
INTEROFFICE MEMORANDUM

TO: MEMBERS, UNIVERSITY FACULTY SENATE
RICHARD BRESLIN, PH.D., PRESIDENT

FROM: BRUCE W. VIEWEG, ASSOCIATE VICE PRESIDENT INFORMATION TECHNOLOGY
SERVICES, CO-CHAIR, GATEWAY STEERING COMMITTEE

SUBJECT: UPDATE: GATEWAY: THE INFORMATION INITIATIVE OF SAINT LOUIS UNIVERSITY

DATE: OCTOBER 14, 2003

CC: ELLEN HARSHMAN, PH.D., DEAN, COOK SCHOOL OF BUSINESS, CO-CHAIR GATEWAY
STEERING COMMITTEE
JOSEPH WEIXLMANN, PH.D., PROVOST,
ELLEN WATSON, VICE PRESIDENT / CHIEF INFORMATION OFFICER, INFORMATION
TECHNOLOGY SERVICES
KATHY SINGER, SCT, PROJECT MANAGER

The following summarizes the major milestones, risks, issues, financials, and overall Gateway project status through September 2003.

Financials

- Gateway Project, to date and with projections to completion in 2005, remains under budget
- To date, the Water Tower Inn has been able to accommodate all but one of the SCT Consultants. One week, there were no rooms available. The nightly rate of \$47 is saving the University significantly on travel expenses for SCT consultants.

Milestones this period

- Banner version 6.0 installed and tested – this is the current version of Banner, and will be the version that all of the Functional Teams use in system education activities and the version that we will implement
- Administrative IT staff (15 staff members) completed 9-weeks of Oracle and Banner technical training (from May through July 2003). Two ITS staff are being selected to assume Oracle DBA responsibilities
 - Special thanks to Rick Mathieu, Associate Professor, and Chair of MIS, in the Cook School, for providing an introduction to Relational Databases and to Structured Query Language for the ITS administrative systems staff.
- First phase of Business Process Analysis (BPA), analyzing current state, completed for Human Resources, Student (2 weeks), Financial Aid, and Alumni/Development
- Reports of current state business practices and their relationship to Banner have been received, reviewed and analyzed, for Human Resources, Student, and Financial Aid.
- Second phase of Business Process Analyses (BPA), analyzing improved state, completed for Human Resources.

- Project Definition Document completed and adopted by the Gateway Steering Committee (June 25, 2003)
- Gateway clerical staff (Tracy Watkins) hired
- Draft of Education Plan, for entire 3-year project period, received from SCT and is currently being reviewed by functional team leads
- Gateway user education programs have been developed for: Gateway portal; Gateway calendar; Gateway groups; Gateway e-mail
- Data Standards Document completed and endorsed by the Gateway Steering Committee (October 1, 2003)
- Go-live criteria developed and endorsed by the Steering Gateway Committee (October 1, 2003)
- Significant development work was completed for the Gateway portal for students and staff; additional work is needed to support the unique needs of faculty; additional work is needed to manage individual accounts and authentication
- A draft Chart of Accounts completed and submitted to SCT Finance expert Consultant for review
- Report documenting “Plus to Banner Application Migration Audit Strategy” published by Audit Services identifying these 9 audit targets:
 - Project management controls
 - Requirements documentation compliance to standards
 - Banner application integrity and audit controls
 - Requirements testing completeness and accuracy
 - Data migration (conversion) testing
 - Application ‘go live’ signoff
 - Operating system information security hardening
 - Oracle database security control gap analysis
 - Information security signoff before ‘go-live’
- The Gateway project web-site is available to the SLU community and contains schedules and other important project information (<http://www.slu.edu/gatewayinitiative/>)
- The Reporting Tools workgroup completed the evaluation of five leading business intelligence and reporting software vendors. A purchasing award made to IBI (Web Focus)
- The Alumni and Development group, along with SCT consultants, completed their Business Process Analysis of current business processes. The reporting is pending.
- Status update provided to the Board of Trustees Audit Committee (September 11, 2003)
- New Gateway Steering Committee members were appointed
 - Kathryn Hundman, University Marketing and Communications (replacing Bob Woodruff), representing University Marketing and Communications
 - Jeanne Donnelly, Associate Professor, Allied Health (replacing Asai Asaithambe) – representing the Faculty Senate

Issues, risks, and challenges

- Departure of Rob Altholz, Vice President, Business and Finance, creates a vacuum of support for the overall Gateway initiative. Also, with Rob’s departure additional stress may be upon other Business and Finance staff, particularly Mark Schmotzer, Team Lead for the Financial module, when their attention is needed to be focused on the Gateway Financial module.

