FTP as a discriminating criterion.

IIS is the fastest server. The researchers were not able to determine that the performance benefit was due to skewed results brought on by the hardware that the tests were run on. The IIS system ran on server hardware consisting of 128 MB RAM and all other web servers ran on client hardware consisting of 32 to 64 MB of RAM.

Even though IIS is a free program (available by FTP from Microsoft and bundled with Windows NT Server), running IIS is the most costly. In order to run IIS one must have Windows NT server installed as the platform OS. IIS will only run in conjunction with the server version of NT. According to terms of the end user license agreement (EULA) separate licenses must be purchased to use NT Server as a webserver.

The basic EULA of Windows NT Server limits connections to the server to one connection. Additional licenses can be purchased on either a per server or a per seat basis. The per server option is a means to purchase licenses for a set number of concurrent

---

<sup>23</sup> Test data compiled from: Newman and Fowler, "Web Servers: Digging Into Corporate Data", Data Communications, pp57-68, November 21, 1996, and <http://website.ora.com>

connections. The per seat license is owned by the connecting user. If per seat licensing is used the client must have a license for each server they will connect to.

The EULA for Windows NT workstation limits the number of connections to ten. The EULA for Windows 95 specifically states that there is no limit to the number of connections if the product is used as a network server.

IIS had the fastest performance scores when working with the database and supported all the listed criteria. IIS is the only package that includes an FTP server capability integrated with the web server.

Netscape FastTrack does not support Windows 95 as a Server OS. FastTrack does not include a database server, although one can be purchased. FastTrack does not include the capability for secure hypertext transport protocol (S-HTTP). FastTrack was the lowest cost of all the Servers evaluated. The key discriminator against FastTrack was the lack of a database connection.

O'Reilly's Website included support for all the evaluation criteria and capabilities. Website is compatible with Windows 95 and all versions of Windows NT. The cost for Website was equal to the average cost of all the packages evaluated.

Netscape and Purveyor were eliminated from the selection process because Website met or exceeded them in all categories. Microsoft Internet Information Server was not selected because IIS will only run with Windows NT Server. The research involved developing a prototype that would integrate easily into the department selected for analysis.

Eliminating IIS because the program requires Windows NT Server may seem overly constraining. One can argue that the user interface is the same for Windows 95 and



Windows NT version 4.0. One of the prototype design goals was to develop a system that can run on as many platforms as possible. Additionally, this decision was made to avoid some of the administration overhead associated with the server version of NT and to capitalize on the permissive nature of Windows 95.

Permitting Windows 95 as a target system allows for lower deployment costs. Also, by design, Windows 95 is more tolerant of older applications. This will allow many of the legacy applications to continue to be used. Additionally the increased cost of Windows NT Server and additional licenses to allow multiple client access to the web server increased the cost of the Windows Server and IIS package well beyond the cost of Windows and O'Reilly Website.

### **C. USEFUL RESOURCES**

Directed study in Webserver installation, operation and maintenance was very helpful in developing skills necessary for development of WWW interfaces for information sharing. Understanding the capabilities and limitations of the various web server applications was invaluable.

Additional exercises and directed readings in WWW based content development and implementation tips and techniques also helps in design. Information on articles and resources is contained in the bibliography.

The following resources are particularly helpful for developing concept and vision for an Intranet project.

Levitt, Lee, "Intranets: Internet Technologies Deployed Behind the Firewall for Corporate Productivity", prepared for Internet Society INET'96 Annual Meeting (URL <http://www.process.com/intranets/wp2.htm>, 1996).



PC Week Magazine maintains an Archive of articles and case studies pertaining to Intranets. <http://www8.zdnet.com/pcweek/builder/ibpast.html>

An article on ROI and cost benefit analysis of Intranets can be found at: [http://www.cio.com/WebMastera/040197\\_roi.html](http://www.cio.com/WebMastera/040197_roi.html)

## V. IMPLEMENTATION ISSUES

### A. COST

Implementation of an Intranet to support administrative functions in the department requires the purchase of webserver software. Additionally it is recommended that hardware also be purchased to serve as a server. Discussion of actual costs is used to illustrate expected costs and to serve for planning purposes. The reader should keep in mind that the goal was to develop a thesis to demonstrate Intranet capabilities, not propose a target configuration or components. The prices are for actual products and are current at the time the thesis is written. As shown in Chapter IV, most of the available software is priced within a range of \$50 of any competing product.

As stated in Chapter IV, the required software is a Webserver and an ODBC database server. The commercial, off the shelf, cost for the Webserver used for this prototype is \$495. There are two versions of the ODBC available commercially. The workgroup edition (\$495) supports databases built with Microsoft Access, Microsoft Foxpro, Borland Paradox, and Borland dBase. The professional edition (\$995) supports all ODBC databases.

The only costs associated with training will be the wages or salary of the individual receiving the training. There is no cost for the actual training since one of the authors will be available conduct the training. It is recommended that consideration be given to allow independent study or directed study credit be given to the trainer, so that time can be allowed in his academic program.

## B. TRAINING

As stated, training can be conducted by one of the authors. This is possible because one of the Authors will remain as a student at NPS for two quarters after this thesis is completed.

Having the student available after thesis competition and implementation of the system allows that student to provide support for implementation and further refinement of the user interface.

It would be impractical to have regularly scheduled training for students since there is a constant rotation of the student body. A more feasible approach is to develop a user manual designed for students that discusses the security aspects and capabilities of the Department Intranet.

On the other hand current faculty and staff can be offered a one-time training period. Providing opportunity to the faculty and staff will help the system be accepted in the department. The administrator, as needed can conduct training of new personnel. However, a more efficient, informal training by peers will probably become the norm as individuals will strive to minimize the time needed away from their primary responsibilities.

The system administrator will need more extensive training. Depending on the experience and skills of the individual, training in HTML and database management may be necessary. At a minimum, the system administrator will need training in the security and operation aspects of the specific Webserver software.

## C. SECURITY

Security is best understood by understanding the types of users and what information they will need to access. The types of users for this system are Students, Faculty, Staff, Department Administration, and the system administrator.

There are only a few areas that have information relevant to students. Students have a need for administrative contact information about Faculty, such as office and email address. Students also may be interested in what classes are offered in a particular quarter and what texts have been requested. Also, students will use the system to submit SOF input.

Faculty information needs are similar to students and include a few others. Faculty will also use the system to complete course journals and requisition textbooks. Faculty will also receive SOF information through email generated by the system.

Department staff will have a need for some of the faculty contact information. Additionally the staff will use the system for viewing departmental news and messages that are not distributed using email or other means.

Department administrators will access SOF reports as well as the information used by the other classes of users. As a business rule, department administration should be prevented by viewing confidential SOF comments between students and instructors.

As stated, the system administrator will need to have access to all the information. This is necessary for the performance of maintenance and for some other administrator tasks, such as dispatching SOF comments to instructors when directed.

An important security feature that should be used is logging. NPS computer security rules require logging by all machines that can be accessed by or allow access to

the campus networks. Logging involves the automatic recording of who access the system. The existence of logs is important if information needs to be restored or breeches need to be investigated. The log provides a means of identifying what users or office accessed what portion of the system.

In addition to assigning users to different classes, as allowed by the webserver, files should be segregated within the file structure for the server. Setting up a directory structure that groups related HTML pages and content allows the administrator to assign permissions and manage security each file directory. This security scheme will facilitate the publishing of information. For example, newsletters and messages can be stored together in a relatively accessible directory. This allows the creator of the information to publish directly to the server with minimal input from the administrator. Conversely, items such the database and SOF comments should be in secured directories so the integrity of the information can be insured.

#### **D. DATABASE POPULATION**

There are two methods of getting information into the database. The first method is to allocate a person or group of persons to the task and have them type in relevant information, such as classes, instructors and newsletters. After the initial information is input, as the system is used information will remain current. The second method is to operate the Intranet in parallel with the current manual system, until such a point that the database has caught up with the manual system. Even with this method, a certain amount of raw data that does not change on a frequent basis will need to be input into the database.



Some data can be imported directly from the prototype. The faculty information contained in the prototype database is actual and current. No SOF information needs to be input, since the information is new every quarter. As the system is used the SOF portion of the database will grow and provide more information on trends, as more historical information is available.

## **E. DATABASE ADMINISTRATION**

The system administrator should be given responsibility and ownership of the database. Due to limitations imposed by linking to the data through an ODBC server, access to pages that change or to the actual datafiles should be restricted.

In order to change the data in the database, requests should be sent to the administrator. HTML pages have been built in the prototype that demonstrate the ability to modify records from the browser window.

One feature demonstrated in the prototype is the ability to notify individuals of changes to information. As a change is committed, the webserver will send a message that shows what information was changed. This feature was implemented as a means of checking the accuracy of information. If the user receives verification e-mail, then the e-mail address on file is correct, if not, the administrator will receive a message from the e-mail daemon, this is an indication that the e-mail address is incorrect. Upon receipt of the e-mail, the user has the responsibility of verifying the information.

As stated earlier, newsletters or information for all users can be published to the Intranet directly from the originator. Most word processors include the ability to save a document as an HTML document. Additionally, ASCII text documents can be viewed from any WWW browser.



## VI. SUMMARY

### A. PROJECT CONCLUSIONS

#### 1. Intranets vs. Internets

Basically an Intranet is a collection of technologies that are common to the Internet to publish and share information within an organization amongst organization employees rather than sharing or providing information to the general public. What distinguishes an Intranet from an Internet is the application itself. Intranets are personable and are developed and used for and within organizations. Intranets focus on employees. By design they are process oriented, provide an environment for employees to streamline how work is done and how to expedite the creative and developmental processes.<sup>24</sup> Internets on the other hand are not personable, rather they are designed for a specific group of users, but public information.<sup>25</sup> Internets focus primarily on company profiles and product orientation, making them an excellent source for educational research for their intended audience, the consumer, the customer, and the student.<sup>26</sup>

#### 2. The Prototype System as a Development Tool

Prototypes are playing an increasing role in product and process design.<sup>27</sup> Rapid prototyping can help in saving time and money. It serves as a tool for user change and allows for the delivery of a workable system as an end product. The significance in

---

<sup>24</sup> Hinrichs, Randy J., Intranets: What's the Bottom Line?, Prentice Hall Computer Books, p. 33, June 1997.

<sup>25</sup> Ibid. p. 34.

<sup>26</sup> Ibid. p. 32.

<sup>27</sup> Colton, Jonathan, Eastman, C., Graver, T., Ku, D., Kurfess, T., McGinnis, L., Farrokh, M., Muzzy, J., Rosen, D., Schwerzel, R., and Starr, T., "Rapid Prototyping and Manufacturing at Georgia, Tech", white paper, p. 2., 28 June 1996.

contributions to cost/time reduction and functional improvement in the product realization process as it applies to information technology management, is really no different than developing the physical artifact for a manufacturing process.<sup>28</sup> The resulting Intranet product is useful for visualization, interference checking, and functional testing.<sup>29</sup> Prototypes being developed with today's technology are workable, useable, and fully functional systems. It does not make sense any longer to spend the necessary time and money in developing a rapid prototype, only to throw it away. Intranet prototypes can be placed in the same category as other physical developmental products; they can be immediately used after development and testing.

### **3. The IDM Tool**

This thesis has been an excellent candidate in demonstrating and proving that the traditional systems development lifecycle (SDLC) process is now obsolete. The modified IDM methodology for development of this prototype provided a means to work in manageable modules, build a rapid prototype, modify the prototype when needed through continuous testing, and to stress the user interface, which are all key characteristics of building rapid prototypes.<sup>30</sup> This methodology proved specific enough to analyze this topic, but is easily adaptable and can be applied to any system analysis problem.

---

<sup>28</sup> Ibid., p. 2.

<sup>29</sup> Ibid., p. 3.

<sup>30</sup> Kenndall, Kenneth E. and J.E. Kenndall, Systems Analysis and Design, 3<sup>rd</sup> edition, p. 214, Prentice Hall, Englewood Cliffs, New Jersey, 1995

## **B. AREAS FOR FURTHER RESEARCH**

### **1. Limitations of and Enhancements to the Prototype**

Security will continually be an issue. Remote user initial login is not physically present in the prototype. Users do not have the capability to access and request a login and password. Users must be manually entered into the database, through the use of Intranet based forms by the administrator.

Another issue is limiting the number of SOFs that a student can access. If a student wanted to fill out several SOFs for one class, he/she could do so. This is not to say that the administrator could not limit the number of SOF forms being distributed per class. This could be accomplished through software. The ultimate problem is limiting accessibility to one form per student, while at the same time providing anonymity. Software fixes for this limitation were not available at the time this research was conducted. Future technology enhancements lie in integrating other technologies such as JAVA and/or Active-X into a user database. A more current release of Website has the capability to link with the actual NT server for access, and again, was not available at the time this prototype was being built.

The SMIDSS prototype will enhance the daily business activities within the Department of Systems Management and continue maturity through use. The online browser format allows easy access by any user. The Education Technician can easily perform any job functions directly from the desktop, as opposed to being away from the desk obtaining paperwork from departmental staff. Constant use of the prototype promotes continuous and iterative change through user feedback. Users will have the



ability to contact the Administrator to suggest any changes or enhancements, thereby fulfilling one of the goals of the IDM process, constant improvement.

## **2. Campus Wide Implementation Issues**

A fundamental issue for this prototype is scaling it to fit the needs of each department at NPS. Although not an issue that will plague migration, each department has its uniqueness. The use of the modified IDM process in conducting systems design and analysis yielded such detailed research, that modifying processes will be an easy task for further researchers.

Security for the Intranet must be focused on the confidentiality of the SOFs. Policies will have to be developed defining acceptable use and communicating security to users. Pending campus-wide implementation, a standard security protocol will have to be developed to ensure uncompromising success in maintaining anonymity.

Connectivity to the registrar's office offers another hurdle to future researchers. Software rather than hardware connectivity is the problem. Currently, there is not a foreseeable fix to developing a fully automated scheduling process, therefore, a standard campus-wide database management system must be implemented. A database would allow mass storage of classes, faculty and students, which can be easily maintained and manipulated. Although not an algorithm for the scheduling process, this system would allow each department access to needed information and provides a standard for software connectivity.

SMIDDS was extensively tested for implementation within the confines of a single department. Further research into a testing methodology suitable for larger scale

projects (campus-wide) to include concurrent access, must be pursued to understand and fully document limitations on servers, ODBC serves, and various hardware components.

### **3. Migration to Military Applications**

Since late 1996, the Department of Defense has been making strides to move away from ARPAnet to the Intranet in linking legacy Internet and Intranet applications.<sup>31</sup> Intranets are proving their worth because of open standards-base protocols, thereby preserving already existing hardware and software applications. The military as a whole must understand the feasibility of developing Intranets for its daily use. No longer is this tool simply connecting technology with software, but serves as an intelligence tool. Putting organizations on Intranets allows one to leverage the intelligence of that organization.<sup>32</sup> Downsizing the military only strains organizations. Military service members are asked to do and know more with fewer resources. Intranets in the business world can be applied to the military by providing a means to define, so that people can focus more clearly on what their own contributions are to the organization.<sup>33</sup>

The cost savings realized through Intranets will come in the form of time. Specifically, this is time taken from wartime training and missions spent on administrative and decision making functions. Intranets will allow sharing, managing, and publishing information, as well as, decision making from any desktop by linking all information within an organization. The focus of the military services must be to realize

---

<sup>31</sup> Barksdale, J., "From ARPAnet to Intranet: The U.S. Government and Internet Technologies", <http://home.fr.netscape.com/comprod/columns/mainthing/governmental.html>, Netscape Communication Corporation, 28 September 1996.

<sup>32</sup> Hinrichs, Randy J., Intranets: What's the Bottom Line?, Prentice Hall Computer Books, p. 15, June 1997

the potential of Intranets. Recognizing this investment will lend itself to getting usable information in the hands of the lowest ranking military service member (empowered individual). This will make service members more efficient and knowledgeable in the operations of an organization and ultimately provide increased time to conduct wartime training and missions in an era when time is a commodity.

Developing this prototype proves that this technology can be easily migrated to similar military applications. The hardware and software are in place in most organizations, as well as, the network connectivity. Most, if not all, military organizations are using email to communicate. These organizations are no different than commercial businesses in respect to the need for information and the ability to control and use it. However, the limiting factor in military organizations is expertise to migrate these technologies into the work place. There are not any Information Officer billets or positions in place within military organizations below Division level with respect to the Army and similar organizations in the sister services.

The benefits of an Intranet to military organizations are enormous. Online training through video and scheduling can be conducted from the desktop. The Intranet can be a learning system to trainers and supervisors as they look to other organizations to tap into experts and points of contact to provide information. It is a knowledge base system for leaders and supervisors to make timely and informed decisions.

As the military moves toward further decentralization of its units, empowerment of individuals becomes an issue and a goal. Intranets are an empowering tool. Being able

---

<sup>33</sup> Ibid., pp. 152-153.

to build and distribute information online is efficient empowerment.<sup>34</sup> Although sharing information is a risk, service members cannot possibly be responsible for improving their processes, improving workflow, and collaborating with the right people without the needed information. One of the risks in sharing information is the responsibility and accountability for the integrity of the data. Another aspect is ensuring that the information is only accessible by authorized personnel. Perhaps the greatest benefit will be for those in the lower ranks. When a commander publishes a vision, values, objectives and goals they enhance trust and provide personnel with direction.

---

<sup>34</sup> Ibid., p. 159.





## BIBLIOGRAPHY

Ba, Sulin, et al., "Using client-broker-server architecture for Intranet decision support", *Decision Support Systems, The International Journal*, Elsevier Science B.V., 1997, vol. 19, no. 3, pp. 171-192.

Bakke, Bonita "Intranet Development Strategy" URL  
[http://www.informationage.com/ppr\\_authorsbsite.htm](http://www.informationage.com/ppr_authorsbsite.htm), November 13, 1996.

Bhargava, Hemant K., et al., "Decision support on demand: Emerging electronic markets for decision technologies", *Decision Support Systems, The International Journal*, Elsevier Science B.V., 1997, vol. 19, no. 3, pp. 193-214.

Barksdale, J., "From ARPAnet to Intranet: The U.S. Government and Internet Technologies", URL: <http://home.fr.netscape.com/comprod/columns/mainthing/governmental.html>, Netscape Communications Corporation, September 28, 1997.

