



Banner initiative update

Academic Resource Council

February 20, 2003

Bruce Vieweg, Associate Vice President, Information Technology Services, Co-Chair,
Gateway Steering Committee

- I. These systems are the focus of this initiative
 - a. Human Resources
 - b. Financials
 - c. Student - including Recruitment and Admissions, Bursar (Accounts Receivable), Student Records, and Registration
 - d. Alumni and Development
 - e. Financial Aid
 - f. Additionally, a number of new software products have been purchased to augment these basic administrative systems:
 - i. Luminis - including a Portal, integrated e-mail and calendar, content management
 - ii. WebCT connection
 - iii. Datamart / Datawarehouse
 - iv. New user focused reporting and analysis software
 - v. Web for Alumni
 - vi. Web for Finance
 - vii. Recruitment Plus
- II. Purchased services summary
 - a. Business Process Analysis for up to seven (7) processes in five (5) functional areas: Financials; Human Resources; Student; Financial Aid; Alumni and Development
 - b. Level four project management (maximum level available)
 - c. Remote Oracle Database Administration Services
 - d. Full implementation services for each module
 - e. Oracle training (24 days of training for 15 staff members)

III. Tasks completed to date

- a. Negotiations with SCT completed and agreement signed on December 23, 2002
- b. Pre-implementation meeting with SCT project managers (Kathy Singer; Deb Kelsheimer; Christopher Littrell (via conference call) held on January 24, 2003
- c. Project Steering Committee established – Co-Chaired by Ellen Harshman, Senior Vice Provost, and Bruce Vieweg, Associate Vice President, ITS (members representing the entire SLU community, including faculty, staff, administrators, and students).
- d. Early engagement with SLU Internal Audit to help assure positive outcomes and appropriate oversight.
- e. Project Team Leadership established
- f. Project Communication plan begun
 - i. Project Logo and message developed
 - ii. Initial message to SLU community announcing the LEAP agreement between SCT and SLU was included in Father Biondi's January monthly message
 - iii. Grand Connections Q&A (with Bruce Vieweg) to be published in the March issue and also provided via NewLink tomorrow
 - iv. Grand Connections - Planned major communication in April – including detailed timeline
 - v. Planned on-going and regular updates to the SLU community
- g. Project Organizational Planning (POP) meeting scheduled for February 20 and 21, 2003.
- h. Project Training Plan development begun
- i. Request for Quote for on-site contractor DBA services submitted to marketplace – due to purchasing on February 28, 2003.
- j. Special Technical Training scheduled
 - i. Luminis (portal) team to attend training in Salt Lake City in February
 - ii. Sun Solaris training for systems personnel to begin later in February 2003
- k. Sun hardware (server and storage) configuration completed and reviewed by SCT - during the week of February 17th 2003; order to Sun is expected soon.

IV. Steering committee and Functional Team Leads appointed

- a. Ellen Harshman, Ph.D., Senior Vice Provost, Co-Chair
- b. Bruce Vieweg, Associate Vice President, ITS, Co-Chair
- c. Mark Schmotzer, Controller – Financials Team Lead
- d. Paul Jackson, Assistant Provost
- e. Michael Burks, Ph.D., Director of Web Development – Luminis Project Manager and Team Lead
- f. Steve Miller, DBA, Associate Dean, Cook School of Business
- g. Steve Dina, Ph.D., Associate Dean, College of Arts and Sciences
- h. Robert Webster, Ph.D., Associate Provost
- i. Robert Woodruff, Associate Vice President, University Marketing and Communications
- j. Christopher Stewart, Assistant Director, Alumni Relations – Advancement Team Co-Lead
- k. Hal Deuser, Director, Financial Aid – Financial Aid Team Lead
- l. David Nolda, Director, Annual Giving – Advancement Team Co-Lead
- m. Elizabeth Winchester, Director, Internal Audit Services
- n. Julie Weissman, Ph.D., Assistant Provost, Office of Institutional Studies
- o. John Goerke, ITS
- p. Bobbi Kysar, Director of HRIS, Compensation – HR Team Lead
- q. TDB, Director, Director Administrative IT Services
- r. Austin Winkleman, Information Security Officer
- s. Edwin Harris, Ph.D., Associate Provost, Enrollment and Admissions Services – Student Team Lead
- t. Phil Lyons, Assistant Vice President, Student Development
- u. Asai Asaithambe, Ph.D., Chair, Computer Science Department, Parks College (Faculty Senate Representative)
- v. Lee McDurmott, Technology Coordinator, Department of Surgery (Staff Advisory Council Representative)
- w. Greg Muck, Freshman student (Student Government Association Representative)

V. Draft timeline

Largely, the schedule for implementation is driven by the academic calendar, by business or governmental requirements (e.g., end of calendar or fiscal years). The following timeline was developed during the Pre-implementation meeting held with representatives from SCT and the University in late January.

