
**Idaho State University
TIGER/ Project Definition**



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Executive Summary

The project definition document is a ‘living’ document which will continue to be modified as the project moves forward. Both Idaho State University and SunGard Higher Education will agree to the modifications as part of the change control process. Highlights of this document include the following:

- The **Project Scope** outlines the implementation scope for all the components which are part of the TIGER*i* project.
- The **Project Milestones** identifies the ‘go-live’ dates for each of the TIGER*i* project components.
- **Project Assumptions and Dependencies** are included to document that Idaho State University and SunGard Higher Education understand the assumptions and dependencies set forth by the TIGER*i* project or items that may be outside the control of the TIGER*i* project.
- A simple grid outlines the four major areas that constrain a project: scope, cost, schedule and quality. The **Project Constraints** section of this document identifies cost, schedule, and quality as strict constraints and scope as the variable which could be adjusted to help meet the other three constraints.
- **Project Risks** are identified with respect to the environment, user expectations, competing projects, project assumptions, resources, or any other relevant matter. Approaches to responding to risks include *Deflection* (transferring the risk to another party), *Control* (minimize the effect), *Retention* (accept the consequences), and *Avoidance* (eliminate the cause of the risk thru changes in plans or other constraints).
- The **Project Organization** section includes the resources defined for the project, including the TIGER*i* team, the TIGER*i* governance structure, and participating departments,
- The **Project Approach** defines the overall method by which the TIGER*i* project objectives will be realized, including methodologies, life cycles, responsibilities, and other associated strategies, practices, and procedures.

The strict adherence to the objects defined in this document will contribute to the success of completing the goals set forth for the TIGER*i* project. The commitment and cooperation by all stakeholders and the executive sponsorship of Idaho State University and SunGard Higher Education will insure the project’s desired outcomes.

1. Introduction

1.1. Mission

The mission of Idaho State University is to advance scholarly and creative endeavors through the creation of new knowledge, cutting-edge research, innovative artistic pursuits and high-quality academic instruction; to use these qualities to enhance technical, undergraduate, graduate, and professional education, health care, and other services provided to the people of Idaho, the Nation, and the World; and to develop citizens who will learn from the past, think critically about the present, and provide leadership to enrich the future in a diverse, global society.

To meet student and stakeholder expectations, the TIGER*i* project team will facilitate delivery of efficient, cost effective, technology enabled, client support services. Through the TIGER*i* project, the university will implement an integrated administrative computer system that will include services for financial, human resources, student information, and financial aid in an integrated, secure, and user-friendly system. The team will enhance delivery of core services and functions by implementing an integrated and sustainable system that allows us to incorporate best business practices in university operations. Improved access to information for decision making will be provided by an associated data warehouse.

SunGard Higher Education is committed to helping Idaho State University achieve their mission, vision and goals by unifying their digital campus resources.

1.2. Objectives

TIGER*i* 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.

The overall objective of this project is to enhance Idaho State University's core administrative systems through the implementation of ERP software that meets the following objectives:

- Provide an integrated and robust set of modern applications to replace the legacy systems.
- Enhance collaboration and opportunity for shared solution and expertise across campus.
- Identify, define and implement enterprise wide data to facilitate reporting requirements across campuses.
- For services not included in Banner, provide auxiliary systems that are compatible and well integrated with Banner.
- Insure data integrity.
- Facilitate meeting all regulatory reporting requirements.
- Deliver simple and secure access to applications, self-services, and information through a role-aware Web interface.

- Adopt streamlined access through self-service for prospective students, applicants, students, third parties, staff and faculty.
- Process all transactions in near 'real time'.
- Provide an environment that enables accurate, timely and efficient tracking and reporting of administrative activities.
 - Reduce redundancy.
 - Minimize the need for paper generation.
 - Enable integrated imaging and workflow solutions.
- Provide management with more direct access to information using advanced planning systems, queries, online analytics, and business intelligence.
- Become self-sufficient in using and maintaining the ERP system through maximum knowledge transfer.
- Provide an intuitive and user-friendly environment.
- Examine university business practices and make changes in processes as necessary.
- Implement without modifications to baseline vendor source code.
- Maintain a focus on organizational change management.
- Enhance data consistency, increase flexibility of changes to accommodate future needs to meet management and regulatory demands.

1.3. Benefits

The value to the University in achieving the above business objectives includes:

- Improved access to common timely information to facilitate decision making,
- Enhanced processes for students
- Increased efficiency in communication
- More efficient access to web resources to provide improved access to information for all end-users
- A portal which serves as a single point of access for all web-based tools and resources for students, faculty and staff
- Increased satisfaction of the faculty and staff
- Increased efficiency and effectiveness of business processes
- A system focused on integration of services and ease of support
- Develop documented business practices and procedures
- Improved levels of service
- Maximized resource utilization
- Increased understanding of University operations
- Enhanced employee skills in current technology
- Broader dissemination and use of information
- Improvement of the University's image from a student and community perspective
- Professional growth of individuals
- Provide institutional data of higher quality that is easier to support

2. Project Scope

The SunGard Higher Education Banner® system will replace Idaho State's current administrative systems. The services and software to be provided by SunGard are specified in, and controlled by, the contract(s) and associated work orders. The listing here indicates what software and services will be implemented, used or excluded during the time of the project.