Bodensiek, Design, Maintain, and Secure a Dynamic Intranet Site, Intranet Publishing, 1996, Que.

Bui, Tung X., *Decision support in the future tense*, ", *Decision Support Systems, The International Journal*, Elsevier Science B.V., 1997, vol. 19, no. 3, pp. 149-150.

Callaway, E. Case Study, URL <http://www.pcweek.com/builder/0715/15bech.html>, 1996.

Colton, Jonathan, Eastman C., Graver T., Ku., D, Kurfess, T., McGinnis, L., Farrokh, M., Muzzy, J., Rosen, D., Schwerzel, R., and Starr, T., " Rapid Prototyping and Manufacturing at Georgia Tech", white paper, June 28, 1996.

Currid, Cheryl, "Quit Stalling and Start an Intranet", *Windows Magazine*, p.49, April 1997.

Hinrichs, Randy J., "Pay as You Grow", *Webmaster*, pp 20-24, May 1997.

Hinrichs, Randy J., Intranets: What's the Bottom Line?, Prentice Hall Computer Books, June 15, 1997.

Kendall, Kenneth E. & Kendall, Julie E., System Analysis and Design, 3<sup>rd</sup> Edition, 1994, Prentice Hall.

Laudon, Kenneth C. & Jane P., *Essentials of Management Information Systems, Organizations and Technology*, Second Edition, Prentice Hall, 1997 p 270.

Levitt, Lee, "Intranets: Internet Technologies Deployed Behind the Firewall for Corporate Productivity", prepared for Internet Society INET'96 Annual Meeting (URL <http://www.process.com/intranets/wp2.htm>, 1996).

Nolan, Jeffery S. and P.D. Youngblood, "Naval Postgraduate School Scheduling Support System", Thesis for the Naval Postgraduate School, Monterey, California, March 1992.

Newman and Fowler, "Web Servers: Digging Into Corporate Data", Data Communications, pp57-68 November 21, 1996.

Process Software Corporations, Serving up a Winning Intranet Solution. URL <http://www.process.com/intranets/solution/>, 1996.

Rizzo, John, "Intranet 101", Bay Area Computer Currents, February 4 1997.

Schwartz, Karen D., "Weaving an Internal Web", DoDIT, an Army, Navy, Air Force Times, Marketing Supplement, May 19, 1997.

Slater, Derek, WebMaster Magazine, CIO Publications Inc.- April 1997.

Strom, D., "Finding the Right Intranet Technologies to Buy", URL <http://www.strom.com/pubwork/intranet.html>, 1996.Process Software Corporation.

Telleen, S, Intranets and Adaptive Innovation. URL <http://amdahl.com/doc/products/bsg/intra/adapt.html>, 1996.

Troxler, Troy, Epoch Networks, Byte, v 22, no. 5, April 1997.

Vinson, Sam, "Intranet Politics and Technologies", Byte, v. 22, no. 5, pp. 88a-88h, April 1997.

## APPENDIX A – DATAFLOW DIAGRAMS

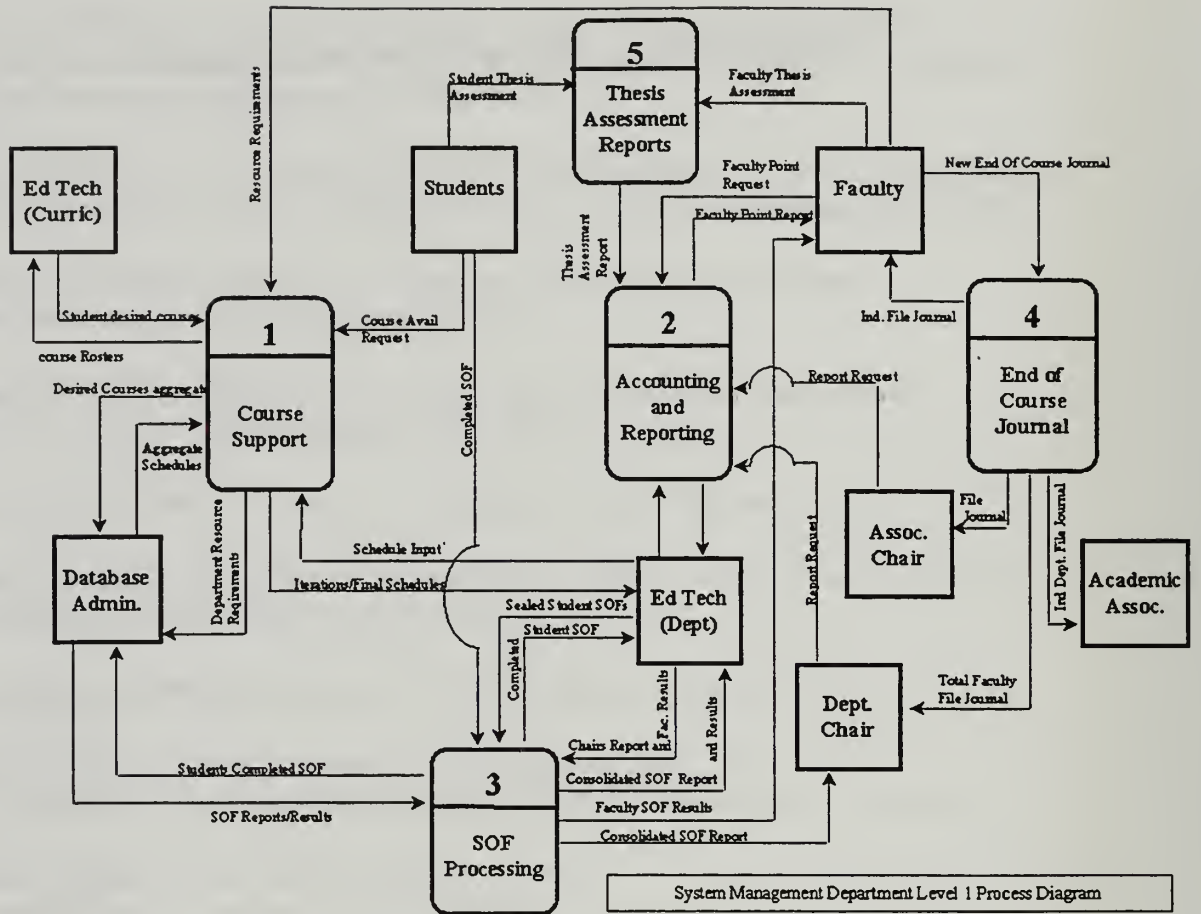


Figure A-1: Level 1 Process Diagram

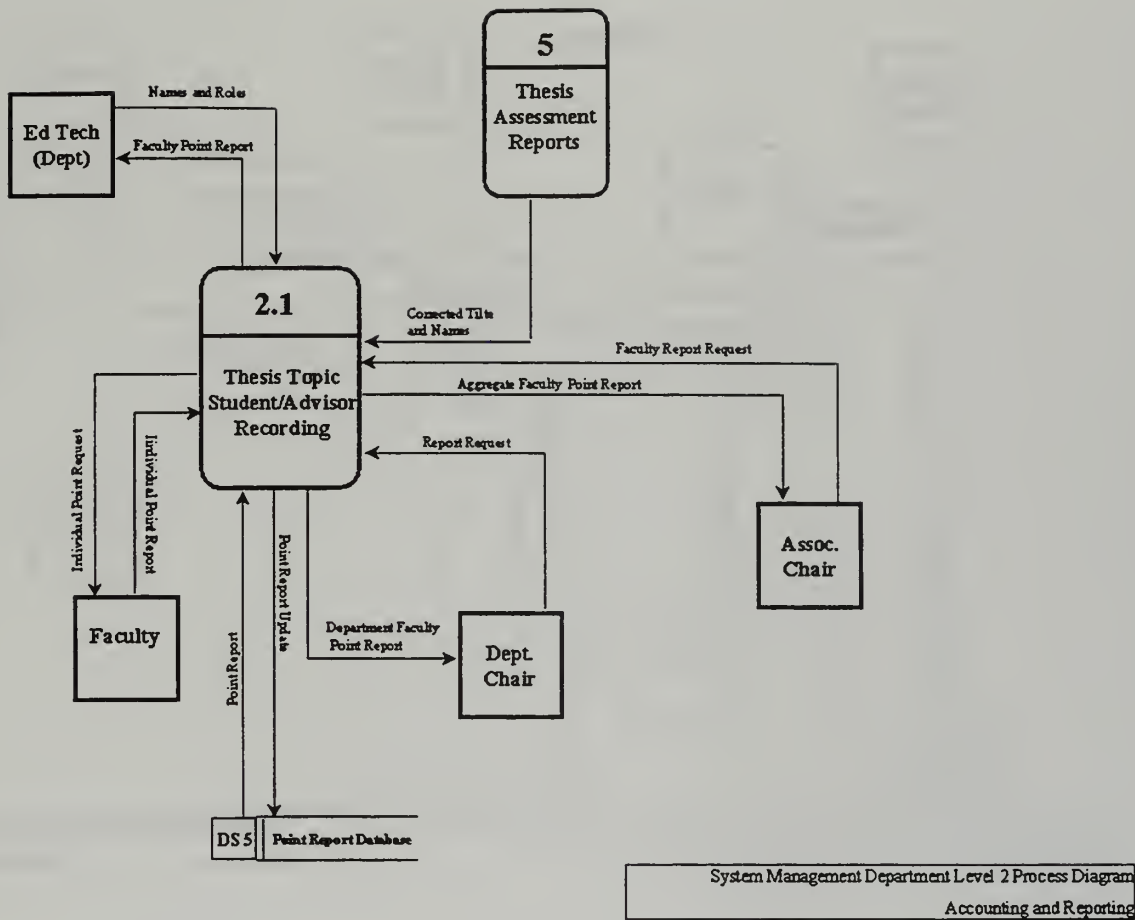


Figure A-2: Level 2 Process Diagram



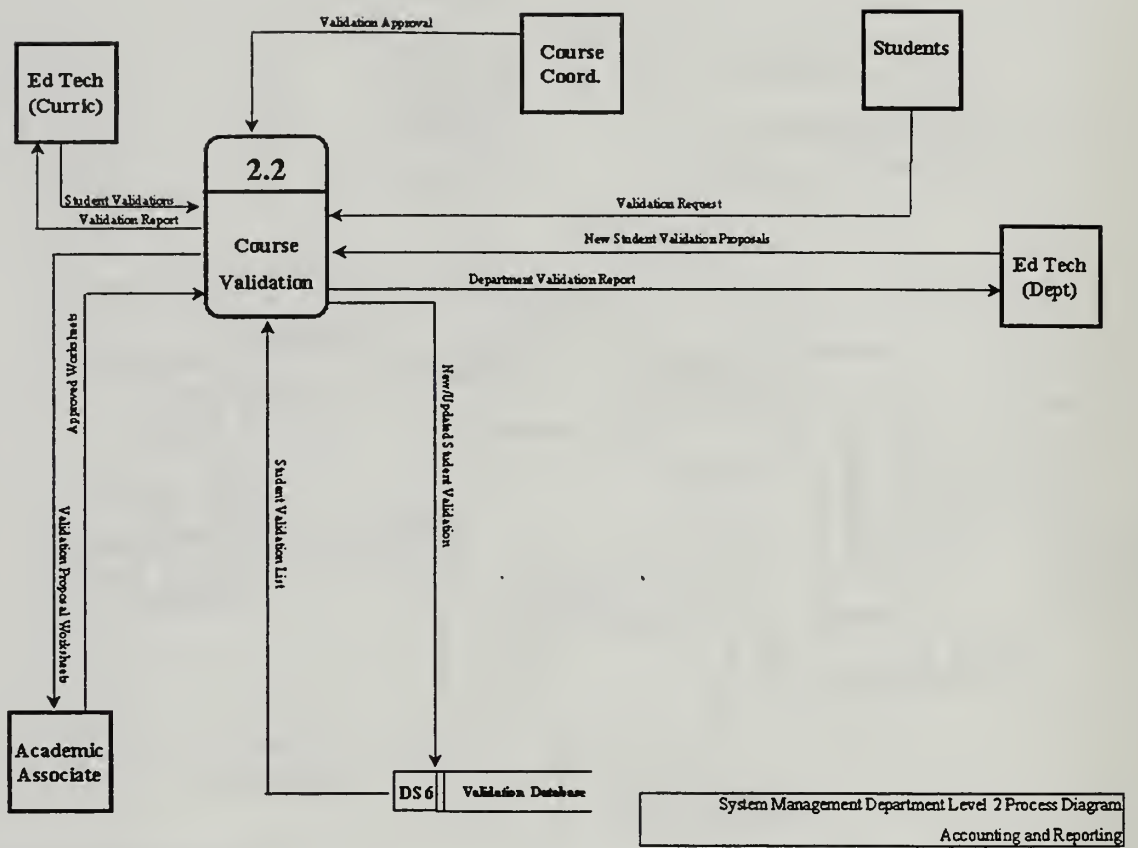
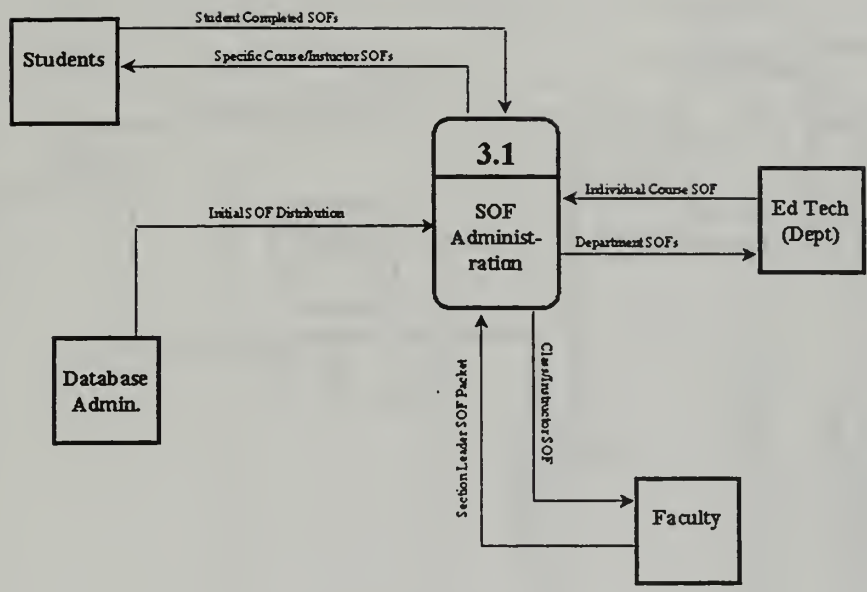
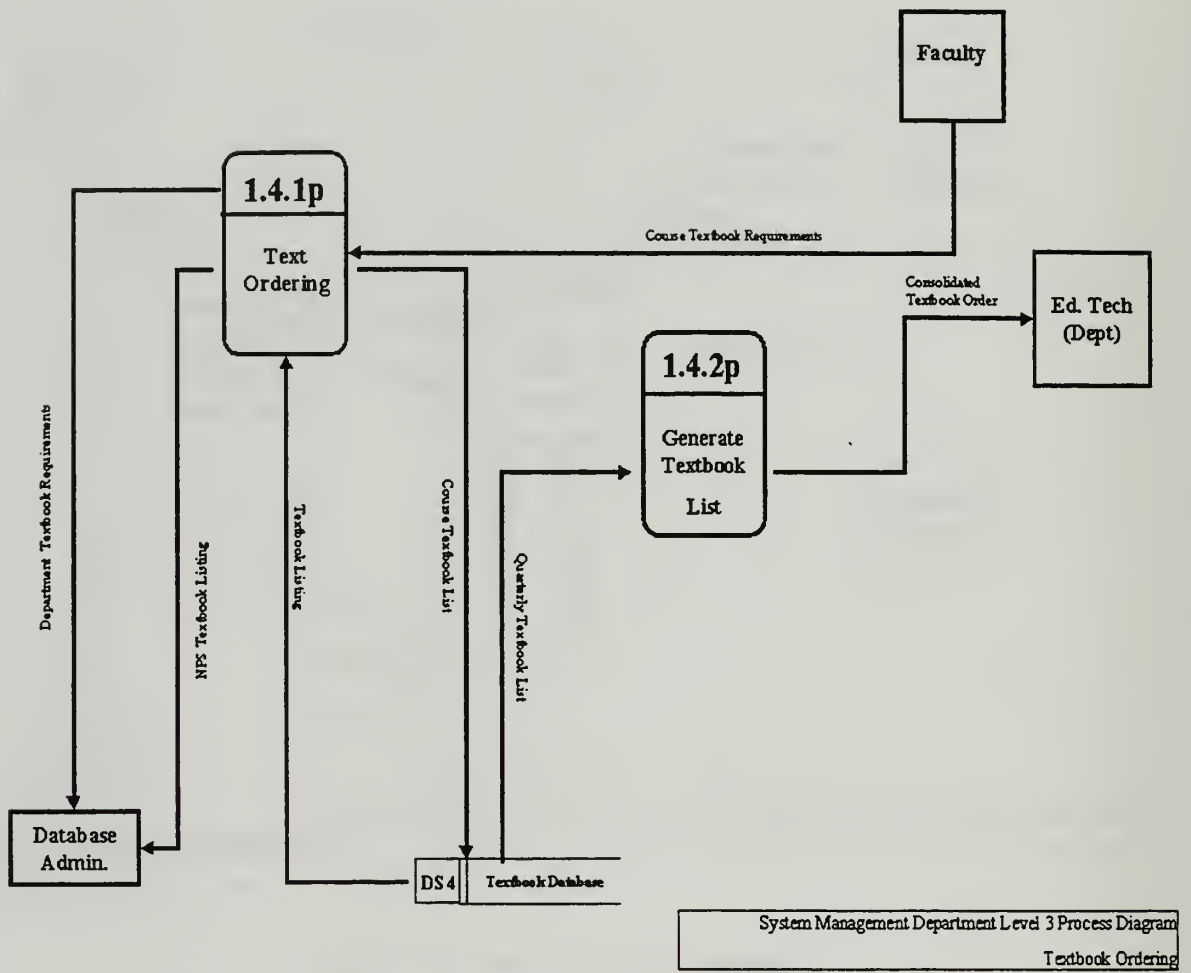


