



REPLACING BLITZ

The purpose of the business case is to justify the value and feasibility of the cross-institutional project to Dartmouth College, and to develop project plans based on requirements, identification of possible solutions, and cost-benefit analysis.

Project Name	Task Force on Email and Collaboration Tools (TEC-T)	
Project Sponsor(s)	Ellen Waite-Franzen	
Project Leader	Rob McClung (chair), Ellen Waite-Franzen	
Project Description/Statement of Work (description of the business problem or opportunity that the project is trying to address)		
To evaluate systems to replace the existing BlitzMail and Oracle Calendar, and to evaluate new collaboration tools for possible implementation throughout Dartmouth College.		
Background (description of the current situation including functions, scope and size of responsibilities, relevant history, and statistical information, if applicable)		
<p>BlitzMail was developed at Dartmouth College 20 years ago and has been widely adopted by students, staff, faculty, and alumni. Development on the BlitzMail client was halted several years ago as it became clear that Blitz would not be able to keep pace with commercially available email clients or with technological and software changes. Oracle Calendar is not being improved or maintained by Oracle, is not integrated with BlitzMail, and does not have the functionality of many other currently available calendaring programs. Both of these tools need to be replaced, due to both the cessation of maintenance and the fact that other higher-performing options are widely available.</p> <p>Additionally, there are many other collaboration tools available that should be evaluated for adoption at Dartmouth, including shared work space (shared documents and editing), wikis, instant messaging, social networking, blogs, and discussion forums.</p>		
Project Definition		
Project goals	<p>TEC-T's goal is to evaluate and recommend collaboration tool(s) to be used by Dartmouth's faculty, students, staff and alumni. To increase efficiency and decrease costs associated with managing mail and calendaring. To increase the efficiency of users of the system.</p> <p>This goal will be met by the following objectives:</p> <ul style="list-style-type: none"> • Review current state of collaboration and social software tools • Develop requirements that meet Dartmouth's need for collaboration and social software tools and services. Ensure that community input informs the requirements document. Include any future requirements. • Define the major uses of (or benefits of) improved collaboration and social software tools. • Evaluate available systems for their alignment with Dartmouth's needs. • Considering the needs of the College, make recommendations to the Council on Computing on the important features of collaboration and social software tools and services, and recommend possible systems for implementation. 	
Project Scope (In- and Out-of-scope)	In scope is evaluation of e-mail and calendaring systems. Secondary to these systems, but also within scope, is the evaluation shared work space (shared documents and editing), wikis, instant messaging, social networking, blogs, and discussion forums.	
Project Deliverables	<ol style="list-style-type: none"> 1. Recommendation for a new email system to replace Blitzmail, including identification of key features 2. Recommendation for a system to replace Oracle Calendar 3. Recommendation of other collaboration tools 	
Stakeholders	Impact	
Students	The impact on students would be mixed and very tied to their affection	

	<p>or lack of affection for Blitz. The students who would be least impacted are incoming students; the students who would be most impacted are upperclass students who have developed habits that integrate Blitz's features or simplicity and speed into their daily lives. The students who do not like Blitz would be least affected. From our survey of students, we also are seeing a trend that students are retaining their pre-Dartmouth email boxes, thus have 2 email accounts: one for their personal life and one for their Dartmouth life.</p>
Faculty	<p>Faculty who have been at Dartmouth College for a long time and who use the Blitz client will be affected and will need special sessions to help them adjust to the new system. Based on informal knowledge, faculty who have come to Dartmouth College in recent years will welcome the change. Faculty who work with non-Latin languages would have an improved environment. Sending and receiving attachments, one of the main faculty complaints, would work consistently.</p>
Staff Alumni Professional Schools DHMC External email recipients	<p>The recent staff survey indicated that while some staff are not looking forward to a transition to a new system, 73% indicated that they had no concerns or were looking forward to the change.</p> <p>Alumni will need to be carefully managed. This changeover should be framed as a saving for Dartmouth College, while providing improved functionality.</p> <p>DHMC and the Medical School faculty and staff will be affected by the change to a new email system at DHMC. Our goal is to work closely with DHMC to avoid too much disruption, although some change and disruption should be anticipated.</p> <p>Tuck now uses Microsoft's Exchange system and self manages it. If the College went to a hosted solution with Microsoft, it is possible that Tuck would also change.</p> <p>Thayer is an Engineering School.</p> <p>External email recipients should have a more positive experience receiving mail from Dartmouth because they should be able to open attachments that currently are problematic and other issues should also be resolved.</p>

Project Constraints / Risks
(elements that may restrict or place control over a project, project team, or project action)

- Overall cost
- Ease of implementation
- Security and privacy
- The DND is embedded in the current Blitzmail system and recreating this key service may be a challenge.
- Integration with existing systems
- Stakeholders may continue to select their own preferred client. This could result in lack of integration or consistency.
- Resistance to moving off of current BlitzMail and Oracle calendaring system.

Project Justification **(alignment with College's mission and goal, and expected benefits)**

Tools such as email, calendaring, and shared workspaces can all significantly enhance the ease of internal and external communication and collaboration, and streamline work processes. Students, faculty, staff, and alumni expect high quality systems that offer the features they are used to at other organizations or with other service providers, and there has been increasing dissatisfaction with Dartmouth's systems when compared to other widely used products. Many administrators and staff want a system that increases their efficiency. Dartmouth also posits itself as a technological leader among peers, and available tools should reflect this status.

Issue Management (How will decisions be made?)

TEC-T committee will make recommendation to Council on Computing, based on committee consensus. Ultimate decision for implementation will be made by Ellen Waite-Franzen and senior administrators of the College.

Project Alternatives	Benefits	Cost / Impact
1. Continue to use Blitz and Oracle Calendar	Least cost, no implementation required.	Increasing difficulty in maintaining system, increasing dissatisfaction with existing systems. High risk given lack of depth in staff support and age of system
2. Outsource to an external service provider, such as Google, Zimbra, Scalix.	Ease of transition, robust features, ease of maintenance.	Financial cost varies by provider.
3. Implement a standard service such as Microsoft's Exchange service here at the College and self manage it.	Robust features, widely used.	Financial cost varies by provider; typically a per-seat license. Maintenance of licenses may be administrative burden. College would experience an increase in the cost of providing email/calendaring service.
4. Provide clients for staff/faculty and Dartmouth.edu address only for alumni. Students to use any external client of their choosing.	Dartmouth would be managing smaller number of email boxes which would make it less expensive than a full solution. Students would chose the system of their choice.	Costs would be higher than current system but not as high as it would be if student and alumni mail was included. Less integration between student and faculty systems could possibly pose some problems.
Team Members	Roles	Responsibilities
Rob McClung	Chair	
Richard Kremer, Kevin Reinhart	Faculty representatives	
Steve McAllister, Mark Franklin, Stan Pyc, Bill Weyrick	Professional School and DHMC representatives	
Mimi Simpson, Lora Wise, Kerry Jones, Gail Wallin	Alumni Relations, Administration, and Dean of College representatives	
Ellen Young, David Gelhar	PKCS representatives	
Justin Tzou, Christopher Takeuchi	Student representatives	