2.1. Included Scope:

System implementation will include the following software components:

- Banner® Student
- Banner® Human Resources
- Banner® Finance
- Banner® Financial Aid
- Banner® CSS Profile Interface
- Banner® Workflow
- Banner® Operational Data Store
- Luminis Basic
- EDI.Smart
- XtenderSolutions
- E-print interface
- Banner® Student Self-Service
- Banner® Faculty & Advisors Self-Service
- Operational Data Store/Enterprise Data Warehouse

In connection with the above, SGHE will deliver implementation, support, and consulting services for all SunGard Higher Education Solutions products.

SGHE will deliver the following additional services as specified in the Software License and Services agreement, and attachments thereto:

- Oracle software
- Project management and planning
- Business Process Workshop, Pre-implementation BPA and Improved State BPA
- Data mapping and conversion support
- Identity and Access Management Workshop
- Integration Architecture and Planning Workshop
- Integration for eLearning
- Technical and cross-professional consulting
- Remote database administrator services

Xtender Solutions will be implemented with the Student, Financial Aid, Human Resources and Finance systems.

2.2. Exclusions

The following listed below are items that could possibly draw upon resources needed by the TIGERi project and/or dependencies that exist between these systems and Banner/Luminis. These systems and/or projects will be considered outside of the scope of the TIGERi project, although each has implications for the project.

- Network upgrades
- Telephone updates
- Software and services not already provided by the legacy HP1 computer system and not included within the Banner products listed in Section 2.1.
- Course management system (Moodle) updating and installation. However, development of the interface between Moodle and the Banner and Luminis systems is within the scope of the project.

2.3. Planned Process Improvements

The Functional Teams will be focused on outcomes rather than current inputs or existing processes. The goal will be to implement the “Best Practices” contained in Banner without modification. ISU will adjust business processes as reasonably required to conform to best practices of Banner. Any exceptions will require the approval of the Project Manager and the Executive Steering Committee.

The term “Best Practices” refers to methods and procedures found to be most effective, from the experience of other comparable institutions that utilize the Banner system. By selecting the Banner software system the university is adopting these “Best Practice” processes to replace the university’s existing processes. Although some changes to the Banner process may be required in unique circumstances, failure to limit these changes could impact the overall success of the project.

3. Project Milestones

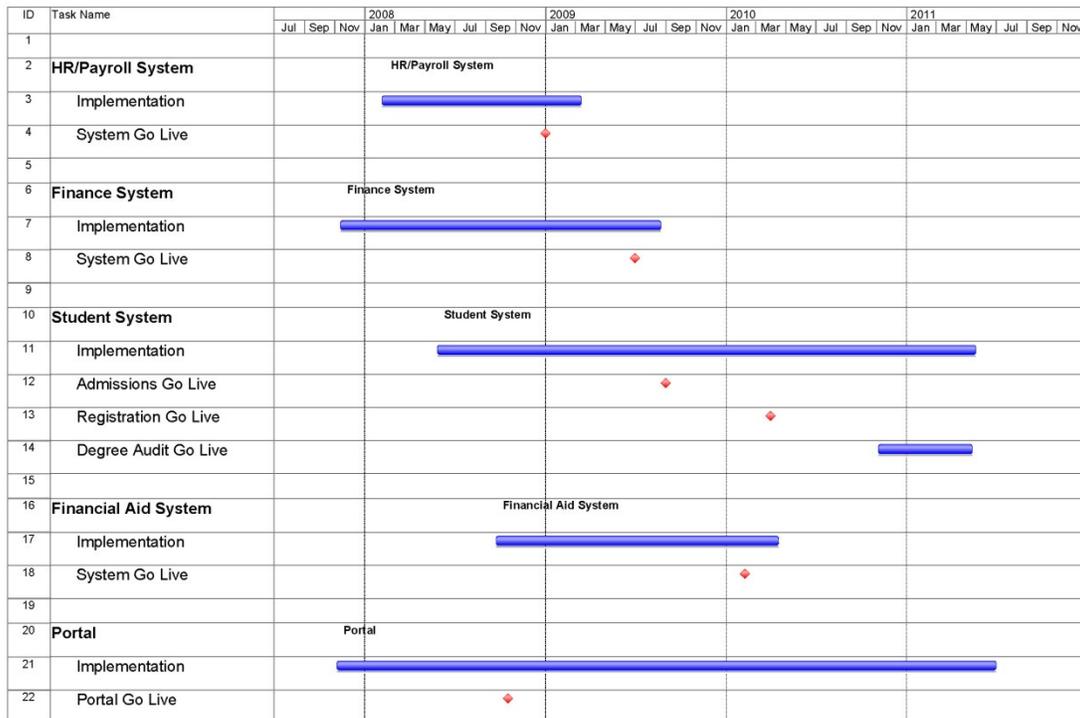
The timeline below illustrates at a high level the various dates that each Banner product will be deployed and completed over the next 3 years. A brief discussion is in order to explain the difference between a “deployed” date and a “completed” date. The day a new system replaces its legacy counterpart is the “deployed” date. In some instances, a functional system (e.g., Finance) may have components that are being deployed in phases throughout the year. A functional system is not considered “complete” until after it has gone through one business or academic cycle.