Figure A-3: Level 2 Process Diagram



System Management Department Level 2 Process Diagram  
SOF Processing

Figure A-4: Level 2 Process Diagram



**Figure A-5: Level 3 Process Diagram**

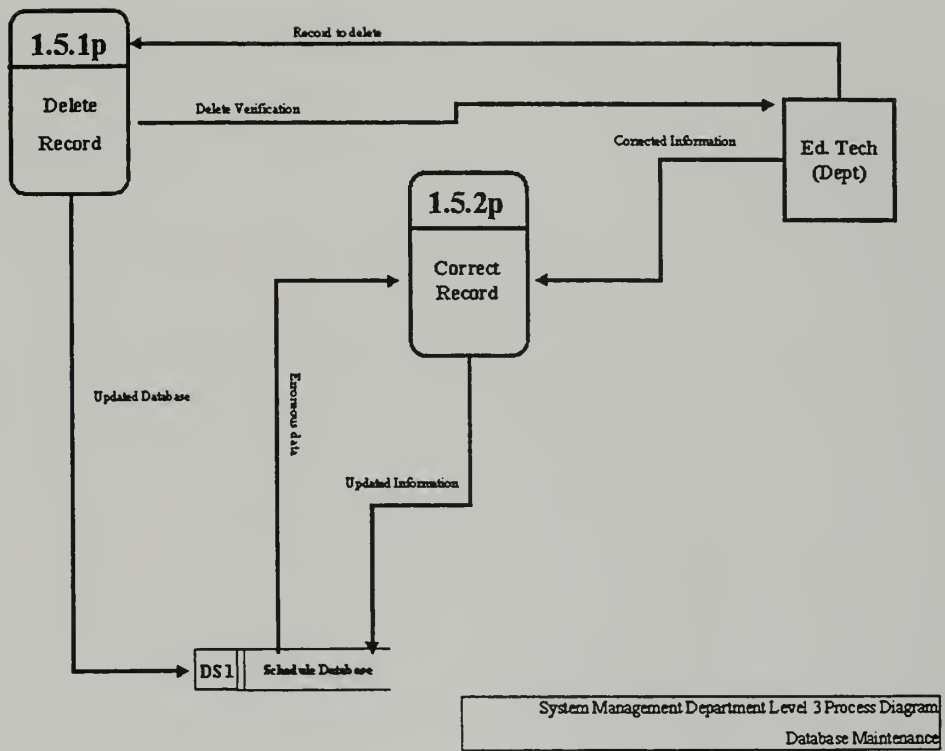


Figure A-6: Level 3 Process Diagram





## APPENDIX B - SAMPLE FORMS AND REPORTS

NAVAL POSTGRADUATE SCHOOL  
Monterey, CA 93943-5000

NPS (SM/FA)  
\_\_\_\_\_ 95

MEMORANDUM

From: Chairman, Department of Systems Management  
To: Curricular Officers/Academic Associates  
Department Chairman

Subj: COURSE OFFERINGS, \_\_\_\_\_ QUARTER 1996

1. The following courses will be offered by the Department of Systems Management for the \_\_\_\_\_ quarter (beginning Monday, \_\_\_\_\_ 1996):

2. The following courses will not be offered during the \_\_\_\_\_ quarter:

GAIL FANN THOMAS  
Associate Chair for Instruction  
Systems Management Department

Dist: Codes 30, 31, 32, 33, 34, 35, 36, 37, 38, 39  
Codes CS, MA, SM/Js, SM/Et, SM/Ev, SM/Fa, SM/Hc,  
SM/Hr, SM/Lt, SM/Mo, SM/Mp, SM/Sa, SM/Th, OR, NS, PH, EC,  
MR, AA, OC, ME, AW, SP, EW, CC

Figure B-1: Course Offering Memorandum

MEMORANDUM

From: Gail Thomas, Associate Chair for Instruction  
To:

Subj: TEACHING ASSIGNMENT FOR \_\_\_\_\_ QUARTER, AY 1997

1. During the coming \_\_\_\_\_ Quarter, you are scheduled to teach the following course(s):

<u>Course Number</u>	<u>Credit Hours</u>	<u>Tentative Enrollment</u>	<u>Segments</u>
----------------------	---------------------	-----------------------------	-----------------

Please coordinate your textbook selection with \_\_\_\_\_, who will also be teaching the course.

2. Do you want 1 or 2-hour class meetings for ...

_____	1 hour _____	2 hours _____
_____	1 hour _____	2 hours _____

3. Do you need a scheduled final exam for ...

_____	Yes _____	No _____
_____	Yes _____	No _____

\*\*IF UNSCHEDULED EXAM, WHAT IS YOUR SUBSTITUTE?\*

---



---



---

4. Please indicate any specific classroom requirements by course number below.

<u>COURSE NO.</u>	<u>CLASSROOM REQUIREMENTS</u>
_____	_____
_____	_____
_____	_____

Figure B-2: Teaching Assignment Memo - Page 1

5. Please give specific reasons to justify schedule requirements. When listing requirements, it is important that you specify the days/times that you CANNOT teach.

---

---

---

---

6. LAB SESSIONS USING I-158, I-224, I-250, OR I-364E MUST BE ASSIGNED THROUGH THE SCHEDULER. PLEASE INCLUDE ANY SUCH REQUIREMENTS BELOW AS WELL.

I-158	I-224	I-250	I-364E
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

7. What software do you want available in the Labs? (Please do not list software that is already installed.) For reference, a list of currently installed software is posted outside each lab.

---

---

Do we have the software that you have requested above? Yes/No

8. TEXTBOOK ORDER FORMS

Attached is a textbook order form for each course listed above. Please return this order form to Lynn Boyle, even if you are not ordering any textbooks. Be sure to show the ISBN number for each text ordered and the exact edition you want if not the latest out on the market. The Bookstore will not accept the order without it. NOTE: The bookstore will no longer order optional textbooks without a list of student names submitted. This usually can't be done until classes have started. PLEASE PRINT YOUR NAME ON THE TEXTBOOK ORDER FORM.

9. RETURN BOTH OF THESE FORMS TO LYNN BOYLE NO LATER THAN 4:00 P.M. Monday, 29 April 1996.

GAIL FANN THOMAS

Figure B-3: Teaching Assignment Memo - Page 2

LIST OF PREFERENCES/REQUIREMENTS - WINTER 1997

<u>FACULTY</u>	<u>PREFERENCES</u>	<u>REQUIREMENTS</u>
Prof. Ramesh		IS 3020 (3-2) - Wants 2+2+1 hour classes and a classroom for all these hours. Some of the one 2-hour slots will meet in the lab. Mon/Tues/Wed or Tues/Wed/Thurs Wants I-250 (2 hours per week)
Prof. Schneidewind	Mon/Tues/Wed	Must have the following sequence: 2-hour lecture; 2-hour lab; 1-hour lecture. 0810 classes o.k. Wants I-325 for lectures. Wants I-224 for the lab.
LCDR Brinkley		IS 3504 - 17 students max per section. Wants I-224 for the lab.
Prof. Buddenberg	Prefers 2-hour class on Tues a.m. Mon is not impossible but not good 1-hour class anytime	Needs I-271 due to the number of students and new network capabilities in the classroom. 1 (2-hour class) 1 (1-hour class)
Prof. Haga		Wants both segments on the <u>same days</u> . Wants I-381 for both segments.

Figure B-4: Faculty Scheduling Preference Worksheet





11 JAN 95

**MEMORANDUM**

To: All SM Faculty Teaching During Winter Quarter  
From: Gail Thomas, Associate Chair for Instruction  
Subj: **SUBMISSION OF Winter 1995 COURSE JOURNALS/THESIS QUALITY  
ASSESSMENT FORMS**

1. For those who taught during the Winter, please submit your completed course journals as soon as possible. If you did not change your course since a previous complete journal submission, just complete a new cover sheet indicating grade distribution for Winter quarter and reference the prior course journal in the comments section.
2. Additionally, Thesis Quality Assessment forms for Winter quarter graduating students are being distributed for your completion to all thesis advisors (if you need more forms, see Lynn). Please submit your assessment questionnaire(s) to Lynn as soon as completed. Thanks.

GAIL FANN THOMAS

**Figure B-6: Course Journal Instruction Memo**

24 JUN 96

MEMORANDUM

FROM: Gail Thomas, Associate Chair for Instruction (Code SM/Fa)  
TO: 1~

Subj: RETURN OF THE THESIS QUALITY ASSESSMENT SURVEY FORMS

1. Please return the completed Thesis Quality Assessment Survey Forms for the student theses listed below. To compile the results, we would like the forms returned to us by COB 12 July 1996.
2. The student theses listed below are what we currently show in the database. If you find any discrepancies (student names, role, or graduation date), please correct. In any case, return the memo to Lynn.
3. Your cooperation in this matter will be greatly appreciated.

GAIL FANN THOMAS

<u>Faculty</u>	<u>Advisor</u>	<u>Student</u>	<u>Curriculum</u>	<u>Grad Otr</u>
1~	2~	3~	4~	5~

TP = Principal Advisor  
TC = Co-Advisor  
TA = Associate Advisor

**Figure B-7: Thesis Quality Assessment Transmittal Memo**

## SYSTEMS MANAGEMENT DEPARTMENT

### THESIS QUALITY: ADVISORS' ASSESSMENT

As part of our efforts to get better information on how we're doing in our core instructional activities, we are initiating a simple assessment effort focused on assessing the "quality" of our students' theses. To that end, we're asking each "advisor" (principal advisor, co-advisor, associate advisor) to complete the following brief questionnaire on each thesis that he or she signs. The purpose of the questionnaire is to provide all of us (Systems Management faculty) with a more complete picture of what we think about the value of the theses we are involved with. Our collective views should be interesting, at the least, and more importantly, indicate how we're doing and suggest where and how we can improve in making the thesis a valuable educational experience that contributes to both our students' future career success and helps DoD more effectively address its current and anticipated challenges.

The questionnaire asks your views about the quality and value of the written thesis product. (In a separate questionnaire, we're also asking students to share their views of value of the thesis experience and the extent to which they feel that we--their faculty advisors--have been helpful in assisting them in completing their theses).

As you'll see, the questionnaire is very brief and easy to complete, so it shouldn't take much of your time.

One final point concerning how the information will be used. Gail Thomas will provide quarterly feedback to the faculty, in aggregate form, based on all advisors' responses. We do not intend to provide any individual faculty feedback, so if you're interested in your own assessments, please make copies of your completed questionnaires before turning them in.

We appreciate your effort and support in helping all of us to improve the quality of our programs and enhancing the value of future students' experience at NPS. Thank you.

The completed questionnaires should be turned in to Lynn as soon as possible after you sign off on your student's thesis. If you need additional questionnaires or have any questions, see Gail.

Figure B-8: Thesis Quality Assessment - Advisor's Instructions

**THESIS QUALITY ASSESSMENT**

Grad Date \_\_\_\_\_

Student's Name \_\_\_\_\_

Your Name: \_\_\_\_\_ Your Role: Principal Advisor \_\_\_ Co-advisor \_\_\_ Assoc Advisor \_\_\_

Student's Curriculum (check one)  813  814  815  816  817  819  820  827  837  847  370 \_\_\_\_\_ (write curriculum Other number)

Student's Service: (check one)  Navy  Marines  Army  Air Force  Coast Guard  Allied Officer  Civilian

The following questions seek your assessment concerning the quality of the theses you that you have advised. For each statement, please check the box that most accurately reflects your assessment of the written thesis product.

	Strongly agree	Agree	Disagree	Strongly disagree	No opinion
1. The written document demonstrates a solid knowledge of relevant theory and conceptual issues appropriate to thesis topic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The written document demonstrates sound understanding of relevant theory and conceptual issues appropriate to focal topic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The written document demonstrates competent application of core skills and techniques relevant to focal topic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Thesis is well written; demonstrates competent writing and communication skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The written document addresses a problem, challenge, or issue that is important and relevant to current and/or future DoD interests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The written document satisfies the criteria for good academic quality research.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Thesis will enhance the positive image of NPS in the eyes of important DoD decision makers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Thesis is of publishable quality. A shortened version should be (is) submitted to appropriate journal or magazine for publication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. As advisor, I'm proud to have my signature on this thesis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

THANK YOU

Figure B-9: Thesis Quality Assessment - Advisor's Questionnaire



**SYSTEMS MANAGEMENT DEPARTMENT**

**STUDENTS' THESIS EXPERIENCE:  
AN ASSESSMENT**

The Systems Management faculty is interested in knowing more about your thesis experience in order to improve the value of the experience to both students and DoD. The following brief questionnaire will provide us with feedback about your experience with your thesis advisors and your assessments of the value of the thesis as a learning experience. We ask about your experiences in carrying out your thesis research, producing the final writing product, and especially, the role that your advisors played in getting you to this point.

One important point; in the questionnaire, we ask you about your "advisor(s)." By "advisor," we mean all of the faculty "advisors" who must sign your final product: your principal advisor or your "co-advisors," and/or your "associate advisor." Please fill out a questionnaire on each "advisor."

As you'll see, the questionnaire is very brief and easy to complete, so it shouldn't take much of your time. Nonetheless, despite the brevity of questionnaire, the information you provide is important and will definitely be informative to the faculty.

One final point concerning how the information will be used. The total faculty will receive feedback, in aggregate form, based on all of the students' responses. However, we also want to be able to give individual faculty the feedback from those students that they advised. So we will provide anonymous feedback to the advisors only after you have graduated. Be assured that we have no desire to identify specific student names with any questionnaire, although we would encourage you to share your views with your advisor(s). The Associate Chairman for Instruction will provide feedback to the faculty, collectively and individually.

We appreciate your effort and support in helping us improve future students' experience at NPS. Thank you.

The completed questionnaires should be turned in to the Department Chairman's secretary in I-230 when you bring your completed thesis for the Chairman's signature.

**Figure B-10: Thesis Quality Assessment - Student's Instructions**

**THESIS ADVISING AND THESIS QUALITY ASSESSMENT**

Grad Date \_\_\_\_\_

Advisor's Name: \_\_\_\_\_ Principal Advisor \_\_\_ Co-advisor \_\_\_ Assoc Advisor \_\_\_

Your Curriculum (check one)  813  814  815  816  817  819  820  827  837  847  370  \_\_\_\_\_ (write curriculum number) Other

Your Service: (check one)  Navy  Marines  Army  Air Force  Coast Guard  Allied Officer  Civilian

The following eleven questions ask your views about your thesis advisor(s) and how they contributed to your learning and assisted you in completing your thesis. For each statement, please check the box that most accurately reflects your response. Please complete a separate questionnaire for each of your thesis advisors/readers.

	Strongly agree	Agree	Disagree	Strongly disagree	No opinion
1. My advisor was available to provide help and guidance in completing my thesis project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My advisor provided significant assistance in conceptualizing the problem that my thesis addressed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My advisor was helpful in guiding me through the data collection and analysis stages of my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. My advisor was helpful in guiding me through the writing and editing phases of my thesis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. My advisor was helpful in getting me to see the relevance and importance of my results to DoN/DoD.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I feel that my thesis is a quality product and represents some of my very best work to date.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The thesis was an opportunity for me to apply the knowledge and skills I acquired at NPS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Without hesitation, I would recommend my advisor to my fellow students who want to do a superior thesis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. As a result of doing my thesis, I now feel confident about my ability to do quality research and/or analyses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I am truly proud of my thesis research product.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Overall, the thesis project was a valuable learning experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

THANK YOU AND BEST OF LUCK IN YOUR FUTURE ASSIGNMENTS.

Figure B-11: Thesis Quality Assessment - Student's Questionnaire

31 MAR 97

**VALIDATION PROCESS**

Student Name: 370  
 Curric #: 370  
 Input Date: JULY 1997

Academic Associates Recommendations	Course #	Course Coordinator	Concur		Process				Class Replacement			
			Yes	No	Transcripts	Interviews	Exam	Exam Results	Pass	Fail		
	IS 2000	Doug Brinkley										
	IS 3170	Bill Gates										
	MN 2155	Doug Moses										
	MN 3105	Ken Thomas										
	OS 3004	Alan McMasters										
	OS 3105	Alan McMasters										

PLEASE RETURN FORMS TO LYNN BOYLE AFTER THE VALIDATION PROCESS HAS BEEN COMPLETED.

Figure B-12: Validation Worksheet

## SOF INSTRUCTIONS FOR INSTRUCTORS AND SECTION LEADERS

### Please read Statement of Purpose to Students

**STATEMENT OF PURPOSE:** Student Opinion Forms (SOFs) serve two purposes. The numerical answers to the questions on the front of the form are used by the Department Chairman and the Administration in evaluating the instructor for pay, promotion, tenure and awards. The instructor uses these answers along with the written comments on the back of the form for improving the course materials and instruction methods. The written comments are seen only by the instructor. Objective: individual responses on the SOFs permit useful evaluation of both the instruction and the course.

### INSTRUCTIONS TO THE INSTRUCTOR:

- (a) Completely fill out the course and instructor data sheet provided with the SOFs.
- (b) During class in the 11th week of the quarter, read aloud the above Statement of Purpose and provide class time for the completion of the forms by the students. Do not elicit any specific responses from the students.
- (c) Identify the Section Leader or Senior Officer student to be in charge of collecting the forms and returning them sealed in the envelope provided to the Department Secretary or Admin Support Assistant (ASA). Indicate his/her name in section 4 of Cover Sheet.
- (d) Hand out the forms and ask each student to enter the SOF Report Number assigned to this course as indicated on the instructor cover sheet.

### INSTRUCTIONS TO SECTION LEADER OR SENIOR OFFICER:

- (a) Forms are to be filled out individually; no student should suggest particular responses to other students.
- (b) Upon completion of the forms by students, collect the forms and enter a three digit sequence number (right-justified, beginning with 001) into the Sub-SOF number part of each form. This should be done in such a way as to preserve the anonymity of the individual student.
- (c) Place all completed forms, in numerical order, together with the Cover Sheet in the envelope provided by the instructor. Be sure to seal the envelope to maintain the confidentiality of these forms.
- \*\* (d) The Section Leader or Senior Officer is directed to return the sealed envelope with the completed SOFs to the Department's Secretary or ASA as soon as SOFs are completed but never later than the Wednesday of finals week. On the outside of the sealed envelope indicate the date SOFs were administered.

**\*\*NOTE:** A written report addressed to the Associate Provost for Instruction must be prepared if SOFs are not administered or submission cannot be accomplished by Wednesday of finals week.

