

gateway – the Information Initiative of Saint Louis University Project Definition Document

Prepared by: Saint Louis University
Gateway Project
Steering Committee

Version: 2.0

Last Revision Date: March 1, 2005

Create Date: February 21, 2003

Table of Contents

EXECUTIVE SUMMARY	4
1 INTRODUCTION.....	5
1.1 DOCUMENT DEFINITION.....	5
1.2 MISSION.....	5
1.3 OBJECTIVES.....	5
1.4 BENEFITS.....	6
1.5 HISTORY AND/OR BACKGROUND	7
1.5.1 <i>Feasibility Recommendations</i>	7
1.6 RELATED DOCUMENTS	8
2 PROJECT SCOPE.....	9
2.1 EXCLUSIONS	10
2.2 PLANNED PROCESS IMPROVEMENTS.....	11
3 PROJECT MILESTONES	11
4 PROJECT BUDGET	12
4.1 INTRODUCTION.....	12
4.2 BUDGET ASSUMPTIONS	12
4.3 BUDGET DETAILS	13
4.3.1 <i>Project accounts</i>	13
4.3.2 <i>Budget reporting</i>	13
5 ASSUMPTIONS/DEPENDENCIES.....	13
5.1 ASSUMPTIONS.....	13
5.2 DEPENDENCIES	14
5.2.1 <i>Dependent Projects</i>	14
5.2.2 <i>Dependent Products</i>	14
5.2.3 <i>Dependent Resources</i>	16
6 PROJECT CONSTRAINTS	16
6.1 CONSTRAINT DETAILS	16
7 RISKS	17
7.1 INSTRUCTIONS	17
8 PROJECT ORGANIZATION.....	23
8.1 PROJECT TEAMS	23
8.2 PARTICIPATING DEPARTMENTS/THIRD PARTIES.....	26
8.3 ROLES AND RESPONSIBILITIES.....	26
8.4 CONFIGURATION CONTROL BOARD.....	28
9 PROJECT APPROACH.....	29
9.1 DEFINE	29
9.2 PLAN	29



9.3	IMPLEMENT	ERROR! BOOKMARK NOT DEFINED.
	9.3.1 Software Engineering.....	30
9.4	CLOSE-OUT	30
9.5	CHANGE MANAGEMENT	31
9.6	BANNER DOCUMENTATION.....	31
9.7	COMMUNICATION.....	32
9.8	MEASUREMENT	32
9.9	ORGANIZATIONAL READINESS.....	32
9.10	PROJECT ENVIRONMENT	32
9.11	QUALITY ASSURANCE	33
9.12	TRACKING	33
9.13	RISK MANAGEMENT.....	33
10	SYSTEM REQUIREMENTS.....	34
	10.1 SCT HARDWARE SIZING SHEET.....	36
	10.2 SERVERS	36
	10.3 CLIENT AND DEVELOPER MACHINES	37
11	PROJECT DELIVERABLES.....	38
12	PROJECT SUCCESS CRITERIA	39
13	APPROVAL TO PROCEED.....	41
14	ACRONYMS	44
15	DEFINITIONS.....	44

Executive Summary

Gateway is more than simply the installation and implementation of new systems and new software for Saint Louis University. Its ultimate value will be in both the way that it enables better business processes and practices and in the way that University information may be used to help set future directions.

The specific benefits of Gateway include:

- Improved service to all constituents, including students, faculty, staff, alumni, parents of students, donors, job applicants
- Potential to increase enrollment
- More efficient processes
- Support for better planning
- Consistent and accurate information
- Tools for better decision making
- Intuitive graphical (web-based) user interface
- Better focus on core business---education, research, health care
- Improved potential for mining value from administrative data
- More seamless integration between technology and education
- More intuitive and user-friendly system
- Improved system security compliant with government regulations
- Reconciled systems
- Access to data in real time
- Increased functionality that the current installation of SCT Plus cannot address

The Gateway initiative, will not only place information within the reach of major stakeholders, faculty, students, staff, administration, alumni, and key decision makers, but will enable a careful analysis of the University's current business practices, to be certain that the University operates as efficiently and effectively as possible.

1 Introduction

1.1 Document definition

This Project Definition Document provides significant and detailed information regarding the Gateway project of Saint Louis University. It is a document in progress and reflects expectations, risks, dependencies, and other details that will have a profound impact on Gateway's success. Certain sections of the document (notably Assumptions and Risks) will be monitored on a regular basis to assure this crucial information is up-to-date.

1.2 Mission

The mission of Saint Louis University is the pursuit of truth for the greater glory of God and for the service of humanity. The University seeks excellence in the fulfillment of its corporate purposes of teaching, research, and service. The University is dedicated to leadership in the continuing quest for understanding of God's creation, and for the discovery, dissemination and integration of values, knowledge and skills required to transform society in the spirit of the Gospels. As a Catholic, Jesuit University, the pursuit is motivated by the inspiration and values of the Judeo-Christian tradition and is guided by the spiritual and intellectual ideals of the Society of Jesus.

Saint Louis University President, Lawrence Biondi, SJ, has a vision for Saint Louis University – that it be the 'finest Catholic university' in America. The implementation of the Gateway initiative serves as an enabler to help the University reach Father Biondi's goal.

Technology is a focus of the current "Campaign for Saint Louis University – Where knowledge touches lives." The importance of technology is also recognized in the University strategic plan, with one of the strategic directions stated as: "Foster technology dedicated to student formation and the generation of knowledge".

This Gateway initiative, will not only place information within the reach of major stakeholders, but will enable a careful analysis of the University's current business practices, to be certain that the University operates as efficiently and effectively as possible.

1.3 Objectives

Gateway is more than simply the installation and implementation of new systems and new software for the University. Its ultimate value will be in both the way that it enables better business processes and practices and in the way that University information may be used to help set future directions.

For Administration:

- To build a fully integrated, sustainable information system for University administration based upon effectiveness and efficiency

For the Saint Louis University community:

- To build a single, personal, web-based point of entry and community for all members of the University to access the University's information resources

Specific objectives include the following:

- Share information effectively
- Readily available information for decision making
- Streamline business processes and practices
- Develop and maintain consistent data definitions
- Able to perform sophisticated data analyses for use in decision-making
- Increase integrity, validity and reliability of system data
- Assure system wide security
- Provide new and expanded self-service access for students, faculty, staff
- Improve internal communication
- Reduce or eliminate manual processes
- Eliminate back up or shadow systems. For those that can't be eliminated, create a process for standardizing those relationships with third party vendors
- Complete full implementation on schedule and at or below budget
- Maintain positive staff morale in the transition
- Realize the value of investing in Banner throughout the University
- Retain and migrate data currently stored on the SCT-Plus system.

Indicators of accomplishment toward the objectives include the following:

- Improved access to and analysis of information for decision support
- Improved reporting and analytic capabilities
- Improved accountability
- Improved reliability, validity, and integrity of processes and data
- Reduced barriers to information
- High integration of administrative functions
- Availability of all core services for all members of the University community through a personalized web-interface
- System security meets all governmental regulations
- High level of confidentiality, integrity, and access built into the system
- Milestones met, within scope, within budget, and on-time

1.4 Benefits

The benefits of the Gateway project include the following:

- Improved service to all constituents: students, faculty, staff, alumni, parents, donors, job applicants
- The potential to increase enrollment
- More efficient processes

- Support for better planning
- Consistent and accurate information
- Tools for better decision making
- Intuitive graphical (web-based) user interface
- Better focus on core business – education, research, health care
- Improved potential for mining value from administrative data
- More seamless integration between technology and education
- More intuitive and user-friendly system
- Improved system security that will be compliant with government regulations
- Reconciled systems that agree
- Access to data in real time
- Increased functionality that Plus can't address

1.5 History and/or Background

Competition for the highest quality of students, faculty, and staff requires access to reliable and valid information. The University's SCT Plus systems, installed in the 1980s, have limited functionality; require significant resources to maintain; no longer can deliver the level of access that is expected from University stakeholders (students, staff, faculty, administrators, alumni, parents, donors); and hold data that inhibit the support of timely decision making.