The table below lists major project milestones.

Milestone	Date
Project Started	August, 2007
Hardware Installed and Stable	August, 2007
Project Definition Approved	September, 2008
Initial Project Schedule Complete	March, 2008
AppWorx Live	December, 2008
Luminis Live	December, 2008
Human Resources/Payroll Live	January, 2009

Milestone	Date
Operational Data Store for all Modules	at module go-live
Intellecheck Live	January, 2009
Argos Live	January, 2009
Eprint Live	February, 2009
Finance Live	July, 2009
FormsFusion Live	July, 2009
Student Recruiting/Admissions Live	September, 2009
Mock Student Registration	January, 2010
Financial Aid Live	January, 2010
Student Live	April, 2010
Enterprise DataWarehouse	TBD
Workflow	TBD
Project End	December, 2010

**ERP Project Timeline
Idaho State University**



4. Project Budget

Idaho State University has committed the funds necessary to complete the TIGERi project successfully. ISU's Project Manager will monitor the project budget and provide reports on the status of the budget through established channels. Billing questions related to SunGard invoices will be communicated to the SunGard Project Manager for response.

If the issue cannot be resolved with the Project Manager, it will be escalated to the SunGard Account Manager.

4.1. Introduction

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

- SunGard consulting services, software, and maintenance
- Hardware, including servers, storage, and network and security devices
- Hardware maintenance and service agreements
- Oracle database software, and maintenance
- Other software required to ensure the successful implementation of the Banner system
- Project start-up funds
- Permanent and temporary staff positions
- Contingency funds

4.2. Budget Details

**Idaho State University
ERP Implementation Budget**

	FY2007 Budget	FY2008 Budget	FY2009 Budget	FY2010 Budget	Cumulative Total	
1						
2						
	Project Office					
3	Functional Staff	168,640	362,997	373,435	384,186	1,289,259
4	Expenses	44,000	90,000	70,000	70,000	274,000
	Software Purchase					
5	Software Maintenance		2,286,099	219,900	83,000	2,588,999
6			455,666	529,747	600,131	1,585,543
	Database Licensing Fees					
7	Database Maintenance	721,644				721,644
8		165,978	172,617	179,522	186,703	704,820
	Hardware Equipment					
9	Hardware Maintenance	635,379	240,000			875,379
10		165,070	54,628	56,653	117,952	394,303
	Consulting Services					
11	Consultant Travel	5,000	1,445,342	1,079,512	536,044	3,065,898
12		800	231,255	172,722	85,767	490,544
13	Technical Staff	18,473	564,768	636,494	621,709	1,841,445
14	Project Contingency		500,000	450,000	400,000	1,350,000
15	Total for Year	1,924,984	6,403,372	3,767,985	3,085,491	15,181,833
16	Cumulative Total		8,328,356	12,096,341	15,181,833	

5. Assumptions/Dependencies

Assumptions and Dependencies are items that are being presumed and are potentially out of our control.

5.1. Assumptions

Assumptions will be assessed regularly and updated when appropriate.

General:

- Idaho State University administration, faculty and staff are committed to the TIGERi project.
- Banner has the functionality necessary for university departments to conduct their business.
- Decision making authority will be delegated to the lowest possible level.
- Self-service applications will be implemented wherever available.
- Shadow data systems (i.e., systems that maintain institutional data that are not integrated with the Banner system) are not authorized.
- External systems not integrated with the Banner system shall not be used, if comparable functionality exists within Banner, and will not be supported by central IT Services.
- The TIGERi system will contain the official institutional data including, but not limited to, financial, HR, and student data. All reports submitted to external agencies in the name of the university must be prepared from these data.
- The implementation of the system will comply with all applicable federal and state laws, and State Board of Education and university policies.
- Not all functionality of the system will be implemented initially. Decisions regarding what is to be implemented will be based upon an evaluation of the criticality of the function, the suitability and availability of alternative solutions, and the availability of the resources required for the implementation.
- Departments are responsible for the integrity and timeliness of the data they enter.
- All records will be retained electronically in accordance with agency policy and will be electronically accessible to those with permission to access them.
- We aspire to develop a paperless system, which incorporates imaging and document management wherever possible.