\*\* New Items

REV 6/96

Figure B-13: SOF Instructions



COURSE NO. \_\_\_\_\_ SEGMENT \_\_\_\_\_  
 INSTRUCTOR NAME \_\_\_\_\_

**STUDENT OPINION FORM**  
 NPS 504Q/2 (REV 3-84)

PLEASE USE **SOFT BLACK PENCIL ONLY** - DO NOT USE INK.      Proper Mark      Improper Marks  
 EXAMPLES: ○ ● ○ ○      ⊗ ⊗ ⊗ ⊗



REPORT NO.						CUR-SPECIALTY NUMBER			HRS THIS QTR			QTRS COMPT'D	
SUB-S.O.F. No.			S.O.F. No.			0	9	8	0	9	8	0	9
0	0	0	0	0	0	0	9	8	0	9	0	9	
1	1	1	1	1	1	1	9	8	1	9	1	9	
2	2	2	2	2	2	2	9	8	2	9	2	9	
3	3	3	3	3	3	3	9	8	3	9	3	9	
4	4	4	4	4	4	4	9	8	4	9	4	9	
5	5	5	5	5	5	5	9	8	5	9	5	9	
6	6	6	6	6	6	6	9	8	6	9	6	9	
7	7	7	7	7	7	7	9	8	7	9	7	9	
8	8	8	8	8	8	8	9	8	8	9	8	9	
9	9	9	9	9	9	9	9	8	9	9	9	9	

FOR ME THIS COURSE IS:  
 REQUIRED ..... 1  
 ELECTIVE ..... 0

- |                                                                                                |   |   |   |   |   |   |
|------------------------------------------------------------------------------------------------|---|---|---|---|---|---|
|                                                                                                | 5 | 4 | 3 | 2 | 1 | 0 |
| 1. The course was well organized .....                                                         | 5 | 4 | 3 | 2 | 1 | 0 |
| 2. Time in class was spent effectively .....                                                   | 5 | 4 | 3 | 2 | 1 | 0 |
| 3. The instructor seemed to know when students didn't understand the material .....            | 5 | 4 | 3 | 2 | 1 | 0 |
| 4. Difficult concepts were made understandable .....                                           | 5 | 4 | 3 | 2 | 1 | 0 |
| 5. I had confidence in the instructor's knowledge of the subject .....                         | 5 | 4 | 3 | 2 | 1 | 0 |
| 6. I felt free to ask questions .....                                                          | 5 | 4 | 3 | 2 | 1 | 0 |
| 7. The instructor was prepared for class .....                                                 | 5 | 4 | 3 | 2 | 1 | 0 |
| 8. The instructor's objectives for the course have been made clear .....                       | 5 | 4 | 3 | 2 | 1 | 0 |
| 9. The instructor made this course a worthwhile learning experience .....                      | 5 | 4 | 3 | 2 | 1 | 0 |
| 10. The instructor stimulated my interest in the subject area .....                            | 5 | 4 | 3 | 2 | 1 | 0 |
| 11. The instructor cared about student progress and did his share in helping us to learn ..... | 5 | 4 | 3 | 2 | 1 | 0 |

PLEASE USE THE FOLLOWING SCALE FOR THE NEXT FIVE ITEMS:

- |                                    |                                              |
|------------------------------------|----------------------------------------------|
| 5. Outstanding (Among the top 10%) | 2. Fair (In the lowest 30%)                  |
| 4. Excellent (Among the top 30%)   | 1. Poor (In the lowest 10%)                  |
| 3. About Average (Middle 30%)      | 0. Not Applicable/Don't know/There were none |

- |                                                          |   |   |   |   |   |    |
|----------------------------------------------------------|---|---|---|---|---|----|
|                                                          | 0 | E | A | F | P | NA |
| 12. Overall, I would rate this instructor .....          | 0 | E | A | F | P | NA |
| 13. Overall, I would rate this course .....              | 0 | E | A | F | P | NA |
| 14. Overall, I would rate the textbook(s) .....          | 0 | E | A | F | P | NA |
| 15. Overall, I would rate the quality of the exams ..... | 0 | E | A | F | P | NA |
| 16. Overall, I would rate the laboratories .....         | 0 | E | A | F | P | NA |

**FOR THE STUDENT: THIS IS IMPORTANT DATA.**  
 AFTER ALL GRADES HAVE BEEN TURNED IN TO THE REGISTRAR, THE COMMENTS AND A STATISTICAL SUMMARY OF THE INFORMATION FROM THESE FORMS WILL BE RETURNED TO THE INSTRUCTOR FOR COURSE EVALUATION AND TEACHING IMPROVEMENT PURPOSES. THE STATISTICAL SUMMARY WILL ALSO BE USED BY THE ADMINISTRATION FOR EVALUATION OF TEACHING EFFECTIVENESS.  
 DATA OBTAINED UNDER AUTHORITY OF 5 USC 301.

17.	5	4	3	2	1	0
18.	5	4	3	2	1	0
19.	5	4	3	2	1	0
20.	5	4	3	2	1	0

\*\*\* PLEASE USE SPACE ON REVERSE SIDE FOR COMMENTS. \*\*\*

Figure B-14: SOF Form (Front)







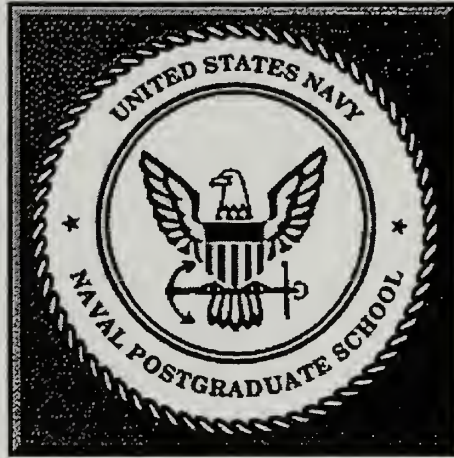


## APPENDIX C – USER MANUAL



# USER Manual

July 1997



## SMIDSS

*Systems Management Intranet Decision Support System*

*(An Intranet based decision support tool Faculty, Staff, Administrators and*

*Students of the Department of Systems Management*



## **User Manual**

This manual will cover the specific requirements for accessing the Systems Management Intranet Decision Support system. (SMIDSS). This manual is not intended to provide instruction on an individual WWW browser.

In order to use SMIDSS users are expected to know how to do the following

- Start their computer
- Log onto the Department of Systems Management local area network (LAN)
- Start the WWW browser

### **Required Software:**

The only required software for a client machine is an HTML 3 compliant WWW browser. Free versions of a compatible browser are available from Microsoft at <http://www.microsoft.com/>. Or contact the computer support personnel in the department.

### **Security:**


In order to access any of the SMIDSS processes you must have a valid user name and password. Contact the SMIDSS system administrator for an account.

Upon creating your account you will be placed in a user group. You will be a student, faculty, staff or the department chairman. Each of these types of users has access to different areas of SMIDSS.

## All Users:

In order to access the SMIDSS homepage, direct your browser to the following URL: <http://131.120.41.90/SMIDSS/homepage.htm>. The following page will be displayed as shown in Figure 1.

---



WELCOME TO SMIDSS

---

*This page is for the intended use of the Department Prototype Administrator, Education Technician, Faculty and Students of the Department of Systems Management, Naval Postgraduate School, Monterey, CA. Access to links from this pages requires a UserID and Password.*

---

- [System Description](#)
- [User Processes](#)

---

### System Description

Welcome to the Systems Management Intranet Decision Support System.

The System consists of  
1 Pentium 166MHZ server (OS is Windows NT 4.0 Workstation)  
Server Software: [O'Reilly's Website Professional](#)  
ODBC Database Connectivity: [Allaire Corp's Cold Fusion Professional \(Version 2.0\)](#)  
Database: [MS Access Version 7.0 format](#)

---

### Processes

Type User	Description
<a href="#">Prototype Administrator</a>	Menu options for the Administrator
<a href="#">Education Technician</a>	Menu options for the Department Ed Tech
<a href="#">Faculty</a>	Menu options of teaching and advising faculty
<a href="#">Student</a>	Menu options for enrolled students
<a href="#">Staff</a>	Menu options for Department Staff

[View the User's Manual](#)

---

*Naval Postgraduate School  
Department of Systems Management  
Monterey, CA 93943*

**Figure C-1: SMIDSS Homepage**

From this page you will be able to access the processes based upon the “Type User” you are.

**Students:**

Students have access to the SOF completion form only during a specified period at the end of each academic quarter. The username and password for this area will change frequently. Their respective section leader will give students the username and password. Students can also access the general information data retrieval functions of SMIDSS. Information in this area includes faculty information (Such as phone number, e-mail address, office, etc.) and course information.

Students will not be able to add information or make changes to information in the database.

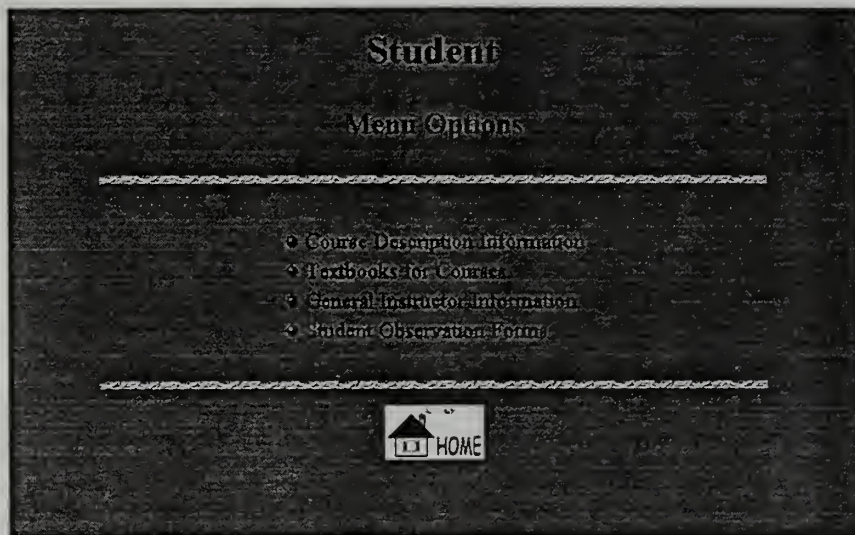
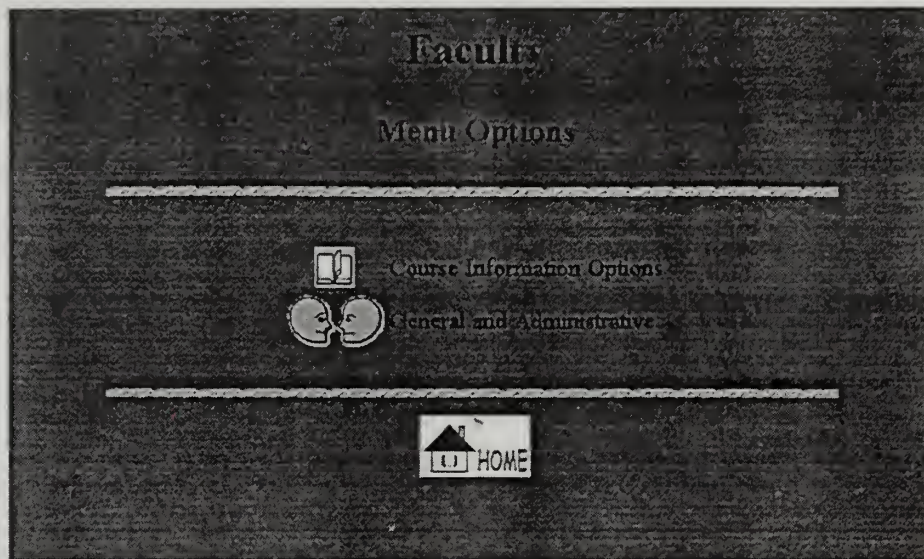


Figure C-2: Student Homepage

**Faculty:**

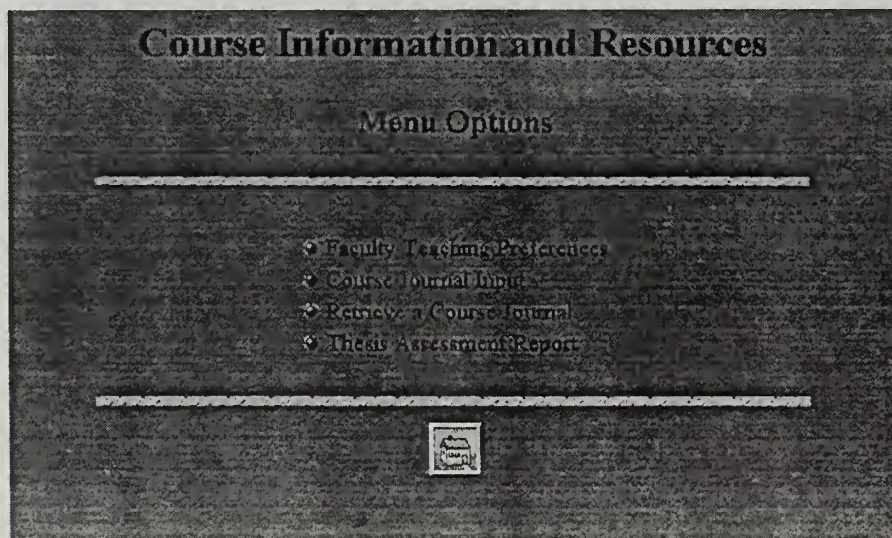
Faculty have access to the general information retrieval area. Faculty are not allowed to make changes directly to the database. Any modifications to the database should be sent to education technician. When changes to the database are made, SMIDSS will send verification e-mail to you when the changes are posted.





**Figure C-3: Faculty Homepage**

Faculty members also have access to course information and resources. These resources are used to capture information pertaining to courses and scheduling. All information is stored in a secured database. The information is only available to faculty, and department administration personnel.

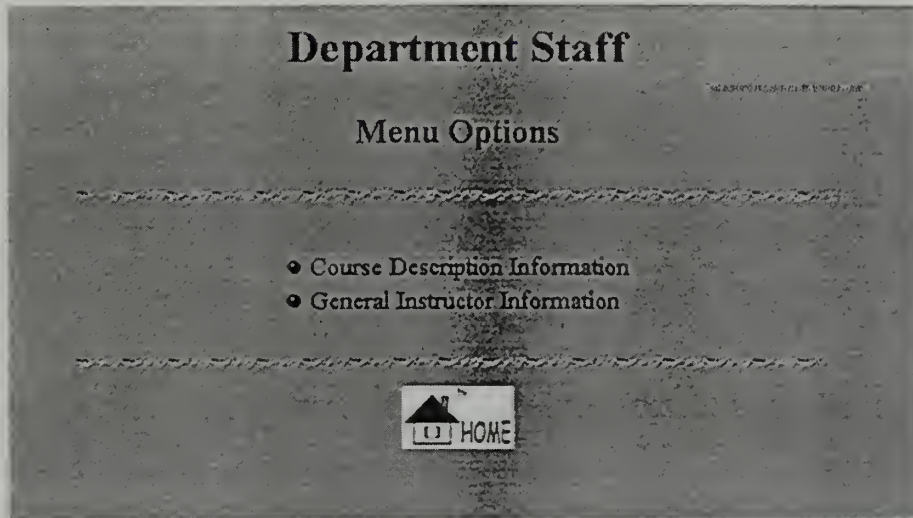


**Figure C-4: Faculty Course Information and Resources**

**Staff:**

Department members have access to the general information retrieval area of SMIDSS.

Staff members are not allowed to make changes directly to the database.



**Figure C-5: Staff Homepage**

**Education Technician pages:**

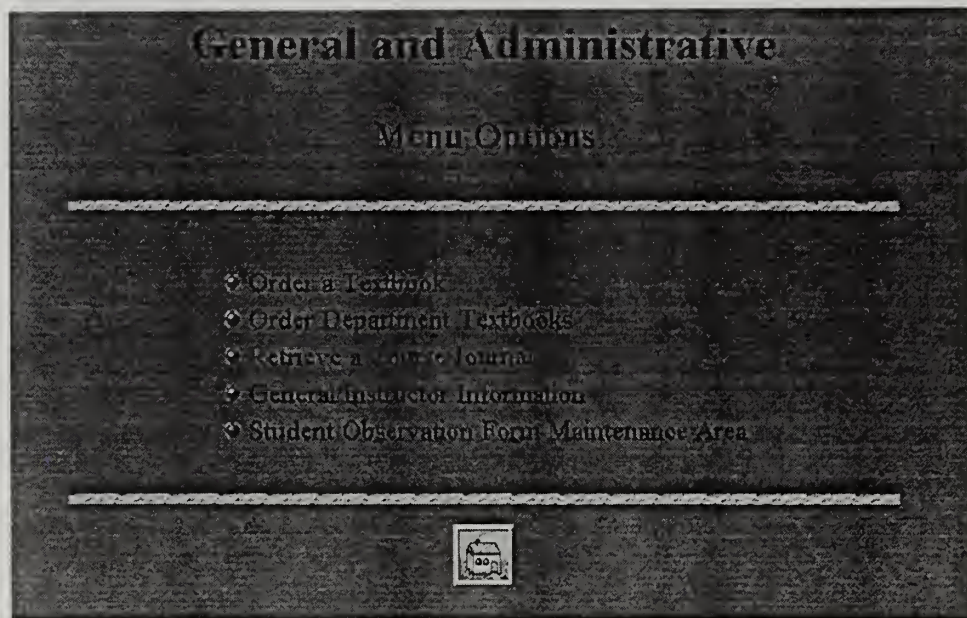


**Figure C-6: Education Technician Homepage**



### **Textbook Process:**

As the Education Technician, you can order individual textbooks, adding them to your database or you can view and print the department textbook requisition database. This is done by accessing the General and Administrative page.



**Figure C-7: Education Technician General and Administrative**

### **SOF Maintenance:**

The SOF Maintenance Area may be accessed through the General and Administrative page from the Education Technician Homepage.

At a specified point in each quarter you should create blank files to store student SOF Comments.