The administrative leadership of the University became acutely aware of these shortcomings and challenges and, after much negotiation and discussion, entered into an agreement with the SCT Corporation to replace the PLUS system with their Banner products.

1.5.1 Feasibility Recommendations

Technical feasibility will be achieved using the following methods:

- Expertise of SLU's technical staff
- Training for SLU's information technology services technical staff
 - University faculty provided training
 - SCT provided training
 - SUN provided training
 - Other third party provided training
- Consulting services from SCT and Sun Microsystems, Inc.
- Remote Oracle database administrator services will be purchased from SCT
- An on-site contracted, highly skilled and experienced Oracle database administrator will be hired for a period of time until ITS staff are able to assume responsibility for the DBA services

Functional feasibility will be achieved using the following methods:

- Complete Business Process Analysis activities in each of the five (5) major systems (Human Resources; Student; Financials; Financial Aid; Alumni and Development)
- Complete Gap Analysis will be conducted between current business processes, best business practices, and Banner functionality
- Implementing a standard datamart to leverage reporting functionality
- Evaluation and possible adoption of new ad hoc reporting tools
- Saint Louis University intends to implement the standard Banner product

Organizational feasibility will be achieved using the following methods:

- Train all users of the new system
- Develop a communication plan to assure adequate communication across SLU stakeholders
- Use SCT's Business Process Analysis methodology with all 5 functional areas
- Have a Steering Committee Membership that is broad based and representative of University's stakeholders

1.6 Related Documents

The following are documents related to the project:

Document Name	Description/Location
Collection and Analysis Methods	
Communication plan	
Change Management Plan	Available/Project website
Contingency Plan	Go-Live Recommendation/Project website
Conversion Plan	Project Plan/Project website
Data Standards Document	Available/Project website
Defined Metrics	Available/Project website
Education Plan	Project Plan/Project website
Integration Plan	Available/Project website
Issues updates and reports	Available/Project website
Organizational Readiness Plan	Project Definition Document/Project website
Quality Assurance Plan	(QA is QA on SCT's methodology)
Risk Report	Project Definition Document/Project website
Testing Plan for each module	Project Plan/Project website
Training Plan for each module	Project Plan/Project website
Training Material Plan	Project Plan/Project website
Status Reports	Excutive & Steering Committee/Project website

2 Project Scope

SLU Scope

The University's scope of the project includes the following list of items:

- Support and integration of Resource 25¹
- Documentum – Content management system²
- Support for Envision™ – Blackboard's transaction system that supports card-based transactions at SLU
- On going support for IDX³ – including the development of interfaces to Banner financials if necessary
- A new or refined University-wide Reporting tool, including infrastructure and strategy
- Creation, implementation and maintenance of data standards policies
- Examination and documentation of current business processes and redesign of business processes to be consistent with best practice
- Implementation of Recruitment Plus⁴ and appropriate interfaces with PLUS and Banner
- Installation of server hardware (Sun), server data storage (Hitachi), backup system, operating system (Solaris), and database management system (Oracle)
- Selection, installation, and implementation of appropriate reporting tools (ad hoc reporting and analysis tools)
- Bridge to ESS software
- WebCT Connect for Banner

SCT Scope

The SCT scope of the project is the following list of items:

- Install and implement the following systems and applications:
 - Banner Student
 - Banner Financial Aid
 - Banner Human Resources
 - Banner Finance
 - Banner Advancement
 - Banner Workflow
 - Web for Students

¹ Resource 25™ is the scheduling software used by the University Registrar and by University Meeting and Events.

² Documentum™ content management system is a major part of the Gateway project and will be implemented when appropriate.

³ IDX™ is the practice management software used by SLUCare – the physicians' practice of Saint Louis University.

⁴ Recruitment plus is a software service that assists the University with its admissions outreach initiatives – particularly on the undergraduate level.

- Web for Professionals
- Web for Faculty and Advisors
- Web for Finance
- Web for Alumni
- Luminis
- WebCT connection to Banner
- ePrint – electronic report distribution
- Imaging (eXtender)
- Banner standard datamart

- Convert the data from Plus to Banner for all of the Banner systems listed above, as determined necessary, using the Conversion Tool Kit
- Train-the-trainer
 - Luminis portal
 - Luminis e-mail and calendar
 - Banner base systems
 - Web-for products
 - Banner workflow
 - Reporting tools (e-print)
 - eXtender (Imaging)
 - WebCT Connector

- Implement datamart to support
 - Human Resources
 - Finance
 - Student
 - Financial Aid
 - Advancement (Alumni and Development)
 - Office of Institutional Study
 - Ad hoc data reporting and analysis needs across all stakeholders

2.1 Exclusions

The following listed below are items that could possibly draw upon resources needed by the Gateway project and/or dependencies that exist between these systems and Banner/Campus Pipeline.

These systems and/or projects will be considered outside of the scope of the Gateway project, although each has implications for the project.

- Firewall installation and related security requirements
- Network upgrades
- Telephone updates (Health Sciences Center)
- Course management system updating and installation – WebCT
- ESS (Medical school clerkship assignment software)
- Network upgrades



- ARCHIBUS – Space management software
- InfoEd
- HIPAA compliance
- WebCT connection for PLUS

2.2 Planned Process Improvements

Process improvement efforts will be supported through the use of SCT Business Process Analysis services (level 2 for 5 business systems) augmented by internal University process review processes. Deliverables from SCT include: a Current State Document, an Improved State Document, and an SCT Recommended Practices Document (as per the SCT agreement).

The following business systems will utilize SCT Business Process Analysis services:

- Human Resources
- Student
- Financial Aid
- Financials
- Advancement

3 Project Milestones

The following dates are key Gateway project milestones. Regular status reports of these milestones will be provided to the Gateway Steering Committee and to other interested parties.

Careful project planning and monitoring lessens the likelihood of missing these important milestones.

Milestone	Date	Status
Project L.E.A.P. agreements signed	December 23, 2002	Completed
Project Preimplementation Meeting	January 24, 2003	Completed
Project Organization and Planning Meeting (POPS)	February 21, 2003	Completed
Sun Hardware received, installed, and certified	April 28, 2003	Completed
Software (Oracle, Banner, Luminis) installed and certified	June 16, 2003	Completed
Project Website Live	June 30, 2003	Completed
Project Definition Document Approved	June 30, 2003	Completed
Communication Plan Completed	July 16, 2003	Completed
Project Schedule Complete and Approved (by Steering Committee)	July 16, 2003	Completed
Organizational Readiness Document Completed	July 16, 2003	Completed
Change Management Plan Completed	April 20, 2005	Pending
Education Plan Complete	August 2003	Completed
Oracle Technical Training Completed	August 2003	Completed
Luminis – First phase – Live	August 2003	Completed
Ad Hoc reporting strategy determined	August 2003	Completed
Project Conversion Plan Completed	September 2003	Completed



Milestone	Date	Status
Data Standards Document Completed	September 2003	Complete
Financials Live	July 2004	Complete
Advancement live	April 2005	Pending
Student – Recruitment and Admissions Live	October 2004	Pending
Imaging Live (Xtender)	December 2005	Pending
Human Resources Live	January 2005	Complete
Financial Aid Live	February 2005	Complete
Student – Accounts Receivable, Housing, Academic History, Registration Live	April 2005 – December 2005	Pending
WebCT Connection Live	TBD	Not scheduled
Operational Data Store	September 2005	Pending
Luminis – Second phase – Live	November 2004	Complete
ePrint Live	TBD	TBD
Workflow (1 Delivered)	December 2005	Pending
Project Ends	December 23, 2005	

4 Project Budget

Saint Louis University has committed the funds necessary to complete the Gateway project successfully.