Resources:

- When backfill and/or release time is necessary during the project, decisions regarding how to address the need will be made by appropriate operational managers involved.
- Necessary resources (e.g., budget, facilities, personnel, and supplies) have been identified and provided to ensure project success.
- Hardware and software will be installed by the target dates.
- Security will be established to protect Banner information, and the university's infrastructure.
- The implementation will be accomplished within the projected budget and timeline.
- The university will develop a unified portal under centralized control.
- Users are responsible for maintaining appropriate security and access control for all data that are downloaded or maintained on local computers.

Priority:

- The TIGERi implementation is a high priority for the Project Team and the established schedule will be strictly adhered to (excluding emergencies). Other job responsibilities will be adjusted as possible and when necessary.
- Any adjustments of the TIGERi project schedule or resources will require the approval of the Executive Steering Committee.

Legacy Systems:

- Current legacy systems will remain in place and be supported for the entire length of the appropriate phase of the project. Mandatory changes, regulatory changes, routine maintenance, and troubleshooting will continue; however, all modification and enhancement requests for the legacy system must be evaluated and approved according to university policy.
- Clean up of legacy data will be completed before conversion of data into Banner. Appropriate resources will be allocated and prioritized.
- Once the implementation project is complete, as determined by the Executive Steering Committee, the HP computer system will not be operated.

Governance:

- The President and Executive Steering Committee are supportive and committed to deployment and implementation of Banner and Luminis and to the business process redesign necessary to achieve its stated objectives.
- Project scope will be closely monitored and controlled. A formal change process will govern changes to scope and will require Executive Steering Committee approval before proceeding with the implementation of any changes.
- Current business processes will be modified to adopt best practices as suggested by SunGard and compatible with Banner, when appropriate and in the best interests of the university.
- This Project Definition Document will be reviewed and approved by the Executive Steering Committee and supported by the institution as the project governance document.
- Issue resolution will occur in a timely manner in order to achieve the project timeline within project budget.
- Implementation Teams are empowered to make routine procedure changes, relative to the TIGERi implementation with due consultation, and to recommend policy changes for executive approval as necessary.
- It is expected that mistakes will be made and these will be accepted as part of the learning process.
- Conflicting issues that cross functional boundaries will be documented and resolved expeditiously by the Steering Committee.

Access:

- Access to Banner will be provided for all departments and programs in a manner appropriate to job responsibilities.
- Access to specific forms and functions within Banner will only be granted as required by the job role of each employee, after they have been trained and certified, and only with the approval of the relevant data custodian(s).

- The Banner implementation process will be performed in an open and participatory manner.
- All users of the Banner system are responsible for observing all applicable security policies and procedures.

Training:

- All staff will complete Banner navigation training before being granted access to the system.
- Users will be cross trained wherever practical.
- Teams will be provided with opportunities to attend consulting sessions, sign off on the acceptance of the system, identify support needs during and after implementation, and be involved in the business process analysis activities. Team members have an obligation to participate actively in all of these activities.
- Team members will participate in the consulting sessions and complete subsequent “homework” assignments (e.g. rules and validation table configuration, issue resolution, procedures documentation).
- Staff will be granted the necessary time to participate in consulting and perform follow-up implementation activities.
- Consulting will be provided for the most recent major release of the Banner software. The current major release of Banner is 8; the minor release number varies for each Component System.
- Two separate training facilities will be made available during the life of the project (Business Administration 506 & 507).
- ISU will provide end-user training as needed for staff to perform their job functions.

Modifications:

- The software will be implemented as delivered. No base code changes will be made to the software. However, views of the data may be customized to meet organizational needs.
- A commitment will be made to change institutional processes to match processes suggested by SunGard and compatible with Banner.
- The university at large is responsible for the Banner system. Additions to the system will require justification and approval by the Executive Steering Committee.

Other:

- Protocols will be followed for meetings, communications, and change control. All participants will use the agreed communication channels with sufficient frequency to meet project commitments (e.g., check email frequently).
- The standard reporting tool for Banner will be Evisions Argos. Access to Argos will be provided to project team members as needed.

5.2. Dependencies

5.2.1. Dependent Applications

Included below is a list of Idaho State University enterprise applications which have interfaces to other ISU systems and/or interfaces to systems outside of the university. Many of these systems will need to interact with data in the Banner system, for which interfaces

will need to be developed. Some of these systems reside on the legacy HP1 computer, and will need to be migrated or replaced before that computer is removed from service. In other cases temporary interfaces will need to be developed between a Banner system that is placed in production and remaining legacy applications that have not yet been replaced by their corresponding Banner application.