Area	Start date	Go-live date
Luminis	ASAP	July 1, 2003 (partial functionality ¹)
Financial Services	August 2003 (ASAP)	July 1, 2004
Imaging	September 2004	November 2004
Human Resources	September 2003	January 1, 2005
Student		
Recruitment and admissions	September 2003	October 2004
Bursar (A/R), Student Records, Registration		March 2005
WebCT Connection	March 2005	May 2005
Financial Aid	February 2004	February 2005
Alumni and Development	April 2004	April 2005
New Reporting Software	TBD	
Datamart and Datawarehouse	TBD	

VI. Early identified risks and related mitigation strategies

a. Managing overall risk to the project

- i. Assertive and significant overall project management oversight and organization will significantly reduce risk of failure and untoward surprises
- ii. Early engagement with Internal Audit Services to assist in the early identification of possible risk
- iii. Inviting Elizabeth Winchester to be a member of the Project Steering Committee

b. Assurance of consistency of project leadership – avoid over reliance upon one single individual for project success

i. Mitigation Strategies

- 1. Purchase maximum project management from SCT Corporation
- 2. Appoint Co-leaders of the Project Steering Committee
- 3. Development of comprehensive communication plan

c. Inadequate Budget

¹ Only partial functionality will be available in the summer of 2003; this will include single-log on; a new electronic personal calendar system; the portal; a link to the current web-mail system; future expansion will include the integrated e-mail system and content management for the University's web presence.

- i. Mitigation strategy
 - 1. Used only carefully conservative estimates of costs
 - 2. Include 5% contingency to provide some flexibility if necessary
 - 3. On-going analysis and reporting of current budget status
 - 4. Involvement with the Controller's office regarding management of all funds
- d. Inadequate functional staffing to continue business as usual as well as meeting the needs of the implementation
 - i. Mitigation strategy
 - 1. Include \$200,000 in budget for possible back-fill of functional personnel, if necessary
 - 2. Get early commitment from functional leadership for maximum participation of staff
- e. Lack of specific technical skills among SLU programming staff
 - i. Mitigation strategies
 - 1. Purchase remote Oracle DBA services
 - 2. Contract for a SLU on-site Oracle DBA for 12 to 18 months
 - 3. Early training of ITS programming staff in Oracle
- f. Scope Creep – Uncontrolled expectations of community members to 'modify' the core Banner systems to meet current business practices
 - i. Mitigation strategies
 - 1. Significant investment in Business Process Analysis to review current business practices
 - 2. No modifications to the core Banner system are anticipated
 - 3. If additional functionality is necessary, will consider 'bolt on' expansion
 - 4. Additional funds to purchase special project management services are available for unique situations (e.g., School of Medicine)
- g. Unrealistic expectations for continued modifications to our current PLUS systems

i. Mitigation Strategies

1. Careful and on-going management of all requests
2. Only requests that have compelling impact will be accomplished (e.g., SEVIS - INS reporting; HIPAA - Health information privacy and security)
3. An analysis of impact on the project plan will be done with every request for modifications to PLUS and must be approved by the Project Steering Committee.

h. New hardware platforms for technical staff

i. Mitigation strategies

1. Invest in early training of ITS systems staff
2. Develop close working relationship with vendor (Sun Microsystems)
3. Purchase Gold (24 X 7 maintenance coverage) with 4-hour response time

VII. Other information of note

- a. Travel expenses are expected to be high because of the number of SCT consultants who will be engaged in the implementation (as much as \$500,000 over the three years of the project is the estimate). In order to help manage these expenses, all SCT consultants will stay at the Water Tower Inn. We have secured a special reduced rate of \$47.00 per night. In order for this housing to be acceptable to SCT and their consultants who tend to work at all hours, SLU is required to upgrade the Internet connection available in the guest rooms to high-speed access, which is currently underway. In addition, per diem incidental expense (food) is limited to \$50.00, the SLU per diem for St. Louis.
- b. The total value of negotiated reductions and donations from SCT equaled nearly \$2,000,000, mostly from the provision of software licenses for free - part of the LEAP agreement.
- c. SUN Microsystems (hardware vendor) has agreed to donate 'in-kind' hardware (data storage capacity) to the University that is valued at more than \$200,000. In addition, Sun has many grant and research opportunities suitable for our University. These opportunities are available to us because of the level of Sun equipment that will be purchased for this initiative.