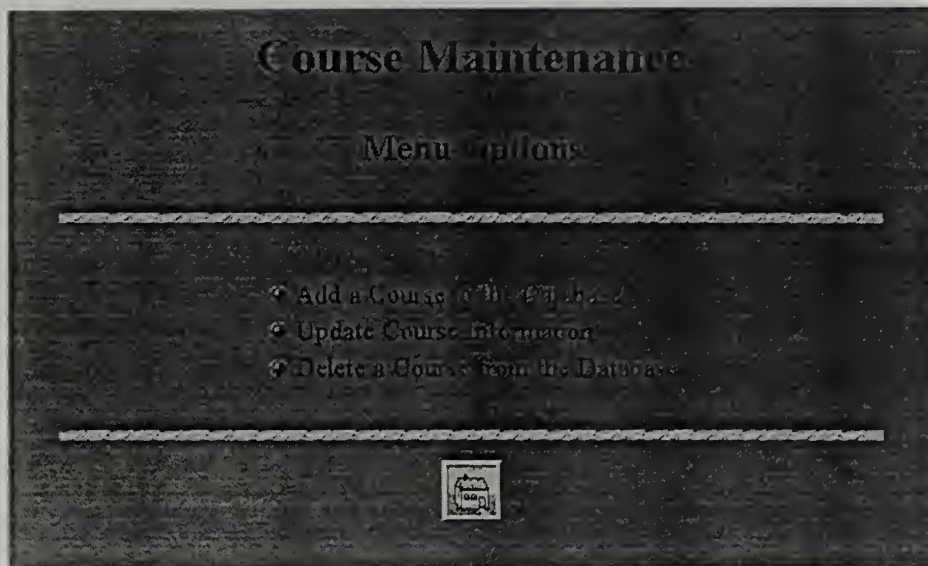
**WARNING: THIS PROCESS OVERWRITES ALL PREVIOUS VERSIONS OF SOF COMMENT FILES AND CANNOT BE REVERSED.**

To create the files go to the Student Observation Form Maintenance Area. You have the option of creating files for all instructors for individual instructors.

The SOF Maintenance area is also where you go to create the Department Chairman's SOF report and send SOF Comment e-mails to instructors.

SOF Comment e-mails should only be sent when you are instructed to do so. Each instructor will receive only one e-mail containing comments for all course he/she taught in the last SOF period.

### **Course Maintenance:**



**Figure C-8: Education Technician Course Maintenance**

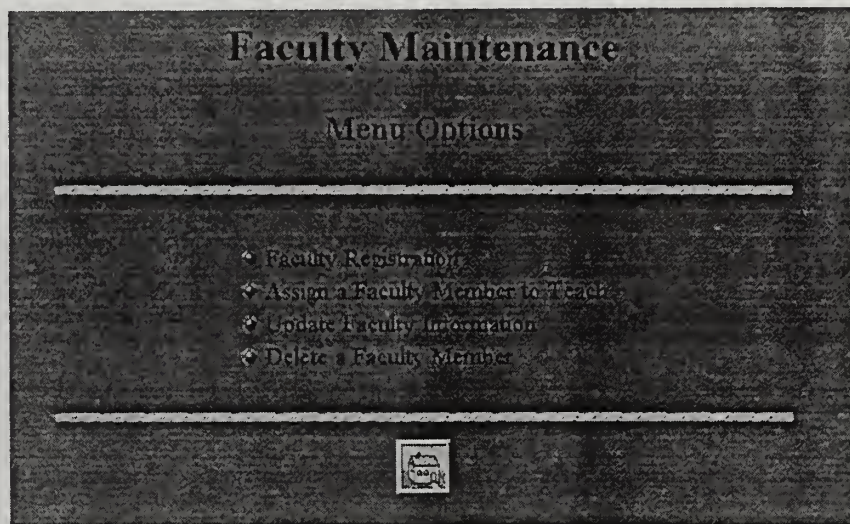
Course Maintenance may be accessed through the Course Maintenance page from the Education Technician Homepage.

The following processes are available: Add a Course to the Database, Update Course Information, and Delete a Course from the Database.

**WARNING: UPDATING AND DELETING INFORMATION IS NOT REVERSIBLE!**

## Faculty Maintenance:

Faculty Maintenance may be accessed through the Faculty Maintenance Page from the Education Technician Homepage.



**Figure C-9: Education Technician Faculty Maintenance**

The following processes are available: Faculty Registration (Add a faculty member to the database), Assign a Faculty Member to Teach, Update Faculty Information, and Delete a Faculty Member.

**WARNING: UPDATING AND DELETING INFORMATION IS NOT REVERSIBLE!**

## SMIDSS Administrator Page:

The administrator link takes you to the Prototype test page. This page has a link to each prototype process and is intended as an efficient means to update pages and test links. From the Website Properties set up the SMIDSS Administrator will have access to previously addressed pages for all classes of users (See the SMIDSS Administrator's Manual for more information).



## Security:

Access to any of the SMIDSS Process pages requires a username and password.

Usernames and passwords can be obtained from the SMIDSS system administrator. A

link to the SMIDSS Administrator is located on the SMIDSS Homepage.

## Authentication:

Upon trying to access a process page a window like Figure 10 will pop up

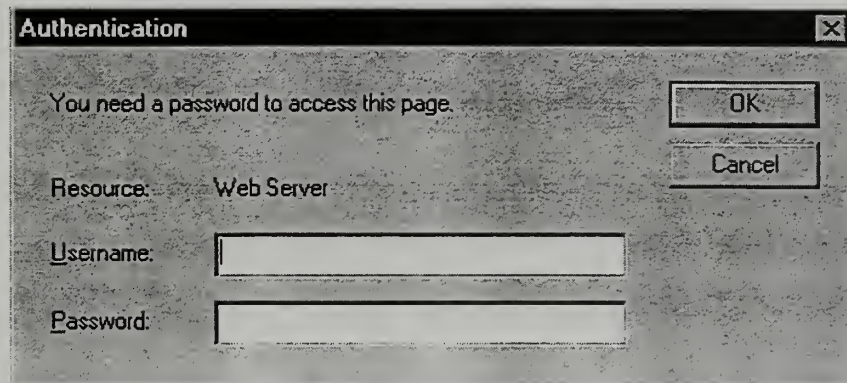


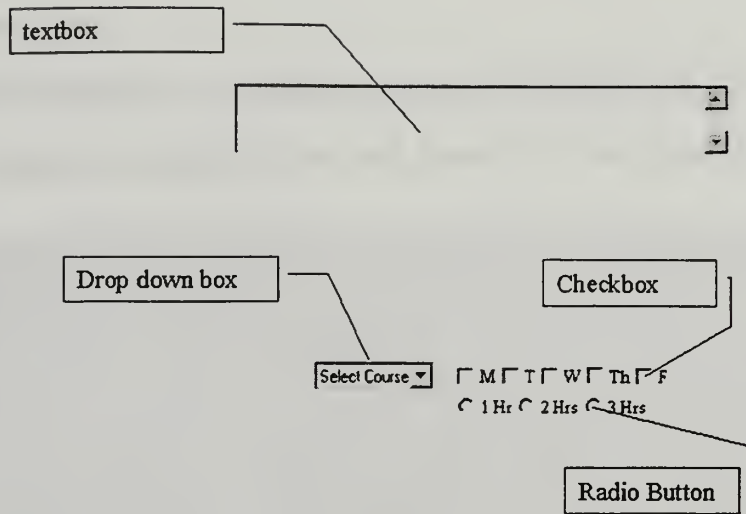
Figure C-10: Authentication Window

To continue enter your SMIDSS username and password and select OK.

## Entering information:

Entering information involves typing into a textbox, or making selections from dropdown

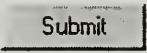
lists, checkboxes or radio buttons as shown in Figure 11.



**Figure C-11: Input Options**

A selection from drop down boxes involves clicking on the down arrow. 

Selections for check boxes (squares) and radio buttons (circles) involve clicking inside the shape. Checkboxes allow you to make multiple selections. A radio button allows you to make only one selection from the options displayed.

Pressing the submit button  submits your information to the database and causes a verification page to appear. In some instances SMIDSS will also send an e-mail verification message to the users. You may back out of any page by simply using the browser's back button.



## APPENDIX D – ADMINISTRATOR MANUAL



# System Administrator Manual

July 1997



## SMIDSS

*Systems Management Intranet Decision Support System*

*(An Intranet based decision support tool Faculty, Staff, Administrators and*

*Students of the Department of Systems Management*

## Administrators Manual

This manual will cover the specific requirements for installation and setup of the software components of the Systems Management Intranet Decision Support system. (SMIDSS).

The specific software components are the webserver, ODBC server, webpages and database files.

### Installation:

The actual installation of the webserver and ODBC server are automated and sufficiently covered in the appropriate user manuals accompanying the software.

After installing the Webserver a directory structure as depicted in figure 1 should be created.

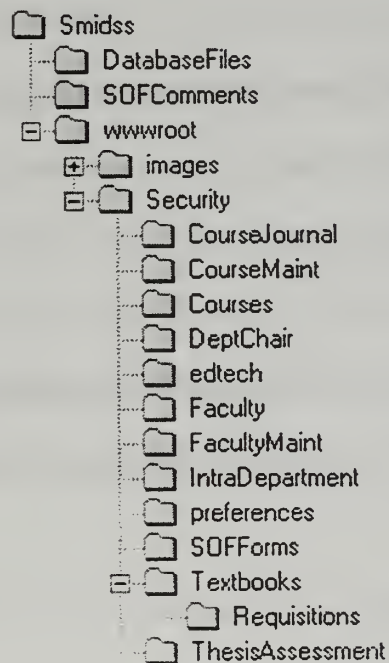


Figure D-1: SMIDSS Directory Structure

The SMIDSS directory is used to provide a single directory off the directory tree of the host machine to store all the SMIDSS Files. Note: The Webserver, if installed according to the defaults, will reside in a different directory.

The DatabaseFiles directory, as the name implies, is used to store the database that supports the decision support function of SMIDSS. The location is such that the files are higher in the directory than the root directory of the webserver (wwwroot). The directory is placed higher in the structure so that the webserver security will prevent any Intranet network user to access the datafiles directly. This is done by the webserver by restricting access of users to directories below the specified root. (Specifying the webserver root will be covered later).

There is actually only one datafile used by SMIDSS. The file nine tables.

The actual structure of the tables is included at appendix 5.

Similarly SOFComments is placed hierarchically higher in the structure. The purpose of the SOFComments directory is to securely store the comments made by students on the SOF input form.

The wwwroot directory holds all the HTML (and DBML) pages that the server displays to users. Additionally by default, your main welcome page, or homepage is stored in the wwwroot directory.

All of the subdirectories of wwwroot contain pages linked to a specific process or function. Establishing subdirectories for each process will facilitate maintenance and modification of page design.

Mnemonics are used for the directory naming so that the process they are related to is clear. The entire SMIDSS directory should be protected from casual browsing by not sharing or allowing access from the LAN. You don't want to allow unauthorized users to place HTML pages into to the SMIDSS system that may allow them to access restricted information. The databasefiles and the SOFComments directories should be protected so that only the SMIDSS system administrator can access these directories. This is necessary to ensure the integrity and confidentiality of the information.

The security directory is used to further subordinate the HTML files from the level of the wwwroot. The name of the directory serves as a visual reminder that the pages provide access to different classes of users based on the permissions granted to the users.

The deptchair and edtech contain pages intended for a specific class of user. User classes will be discussed later. In the website properties, access should be restricted to only the department chairman and education technician for the dept chair directory and the education technician only for the edtech directory.

The faculty directory contains files that collect and display information pertaining to faculty members.



The facultymaint directory holds the pages necessary to make additions, deletions or changes to faculty database information.

The Intradepartment directory contains the files used for communication of messages between the Ed. Tech . and faculty. Although not implemented in the prototype, it is recommended that a subdirectory be created in Intradepartment to handle routine department communications, such as newsletters or other messages for the staff as a group.

The preferences directory holds the files for capturing and displaying faculty teaching preferences.

The textbooks directory has the files necessary to display textbook listings for each course. The subdirectory Requisitions is separate to enable separate security to be placed on the actual requisition forms. For example, students and faculty can access the information about what texts are required for a class, but only faculty can requisition a text.

The ThesisAssessment directory holds the pages that collect information pertaining to thesis assessments.


## SECURITY

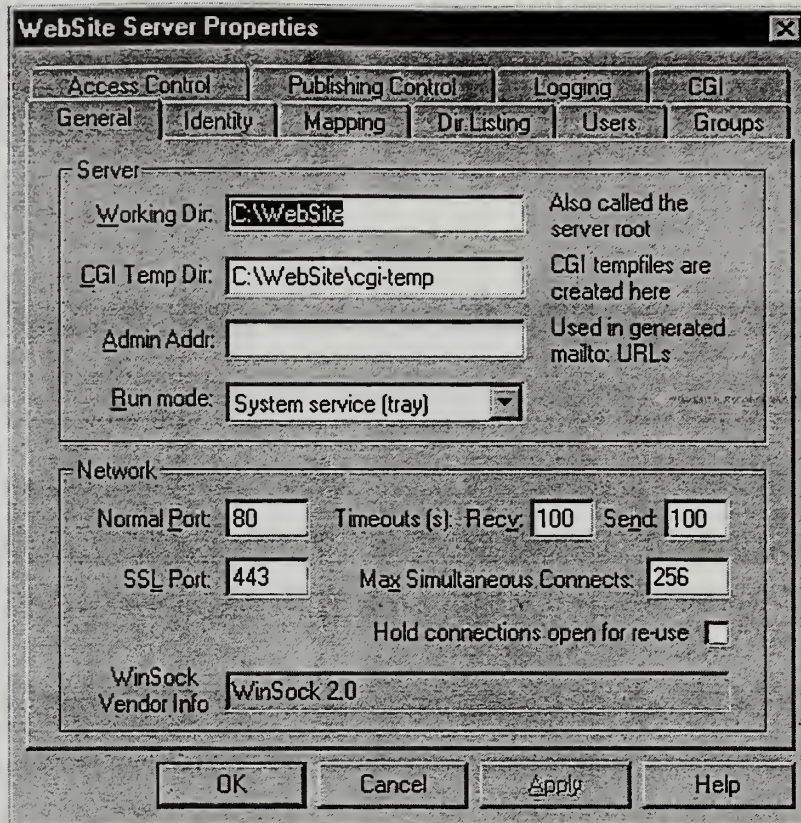
The SMIDSS system administrator is the only person that should be allowed to place files in any of the SMIDSS directories. Also, the webserver properties should be secured to that the administrator is the only user that can access the webserver controls.

In order to facilitate access while maintaining security the following user classes should be established in the webserver properties.

- System administrator
- Dept Admin
- Student
- Faculty
- Staff

## **WEBSITE**

Webserver properties can be set from either the Start  Menu, or by right clicking the website icon in the tray on the active title bar.



**Figure D-2: Website Server Properties**

The Working Dir: is the location of the website files. This should not be changed.

CGI Temp Dir is used by website for the execution of CGI scripts. This should not be changed.

Admin Addr: is not required. This is used if the administrator wants to automatically add a webmaster address to pages.

Run mode selects how the server runs. The options are System service (Tray), System Service (hidden), Application (minimized) and Application (Tray). Only the last two are options when used in Windows 95 since Windows 95 does not support services. It is recommended that the server run as a System service (Tray) when running in Windows NT.

The network section allows you to change any network connection parameters. The defaults are shown and should be used unless the network configuration requires a change.

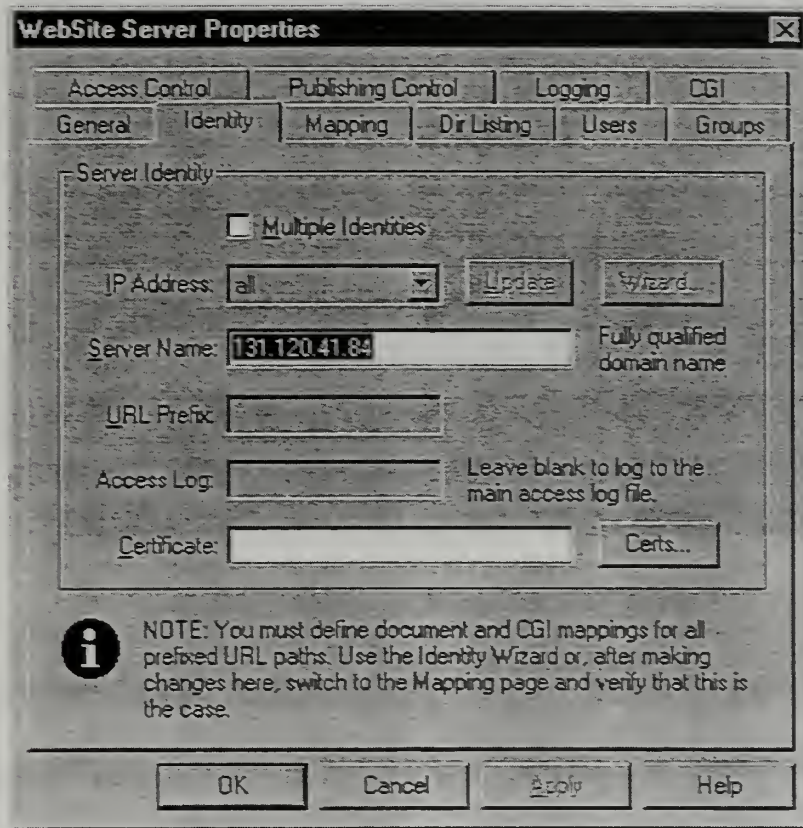
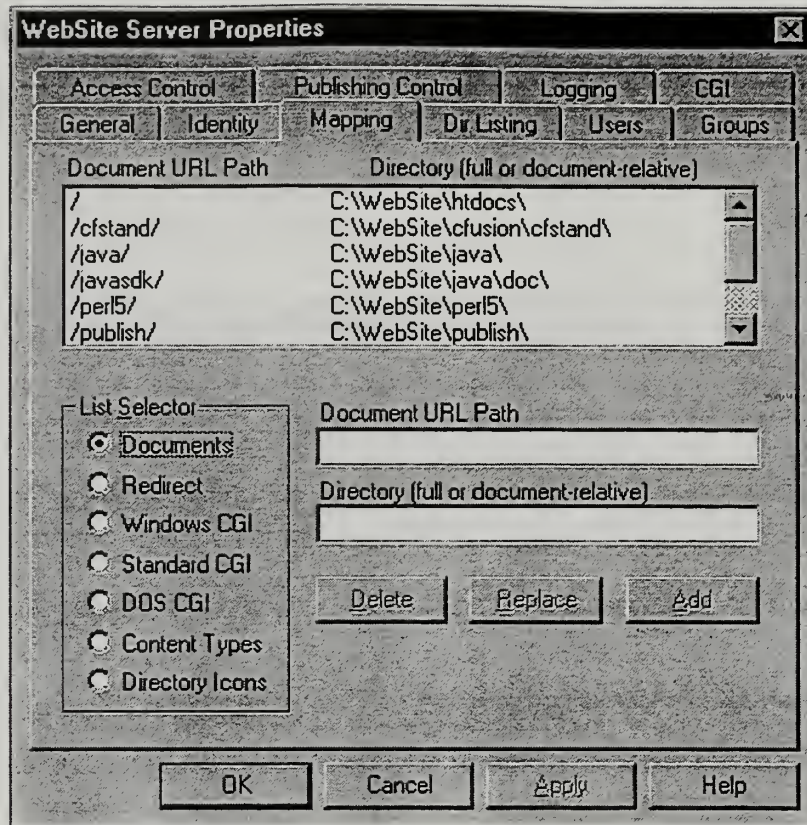


Figure D-3: Website Identity

The identity tab is used to specify or change the URL or IP address of the server. This tab does not change the IP address contained in the network properties tab of the OS. The server name is initially entered when website is installed. This tab is also where multiple identities are established as described in the website users manual.

