



Gateway initiative update

A report to the University Medical Group – Business Managers
Saint Louis University Faculty Senate

May 2003

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

- I. These systems are the focus of this initiative – all are from our current vendor, SCT Corporation. The systems we currently use were installed in the 1980s. They use outdated technology (COBOL; ISAM file formats), and are difficult to use and challenging and expensive to support.
 - a. Human Resources
 - b. Financials
 - c. Student
 - i. Recruitment and Admissions
 - ii. Bursar (Accounts Receivable)
 - iii. Student Records, and
 - iv. Registration
 - d. Alumni and Development
 - i. Including Event planning
 - e. Financial Aid
 - f. Additionally, a number of new software products have been purchased to augment these basic administrative systems:
 - i. Luminis – including a secure Portal, single log-in, integrated e-mail and calendar, content management
 - ii. WebCT connection – providing seamless integration between the student module and WebCT
 - iii. Datamart / Datawarehouse
 - iv. New user focused reporting and analysis software – exact product has not been determined
 - v. Web for Alumni

- vi. Web for Finance
- vii. Recruitment Plus
- viii. Imaging
- ix. Workflow

g. New versions of our current web-for products are also covered:

- i. WebStar – web for students
- ii. WebFac – web for faculty and advisors
- iii. WebPro – web for staff

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. Contracted DBA services
- e. Contracted hardware installation and implementation services
- f. Full implementation services for each module
- g. Oracle training (24 days of training for 15 staff members – on site)

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 accounts have been established and are being used to process payments
 - i. SCT software is paid in three payments over 1 year
 - ii. Services are paid 1/12 per quarter for the next 12 quarters
- d. 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).

i. Members:

- 1. Asai Asaithambe, Chair, Computer Science, Parks College, Faculty Senate Representative

2. Michael Burks, Director, University Web Development, Luminis Project Manager
 3. Hal Deuser, Director, Financial Aid
 4. Steve Dina, Associate Dean, College of Arts & Sciences
 5. John Goerke, Project Manager, Plus to Banner Conversion
 6. Ned Harris, Associate Provost, Enrollment, Admissions, and Advising Services
 7. Robert Heaney, MD, Associate Dean, Graduate Medical Education, School of Medicine
 8. Jeff Kapp, Director, Administrative IT Services, Project Manager, Banner Implementation
 9. Bobbi Kysar, Director, HRIS, Compensation
 10. Phil Lyons, Assistant Vice President, Student Development
 11. Paul Jackson, Assistant Provost
 12. Linda Noyes, Controller's Office
 13. Lee McDurmott, Manager, Department of Surgery, Staff Advisory Council Representative
 14. Greg Muck, Freshman, Student Government Association Representative
 15. Mark Schmotzer, Controller
 16. Paul Schnabel, Associate Vice President, Development
 17. Bob Webster, Associate Provost
 18. Julie Weissman, Office of Institutional Study
 19. Elizabeth Winchester, Director, Internal Audit Services
 20. Austin Winkleman, Information Security Officer
 21. Robert Woodruff, Associate Vice President, Marketing and Communications
- e. The Executive Committee of the Steering Committee has met and reviewed the proposed timeline and suggested several changes to SCT.
- f. Space in Des Peres Hall has been identified for the Project Office and a special training area
- g. Jeff Kapp has been hired as a new Director of Administrative Systems. Jeff has extensive Banner experience, and has done 1 full implementation (Milliken University) and is currently working on his second (at University of Illinois)
- h. Early engagement with SLU Internal Audit to help assure positive outcomes and appropriate oversight.
- i. Internal audit planning two audits:
 1. Security – both hardware and software

2. Overall project management

- i. Project Team Leadership established
 - i. Student – Ned Harris, Associate Provost, Enrollment and Advising Services
 - ii. Human Resources – Bobbi Kysar, Chair, Linda Noyes, Vice Chair
 - iii. Financials – Mark Schmotzer, Controller
 - iv. Alumni and Development – Paul Schnabel, Associate Vice President, Alumni and Development
 - v. Financial Aid – Hal Deuser
 - vi. Luminis – Michael Burks
- j. 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 was also provided via NewsLink in February.
 - iv. Grand Connections - Major communication this month (May) – including detailed timeline suitable to hang on the wall – and to hold all of us accountable
 - v. Presentations made to the Board of Trustees Audit, IT, Finance Committees completed
 - vi. Presentation to the full Board of Trustees given at May meeting
 - vii. Presentation made to the Academic Resource Council
 - viii. Updates prepared for the Staff Advisory Council and Faculty Senate
 - ix. Planned on-going and regular updates to the SLU community
 - x. Web site nearly ready to make public
- k. Project Organizational Planning (POP) meeting held on February 20 and 21, 2003.
- l. Project Training Plan development begun
- m. A complete schedule of activities has been received from SCT and is currently being ‘evaluated’ with SLU specific dates in mind (e.g., blackout dates; holidays; etc.).
- n. Contracted Oracle DBA services on site.

- o. Special Technical Training scheduled
 - i. Luminis (portal) team attended training in Salt Lake City in February
 - ii. Sun Solaris training for systems personnel began in February and continues this month.
 - iii. Relational database concepts, SQL, and Introduction to Oracle for Administrative IT staff completed. Additional training scheduled for summer 2003.

- p. Luminis
 - i. Luminis staff have visited campus and met with various stakeholder groups to better understand potential uses;

- q. Sun Hardware
 - i. Sun hardware has been installed and is functioning; initiatives to secure it are underway
 - ii. Vendor has made a \$200,500 in kind donation to the SLU Campaign;
 - iii. All hardware will be installed and tested by the end of the third week of April.
 - iv. A conference call has been scheduled for March 17, 2003 – to discuss any unique Oracle or Banner requirements before the hardware is installed.

- r. Banner, Oracle, and Luminis software installed and operational
- s. Wireless training room set up and operational in Des Peres Hall (Currently being used for technical training)

IV. Next steps

- a. Continue with technical training for the systems and operations staff (Solaris)
- b. Detail audit plan requirements currently being developed in collaboration with SCT and Internal Audit
- c. Detail project suspense dates and timelines need to be finalized
- d. Develop project metrics for reporting to oversight groups
- e. Develop a plan for the implementation of Recruitment Plus
- f. Complete the project Web Site
- g. Recruit and hire a staff member to provide clerical support to gateway project
- h. Complete a detailed project management plan

- i. Complete required project documents (Project Definition Document; Configuration Management Plan; Organizational Readiness Plan; Training Plan; Communication Plan)

V. Draft timeline – subject to change

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 is final.

Area	Start date	Go-live date
Luminis	ASAP	August 2003 (Phase 1)
Financial Services	March 2003	July 1, 2004
Imaging	September 2004	November 2004
Human Resources	April 2003	November 2004
Student		
Recruitment and admissions	April 2003	September 2004
Bursar (A/R), Student Records, Registration		March 2005
WebCT Connection	April 2005	May 2005
Financial Aid	April 2003	February 2005
Alumni and Development	May 2003	August 2004
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
- iv. Identification of a proactive and on-going project management audit

- 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
 - 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 ro greatly alter the overall project – by adding new 'unplanned' functionality or software

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. Resistance emanating from the community to change to new business practices and new software

i. Mitigation strategies

1. Invest in significant, broad and on-going communication
2. Have overt and broad upper management support
3. Provide many opportunities for training and engagement with the software

i. 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. Considering the purchase of platinum maintenance hardware services (24 X 7 maintenance coverage) with 2-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. More than 100 individuals, thus far, have been identified as probable participants in the implementation process. We expect more individuals will be engaged as the project progresses.