4.1 Introduction

The budget for Gateway was developed over several months based upon actual, projected, and estimated costs associated with:

- SCT services, software, and maintenance
- Hardware (Sun Microsystems and Hitachi), including servers, storage, and any required network and security devices
- Hardware maintenance and service agreements
- Oracle database software, and maintenance
- Other software, such as reporting tools and Recruitment Plus
- Other services
- Project start-up funds
- Functional personnel back-fill expenses
- Contracted Oracle DBA services
- Temporary clerical and training staff
- Contingency funds

4.2 Budget Assumptions

There are no large unknown factors for which Saint Louis University will have funds allocated.

4.3 *Budget Details*

4.3.1 Project accounts

The University controller has established and funded necessary project accounts. The ITS business manager (Patrice Thibodeau) administers these accounts, although the Gateway Steering Committee co-chairs have responsibility for approving all expenditures. Detailed records of all transactions follow current University policies and procedures.

4.3.2 Budget reporting

- Monthly financial reports of budget status and related activity will be developed and shared as appropriate
- Quarterly budget summary reports will be prepared for review by the Executive Sponsors, the University Board of Trustees' Audit, Finance, and Technology Transfer committees

Additional budget details are available by contacting the Gateway project contract administrator (Pat Thibodeau – 314-977-1468; thibodpa@slu.edu)

5 **Assumptions/Dependencies**

Assumptions will be assessed on a quarterly basis and updated when appropriate.

5.1 *Assumptions*

- The University will stay fully staffed in both functional and technical areas.
- Other 'unknown' enterprise initiatives will not conflict nor compete with the Gateway project
- Hardware and software will be installed by the target dates
- Security will be established to protect Banner information, and the University's infrastructure
- Banner has the functionality necessary for University departments to conduct their business.
- Banner's flexibility will allow us to implement the standard Banner package and avoid modifications to the source code.
- The Gateway project will be supported at the University's Executive level.
- Conversion teams will be staffed at an appropriate level to accomplish the work necessary
- SLU decision makers are willing to adapt to revised best practices.
- Information Technology Services staff resources will be available both to implement Banner AND to maintain, and modify if justified, PLUS systems
- SCT PLUS systems will be maintained at a minimum level (includes the installation of only required TOSes, and excludes enhancements other than those that are authorized) throughout this implementation.
- Both versions of Oracle will work together – 8.1.6 for Luminis and 9i for Banner.

- Users will be provided with opportunities to attend training, sign off on the acceptance of the system, identify support needs during and after implementation, and be involved in the business process analysis activities. Users will participate actively in all of these activities.
- Saint Louis University administration, faculty and staff are committed to the Gateway project

5.2 Dependencies

5.2.1 Dependent Projects

<u>Project Name</u>	<u>Expected Completion Date</u>	<u>Reason for Dependency</u>	<u>Status</u>
HIPAA and information security	Fall 2005 HIPAA privacy compliance in place April 2003 HIPAA security compliance in place April 2005 (by administrative rule)	Implications for security – particularly as related to health-oriented information; Provides increased security to protect highly sensitive and private information and University infrastructure	
Firewall installation	Summer 2003	Must be in place before system implementation activities begin in September 2003.	
Active Directory Implementation	Fall 2003	Will be used for Banner authentication and single log in through the Luminis portal	
Selection & Implementation of Ad Hoc Reporting tool	August 2003	System users have expectations for increased access to information for decision making; a new set of reporting tools is needed to meet that expectation.	Complete
Phone upgrade as it relates to the wiring at Health Sciences Center	Winter 2004	Provides improved wiring and network infrastructure for individuals at the HSC to access Banner	
Network updates at the HSC	Fall 2003	Will provide upgraded network connectivity.	

5.2.2 Dependent Products

The table below identifies the products (whether produced by SCT *or* a third party) that will provide the deliverables that are required to enable this project to meet its objectives.

Capturing accurate product dependency information here is critical to identifying early the issues that may prevent clients from implementing your project deliverables because of known issues with products upon which this project depends.



Project Definition

<u>Product Name</u>	<u>Release Number</u>	<u>Reason for Dependency</u>
Acrobat Reader	Current	To read Banner documentation and Banner produced electronic reports
Active Directory Implementation		Security and single-log on processes
AMCAS	Current	School of Medicine – student admissions system through the American Association of Medical Colleges (AAMC)
ARCHIBUS™	Current	Space management; common building codes; requires access to HR information
Banner	6.x	
Banner Advancement	6.x	Core product for project
Banner Financial	6.x	Core product for project
Banner Financial Aid	6.x	Core product for project
Banner Human Resource	6.x	Core product for project
Banner Student	6.x	Core product for project
Banner Workflow	Current	Core product for project
C, C++, Development Suite	Current	To compile code for execution
Cobol Compiler	Current	To compile code for execution
Operational Data Store	Current	Add-on product needed to support data based decision making and expanded access
ePrint	Current	Electronic report distribution from native Banner
eRecruitment	Current	Career Services software may need access to student data
ESS	Current	School of Medicine – 3 rd and 4 th year clerkship matching program
FAST™ (College Board)	Current	Financial Aid Strategy Tool from College Board
Internet Explorer	TBD	To use web forms and reporting tools
Microsoft Office	2000/XP	Minutes, reports, analysis of data; exchange of information, and letter production
Migration Conversion Toolkit	Current	Core product for project
MS Project	2002	Tracking project tasks and progress
Oracle Database	9.x/8.6	Database for Banner and Luminis systems
Oracle Developer		To administer Banner
Payment Gateway solution	TBD	Credit card payments
Recruitment Plus	Current	Has an interface with the current PLUS system and will need one to the new Banner system.
Recruitment Plus Interface	Current	Interface requirements to Banner student
Reporting tools – WebFocus	Current	Programmer-based and Ad hoc data reporting from Banner
Resource 25	Current	Possible interface requirements to Banner student
Sun Solaris		Hardware operating system must be in place for Oracle, Banner, and Luminis to work
UniTime		Time reporting interface with payroll processing
Web for Alumni	Current	Core product for project
Web for Faculty and Advisors	Current	Core product for project
Web for Professionals	Current	Core product for project
Web for Students	Current	Core product for project
WebCT Campus Edition	3.8	Provides Luminis with expanded functionality

<u>Product Name</u>	<u>Release Number</u>	<u>Reason for Dependency</u>
WebCT Connector	Current	Core product for project
Windows OS configuration	2000/XP	Desktop operating system
xTender suite	Current	Core product for project

5.2.3 Dependent Resources

The Gateway project has significant dependencies on people in the following roles:

- Executive sponsors
- Gateway steering committee members
- Functional team leads and members
- Functional staff
- ITS technical staff
- Project managers (SLU and SCT)
- SCT account manager
- SCT consultants
- End users

The Project has dependencies for funding of the following items:

- Software
- Servers
- Data storage
- Vendor consulting
- On-going maintenance fees (Hardware and Software)
- Training
 - End User
 - Technical and support staff

6 Project Constraints

University constraints include:

- Cost – project is to be completed within budget
- Schedule – project is to be completed within the schedule timeframe
- Quality – quality is not to be compromised.
- Standard Banner product is expected to be installed

6.1 Constraint Details

- Black out dates as identified by team leaders and will be accommodated as much as possible

- Thin staffing in key functional areas
- New technical skills required for operations, systems, and administrative IT staff will require significant investment in education and training.

7 Risks

7.1 Instructions

The risks to the project with respect to the environment, user expectations, competing projects, project assumptions, resources or any other relevant matter or refer to the work products database are identified below. Examples of risk include potential loss of a critical resource, technology changes, regulatory changes, dependence on a third party, scope changes, project sponsorship or management changes and legal issues. For high-probability and high-impact risks, specify a plan for reducing the likelihood/impact of the risk (mitigation). Approaches to responding to risks include **Deflection** (transferring the risk to another party), **Mitigation** (minimize the effect), **Avoidance** (change plans to never face the risk), and **Acceptance** (accept the risk. This can be active where a contingency plan is created or passive where the risk is handled if encountered).