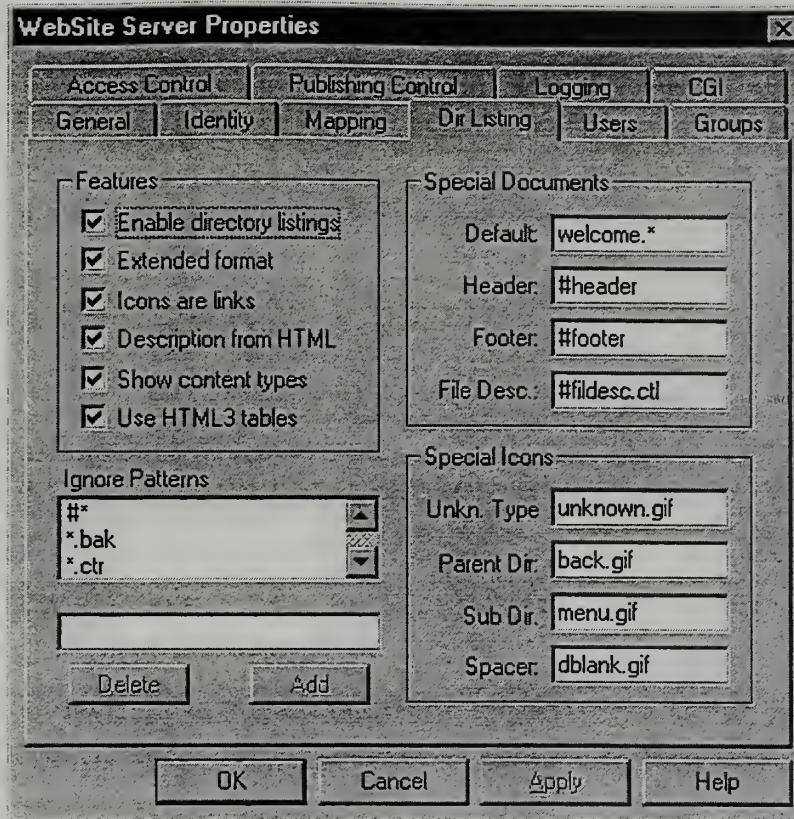




**Figure D-4: Website Properties - Mapping**

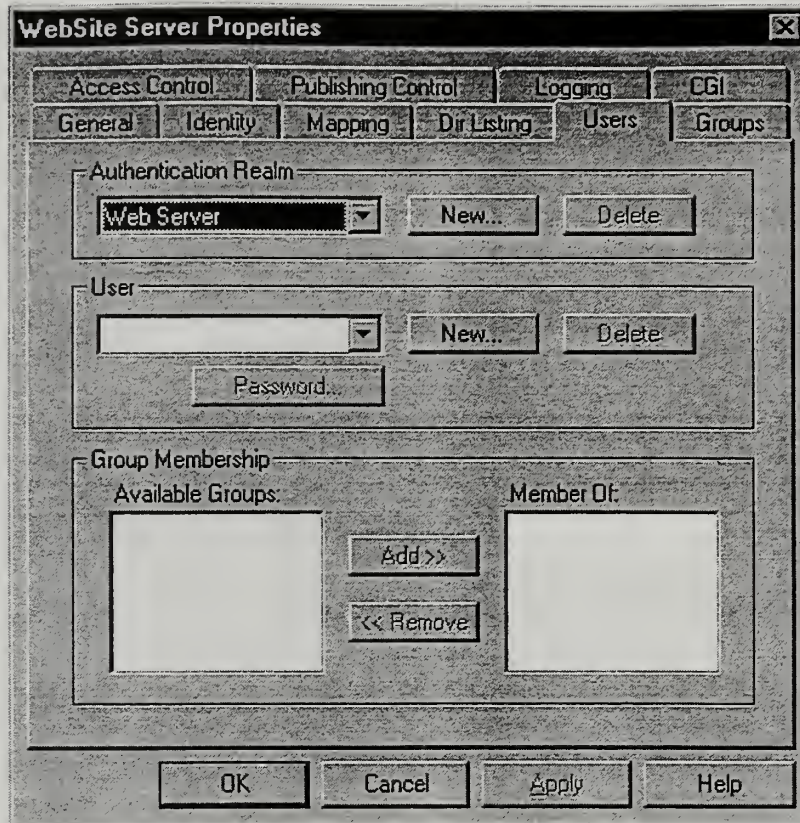
The mapping tab is where you establish the root directory of the server. Website security will not allow access to directories higher than the root (denoted by /). The only directory you should change is the root.





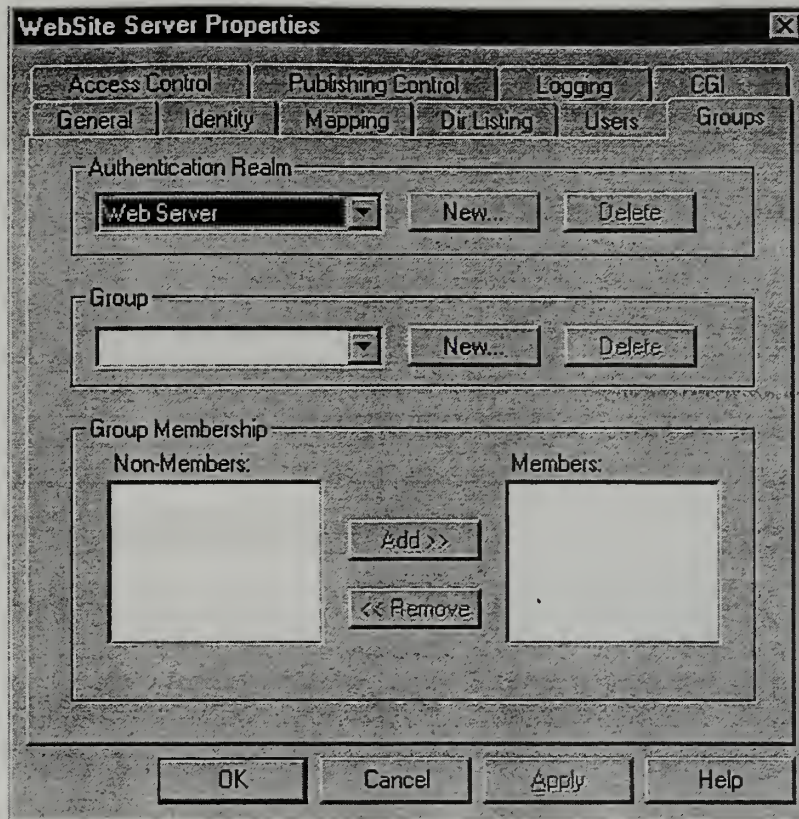
**Figure D-5: Website Properties - Dir Listing**

The Dir Listing tab contains controls for specifying the default html page, some of the html default tags, and some security features of website. To specify what page is displayed by default, specify a page name in the Special Documents section under the Default Field. In this example if no page is specified in a URL, the webserver will display a page that begins with welcome.\* (wildcards are in effect). As shown in the features section, “Enable directory listings” is enabled. If a file named welcome is not found than the webserver will display a complete directory listing. It is recommended that “Enable directory listings” be disabled to enhance security.



**Figure D-6: Website Properties – Users**

The users tab is used to set users and passwords. The users created here are not added to the list of workstation or domain users in the OS. Users are also assigned group membership from this tab.

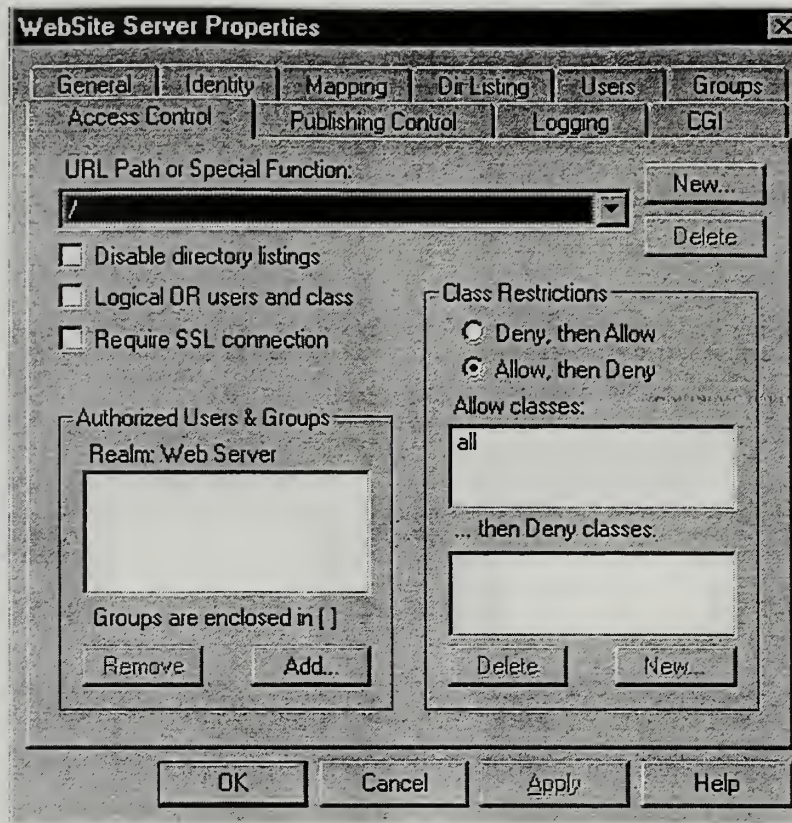


**Figure D-7: Website Properties – Groups**

The groups tabs is where you create groups or classes of users as recommended above.

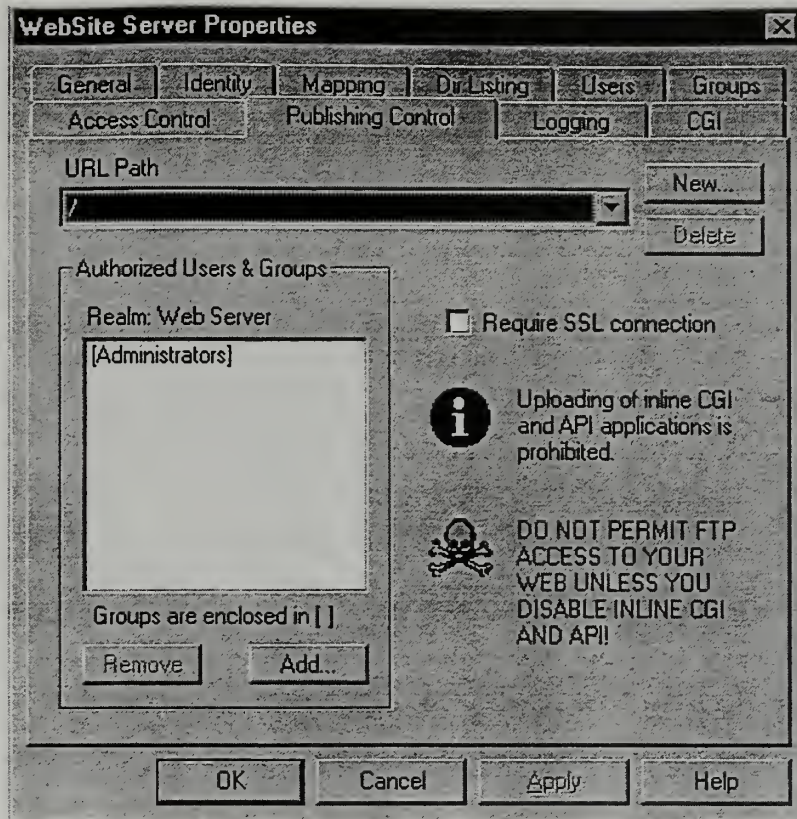
You can also assign existing users to groups from this tab.





**Figure D-8: Website Properties - Access Control**

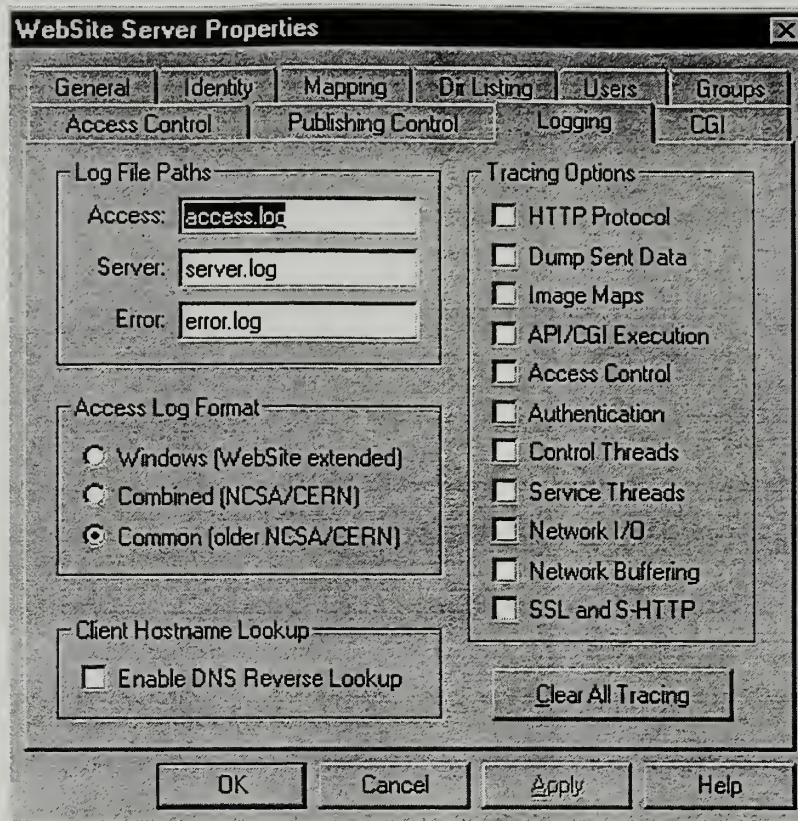
The access control tab is where you specify what groups and users have access to what directories. You can also disable directory listings on a directory by directory basis from this tab.



**Figure D-9: Website Properties - Publishing control**

Publishing control is used to control which users can publish to the site via their web browser (for example Netscape Gold). It is recommended that the values in this tab not be changed.





**Figure D-10: Website Properties – Logging**

Logging is used to specify the names of the log files and what attributes are logged. The defaults, shown, should be used unless trying to track a specific problem.

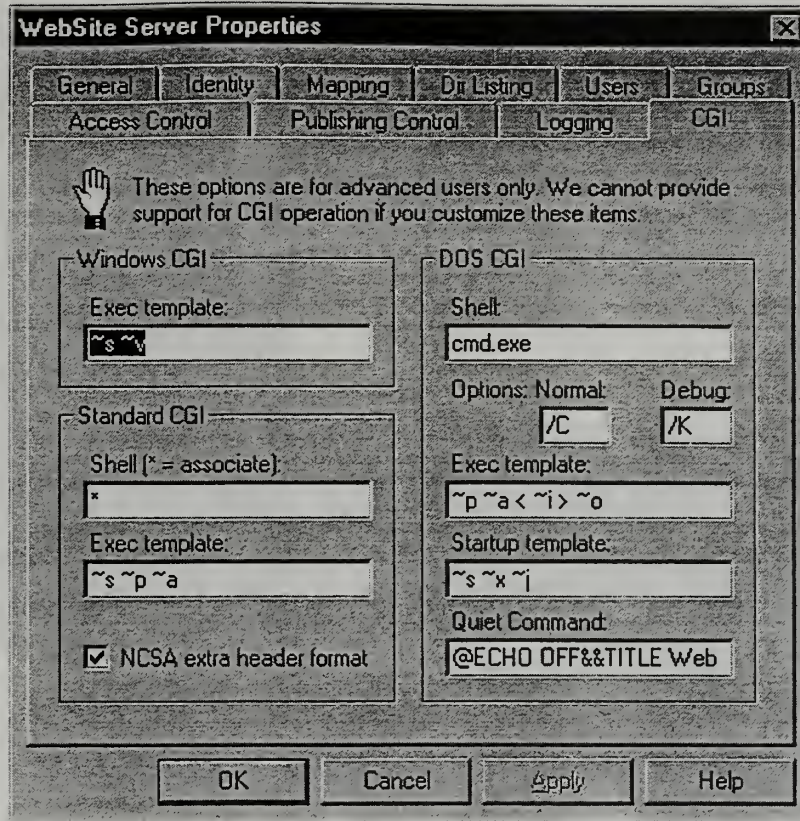
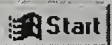



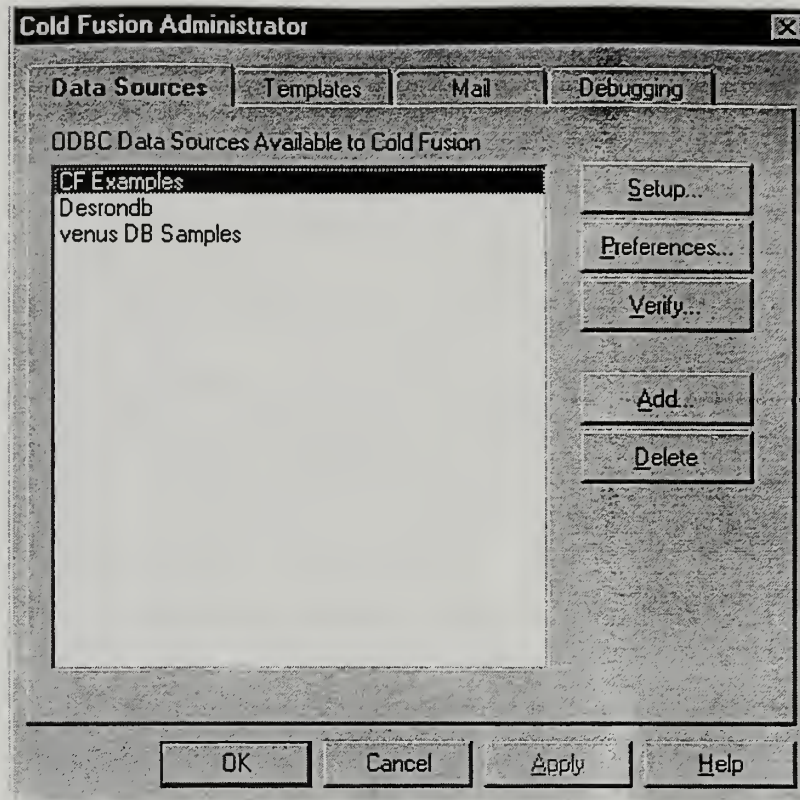
Figure D-11: Website Properties – CGI

The CGI tab is used to modify the CGI functions of Website. CGI was not used in the SMIDSS prototype. The default values should be maintained.

