



Gateway initiative update

Staff Advisory Council

March 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.
 - 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 – providing seamless integration between the student module and WebCT
 - iii. Datamart / Datawarehouse
 - iv. New user focused reporting and analysis software
 - 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. 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).
 - 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, 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. Lee McDurmott, Manager, Department of Surgery, Staff Advisory Council Representative
 12. Greg Muck, Freshman, Student Government Association Representative

13. Mark Schmotzer, Controller
 14. Paul Schnabel, Associate Vice President, Development
 15. Bob Webster, Associate Provost
 16. Julie Weissman, Office of Institutional Study
 17. Elizabeth Winchester, Director, Internal Audit Services
 18. Austin Winkleman, Information Security Officer
 19. Robert Woodruff, Associate Vice President, Marketing and Communications
- d. The Executive Committee of the Steering Committee has met and reviewed the proposed timeline and suggested several changes to SCT.
 - e. Space in Des Peres Hall has been identified for the Project Office and a special training area
 - f. 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)
 - g. 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
 - h. Project Team Leadership established
 - i. 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 - Planned major communication in April – 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 and IT Committees
 - vi. Presentation made to the Academic Resource Council
 - vii. Updates prepared for the Staff Advisory Council and Faculty Senate
 - viii. Planned on-going and regular updates to the SLU community

- j. Project Organizational Planning (POP) meeting held on February 20 and 21, 2003.
- k. Project Training Plan development begun
 - l. A draft schedule of activities has been received from SCT.
 - m. Request for Quote for on-site contractor DBA services have been received and are being evaluated.
 - n. Special Technical Training scheduled
 - i. Luminis (portal) team has attended training in Salt Lake City in February
 - ii. Sun Solaris training for systems personnel began in February and continues this month.
- o. Luminis
 - i. Luminis staff have visited campus and met with various stakeholder groups to better understand potential uses
- p. Sun Hardware
 - i. Sun hardware has been ordered and is beginning to be received at SLU
 - ii. A project plan for installation and implementation of the hardware is being refined.
 - iii. Vendor has made a \$200,500 in-kind donation to the SLU Campaign;
 - iv. All hardware will be installed and tested by the end of the first week of April.
 - v. A conference call has been scheduled for March 17, 2003 – to discuss any unique Oracle or Banner requirements before the hardware is installed.
- q. Next steps
 - i. As soon as hardware and software has been installed, we will schedule Banner and Oracle training for our technical staff;
 - ii. Continue with technical training for the systems and operations staff (Solaris)
 - iii. Detail audit plan requirements
 - iv. Detail project suspense dates and timeline
 - v. Develop project metrics for reporting to oversight groups
 - vi. Develop a plan for the implementation of Recruitment Plus
 - vii. Complete the project Web Site
 - viii. Complete setting up the project office and training room

- ix. Develop Jeff Kapp's orientation plan
- x. Recruit and hire a staff member to provide clerical support to gateway project
- xi. Complete the detailed schedule of SCT consultant visits
- xii. Develop a detailed project management plan
- xiii. Complete required project documents (Project Definition Document; Configuration Management Plan; Organizational Readiness Plan; Training Plan; Communication Plan)

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. Paul Schnabel, Associate Vice President, Development
- k. Hal Deuser, Director, Financial Aid – Financial Aid Team Lead
- l. Elizabeth Winchester, Director, Internal Audit Services
- m. Julie Weissman, Ph.D., Assistant Provost, Office of Institutional Studies
- n. John Goerke, ITS
- o. Bobbi Kysar, Director of HRIS, Compensation – HR Team Lead
- p. Jeff Kapp, Director, Administrative IT Services
- q. Austin Winkleman, Information Security Officer
- r. Edwin Harris, Ph.D., Associate Provost, Enrollment and Admissions Services – Student Team Lead
- s. Phil Lyons, Assistant Vice President, Student Development
- t. Asai Asaithambe, Ph.D., Chair, Computer Science Department, Parks College (Faculty Senate Representative)
- u. Lee McDurmott, Technology Coordinator, Department of Surgery (Staff Advisory Council Representative)
- v. Greg Muck, Freshman student (Student Government Association Representative)

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 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	August 2003 (partial functionality ¹)
Financial Services	March 2003	July 1, 2004
Imaging	September 2004	November 2004
Human Resources	September 2003	January 1, 2005 or April 2005 (discussion continues)
Student		
Recruitment and admissions	September 2003	October 2004
Bursar (A/R), Student Records, Registration		March 2005
WebCT Connection	TBD	
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
- 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

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 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
 - 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. 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.