Risks identified during the project should be added to this section as well as the work products database. Anticipated project issues at the beginning of the project have been logged as risks. Risks can be escalated to Project Issues or Jeopardies after the project is initiated. If a risk becomes an issue or jeopardy, it will be designated as such below.

Risks will be assessed and updated on an ongoing basis at the team level. Team leads are responsible for escalating risks to the Executive committee when appropriate.



Project Definition

Risk	Probability of Occurrence (A)	Estimated Project Impact (B)	Weight B+(A-1)	Issue or Jeopardy Control No.	Risk Response Strategies
Human Resource Issues					
Key staff turnover – including functional, technical, project management and leadership	3	3	5		Mitigate; Cross train project leadership; maintain appropriate documentation of project activities; fast hire; staffing accommodations when vacancies do occur; use Backfill funds
IT staff having significant learning curve for new technologies (e.g., Oracle; Sun Solaris)	3	2	4		Mitigate; Significant investment in technical training (Oracle and Solaris); Hire a contracted Oracle Database Administrator; Purchase Solaris consultation as needed to support current technical staff; hire full time DBA; Buy consulting services to analyze the technical environment
Resistance to change of current functional and technical staff	3	2	4		Mitigate; Communication; identify common expectations; Conduct focus discussion groups; targeted communications to all stakeholder groups; one-one-one meetings;
Lack of SLU human resources to meet objectives	2	2	3		Mitigate; Contract for additional staff support (temporary); Arrange for overtime work of current staff; Use Backfill funds
Perception that redefining processes will result in job loss will decrease project support	2	2	3		Mitigate; Continual communication with the entire SLU community
SCT Consultant and project manager turnover	1	2	2		Mitigate; Be certain that all project documentation is up to date and filed with SCT; assure that all consultants are following the SCT CSM



Project Definition

Risk	Probability of Occurrence (A)	Estimated Project Impact (B)	Weight B+(A-1)	Issue or Jeopardy Control No.	Risk Response Strategies
					Methodology. SCT will replace consultants in the event that turnover presents; Hire contrac Project Manager for SLU
Jobs get redefined as a result of the system and some tasks take longer	2	1	2		Mitigate; Training;Formally redefine positions; System tuning
Project scope and budget					
The significant number of Black out dates (dates when project work cannot be done due to academic, holiday, or other calendar related issues) could make scheduling of SCT consultant and expert services difficult.	3	3	5		Mitigate; Negotiate around blackout dates; Expand frequency of visits to compensate; Extend go-live dates
Competing projects for limited resources (e.g., Recruitment Plus)	3	2	4		Mitigate; Add resources; Extend the end of the project
Regulatory changes requiring SLU to modify Plus	3	2	4		Mitigate; Several items are pending in the legislature now particularly as related to International Students; Will have to accommodate requirements by providing technical support; Will be expected to anticipate required need;
Scope creep of project that forces it beyond initial agreements and expectations	2	2	3		Mitigate; Careful project management; Development of metrics of project progress Willingness to say "No";
Inability to identify all transactional interfaces	2	2	3		Mitigate; Communication; Conduct detailed analyses of current interfaces; Verify with users;



Project Definition

Risk	Probability of Occurrence (A)	Estimated Project Impact (B)	Weight B+(A-1)	Issue or Jeopardy Control No.	Risk Response Strategies
Lack of fiscal resources	1	2	2		Mitigate; Narrow the project scope; Extend the timeline; Request additional funding from Executive Sponsors; Reallocate funding from one part of the project to another;
Loss of functionality in moving from Plus to Banner	1	2	2		Mitigate; Consider redesign of business process to eliminate loss of functionality
Potential redundancy of third-party software	2	1	2		Mitigate; Oversight standards are established and followed
Potential incompatibility of third-party software	1	2	2		Mitigate: Work with SCT, and other 3 rd party vendors if necessary to develop programming interfaces
Bridges do not exist or do not perform as anticipated	2	2	3		Mitigate; Develop temporary solutions for delivered bridge; Devote specific resources to creating Bridge
Project Governance					
Internal audit's expectation for significant documentation and engagement with project leadership	2	3	4		Mitigate: Negotiate level of requested documentation and depth of monitoring activities; Contract for additional project management capacity and clerical support to meet internal audit's expectation and requirements.
Timeliness of policy decision making	2	3	4		Mitigate; Empowerment of Executive sponsorship; access to Executive sponsors when needed;
Lack of adequate Project Management	2	3	4		<u>Deflection</u> ; Level 4 project management provided by SCT supported by in house project management provided by Saint Louis University technical and functional staff; hire contract Project



Project Definition

Risk	Probability of Occurrence (A)	Estimated Project Impact (B)	Weight B+(A-1)	Issue or Jeopardy Control No.	Risk Response Strategies
					Manager for Saint Louis University
Schedule slippage	2	2	3		Mitigate; Increase visits from SCT; use available aggregate hours for additional services. Staffing accommodations
Security and data integrity					
Data integrity before and after conversion	3	3	5		Mitigate; Oversight; Cooperation across functional groups; Conduct data standards workshop and adhere to adopted standards; Careful and auditable conversion of current data to Banner; Appoint Data Stewards; Form Data Integrity Team
Security compromise	2	3	4		Mitigate; Pre-empt hardening of operating system before the network is attached to the server cluster; Develop and implement Information Security Policy; University Data Security group
Data ownership	3	2	4		Mitigate; Establishment of agreed to data standards across interested groups; Data Stewards; University Data Security group
Other Risks					
False expectations of University stakeholders	2	2	3		Mitigation; Communication of actual functionality through multiple means
Inability to meet reporting deadlines of state & federal government	1	3	3		Mitigation; Training of functional and technical staff; Request extension to file required information;
Natural disaster	1	3	2		Acceptance (active); Accept the risk; Move toward the development and adoption of a Disaster



Risk	Probability of Occurrence (A)	Estimated Project Impact (B)	Weight B+(A-1)	Issue or Jeopardy Control No.	Risk Response Strategies
					Recovery Plan
Inability to produce timely reports for in house use	2	2	3		Mitigation; Conduct WebFocus training; Retain WebFocus external resources

Ratings: Probability of Occurrence, Estimated Project Impact, and Weight (as described below) is the method of classifying risk that is used above.

Probability guidelines:

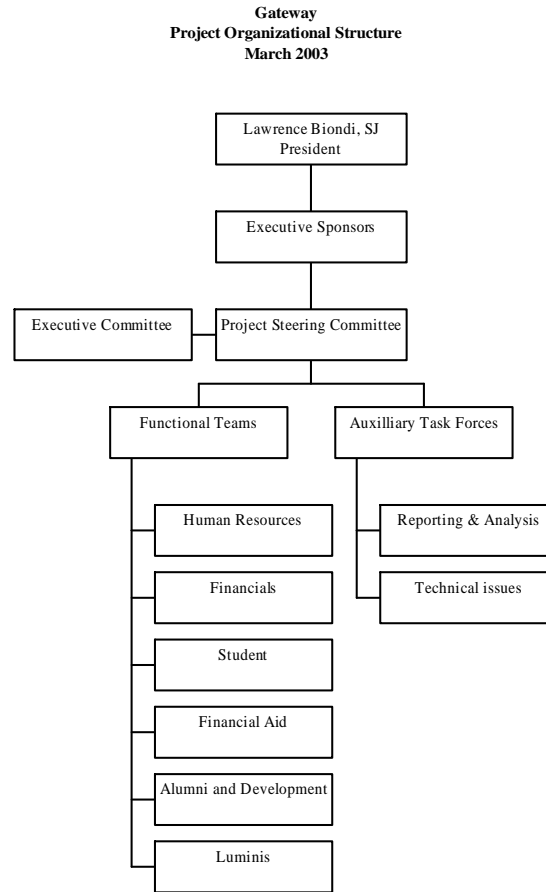
- Very Likely 70-100% A = 3
- Probable 40-70% A = 2
- Unlikely 0-40% A = 1

Impact guidelines for scope, cost, schedule, or quality

- Catastrophic B = 3
- Critical B = 2
- Marginal B = 1

8 Project Organization

The following represents the Gateway project organization.