- Departure of Hal Deuser, Director of Financial Aid, presented the project with a challenge to maintain momentum for the Financial Aid team and transition to Banner. Appropriate interventions have been made by Gateway project leadership and SCT to assure continued progress. A re-energizing meeting was held on September 10, 2003. The Financial Aid module is scheduled to go-live in February 2005.
- Luminis portal go-live continues to be delayed; originally planned for August 25, 2003 – the first day of classes, was delayed due to several technical and practical reasons: Technical challenges (maintenance of the authentication strategy), and lack of time to engage faculty over the summer. This causes no negative impact on other parts of Gateway. A new go-live date will be proposed and reviewed by the Gateway Steering Committee later in October. Continued challenges exist between our current PLUS systems and the new portal related to authentication. Special technical consultation from SCT has been scheduled for the week of October 13, 2003.
- Two SCT consultant have taken other positions which means two new individuals will need to assume consultant duties for Human Resources and Financial Aid; Risk is minimized due to the use of SCT's standard project management methodology;
- Significant learning curve for systems support staff (in Sun/Solaris Technology), in ITS, has been challenging; however, they are beginning to feel more comfortable with Sun/Solaris technology and systems.
- An early need for technical support/maintenance from Sun Microsystems did not meet agreement expectations (Platinum level - 2 hour response time). Close discussions between the University and SUN continue. At this point, we believe that this problem will be resolved satisfactorily for the University.
- While we believe that we have adequate human resources to complete the project, after careful analysis of the project plan, we anticipate significant resource challenges for ITS programmers during the summer of 2004. At this point we believe that we can absorb this extra need through expanding work hours. Purchase of contracted programmers is possible, but unlikely.
- SCT PLUS support (our current administrative systems) will continue to require attention from current ITS technical programming staff. This need for support will be balanced with the need to remain in sync with activities of Gateway functional teams. Modifications to PLUS will be entertained for regulatory reasons only, unless approved by the Gateway Steering Committee. Support for operational needs will continue.
- Concern continues to exist regarding the pressure that many SLU employees feel regarding the additional work load of Gateway. Most staff continue in their regular duties as well as taking on tasks associated with Gateway.
- We have been able to accommodate multiple training sessions between now and December with a minimum of conflict. It will be necessary to carefully coordinate all training to assure appropriate sites are available.

Financials

- Currently the project remains under budget and projections keep the entire Gateway project under budget
- New accounts have recently been established and funded for:
 - Technical training

- Report tool purchase and implementation
- Extension of the contracted DBA for an additional 12 months (essential technical skills currently being developed at SLU)
- Backfill for functional staff

Project Progress

- Financials – On schedule for go-live in July 2004; The team has decided to implement imaging (eXtender) in Accounts Payable in July 2004 – which is earlier than originally planned; since the business practice needs to be reengineered, doing it once, to integrate imaging, seemed a wise choice than reengineering twice;
- Human Resources – On schedule for go-live in November 2004
- Financial Aid – On schedule for go-live in February 2005
- Student – On schedule for Recruitment and Admissions to go live in September 2004; Registration and Accounts Payable to go live in March 2005
- Development/Alumni Relations – On schedule to go live in August 2004
- SCT Contracted Services
 - A careful analysis of the current and projected use of purchased SCT consultant service hours indicate adequate levels of unallocated hours available in case of specific unanticipated need (e.g., additional assistance with Conversion or Go-Live activities).
 - Work continues in evaluating travel expenses for SCT consultants to be certain adequate funds are available
- Project Documentation
 - The Gateway team completed the Project Definition Document. The Steering Committee signed off on it
 - The Data Standards Document has undergone final review and adoption by the Steering Committee
 - Plans are underway to hire a technical writer to assist with project documentation, the development of requirements documentation, and end user guides; this will be a soft money position – when the project ends, the position will be released.
- Business Process Analysis (BPA)
 - Current state analyses of selected business processes have been completed for Human Resources, Student, Financial Aid, and Alumni/Development. The BPA for Financial Systems will be done during system implementation activities.
 - Improved state analyses workshops are scheduled for later in the fall and winter for Student, Financial Aid, Human Resources, and Alumni and Development.
 - A special focused business process analysis, for student and financial aid issues, targeted to the School of Medicine, will take place in October. The School of Medicine has a number of unique processes that require special analysis and review as we contemplate their move to Banner.