ISU Public Safety (This system is primarily a campus parking and ticketing system.)

- Accounting System Interface - Data is passed from the Public Safety System into the Accounting System.
- Student Information System Interface - Data is retrieved from Student Information for verification of student information.

MyISU (A personal customizable student portal for every student admitted to ISU)

- Student Records Information
- Financial Aid
- Student Fee
- CUTS - Computer User Tracking System; provides computer account and access information
- National Student Clearinghouse - order transcripts, enrollment verifications and view loan info.
- Passes student ID and ISU ID to log student into clearinghouse system.

FS Tools (A personal customizable faculty and staff portal)

- Authenticates to LDAP
- Athletic Progress Report - Faculty reports athlete progress.
- CUTS - displays computer account information
- Financial Aid - application and award information
- Bengal Identification Card - displays card activity and other information
- Purchasing Services - Requisition lookup, add/edit new requisition, Central Property item lookup, work flow processing (requisition approval for Fund Directors)
- HR/Payroll Information - view personal related payroll data
- Financial Services Menu - Grant/view permissions to Accounting Information System
- Student Fee information - for students
- Student Records information -for students
- Financial Aid - for students
- Students Records - for students
- Network Service Password change
- Brief Faculty Profile - Faculty information from HR system
- TRIO System - TRIO Student Support Services Applications
- Equipment Maintenance Contract - Lookup Plant Management equipment maintenance contract information.

Student Information System Inter-system Interfaces

- Web Admission applications - Print completed Web applications to DocMan document management.
- Payroll system - Instructor codes are added to edit-values2 from Payroll system.
- Load work-study info from payroll to RID (RID is a historical database of student registrations and other student historical data.)
- Financial Aid - Load financial info to RID.
- Housing system - update student's local address from housing system.
- Maintenance Management Facility database - updates facility dataset from Maint Mgmt for room scheduling purposes.
- Student Fee - Class fees, tuition, assessing.

Off-campus Interfaces

- University of Idaho daily batch processing, for U of I students registered at ISU - receive and update student admission, grade information, and course information.
- Send U of I student admission and class information as well as course, building and room information.
- National Student Clearinghouse - Receive transcript requests from clearinghouse on a daily basis. MyISU has a link to the clearinghouse to order transcripts, verify enrollments, and view loan info. MyISU passes student ID and ISU ID to automatically log student into clearinghouse system. Batch jobs transmit student information to National Student Clearinghouse at mid-term, end-of-term, graduation, 10th day, 1st day and transmits degree verification information.
- INL - Sends a file of all open ISU classes to INL (Idaho National Laboratory works closely with ISU in many ways to ensure its employee educational needs are met).

Financial Aid System

Inter-system Interfaces

- Data is passed to and from software provided by the US Department of Education called EDEXpress and EDConnect to facilitate the transmission of financial aid information including Federal Stafford Direct Loans. Procedures utilized include FTP and WRQ Reflection scripts.
- The Student Information System is tightly integrated with the Financial Aid System as follows: to verify...
 - admission status
 - enrollment status
 - citizenship
 - veteran status
 - ISU vs. U of I student
 - enrolled credits
 - enrolled credits
 - satisfactory progress for previous years
 - satisfactory progress including minimum credits passed, minimum GPA, maximum credits attempted, etc.
 - residency vs. tuition
 - class level
 - degree

- state of residence
- high school graduation to find ECP students
- SSN, name and birth date with SSA, with ID conflict resolution
- loan exit interview communication per grad date or enrollment

- The Student Fee System is integrated with the Financial Aid System for the processing of financial aid as follows:
 - Aid coordination
 - Distribution of federal aid awards
 - Verification of loan exit interview communication per graduation date or enrollment

- The HR/Payroll System is integrated with the Financial Aid System for the processing of financial aid as follows:
 - Verification of employment status
 - Distribution of College Work Study
 - Verification of other College Work Study requirements such as job descriptions

- The Computer User Tracking System (CUTS) is integrated with the Financial Aid System for the distribution of student emails which is the primary method of communication. Some critical reports are also sent via email. Types of email include:
 - Award completion and online award letter signature requirements
 - Award disclosure document
 - Award revisions
 - Additional documentation requirements with regular follow-up reminders
 - Invalid admission status (not fully admitted)
 - Invalid Enrollment status (non-degree seeking)
 - Conditional graduate student
 - High school concurrent students
 - Satisfactory Progress issues, follow-up, and deadline reminders
 - Annual renewal application reminders to students and parents
 - Loan default notification
 - Loan exit interview notice for discontinuing or non-full time students
 - Loan exit interview notice for graduating students
 - Reports: Students with no valid email address requiring printed letter for emails above
 - Report: Students with outstanding veteran verification forms
 - Report: Students with residency vs. tuition issues
 - Report: Students with class level vs. prior degree issues
 - Report: Issues with rolling satisfactory progress from previous years

- The Financial Aid System communicates with Educational Computer Systems, Inc. (ECSI) for the processing of prom notes related to Perkins and IDH/EIFW loans via FTP.