8.1 Project Teams

This is a high-level listing of the personnel assigned to this project. Also see the participation matrix, available on the Gateway website.

Resource Type	Name	Date Range When Resource is Needed
Project Sponsor	Joseph Weixlmann, Provost	January 2003 to December 2005
Project Managers	Jeffrey Kapp (Banner implementation); John Goerke (Data conversion); Donna Dorl-Adams (Project coordination); Andrew Wimmer (Luminis)	January 2003 to December 2005
Dean, Cook School of Business, Co-Chair, Gateway Project Steering	Ellen Harshman	January 2003 to December 2005



Project Definition

Resource Type	Name	Date Range When Resource is Needed
Committee		
Project Manager, Co-Chair, Gateway Project Steering Committee	Donna Dorl-Adams	January 2003 to December 2005
SCT Contract Administrator	Donna Dorl-Adams	January 2003 to December 2005
Additional Executive Sponsors	Joseph Weixlmann, Provost Bob Woodruff, Vice President, Business and Finance Kathy Hagedorn, Vice President, Human Resources Don Whelan, Vice President, Development and University Relations	January 2003 to December 2005
Project Steering Committee	Donna Dorl-Adams, Chris Cannon, Steve Dina, Jeanne Donnelly, Ellen Harshman, Greg Haney, Robert Heaney, Kathryn Hundman, Paul Jackson, Jeff Kapp, Bobbi Kysar, Phil Lyons, Lee McDurmott, Steve Miller, Linda Noyes, Sandy Pritt, Paul Schnabel, Laurinda Smith, Ellen Watson, Robert Webster, Jim Weldon, Julie Weissman, Elizabeth Winchester, Andrew Wimmer, Austin Winkleman	January 2003 to December 2005
Financial Aid – Leads and Core Team	Sandy Pritt/Jay Haugen, Team Lead Cari Wickliffe, Nancy Lynch, John Mejaski, Kristina Bryan, Jody Paterson, Mary Poitras, John Harris	Through implementation (February 2005)
Financials – Leads and Core Team	Greg Haney; Team Lead John Harris; Suresh Sharma; Dan Hitchell; Linda Noyes; Jody Paterson, Angela Reeves, Mary Souris, Liza Zoia	Through implementation of eXtender (January 2005)
Student – Leads and Core Team	Laurinda Smith, Data Manager, Team Lead Jennifer Ewald, John Jaffry, Margaret Waters, Jody Paterson, Dana Underwood, Mary Walker, Lisa Streicher, Elizabeth Winchester,	Through implementation of Student (December 2005)



Resource Type	Name	Date Range When Resource is Needed
	Denise Schulz, Marc Geslani, Debra Schindler	
Advancement (Alumni / Development) – Leads and Core Team	Paul Schnabel, Associate Vice President; Chris Cannon, Director of Research & Development, Team Leads Nate Barczewski, Danielle Caruso, Meg Connolly, Maura Connors, Will Curran, Bob Gantner, Amy Goll, Dave Nolda, Carol Rosenberg, Danielle Ward, Carrie Wessels	Through implementation of Advancement (April 2005)
Human Resources – Leads and Core Team	Bobbi Kysar, Director HRIS and Compensation; Team Chair; Linda Noyes, Director, Disbursements and Tax Compliance, Vice Chair Bob Chism; Pat Dugan; Jenny Haegele; Nick Hebel; Ruth Hilderbrand; Dan Hitchell; Dorothy Marshall; Laurinda Smith, Ann Reinecke; Marcha McBride; Tim Moser; Rena Davenport	Through implementation of Human Resources (January 2005)
Luminis – Leads and Core Team	Andrew Wimmer, IT Administrator, Project Manager and Team Lead Will Blankenship; Elizabeth Boteler; Steve Brendle; Alberto Galofre; Sandy Gambill; Pat Gregory; Teresa Johnson; Phil Lyons; Andrew Mills; Mark Rimar; Geoff Strom; Lisa Zoia	Through the complete implementation of Luminis (TBD)
Reporting and Data Analysis Task Force	John Goerke; Laurinda Smith; Janice Barnes; Linda Bantle; Marsha Bennett; Diane Sudduth; Paul Mueller; Steve Dina; Nick Hebel; Amy Goll; Angela Reeves; Stephen Schmidt.	Through the adoption of reporting tools (August 2003)
Technical programming staff	John Harris, Manager of Financial Systems; Maggie Waters, Manager, Student Information Systems; Antione McKelphin; Rena Davenport; Bob Gantner; Bob Kovarik; Tim Moser; Michelle Pfau; Mary Ann Poitras; Pat Shoff; Lisa Streicher; Diane Sudduth; Ron Lopez (Contracted DBA)	January 2003 through December 2005
Technical systems staff	Kevin Proot, Assistant Vice President, Infrastructure Services; Merle Voelkerding, Manager of Operations.	January 2003 through December 2005
Web Services	Mark Rimar; Geoff Strom; Elizabeth Boteler; Will Blankenship; Kirsten Ellis	January 2003 through December 2005

8.2 Participating Departments/Third Parties

This section describes the different jobs that each department is responsible for in order to make the project successful.

Department/Third Party Name	Responsibilities	Name (if known)
President's Office	Executive support	Rev. Lawrence Biondi, SJ
Academic Affairs	Executive support	Provost, Joseph Weixlman, Ph.D.; Assistant Provost, Paul Jackson; Assistant Provost Julie Weissman
Business & Finance	Financial and executive support	Bob Woodruff, Vice President, Business and Finance
Human Resources	Human resource and executive support	Kathy Hagedorn, Vice President, Human Resources
Information Technology Services	Technical and executive support	Ellen Watson, Vice President and CIO
Development and University Relations	Development, fund raising opportunities; executive support	Donald Whelan, Vice President
University Medical Group	Continued involvement in project and process	Mike Meyer, Interim Executive Director; UMG/SOM Department Business Managers
General Counsel	Contract and other legal monitoring; executive support	William Kauffman, JD, General Counsel
Facilities & Civic Affairs	Executive support	Kathleen Brady, Vice President
Mission & Ministry	Executive support	Carl Starkloff, SJ, Vice President
Community Relations	Executive support	Julius Hunter, Vice President
School and College Deans	Support and engagement	Council of Academic Deans and Directors
Office of Institutional Study	Participation in implementation and deployment	Julie Weissman, Ph.D., Assistant Provost

8.3 Roles and Responsibilities

See also, Roles and Responsibilities matrix (Gateway roles and responsibilities.xls) and related definitions (descriptions of roles and responsibilities.doc) included as an appendix to this document.