- Project plan
 - A comprehensive project plan has been drafted, reviewed by an external consultant, reviewed by SCT, and reviewed and adopted by the Gateway Steering Committee (October 1, 2003)
- System Education
 - Project leadership and functional team members reviewed the 3-year Education Plan developed by SCT.
 - All systems (HR/Financial/Financial Aid/Student/Alumni and Development) began education activities with their respective SCT experts in September.
 - Financial team has decided to implement imaging, within Accounts Payable, at the same time as the Banner Financials go live – July 1, 2004
- Conversion
 - SCT provided a detailed plan for data conversion of all systems. Installation of the Conversion Tool-Kit is scheduled for October, 2003. Detailed plans for conversion will require the active involvement of functional teams.
 - Individual functional teams, with the support of ITS, have begun data cleansing activities in the current systems, and based upon the adopted Data Standards document.
 - For example, the vendor file (for purchases), has been translated into Upper and Lower Case – from Upper case only.
- Interfaces
 - Simple listings of current interfaces are catalogued within the Project Definition Document
 - ITS administrative systems technical staff is currently identifying other interfaces for inclusion in the migration and conversion plans.
- System Security
 - Draft security evaluation criteria are being reviewed
 - Technical training for security issues is complete
- Reporting
 - The Steering Committee selected WebFocus as the Gateway/Banner reporting tool. This is based upon the recommendations of a Reporting Task Force after an indepth review of 5 reporting/business intelligence products: Cognos, Oracle Discoverer, Brio, Crystal Reports
 - Administrative system staff is cataloguing current reports used by SLU administrative units.
 - Reporting hardware specifications being developed
 - System implementation activities have begun
- Testing
 - SLU has had the opportunity to review several testing plans from SCT. They appear to be robust and generally meet functional expectations and requirements of Audit Services;

- Detailed testing plans will be developed for each module, for reporting, for data conversion, for security and for reporting requirements.
- End User Training
 - New training space has been identified within Des Peres Hall. A student computer laboratory has been divided into two independent laboratories and will be used both for training and for student and faculty programming requiring 12 to 20 workstations.
 - As mentioned earlier, we will engage a technical writer to assist in developing materials for end user training.

Gateway Staff

- Bruce Vieweg, Associate Vice President, Overall Project Coordination, and Co-Chair, Gateway Steering Committee (viewegbw@slu.edu) (977-3028)
- Ellen Harshman, Ph.D., Dean, Cook School of Business, Co-Chair, Gateway Steering Committee (harshman@slu.edu) (977-3833)
- Jeffrey Kapp, Director, Administrative Information Technology Services, Project Manager, Banner Implementation (kappjd@slu.edu) (977-7287)
- John Goerke, Project Manager, PLUS conversion (goerkejm@slu.edu) (977-3061)
- Michael Burks, Ph.D., Director, Academic Information Technology Services, Project Manager, Luminis Implementation (burksj@slu.edu); (977-2711)
- Ron Lopez, Data Base Administrator (contracted) (977-3542)
- Tracy Watkins, Senior Secretary (watkinst@slu.edu); (977-7236)

From SCT (software vendor)

- Jann Gillingham, Account Representative
- Kathy Singer, Project Manager
- Brett Lovelidge, Remote Database Administrator
- Dena Gasic, Student Consultant
- James Keches, Financials Consultant
- Robert Steckel, Financial Aid Consultant
- Judson Matthews, Alumni/Development Consultant
- Cyd Hawkins, Human Resources, Consultant
- Aisha Holmes, Business Process Analysis Consultant/Facilitator
- James Flowers, Imaging Consultant
- There are also many technical trainers and experts from SCT that have had some involvement, mainly with ITS technical staff