- The Financial Aid System is integrated with the Scholarship System for aid coordination and verification of need when required.
- Data is exported from the Financial Aid System for import into other US Dept of Ed software such as Quality Assurance and FISAP.
- Spreadsheets showing disbursement of LEAP and SLEAP awards are generated and sent to the State of Idaho via email.

Accounting Data Pass Information

The Accounting System is comprised of the following databases:

Accounting Information database. Contains the GL, Expense and Revenue information; Daily, YTD, and previous years' Transaction information; Invoice information for AP/AR; Receipt information for Cash Receipting; Travel Authorization and receipting information; Vendor information, including Vendor 1099 information, and Check payment and reconciliation information.

Accounting history database. At the close of each month, PO information, Revenue and Expense information, and detailed Transaction information is extracted and rolled into the History database. Additionally, some aggregating is done to facilitate retrieval of monthly totals of Expenses, Revenues, and Transactions. The monthly information is catalogued with a month and calendar year designation which indicates when it was created, then queries can be directed against this database to retrieve past months' information. Data is available from October, 1997 to present.

A subsidiary database containing information related only to **Purchase Card** transactions. Data is uploaded from Wells Fargo into this database; campus cardholders reconcile the information to assign account numbers and object codes to designate the function and reason for the purchase. The reconciled information is then passed into the accounting database as invoice-related information for AP.

A subsidiary database containing information on **ISU Travel**. ISU personnel who travel on university-related business are expected to submit receipts related to travel to be reimbursed for those expenses. Travelers may request an advance reimbursement on anticipated expenses prior to the actual travel. This database tracks each trip and the expenses accrued and receipts turned in to offset those expenses. It also tracks whether the traveler owes ISU, or is owed by ISU, when the travel is completed. Travel information is passed into the Accounting database as an invoice via procedures in the online travel entry screens.

General Ledger database. A physically separate set of tables that is integrated into the Accounting dictionary. This stores the general ledger in detail.

While technically not 'part' of the Accounting database, the following databases are integrated into the Accounting dictionary to facilitate data transfers.

Purchasing database. This contains requisition information, bid information, and PO information as created by Purchasing Services personnel. Additionally, users of ISU's Faculty/Staff portal can create web requisitions which are stored here and processed by Purchasing Services personnel. Completed POs are passed, on demand, to the main accounting system, where they are processed as an invoice, generating checks for payment to vendors.

University Stores database. The Stores department maintains a warehouse of goods (materials and supplies) to service university departments. As orders are picked and fulfilled, invoices are created by the system. Completed invoices (after the goods have been delivered to departments) are passed to the main Accounting system where the charges are relieved via interdepartment funds transfer.

Central Property Inventory database. This tracks physical assets owned by the university. At year-end, new assets are posted to the main accounting system so that depreciation can be calculated appropriately.

Invoicing

Other systems which pass invoices into the main accounting systems are identified below. Those systems are external to Financial Services, but are integrated into the Accounting dictionary to facilitate data transfers. Those systems are listed below:

- Computer Center Billing**
- Graphic Arts**
- Maintenance Management**
- Follett Bookstore**
- Motor Pool**
- Post Office**
- Telecom Telephone billing**
- University Relations print shops & photography**
- Student Fee**
- College Work Study**

All of the above jobs work in a similar fashion: they copy invoice information into a staging area (named Invoice-Temp) in the Accounting database, then, on a periodic basis, someone from Financial Services runs a job to selectively pass information to the production invoice file for Accounts Payable processing.

Receipting

In addition to the above invoice data passes, there are a few data transfer routines that deal with cash receipts:

AIQT440A	–	selects the appropriate set of records from Student Fee
SFQRAIP1	–	creates the printed receipt from the set of records
AIQT440B	–	loads the set of records into the Cash Receipt subsystem as a deposit
SFQRAIP2	–	prints the deposit report from the loaded deposit

The above processes extract records from the Student Fee system, which is analogous to the cashier window for the student side of accounting. The above processes are run with various parameters to extract the appropriate records (e.g. to extract receipt information from Student Fee operations in Twin Falls, or in Idaho Falls, or in the Housing office, or in the Registrar's office, each of which run cash receipt operations to receipt in money from students for various activities).

Additionally, receipt information is entered by the cashiers in the main Financial Services office. As part of daily closing, all receipt information is batched with the cash from the drawer, and a bank deposit is created. Receipt information is then passed into the daily Transaction table in the Accounting system. The process that passes receipts into Transaction is run by Financial Services.

Payroll

Accounting Database

Payroll information is passed into the accounting database via a batch process.