Executive sponsors will be responsible for the following:

- Support the project financially, politically, and administratively
- Release staff to work on the Gateway project
- Prevent other projects from interfering with Gateway
- Resolve issues that cannot be resolved by the Steering Committee

Gateway project Steering Committee will be responsible for the following:

- Coordinate and advise the implementation of the SCT Banner products in a way that meets strategic directives, functional needs, projected timelines, and fiscal responsibilities

- Maintain active involvement in the project to ensure that decisions are based on a broad understanding of SLU's comprehensive institutional needs
- Resolve issues that application teams cannot and/or direct issue to the appropriate group
- Facilitate the achievement of SLU's Gateway initiative
 - Ensure data integrity and accountability
 - A commitment to stewardship of resources and provisions for decision making information in Administrative Systems
 - A commitment across the University to redesign business processes consistent with best practices
 - A systems implementation intended with no modifications
 - An integrated database management system
 - A centralized, secure server environment
 - A commitment to training and support during the implementation of Gateway

Project teams will be responsible for the following:

- Ensure migration readiness
- Participate in project team meetings
- Attend scheduled training
- Complete all project assignments on schedule
- Participate in conversion planning activities
- Develop and execute a detailed test plan
- Identify and establish workflows that will maximize resources
- Defining and documenting application requirements including screen content, report content, data security and edits, any interfaces, and any new business flows.
- Establish new procedures, documentation, and training materials
- Become functional experts on the Banner base system
- Ensure data integrity throughout the conversion process
- Identify current Plus modifications and determine their relevance to the migration
- Bring forward migration issues to the appropriate leadership
- Assist in training of end users

Technical team members will be responsible for the following items:

- Coordinate and advise the technical implementation of SCT Banner products in a manner that is supportable and maintainable
- Resolve technical issues and escalate issues to SCT or other vendors as appropriate
- Developing reporting strategy and associated datamarts

Project managers will be responsible for the following:

- Conduct the post-implementation review at the time called for in the Project Schedule
- Use the relevant project documents to determine if all the implementation tasks were completed
- Identify the major processes within each administrative department and/or functional area and all the activities within each functional process and to determine if procedures were written for each activity or if activities listed were eliminated or improved as a result of implementation

The following project managers are responsible for on-going project related updates and activities. A complete listing of all responsibilities appears as an Appendix to this document.

Area	Individual responsible	Frequency of review and update, if necessary
Budget status	Donna Dorl-Adams	Monthly and Quarterly
Detailed work plans – Banner implementation	Jeffrey Kapp	Weekly
Detailed work plans – Data conversion	John Goerke (through June 2004) Jeff Kapp (July 2004 through December 2005)	Weekly
Detailed work plans – Luminis implementation	Michael Burks	Weekly
Project Definition Document	Donna Dorl-Adams	Monthly
Project Risks	Donna Dorl-Adams	Monthly
Project Assumptions	Donna Dorl-Adams	Quarterly
Summary project plan	Donna Dorl-Adams	Weekly
Updating web site	Lynn Kerley	Weekly

8.4 Change Control Board

The following individuals comprise the Configuration (Change) Control Board and as such have the responsibility to review any/all requested or recommended changes to the Gateway project to assure integrity and success. This evaluation is done in collaboration with the complete membership of the Steering Committee.

Member Name	Role or Area of Representation
Jeffrey Kapp	Project Manager, Banner Implementation; Director of Administrative IT Services and Migration
Michael Burks	Project Manager, Luminis Implementation; Director of Web Development
Ellen Harshman	Co-Chair, Gateway Steering Committee, Senior Vice Provost
Donna Dorl-Adams	Co-Chair, Gateway Steering Committee, Project Manager
Bobbi Kysar	Human Resources, Director of Compensation and HRIS,

Member Name	Role or Area of Representation
Linda Noyes	Business and Finance / Human Resources, Director of Disbursements and Tax Compliance,
Greg Haney	Business and Finance, Director
Paul Schnabel	Alumni and Development, Associate Vice President, Development
Laurinda Smith	Student System,
Sandy Pritt	Financial Aid,
Chris Cannon	Alumni

Functional team leads will present a change request form to the Configuration Control Board for consideration and decision. Whatever the outcome of the change request, it will become a part of the project's and individual systems' documentation.

See also, Change Management Plan.

9 Project Approach

9.1 *Initiate*

The definition of the project started during the pre-implementation planning meeting and continued through the project organizational planning meetings. Additional items were added as departments, technical staff, SLU project managers, and SCT consultants identified items to be addressed as SLU moves to a new administrative system.

9.2 *Plan*

The following are the steps that will be used to plan the Project:

- Create the project definition document
- Develop the project schedule
- Develop the System Education Plan
- Design and develop necessary 'forms' and processes for project documentation
- Obtain SLU and SCT management acceptance of project schedule and project definition document
- Execute plans
- Project information and milestones will be communicated utilizing the following resources:
 - Web
 - Meetings
 - CSM planning templates (SCT forms)
 - Status reports
 - Posting FAQs
 - Issue posting and tracking Database
- Continuing ideas for refinement of the project plan will be gathered from the following resources:

- SLU Project Managers
- Gateway Steering Committee
- ITS Technical Staff
- SCT Project Managers
- SCT Consultants
- SUN Technical Staff
- Other third party vendors

9.3 **Execute**

Saint Louis University will follow SCT's project methodology (CSM). The methodology's high-level phases are: Definition, Initiate, Implementation, Execute, and Close Out).

Saint Louis University will use the following activities for each system implemented:

- Business process analysis and redesign
- System design
- System development
- Conversion planning and testing
- Integration testing
- User acceptance testing
- End user training

9.3.1 Software Engineering

- It is expected that SLU will implement the Banner system without modification
- SLU will install the system according to vendor recommendations. Vendors will include SUN and SCT.
- Development will be encapsulated in separate classes for easier maintenance

9.4 **Close**

Closing out a project involves both product verification (was all work completed correctly and satisfactorily) and administrative closure (verifying and documenting project results to formalize acceptance of the product of the project by the sponsor, client, or customer, plus collection of project records, ensuring that they reflect final specifications, analysis of project success and effectiveness, and archiving such information for future use).

The purpose of a closeout/post-implementation review is to determine if objectives were met, review the procedures established and decisions made during the implementation, to identify System functionality and features excluded or intentionally deferred during the implementation, and to ensure efficiency and confirm users' understanding of the Banner system. The output of this process will allow identification of future business practices and to improve utilization of the system and functional processes.

The closeout/post implementation review will take place at the end of every phase and at project completion.

The following documents, accessible in the project directory, will be used during the Post implementation review:

- Project definition document
- Test plan
- System education agendas
- End-user training agendas
- End-user training schedules
- Training attendees listings
- Lessons learned from previous closing activities

The Project managers will:

- Conduct the post-implementation review at the time called for in the project schedule
- Use the relevant project documents to determine if all the implementation tasks were completed
- Identify the major processes within each administrative department and/or functional area and all the activities within each functional process and to determine if procedures were written for each activity or if activities listed were eliminated or improved as a result of the implementation

SLU will:

- Review functional and operations procedures manual to determine if they meet the needs of the functional unit
- Assess department end users' product knowledge and determine training needs
- Verify that the proper security and system access has been granted

The post-implementation review document must include:

- An executive summary stating if the project and departmental objectives were met
- A project assessment stating whether objectives, tasks and deliverables for each project phase were met; findings and recommendations, and plans and timelines for implementing changes or new features

9.5 Change Management

See Change Management Plan.

9.6 Banner Documentation

- Banner Bookshelf
- Materials from consultants
- Additional information from SCT partners

- SLU training information

The project secretary will maintain all project documentation in the project office (Des Peres Hall).

9.7 Communication

- Follow the communication plan
- Web site
- Targeted list serves
- Structured and regular communication from marketing & communications
- Regular written updates to stakeholders (including Board and committees)
- Meetings

9.8 Measurement

- On time – project milestones are met
- Dates – will be measured by comparing target completion dates against actual dates of completion
- On budget – no additional funds are requested
- It works
 - Verification of converted data
 - Test plans
 - Written sign off
- Resolution of open issues
- Develop objective measures of status
- Project deliverables met
- Project objectives met
- Use project plan delivered by SCT
- IT infrastructure capacity validation

9.9 Organizational Readiness

See Organizational Readiness plan

9.10 Project Environment

The project environment is comprised of five areas:

- Computer server room and operations center
- Developers' workstations
- On campus users' workstations
- Off campus users' workstations
- On campus training facilities

The computer server room and operations center is a secured, climate controlled room. The room currently houses all of SLU's enterprise hardware, including multiple Alpha servers, Windows 2000 servers, Netware servers, storage area network for Windows 2000, and all of the Gateway (Sun) equipment.