## COLD FUSION

The only options available for the administration of Cold Fusion are the specification of data files. Cold fusion calls these the datasources.

Datasources are set in either the Cold Fusion administrator, accessed through the Start  menu or through the ODBC  icon in the control panel. The interface is the same.

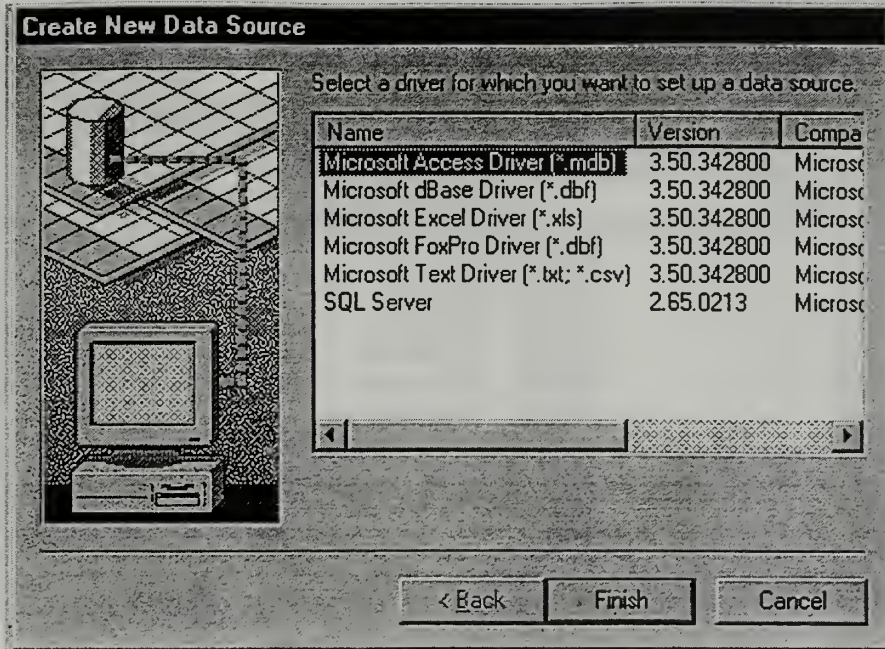


**Figure D-12: Cold Fusion Administration**

To create a datasource click the Add button.

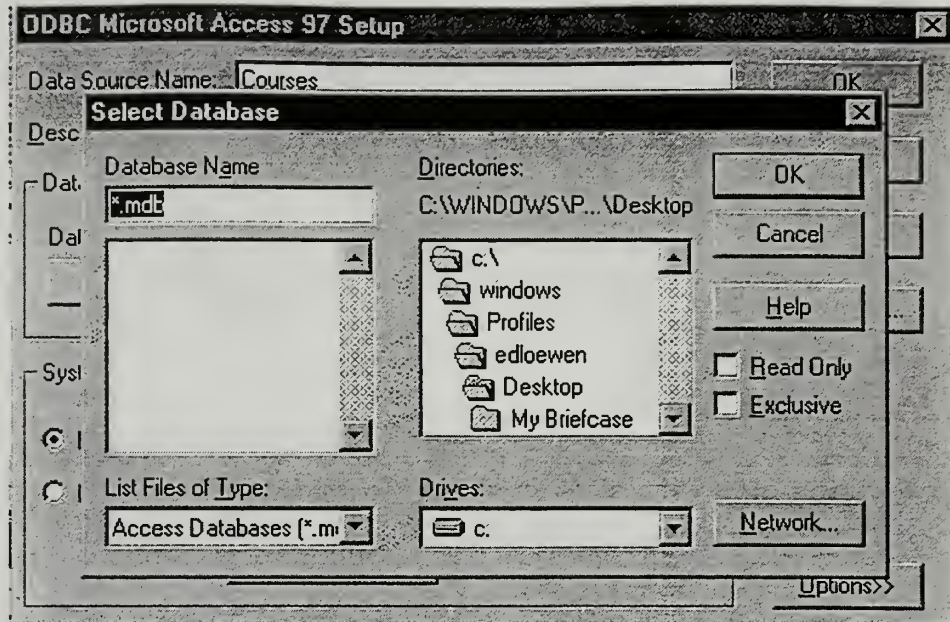
Then on the resulting window select the appropriate database type that was used to design the tables. (SMIDSS was designed with Microsoft Access).





**Figure D-13: ODBC Interface**

Then select “finish” this displays a window to allow you to browse to the databasefiles directory and select the sched.mdb file.



**Figure D-14: ODBC Select Database**

Selecting the network button allows you to browse to any shared directory on the network to link to a file. Using this option causes a network drive to be mapped to your workstation.

## **LOGS**

As discussed Website logs all access. The logs are stored in ASCII format and can be found in the website\logs directory. The logs should be reviewed periodically. When reviewing the logs you will notice some non-standard ASCII characters. These strings are caused by unknown server errors. The nonstandard ASCII can be safely deleted from the files.



## APPENDIX E – DATA DICTIONARY

## Table: CourseDescription

### Columns

Name	Type	Size
ID	Number (Long)	4
AllowZeroLength:	False	
Attributes:	Fixed Size, Auto-Increment	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	1	
ColumnWidth:	Default	
Ordinal Position:	1	
Required:	False	
Source Field:	ID	
Source Table:	CourseDescription	
LabHours	Number (Long)	4
AllowZeroLength:	False	
Attributes:	Fixed Size	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
Decimal Places:	Auto	
Default Value:	0	
DisplayControl:	Text Box	
Ordinal Position:	2	
Required:	False	
Source Field:	LabHours	
Source Table:	CourseDescription	
LectureHours	Number (Long)	4
AllowZeroLength:	False	
Attributes:	Fixed Size	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
Decimal Places:	Auto	
Default Value:	0	
DisplayControl:	Text Box	
Ordinal Position:	3	
Required:	False	
Source Field:	LectureHours	
Source Table:	CourseDescription	

## Table: CourseDescription

CourseNumber	Text	6
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	1560	
DisplayControl:	Text Box	
Ordinal Position:	4	
Required:	False	
Source Field:	CourseNumber	
Source Table:	CourseDescription	
TitleCourse	Text	50
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	

ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	5		
Required:	False		
Source Field:	TitleCourse		
Source Table:	CourseDescription		
<b>CurricNumber</b>		Text	10
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1575		
DisplayControl:	Text Box		
Ordinal Position:	6		
Required:	False		
Source Field:	CurricNumber		
Source Table:	CourseDescription		
<b>Description</b>		Memo	-
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	7860		
Ordinal Position:	7		
Required:	False		
Source Field:	Description		
Source Table:	CourseDescription		
<b>Quarter</b>		Text	10
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	8		
Required:	False		
Source Field:	Quarter		
Source Table:	CourseDescription		
<b>Segments</b>		Text	3
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	9		
Required:	False		
Source Field:	Segments		
Source Table:	CourseDescription		
<b>YearOffered</b>		Number (Long)	4
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Decimal Places:	Auto		
Default Value:	0		
DisplayControl:	Text Box		
Ordinal Position:	10		

Required: False  
 Source Field: YearOffered  
 Source Table: CourseDescription

Enrollment Number (Integer) 2

AllowZeroLength: False  
 Attributes: Fixed Size  
 Collating Order: General  
 ColumnHidden: False  
 ColumnOrder: Default  
 ColumnWidth: Default  
 Decimal Places: Auto  
 Default Value: 0  
 DisplayControl: Text Box  
 Ordinal Position: 11  
 Required: False  
 Source Field: Enrollment  
 Source Table: CourseDescription

**Table Indexes**

Name	Number of Fields
<b>_ID</b>	1
Clustered:	False
Distinct Count:	9
Foreign:	False
Ignore Nulls:	False
Name:	_ID
Primary:	False
Required:	False
Unique:	False
Fields:	ID, Ascending
<b>Curric_Number</b>	1
Clustered:	False
Distinct Count:	2
Foreign:	False
Ignore Nulls:	False
Name:	Curric_Number
Primary:	False
Required:	False
Unique:	False
Fields:	CurricNumber, Ascending
<b>PrimaryKey</b>	1
Clustered:	False
Distinct Count:	9
Foreign:	False
Ignore Nulls:	False
Name:	PrimaryKey
Primary:	True
Required:	True
Unique:	True
Fields:	ID, Ascending

## Table: CourseJournal

### Columns

Name	Type	Size
ID	Number (Long)	4
AllowZeroLength:	False	
Attributes:	Fixed Size, Auto-Increment	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
Ordinal Position:	1	
Required:	False	
Source Field:	ID	
Source Table:	CourseJournal	
CourseNumber	Text	7
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	2	
Required:	False	
Source Field:	CourseNumber	
Source Table:	CourseJournal	
Quarter	Text	10
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	3	
Required:	False	
Source Field:	Quarter	
Source Table:	CourseJournal	
YearOffered	Number (Long)	4
AllowZeroLength:	False	
Attributes:	Fixed Size	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
Decimal Places:	Auto	
Default Value:	0	
DisplayControl:	Text Box	
Ordinal Position:	4	
Required:	False	
Source Field:	YearOffered	
Source Table:	CourseJournal	
Description	Memo	-
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
Ordinal Position:	5	
Required:	False	
Source Field:	Description	



	Source Table:	CourseJournal		
Code_FK	AllowZeroLength:	False	Text	5
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	6		
	Required:	False		
	Source Field:	Code_FK		
	Source Table:	CourseJournal		
NumA	AllowZeroLength:	False	Number (Long)	4
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	720		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	8		
	Required:	False		
	Source Field:	NumA		
	Source Table:	CourseJournal		
NumAMinus	AllowZeroLength:	False	Number (Long)	4
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	9		
	Required:	False		
	Source Field:	NumAMinus		
	Source Table:	CourseJournal		
NumBPlus	AllowZeroLength:	False	Number (Long)	4
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	10		
	Required:	False		
	Source Field:	NumBPlus		
	Source Table:	CourseJournal		
NumB	AllowZeroLength:	False	Number (Long)	4
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		

DisplayControl:	Text Box		
Ordinal Position:	11		
Required:	False		
Source Field:	NumB		
Source Table:	CourseJournal		
<b>NumBMinus</b>		Number (Long)	4
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Decimal Places:	Auto		
Default Value:	0		
DisplayControl:	Text Box		
Ordinal Position:	12		
Required:	False		
Source Field:	NumBMinus		
Source Table:	CourseJournal		
<b>NumCPlus</b>		Number (Long)	4
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Decimal Places:	Auto		
Default Value:	0		
DisplayControl:	Text Box		
Ordinal Position:	13		
Required:	False		
Source Field:	NumCPlus		
Source Table:	CourseJournal		
<b>NumC</b>		Number (Long)	4
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Decimal Places:	Auto		
Default Value:	0		
DisplayControl:	Text Box		
Ordinal Position:	14		
Required:	False		
Source Field:	NumC		
Source Table:	CourseJournal		
<b>NumCMinus</b>		Number (Long)	4
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Decimal Places:	Auto		
Default Value:	0		
DisplayControl:	Text Box		
Ordinal Position:	15		
Required:	False		
Source Field:	NumCMinus		
Source Table:	CourseJournal		
<b>NumDPlus</b>		Number (Long)	4
AllowZeroLength:	False		
Attributes:	Fixed Size		

	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	16		
	Required:	False		
	Source Field:	NumDPlus		
	Source Table:	CourseJournal		
NumD			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	17		
	Required:	False		
	Source Field:	NumD		
	Source Table:	CourseJournal		
NumDMinus			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	18		
	Required:	False		
	Source Field:	NumDMinus		
	Source Table:	CourseJournal		
NumX			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	19		
	Required:	False		
	Source Field:	NumX		
	Source Table:	CourseJournal		
NumIncomplete			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	20		
	Required:	False		
	Source Field:	NumIncomplete		

	Source Table:	CourseJournal		
NumPass			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	21		
	Required:	False		
	Source Field:	NumPass		
	Source Table:	CourseJournal		
NumFail			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	22		
	Required:	False		
	Source Field:	NumFail		
	Source Table:	CourseJournal		
CompositeQPR			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	23		
	Required:	False		
	Source Field:	CompositeQPR		
	Source Table:	CourseJournal		
Comments			Memo	-
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Ordinal Position:	24		
	Required:	False		
	Source Field:	Comments		
	Source Table:	CourseJournal		
Outlinefiled			Yes/No	1
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	106		
	Format:	Yes/No		
	Ordinal Position:	25		

	Required:	False		
	Source Field:	Outlinefiled		
	Source Table:	CourseJournal		
ReadingListFiled			Yes/No	1
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	106		
	Format:	Yes/No		
	Ordinal Position:	26		
	Required:	False		
	Source Field:	ReadingListFiled		
	Source Table:	CourseJournal		
Homeworkfiled			Yes/No	1
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	106		
	Format:	Yes/No		
	Ordinal Position:	27		
	Required:	False		
	Source Field:	Homeworkfiled		
	Source Table:	CourseJournal		
Examsfiled			Yes/No	1
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	106		
	Format:	Yes/No		
	Ordinal Position:	28		
	Required:	False		
	Source Field:	Examsfiled		
	Source Table:	CourseJournal		
Otherfiled			Yes/No	1
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	106		
	Format:	Yes/No		
	Ordinal Position:	29		
	Required:	False		
	Source Field:	Otherfiled		
	Source Table:	CourseJournal		

#### Table Indexes

Name	Number of Fields
_ID	1
Clustered:	False
Distinct Count:	12
Foreign:	False
Ignore Nulls:	False



Name:	<u>ID</u>
Primary:	False
Required:	False
Unique:	False
Fields:	ID, Ascending
PrimaryKey	1
Clustered:	False
Distinct Count:	12
Foreign:	False
Ignore Nulls:	False

**Table: CourseJournal**

Name:	PrimaryKey
Primary:	True
Required:	True
Unique:	True
Fields:	ID, Ascending

**Table: Curric  
Columns**

Name	Type	Size
CurricName	Text	60
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	1	
ColumnWidth:	5850	
DisplayControl:	Text Box	
Ordinal Position:	1	
Required:	False	
Source Field:	CurricName	
Source Table:	Curric	
CurricNumber	Text	10
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	2	
Required:	False	
Source Field:	CurricNumber	
Source Table:	Curric	
AcadAssoc	Text	5
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	3	
Required:	False	
Source Field:	AcadAssoc	
Source Table:	Curric	

**Table Indexes**

Name	Number of Fields
------	------------------

**Table: Curric**

PrimaryKey	1
Clustered:	False
Distinct Count:	15
Foreign:	False
Ignore Nulls:	False
Name:	PrimaryKey
Primary:	True
Required:	True
Unique:	True
Fields:	CurricNumber, Ascending

**Table: FacPref**

		<u>Columns</u>
Name	Type	Size
LastName	Text	20
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	1	
Required:	False	
Source Field:	LastName	
Source Table:	FacPref	
CourseNumber	Text	6
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	2	
Required:	False	
Source Field:	CourseNumber	
Source Table:	FacPref	
Quarter	Text	10
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	3	
Required:	False	
Source Field:	Quarter	
Source Table:	FacPref	

**Table: FACULTY**

Columns

Name	Type	Size
emailaddress	Text	35
AllowZeroLength:	False	
Attributes:	Variable Length	

	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	3765		
	DisplayControl:	Text Box		
	Ordinal Position:	1		
	Required:	False		
	Source Field:	emailaddress		
	Source Table:	FACULTY		
FirstName			Text	20
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	2		
	Required:	False		
	Source Field:	FirstName		
	Source Table:	FACULTY		
LastName			Text	20
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	3		
	Required:	False		
	Source Field:	LastName		
	Source Table:	FACULTY		
Telephone			Text	15
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	4		
	Required:	False		
	Source Field:	Telephone		
	Source Table:	FACULTY		
OfficeNumber			Text	10
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	5		
	Required:	False		
	Source Field:	OfficeNumber		
	Source Table:	FACULTY		
ID			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size, Auto-Increment		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		

Ordinal Position: 6  
 Required: False  
 Source Field: ID  
 Source Table: FACULTY

CODE Text 5

AllowZeroLength: False  
 Attributes: Variable Length  
 Collating Order: General  
 ColumnHidden: False  
 ColumnOrder: Default  
 ColumnWidth: Default  
 DisplayControl: Text Box  
 Ordinal Position: 7  
 Required: False  
 Source Field: CODE  
 Source Table: FACULTY

**Table Indexes**

Name	Number of Fields
<u>_ID</u>	1
Clustered:	False
Distinct Count:	82
Foreign:	False
Ignore Nulls:	False
Name:	_ID
Primary:	False
Required:	False
Unique:	False
Fields:	ID, Ascending
CODE	1
Clustered:	False
Distinct Count:	81
Foreign:	False
Ignore Nulls:	False
Name:	CODE
Primary:	False
Required:	False
Unique:	False
Fields:	CODE, Ascending
PrimaryKey	1
Clustered:	False
Distinct Count:	82
Foreign:	False
Ignore Nulls:	False
Name:	PrimaryKey
Primary:	True
Required:	True
Unique:	True
Fields:	ID, Ascending