Help Desk System

The customer data in the Help Desk System is populated from various systems. These systems include: Bengal Card, Computer User Tracking, Payroll, Budget Book, Faculty Adjunct, Plant Management, and Student Information.

- During the billing cycle at the end of each month, data is passed to the Computer Center Billing System. The Computer Center Billing System passes that data to the Accounting System.
- A Help Desk job runs each day and produces a statistics file and is ftp'd to a Linux system, LX5. The file is loaded into a MySQL database by another process maintained by the Help Desk.

Housing

Addresses from the Housing System are updated in the Student Information System on a regular basis.

Budget Book

There is a Payroll job that is run each year that passes data to the Payroll System

Maintenance Management

This system is being phased-out, but there are portions of the system that still need to be used for other systems to function properly. Such as the building and room information that is used to schedule classes.

- The billing portion is still used from time to time on HP1. During each billing cycle at the end of each month data is passed to the Accounting System.

FM Works

- Several flat files are produced on HP1 and ftp'd to a Windows server and uploaded into the FM Works application. Some of the data included in these files include: employees, stores info, account number, etc.

- There is a billing function in the FM Works application. An accounting pass file is passed to the HP1 server from the FM Works application. A job is run on the HP1 server that edits the data and loads it into the Accounting System. This process occurs during the billing cycle at the end of each month.

Student Fee

- Incomplete information here.

Additional Smaller Systems with Interfaces

Inter-system Interfaces

- **Athletics** – This system uses student information.
- **Computer Center Billing-** Information is sent to accounting monthly.
- **Graduate School** – This system uses data from Student information
- **Graphic Arts Billing** – This system passes information to accounting monthly.
- **MiniDome** – Holt Arena activities scheduling. This system shares data with payroll.
- **Foreign Student System** – This system uses information from Student Information
- **Physical Therapy System** – All the student information is stored in Student information(name, address, major, etc.) and their specific Physical therapy department information is stored in this system.
- **Stores Inventory Management** –Interfaces with the accounting systems. Generates web pages for purchasing catalog
- **Student Employment** – Uses data from Student information. This system is currently only being used for Work Study (Financial Aid) positions.

Off-Campus

- **Athletics** – This system sends information to the NCAA CAI System via uploaded XML files created from our system.
- **Bookstore** – The Follet Bookstore FTP's a file onto one of our servers and runs a job to load it into our system. The file contains information about classes and books that are required for those classes. The data is then used in our Student Web portal to show students the books they need to buy and link them back into the Bookstore website.
- **Foreign Student System** – This system sends information to SEVIS via uploaded XML files created from our system.

ISU Payroll/Human Resources

Off-campus Interfaces

- Interface with EIS - Employee Information System at the State Controller's Office in Boise - this process includes a biweekly transfer of data from ISU to EIS for the payroll reimbursement from the State Controller's Office. There is also a process by which the Human Resources Office logs on to the EIS 'IPOPS' system and enters ISU data for employee information. Another interface is the State's STARS accounting system that the Controller's Office uses to transfer data back and forth. These processes are through the web.
- ACH File transfer for auto deposit data to Key Bank's automated clearing house through the web – bi-weekly.

- ISU Federal Credit Union data file transfer to deposit employees' deductions to savings etc. via a diskette – bi-weekly.
- Hunt, Dupree, Rhine and Assoc. data file transfer for Flexible Spending Account processing via email – bi-weekly.
- The State of Idaho Department of Labor and State of Idaho Department of Health and Welfare Data file transfer of new hire and reactivated employee data – via email – bi-weekly.
- PEBSICO - Nationwide Investment Services Deferred compensation file sent via email – bi-weekly.
- Public Employee Retirement System for the State of Idaho – data files transferred via the web - bi-weekly.
- TIAA/CREF Retirement and Tax shelter data file transfer via the web – bi-weekly.
- VALIC Retirement and Tax shelter data file transfer via the web – bi-weekly.
- Blue Cross of Idaho Health Insurance data file transfer via the web – monthly.
- Delta Dental Insurance data file transfer via email - monthly.
- Unemployment insurance report for the State of Idaho via diskette – quarterly.
- W-2 Processing that includes creation of a file that is transmitted to the Social Security Administration via their secure web site. This process also includes creating a CD that contains the data to be sent to the State of Idaho Tax Commission. These data transfers are done yearly.
- Supplemental Life Deduction Report for the State via hard copy – bi-weekly.