The ITS Developers' workstations are University owned machines. All machines are above SCT recommended configurations. Any additionally needed software will be installed.

On-campus users' workstations are University owned machines. All machines are above SCT recommended configurations. Workstations are comprised of PC and Macintosh machines. PCs are running Windows 98, NT, Windows 2000, and Windows XP. Macs are running OS 8.x, 9.x and 10.s. The University expects users will connect to Banner using Internet Explorer or Netscape web browsers. Appropriate security software (e.g., VPN client software) will need to be installed on all users' workstations.

The University does not control off-campus users' workstations. Off campus users will be responsible for having a workstation of high enough configuration to work with the Banner application. Off campus users will be responsible for assuring that their machines meet University security standards and practices.

On campus training facilities contain University owned machines. All machines exceed the SCT recommended configurations.

9.11 Quality Assurance

Quality Assurance is a deliverable under SCT's CSM methodology.

9.12 Tracking

- SCT tracking systems
- SLU tracking systems

Periodic review meetings and scope reassessment events are scheduled as follows:

- Steering committee meets bi-weekly to review status and to make decisions.
- Executive committee meets bi-weekly to review status and to make recommendations to and set the agenda for the Steering Committee,
- Project managers meet weekly with team leads to review status, issues, and progress, and request feedback on issues and validate project approach.
- Procedures for submission of issues, risks, jeopardies and change requests are documented within this project definition document. Issues will be tracked to closure via the issues database. Action Items generated out of meetings will be tracked via meeting minutes and tracked to closure. Other action items will be logged into an action items database and tracked to closure.

9.13 Risk Management

- SCT

- Status Reports
 - Green
 - Yellow
 - Red
- SLU

Risks are identified at the beginning of the project and are monitored throughout the project on a regular basis. When a Risk is identified, mitigation actions and contingency plans are developed and recorded in the work product's database and on the project's web site. The Project Manager manages the risks by executing mitigation actions, which may include how the contingency plans will be implemented and how the resources will be allocated.

SLU risks will be monitored on a regular basis and formal updates and assessments done each month. These assessments will be available for review on the Gateway web site.

10 System Requirements

SCT has provided the system requirements as part of the SCT and University agreements signed on December 23, 2002. A summary of the requirements appear below.

The following systems will be implemented as part of the Gateway initiative:

- SCT Banner Student
 - Catalog and Schedule
 - Recruitment
 - Admissions
 - Registration
 - Accounts Receivable
 - Academic History
- SCT Banner Finance
 - Chart of Accounts
 - Accounts Payable
 - Fixed Assets
 - Purchasing
 - Budget Development
- SCT Banner Financial Aid
 - Funds Management
 - Packaging, Loans and Letter Generation
 - Disbursement and Population Selection

- SCT Banner Human Resources
 - Position Control
 - Employee History and Information
 - Benefits Management
 - Faculty Administration
 - Time Entry
 - Payroll
 - Labor Distribution

- SCT Banner Advancement
 - Banner Alumni
 - Membership management

 - Banner Development
 - Campaign management
 - Prospect management
 - Managing gifts and pledges

- EDI.Smart
- INAS Software
- SCT Banner Student Self-Service
- SCT Banner Faculty & Advisors Self-Service
- SCT Banner Employee Self-Service
- SCT Banner Workflow
- SCT Banner CSS Profile Interface
- SCT Banner Connection for WebCT
- SCT Mercury Messaging System (includes Mercury Message Broker, Mercury Message Gateway and BEA Weblogic Server)
- SCT Banner Alumni Self-Service
- SCT Banner Finance Self-Service
- Operational Data Store
- e~Print Reports- Site License
- SCT Campus Pipeline Luminis Premier Edition
 - Campus Pipeline Portal
 - SunOne Calendar and e-mail

- SCT Banner XtenderSolution (Imaging) and integration with SCT Banner
- Oracle Software – Application Specific License

In order to implement the above systems, SCT is under contract to deliver the following services and supports:

Implementation/Support/ Training



- Project Management Level 4
- Remote Oracle Database Management Services (1.5 years)
- Business Process Analysis Level 2 for 5 business areas

Installation and Technical Services

- Technical and Cross-Product Services
- Web Technical
- Oracle Training (on campus)

Product Implementation for above named systems.

Banner Xtender Solutions Services

- Initial Business Area Implementation for one system (Finance)

SCT Workflow for Banner

- On-Site Based Implementation

Data Conversion Services

- SCT Plus to Banner Conversion Toolkit and support services

SCT Express Reporting Standard Datamart Service

SCT Service Block – An additional uncommitted block of 700 service hours was purchased for use when needed

10.1 SCT Hardware Sizing Sheet

The information contained below is for illustrative and planning purposes only. The hardware specified is a minimum suggested configuration based on generic sizing guidelines and is not intended to be a recommendation. The following information has been customized for Saint Louis University, based upon: Enrollment of 11,500, 5,000 employees, LEAP program, All Banner modules, self-service, payment system, Campus Pipeline, SCT XtenderSolutions, SCT Connection for Web CT, e~Print, and SCT Workflow.

10.2 Servers

Machine Use	Minimum CPU/Memory configuration	Operating System(s) supported	Required Software in addition to operating system
Production Banner database server	4 current speed RISC based CPUs (Alpha, Sparc, RS-6000, PA-RISC) 4 GB RAM, 150 GB usable disk storage running Open VMS or Unix	Open VMS, Most types of Unix ¹ , Intel NT/2000	Oracle Database Enterprise Edition, Oracle Programmer, C/C++ compiler ² , COBOL Compiler ³ , SCT provided Banner software, PERL (NT Only)



Test/Development Banner database server	2 current speed RISC based CPUs (Alpha, Sparc, RS-6000, PA-RISC) 4 GB RAM, 300 GB usable disk storage running Open VMS or Unix	Most types of Unix ¹ , Open VMS, Intel NT/2000	Oracle Database Enterprise Edition, Oracle Programmer, C/C++ compiler ² , COBOL Compiler ³ , SCT provided Banner software, PERL (NT Only)
Banner Self-Service Application server	2 current speed RISC based CPUs (Alpha, Sparc, RS-6000, PA-RISC) 2 GB RAM, 18 GB usable disk storage running Unix	Most types of Unix ¹ , Intel NT/2000	Oracle Internet Application Server Enterprise Edition, SCT provided Banner software
Banner Core Components Application Server	2 current Ultra Sparc CPUs, 2 GB RAM, 18 GB usable disk storage running Solaris	Intel NT/2000, Sun Solaris. Other Unix platforms under consideration.	Oracle Internet Application Server Enterprise Edition with forms and reports services
SCT Workflow Server	2 current speed RISC based CPUs (Alpha, Sparc, RS-6000, PA-RISC) 2 GB RAM, 54 GB usable disk storage running Unix	Most types of Unix1, Intel NT/2000	Oracle 9iAS Release 2, SCT provided Workflow software
Campus Pipeline	Up to date sizing information can be found at www.campuspipeline.com	Sun Solaris, Intel NT	Campus Pipeline provided software, SCT integration components
SCT XtenderSolutions	Please refer to the SCT XtenderSolutions datasheet	Please refer to the SCT XtenderSolutions datasheet	Please refer to the SCT XtenderSolutions datasheet
Web for Executives	Not Bid	Most types of Unix1, Open VMS, Intel NT/2000	Oracle Database Enterprise Edition with Partitioning Option, SCT provided Web for Executives software. This also requires a web server, but the Banner web server may be utilized here
SCT Datamart Services		Most types of Unix1, Intel NT/2000, Red Hat Linux	Oracle Database Enterprise Edition
e~Print server	1 or 2 Pentium III CPU, 512 MB RAM, disk storage appropriate to around 1 Million pages per GB	Intel based Red Hat Linux	SCT provided e~print software
Web CT	Up to date sizing guidelines can be found at http://www.webct.com in the documentation section	Red Hat Linux 6.2, Solaris 2.6 or higher, Windows 2000	SCT/WebCT provided software
SCT Connections for WebCT	1 or 2 CPUs, 1 GB RAM, 36 GB usable disk storage	Solaris/NT	SCT provided software
Payment Gateway Server	Please work with payment gateway vendor (Touchnet or EPOS)	Please work with payment gateway vendor (Touchnet or EPOS)	Please work with payment gateway vendor (Touchnet or EPOS)