**Table: SOFInput**

Columns

Name	Type	Size
Code	Text	5
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	1	
Required:	False	
Source Field:	Code	

	Source Table:	SOFInput		
_ID			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size, Auto-Increment		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Ordinal Position:	2		
	Required:	False		
	Source Field:	_ID		
	Source Table:	SOFInput		
CourseNumber			Text	6
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	3		
	Required:	False		
	Source Field:	CourseNumber		
	Source Table:	SOFInput		
SegmentNumber			Text	10
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	1755		
	DisplayControl:	Text Box		
	Ordinal Position:	4		
	Required:	False		
	Source Field:	SegmentNumber		
	Source Table:	SOFInput		
SubSOFNumber			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	DisplayControl:	Text Box		
	Ordinal Position:	6		
	Required:	False		
	Source Field:	SubSOFNumber		
	Source Table:	SOFInput		
SOFNumber			Text	10
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	7		
	Required:	False		
	Source Field:	SOFNumber		
	Source Table:	SOFInput		
CurricNum			Number (Long)	4
	AllowZeroLength:	False		



Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	8		
Required:	False		
Source Field:	CurricNum		
Source Table:	SOFInput		
<b>HrsThisQtr</b>		<b>Number (Integer)</b>	<b>2</b>
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	9		
Required:	False		
Source Field:	HrsThisQtr		
Source Table:	SOFInput		
<b>QtrsComplete</b>		<b>Number (Integer)</b>	<b>2</b>
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	10		
Required:	False		
Source Field:	QtrsComplete		
Source Table:	SOFInput		
<b>SOFQuestion_1</b>		<b>Number (Integer)</b>	<b>2</b>
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1875		
Decimal Places:	Auto		
Default Value:	0		
DisplayControl:	Text Box		
Ordinal Position:	11		
Required:	False		
Source Field:	SOFQuestion_1		
Source Table:	SOFInput		
<b>SOFQuestion_2</b>		<b>Number (Integer)</b>	<b>2</b>
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1875		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	12		
Required:	False		
Source Field:	SOFQuestion_2		
Source Table:	SOFInput		

SOFQuestion_3		Number (Integer)	2
AllowZeroLength:		False	
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1935		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	13		
Required:	False		
Source Field:	SOFQuestion_3		
Source Table:	SOFInput		
SOFQuestion_4		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1755		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	14		
Required:	False		
Source Field:	SOFQuestion_4		
Source Table:	SOFInput		
SOFQuestion_5		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1695		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	15		
Required:	False		
Source Field:	SOFQuestion_5		
Source Table:	SOFInput		
SOFQuestion_6		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1815		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	16		
Required:	False		
Source Field:	SOFQuestion_6		
Source Table:	SOFInput		
SOFQuestion_7		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1740		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	17		
Required:	False		
Source Field:	SOFQuestion_7		
Source Table:	SOFInput		

SOFQuestion_8		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1635		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	18		
Required:	False		
Source Field:	SOFQuestion_8		
Source Table:	SOFInput		
SOFQuestion_9		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1620		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	19		
Required:	False		
Source Field:	SOFQuestion_9		
Source Table:	SOFInput		
SOFQuestion_10		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1815		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	20		
Required:	False		
Source Field:	SOFQuestion_10		
Source Table:	SOFInput		
SOFQuestion_11		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1740		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	21		
Required:	False		
Source Field:	SOFQuestion_11		
Source Table:	SOFInput		
SOFQuestion_12		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1650		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	22		
Required:	False		
Source Field:	SOFQuestion_12		
Source Table:	SOFInput		

SOFQuestion_13		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1740		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	23		
Required:	False		
Source Field:	SOFQuestion_13		
Source Table:	SOFInput		
SOFQuestion_14		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1680		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	24		
Required:	False		
Source Field:	SOFQuestion_14		
Source Table:	SOFInput		
SOFQuestion_15		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1725		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	25		
Required:	False		
Source Field:	SOFQuestion_15		
Source Table:	SOFInput		
SOFQuestion_16		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1710		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	26		
Required:	False		
Source Field:	SOFQuestion_16		
Source Table:	SOFInput		
SOFQuestion_17		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1725		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	27		
Required:	False		
Source Field:	SOFQuestion_17		
Source Table:	SOFInput		

SOFQuestion_18		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1695		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	28		
Required:	False		
Source Field:	SOFQuestion_18		
Source Table:	SOFInput		
SOFQuestion_19		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1650		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	29		
Required:	False		
Source Field:	SOFQuestion_19		
Source Table:	SOFInput		
SOFQuestion_20		Number (Integer)	2
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	1920		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	30		
Required:	False		
Source Field:	SOFQuestion_20		
Source Table:	SOFInput		
SOFcomments		Memo	-
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	4800		
Ordinal Position:	31		
Required:	False		
Source Field:	SOFcomments		
Source Table:	SOFInput		
SOF_ID_FK5		Number (Long)	4
AllowZeroLength:	False		
Attributes:	Fixed Size		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Decimal Places:	Auto		
DisplayControl:	Text Box		
Ordinal Position:	32		
Required:	False		
Source Field:	SOF_ID_FK5		
Source Table:	SOFInput		



**Table Indexes**

Name	Number of Fields
<u>_ID</u>	1
Clustered:	False
Distinct Count:	53
Foreign:	False
Ignore Nulls:	False
Name:	<u>_ID</u>
Primary:	True
Required:	True
Unique:	True
Fields:	<u>_ID</u> , Ascending
Code	1
Clustered:	False
Distinct Count:	6
Foreign:	False
Ignore Nulls:	False
Name:	Code
Primary:	False
Required:	False
Unique:	False
Fields:	Code, Ascending

**Table: TeachingAssignment**

**Columns**

Name	Type	Size
Code	Text	50
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	1	
Required:	False	
Source Field:	Code	
Source Table:	TeachingAssignment	
<u>_ID</u>	Number (Long)	4
AllowZeroLength:	False	
Attributes:	Fixed Size, Auto-Increment	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
Ordinal Position:	2	
Required:	False	
Source Field:	<u>_ID</u>	
Source Table:	TeachingAssignment	
Segments	Text	50
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	3	
Required:	False	
Source Field:	Segments	
Source Table:	TeachingAssignment	
CourseNumber	Text	6

	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	4		
	Required:	False		
	Source Field:	CourseNumber		
	Source Table:	TeachingAssignment		
YearOffered			Number (Long)	4
	AllowZeroLength:	False		
	Attributes:	Fixed Size		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	Decimal Places:	Auto		
	Default Value:	0		
	DisplayControl:	Text Box		
	Ordinal Position:	5		
	Required:	False		
	Source Field:	YearOffered		
	Source Table:	TeachingAssignment		
Quarter			Text	10
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	6		
	Required:	False		
	Source Field:	Quarter		
	Source Table:	TeachingAssignment		
CreditHours			Text	50
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	7		
	Required:	False		
	Source Field:	CreditHours		
	Source Table:	TeachingAssignment		
Enrollment			Text	50
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		

Table: TeachingAssignment

ColumnHidden:	False:
ColumnOrder:	Default
ColumnWidth:	Default
DisplayControl:	Text Box
Ordinal Position:	8
Required:	False
Source Field:	Enrollment
Source Table:	TeachingAssignment

CoordWith		Text	50
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	9		
Required:	False		
Source Field:	CoordWith		
Source Table:	TeachingAssignment		

### Table Indexes

Name	Number of Fields
<u>_ID</u>	1
Clustered:	False
Distinct Count:	78
Foreign:	False
Ignore Nulls:	False
Name:	_ID
Primary:	False
Required:	False
Unique:	False
Fields:	_ID, Ascending
PrimaryKey	1
Clustered:	False
Distinct Count:	78
Foreign:	False
Ignore Nulls:	False
Name:	PrimaryKey
Primary:	True
Required:	True
Unique:	True
Fields:	_ID, Ascending

### Table: TextBook

### Columns

Name	Type	Size
Author	Text	50
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	1	
Required:	False	
Source Field:	Author	
Source Table:	TextBook	
Title	Text	75
AllowZeroLength:	False	
Attributes:	Variable Length	
Collating Order:	General	
ColumnHidden:	False	
ColumnOrder:	Default	
ColumnWidth:	Default	
DisplayControl:	Text Box	
Ordinal Position:	2	
Required:	False	
Source Field:	Title	
Source Table:	TextBook	

ISBN	AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box Ordinal Position: 3 Required: False Source Field: ISBN Source Table: TextBook	Text	50
CODE	AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box Ordinal Position: 4 Required: False Source Field: CODE Source Table: TextBook	Text	50
CourseNumber	AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box Ordinal Position: 6 Required: False Source Field: CourseNumber Source Table: TextBook	Text	7
Quarter	AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box Ordinal Position: 7 Required: False Source Field: Quarter Source Table: TextBook	Text	50
Year	AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box Ordinal Position: 8 Required: False Source Field: Year Source Table: TextBook	Text	50
Edition	AllowZeroLength: False Attributes: Variable Length Collating Order: General	Text	5

ColumnHidden: False  
 ColumnOrder: Default  
 ColumnWidth: Default  
 DisplayControl: Text Box  
 Ordinal Position: 9  
 Required: False  
 Source Field: Edition  
 Source Table: TextBook

YearofBook Number (Integer) 2

AllowZeroLength: False  
 Attributes: Fixed Size  
 Collating Order: General  
 ColumnHidden: False  
 ColumnOrder: Default  
 ColumnWidth: Default  
 Decimal Places: Auto  
 Default Value: 0  
 DisplayControl: Text Box  
 Ordinal Position: 10  
 Required: False  
 Source Field: YearofBook  
 Source Table: TextBook

Publisher Text 50

AllowZeroLength: False  
 Attributes: Variable Length  
 Collating Order: General  
 ColumnHidden: False  
 ColumnOrder: Default  
 ColumnWidth: Default  
 DisplayControl: Text Box  
 Ordinal Position: 11  
 Required: False  
 Source Field: Publisher  
 Source Table: TextBook

RequiredNum Number (Integer) 2

AllowZeroLength: False  
 Attributes: Fixed Size  
 Collating Order: General  
 ColumnHidden: False  
 ColumnOrder: Default  
 ColumnWidth: Default  
 Decimal Places: Auto  
 Default Value: 0  
 DisplayControl: Text Box  
 Ordinal Position: 12  
 Required: False  
 Source Field: RequiredNum  
 Source Table: TextBook

AnticipatedEnrollment Number (Integer) 2

AllowZeroLength: False  
 Attributes: Fixed Size

**Table: TextBook**

Collating Order: General  
 ColumnHidden: False  
 ColumnOrder: Default  
 ColumnWidth: Default  
 Decimal Places: Auto  
 Default Value: 0  
 DisplayControl: Text Box  
 Ordinal Position: 13  
 Required: False  
 Source Field: AnticipatedEnrollment



Source Table:	TextBook		
Segments		Text	3
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	14		
Required:	False		
Source Field:	Segments		
Source Table:	TextBook		

ID		Number (Long)	4
AllowZeroLength:	False		
Attributes:	Fixed Size, Auto-Increment		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
Ordinal Position:	15		
Required:	False		
Source Field:	ID		
Source Table:	TextBook		

**Table Indexes**

Name	Number of Fields
CODE	1
Clustered:	False
Distinct Count:	9
Foreign:	False
Ignore Nulls:	False
Name:	CODE
Primary:	False
Required:	False
Unique:	False
Fields:	CODE, Ascending
ID	1
Clustered:	False
Distinct Count:	16
Foreign:	False
Ignore Nulls:	False
Name:	ID
Primary:	False
Required:	False
Unique:	True
Fields:	ID, Ascending
PrimaryKey	1
Clustered:	False
Distinct Count:	16
Foreign:	False
Ignore Nulls:	False
Name:	PrimaryKey
Primary:	True
Required:	True
Unique:	True
Fields:	ID, Ascending
RequiredNum	1
Clustered:	False
Distinct Count:	14
Foreign:	False
Ignore Nulls:	False
Name:	RequiredNum
Primary:	False
Required:	False

Unique: False  
 Fields: RequiredNum, Ascending

**Table: ThesisFacAssessment**

Columns

Name	Type	Size
FacName AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box Ordinal Position: 1 Required: False Source Field: FacName Source Table: ThesisFacAssessment	Text	50
Role AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box Ordinal Position: 2 Required: False Source Field: Role Source Table: ThesisFacAssessment	Text	50
Curric AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box Ordinal Position: 3 Required: False Source Field: Curric Source Table: ThesisFacAssessment	Text	50
OtherCurric AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box Ordinal Position: 4 Required: False Source Field: OtherCurric Source Table: ThesisFacAssessment	Text	50
Service AllowZeroLength: False Attributes: Variable Length Collating Order: General ColumnHidden: False ColumnOrder: Default ColumnWidth: Default DisplayControl: Text Box	Text	50

	Ordinal Position:	5		
	Required:	False		
	Source Field:	Service		
	Source Table:	ThesisFacAssessment		
GradDate			Text	50
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	6		
	Required:	False		
	Source Field:	GradDate		
	Source Table:	ThesisFacAssessment		
Question1			Text	50
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	7		
	Required:	False		
	Source Field:	Question1		
	Source Table:	ThesisFacAssessment		
Question2			Text	50
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	8		
	Required:	False		
	Source Field:	Question2		
	Source Table:	ThesisFacAssessment		
Question3			Text	50
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	9		
	Required:	False		
	Source Field:	Question3		
	Source Table:	ThesisFacAssessment		
Question4			Text	50
	AllowZeroLength:	False		
	Attributes:	Variable Length		
	Collating Order:	General		
	ColumnHidden:	False		
	ColumnOrder:	Default		
	ColumnWidth:	Default		
	DisplayControl:	Text Box		
	Ordinal Position:	10		
	Required:	False		
	Source Field:	Question4		
	Source Table:	ThesisFacAssessment		

Question5		Text	50
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	11		
Required:	False		
Source Field:	Question5		
Source Table:	ThesisFacAssessment		
Question6		Text	50
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	12		
Required:	False		
Source Field:	Question6		
Source Table:	ThesisFacAssessment		
Question7		Text	50
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	13		
Required:	False		
Source Field:	Question7		
Source Table:	ThesisFacAssessment		
Question8		Text	50
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	14		
Required:	False		
Source Field:	Question8		
Source Table:	ThesisFacAssessment		
Question9		Text	50
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		
ColumnHidden:	False		
ColumnOrder:	Default		
ColumnWidth:	Default		
DisplayControl:	Text Box		
Ordinal Position:	15		
Required:	False		
Source Field:	Question9		
Source Table:	ThesisFacAssessment		
Question10		Text	50
AllowZeroLength:	False		
Attributes:	Variable Length		
Collating Order:	General		

	ColumnHidden:	False	
	ColumnOrder:	Default	
	ColumnWidth:	Default	
	DisplayControl:	Text Box	
	Ordinal Position:	16	
	Required:	False	
	Source Field:	Question10	
	Source Table:	ThesisFacAssessment	
Question11			Text 50
	AllowZeroLength:	False	
	Attributes:	Variable Length	
	Collating Order:	General	
	ColumnHidden:	False	
	ColumnOrder:	Default	
	ColumnWidth:	Default	
	DisplayControl:	Text Box	
	Ordinal Position:	17	
	Required:	False	
	Source Field:	Question11	
	Source Table:	ThesisFacAssessment	
Date			Text 50
	AllowZeroLength:	False	
	Attributes:	Variable Length	
	Collating Order:	General	
	ColumnHidden:	False	
	ColumnOrder:	Default	
	ColumnWidth:	Default	
	DisplayControl:	Text Box	
	Ordinal Position:	18	
	Required:	False	
	Source Field:	Date	
	Source Table:	ThesisFacAssessment	
_ID			Number (Long) 4
	AllowZeroLength:	False	
	Attributes:	Fixed Size, Auto-Increment	
	Collating Order:	General	
	ColumnHidden:	False	
	ColumnOrder:	Default	
	ColumnWidth:	Default	
	Ordinal Position:	19	
	Required:	False	
	Source Field:	_ID	
	Source Table:	ThesisFacAssessment	



## Table Indexes

Name	Number of Fields
<u>_ID</u>	1
Clustered:	False
Distinct Count:	2
Foreign:	False
Ignore Nulls:	False
Name:	<u>_ID</u>
Primary:	False
Required:	False
Unique:	False
Fields:	<u>_ID</u> , Ascending
PrimaryKey	1
Clustered:	False
Distinct Count:	2
Foreign:	False
Ignore Nulls:	False
Name:	PrimaryKey
Primary:	True
Required:	True
Unique:	True
Fields:	<u>_ID</u> , Ascending



## INITIAL DISTRIBUTION LIST

	No. Copies
1. Defense Technical Information Center 8725 John J. Kingman Rd., Ste 0944 Ft. Belvoir, VA 22060-6218	2
2. Dudley Knox Library Naval Postgraduate School 411 Dyer Rd. Monterey, CA 93943-5101	2
3. Professor Suresh Sridhar (Code SM/Sr) Naval Postgraduate School Systems Management Department Monterey, CA 93943-5000	1
4. Professor Hemnant K. Bhargava (Code SM/Bh) Naval Postgraduate School Systems Management Department Monterey, CA 93943-5000	1
5. Professor Carl Jones (Code SM/Js) Naval Postgraduate School Systems Management Department Monterey, CA 93943-5000	1
6. LCDR Dale Courtney (Code 05C) Naval Postgraduate School Monterey, CA 93943	1
7. MAJ Robert H. Lunn 342 Ardennes Circle Seaside, CA 93955	2
8. CPT Edward D. Loewen 5735 Rocksbury Lane Dale City, VA 22193	2
9. MG(R) DeWitt T. Irby, Jr. 843 South Bramble Way Anaheim, CA 98202	1

10. BG(R) Orlin L. Mullen 1  
120 Kirwan's Landing Lane  
Chester, MD 21619
11. LTC(P) Richard J. Langhorst 1  
5207 Gainsborough Dr  
Fairfax, VA 22032

DUDLEY FOX LIBRARY  
NAVAL POSTGRADUATE SCHOOL  
MONTEREY, CALIF. 94350-5101



DUDLEY KNOX LIBRARY



3 2768 00339512 0