10.3 Client and Developer Machines

Banner client (Core Components)	PC or Mac	Windows 95/98/NT/2000 4.0/2000, Mac OS supported by latest MRJ	PC: Java enabled browser, Jinitiator plug-in (optional for IE5, required for Netscape), Mac: with IE 5
---------------------------------	-----------	--	--



Banner forms developer workstation. Existing machine(s) of similar or greater spec may be used.	1 CPU, 400 MHz, 128 MB memory	Windows 95/98/NT 4.0/2000	and latest MRJ Oracle Internet Developer Suite, SCT provided forms source code
---	-------------------------------	---------------------------	---

11 Project Deliverables

Deliverable	Person or Team Responsible
Project Definition Document	Gateway Steering Committee
Quality Assurance Plan	SCT
Data Standards Document	Donna Dorl-Adams; Jeffrey Kapp; Steering Committee; Data Integrity Group
Change Management Plan	Donna Dorl-Adams
Project Task List	Jeffrey Kapp
Education Plan	Kathy Singer (SCT)
Organizational Readiness Plan	Donna Dorl-Adams
Communication Plan	Kathryn Hundman; Jeffrey Kapp
Training Plan	Team Lead
Testing Plan	Jeffrey Kapp
Report inventory and Report strategy	Jeffrey Kapp; Donna Dorl-Adams; Functional Team Leads
Process Redesign Documents	SCT / Functional Team Leads
Installation of new Sun hardware	Sun Microsystems, Inc. / ITS Systems Services
Installation and Implementation of Banner software and related products Student Finance Human Resources Financial Aid Advancement Web for products Workflow ePrint Luminis eXtender (Imaging) WebCT Connector	SCT; Contracted DBA; Remote DBA; Administrative IT Services Group; Teams; Web Services Group
Installation of Datamarts	SCT; Contracted DBA; Administrative IT Services Group; Team Leads
Recommended Reporting Strategy	Reporting Tool Selection Committee and Gateway Steering Committee
Reporting Tool Installation, Implementation, and Deployment	ITS Enterprise System Support Staff; Vendor; Teams; End Users

12 Project Success Criteria

- SLU specific objectives are met
 - Single-log on through the portal is enabled
 - New University-wide calendar is in place
 - Luminis portal is functional to expectations
 - All Banner core modules are functional to expectations
 - All web-for products are fully functional
 - ePrint is functional to expectations
 - Electronic workflow is implemented (per contract for 1 Workflow)
 - eXtender image system is functional within one business unit (Business and Finance)
 - WebCT connectivity is established (between WebCT and Banner Student)
 - OPERATIONAL DATA STORE is established and functional as delivered by SCT
 - University-wide reporting strategies are in place and functional
 - All systems meet security expectations
 - Banner interfaces completed as required
- Deliverables have been completed
- Data conversion has been validated
- All contracted resources have been used to the fullest extent possible

The project is considered successfully complete when the project objectives have been met.

The following are requirements that must be in place to close the project.

- Gateway (Banner and Luminis) documentation is complete and available to all who need it
- All SLU-specific issues and action items have been completed and signed off
- All required work products have been produced
- All deficiencies have been logged and signed off
- Verification that the project has met project and organizational entity standards
- Validation that the product meets the requirements
- Successfully complete the functional and physical configuration audits
- A project termination statement exists

- A project cancellation statement exists



13 Approval to Proceed

Name:
Title: Senior Vice Provost
Date:

Name:
Title: Associate Vice President, ITS
Date:

Name:
Title: Director, Administrative IT Services
Date:

Name:
Title: Information Security Officer
Date:

Name:
Title: Associate Dean, College of Arts & Sciences
Date:

Name:
Title: Chair, Department of Computer Science, Parks College
Date:

Name:
Title: Associate Vice President, Development and University Relations
Date:

Name:
Title: Assistant Provost, Office of Institutional Study
Date:

Name:
Title: Director, University Audit Services
Date:

Name:
Title: Controller
Date:

Name:
Title: Director, Compensation and HRIS
Date:

Name:
Title: Associate Vice President, Marketing and Communications
Date:

Name:
Title: Director, University Web Services
Date:

Name:
Title: Associate Provost, Enrollment and Advising Services
Date:

Name:
Title: Director, Financial Aid
Date:

Name:
Title: Associate Dean, School of Medicine
Date:



Project Definition

Name:

Title: Associate Provost, Research
Administration
Date:

Name:

Title: Manager, Department of Surgery
Date:

Name:

Title: Director, University Reengineering
Date:

Name:

Title: Director, Disbursements and Tax
Compliance
Date:

Name:

Title: Associate Dean, Cook School of
Business
Date:

Name:

Title: Assistant Provost (Financial services)
Date:

Name:

Title: Assistant Vice President, Student
Development
Date:

Document History

Revision Record

Number	Date and Sections	Author	Notes
1.0	February 21, 2003	Kathy Singer	
1.1	April 2, 2003	Kathy Singer	Incorporated notes from on-site visit the week of March 24, 2003. Added clarifying information.
1.2	April 10, 2003	Ellen Harshman	Editing
1.3	April 17, 2003	Bruce Vieweg	Editing and added information.
1.4	April 30, 2003	Bruce Vieweg	Editing and adding information
1.5	May 7, 2003	Bruce Vieweg	Incorporating information from Gateway Steering Committee members (Ellen Harshman; Linda Noyes; Austin Winkleman; Paul Schnabel.
1.6	May 21, 2003	Bruce Vieweg; Kathy Singer	Additional editing and the addition of new information. To be shared with Executive Committee.
1.7	May 22, 2003	Executive Committee	Incorporation of suggestions.
1.8	June 10, 2003	Bruce Vieweg; Executive Committee; Steering Committee	Incorporation of significant suggestions and editorial comments from Executive Committee members; extensive editing and proofing.
1.9	June 18, 2003	Bruce Vieweg; Steering Committee	Incorporation of suggestions and editorial comments from Steering Committee members; additional editing and proofing.
2.0	March 1, 2005	Donna Dorl-Adams; Ellen Harshman; Executive Committee	Incorporation of suggestions and editorial comments from Executive Committee members, additional editing and proofing.

14 Acronyms

Acronym	Description
SLU	Saint Louis University
SCT	Systems & Computer Technology Corporation
PM	Project Management
CSM	Common Services Methodology (SCT Corporation)
CDM	Common Development Methodology (SCT Corporation)
HSC	Health Sciences Center, at Saint Louis University (includes the School of Medicine; School of Nursing; School of Allied Health Professions; School of Public Health; and the Center for Advanced Dental Education)
ITS	Information Technology Services – the Information Technology group at Saint Louis University
OIS	Office of Institutional Study
LEAP	License Enhancement Acknowledgement Program – SCT’s program to allow Plus customers to acquire the Banner license as part of the Plus maintenance agreement
POP	Project Organization and Planning Meeting
SAN	Storage Area Network
Sun	Sun Microsystems, Inc. – Hardware vendor

15 Definitions

Term	Definition
Resource 25	Scheduling software used by the University’s Registrar and Meetings and Events
Recruitment Plus	Special software service and interfaces to SIS; purchased to support undergraduate admissions recruitment processes
UniTime	Time keeping software used by a number of hourly departments
FAST	Financial Aid Strategy Tool from the College Board
eRecruitment	Career Services software