ISU Payroll Inter-system Interfaces

- **Accounting System Interface** - Data is retrieved from the Accounting System for various Payroll programs and data is passed bi-weekly from the Payroll System into the Accounting System for the Payroll cycle to be complete. It passes both employee and employer data.
- **Student Information System Interface** - Data is retrieved from the Student Information for verification of student eligibility for certain Payroll program processing and employment status. This information is also used in conjunction with Financial Aid data for College Work Study student employment.
- **ISU Financial Aid System Interface** - Processes CWS students with Financial Aid eligibility. Data is passed back into the Financial Aid data base from the Payroll System to update data each Payroll cycle.
- **Computer User Tracking System Interface** - This interface handles the creation of computer accounts and email accounts for employees that are entered by Human Resources Office for permanent employees and by the Academic Vice President's Office for non-paid Adjunct and Affiliate employees.
- **Public Safety** - The Public Safety Office has data look up capabilities to access information for employees and hang tag and ticket processing.
- **Budget Book System Interface** - Data is transferred from the Budget Book Data Base yearly to retrieve contract information for the fiscal year. The Payroll data base is partially updated based on this data. This data is used and maintained on the Payroll/Human Resource Data Base by the Office of Institutional Research. Also, sporadically through the year data is transferred from the Budget Officer to the Payroll analyst containing data for raises, special bonuses etc. that are then formatted and loaded into the Payroll/Human Resources data base. Conversely data is passed

back to the Budget Officer for use in the Budget System regarding probationary data, hire dates, termination dates, retirement, position control numbers and whatever ad hoc information is needed.

- **Academic Vice President's Office** - This office has processes that bring in information to the Payroll Data Base via data entry screens. The source document data is received in various forms from the departments on campus and other administrative offices. This data is primarily related to Adjunct and Affiliate positions/contracts.

5.2.2. Dependent Resources

The following table identifies people and material resources upon which the project is dependent:

Person or Role	Reason for Dependency
SunGard staff	Knowledge and direction
Subject Matter (functional) Experts	Short term assignment to project in addition to regular duties
Application Specialists	Knowledge of legacy system and processes; data & process conversion
Tech Resources	Support interfaces, database, & systems platforms
Backfilled staff positions	Availability of personnel in adequate numbers and with adequate skills

5.2.3. Dependent Projects

A variety of auxiliary systems will be implemented that will work in association with the ERP system. These include:

- Astra scheduling system
- fsaATLAS SEVIS reporting system
- AppWorx batch scheduling system
- FormsFusion fixed format report generator
- Intellecheck check writing system
- Footprints service desk system
- housing system (under evaluation)
- address verification system (under evaluation)
- identity management system (under evaluation)
- credit card payment gateway and eCommerce system (under evaluation)
- PeopleAdmin applicant tracing system
- parking system (to be evaluated)
- degree audit system (under evaluation)

Additional auxiliary systems may be included as needs are identified as a result of the campus sweep of applications that is currently underway.

6. Project Constraints

Project Constraints are aspects about the project that cannot be changed and are limiting in nature. Constraints generally surround four major areas: Scope, Cost, Schedule (Time), and Quality.

6.1. Project Dimension Grid

The grid below prioritizes the critical project dimensions and is used to negotiate changes during the course of the project. First step is to specify the constraining dimension. Is the critical project driver scope, cost, quality, or time? The second step is to specify the accept dimension. If change is required, in which area are the key stakeholders most willing to accept change—scope, cost, schedule, or quality? Change must be accepted in at least one dimension. This is specified in the Vary column below. Remaining dimensions are then minimized or maximized. These dimensions will be utilized for all aspects of the project, unless explicitly stated in a sub-project definition.

Project Dimension	Minimize/Maximize	Constrain	Vary
Scope		X	
Cost	Minimize		
Schedule			X
Quality	Maximize		

6.2. Constraint Details

The following constraints exist for the project:

- Blackout dates identified by departments will be followed as much as possible.
- The number of people with knowledge of the current systems and processes is limited.

7. Risks

Identify the risks (or use the Risk Report) 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. 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 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), **Control** (minimize the effect), **Retention** (accept the consequences), and **Avoidance** (eliminate the cause of the risk thru changes in plans or other constraints).

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 should be logged as risks. Risks can be escalated to Project Issues or Jeopardies after the project is initiated (See Identify and Resolve Issues and Identify and Resolve Jeopardies activities). If a risk becomes an issue or jeopardy, it must be designated as such below.

Risks are classified by Probability of Occurrence, Estimated Project Impact, and Weight.

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

Weight = A + B - 1

ID #	Risk (If...)	Consequences (Then...)	Probability	Impact	Weight	Response
Budget and Funding						
B1	Unanticipated costs	Costs may be overlooked, leading to insufficient funds when project is already in progress.	1	2	2	<i>Preventive/ Contingent:</i> Built 10% contingency into project budget. Monitor ongoing project activities & expenses against timeline & budget
Software Functionality						
S1	The Banner software may not be able to fully accommodate institutional policies, procedures or current functionality without modification.	Banner modifications are required, leading to cost & maintenance issues, or overwhelming process changes.	1	2	2	<i>Retention:</i> ISU will first attempt to modify policies and procedures, rather than modify Banner. All modifications of base Banner code will require approval by the Executive Committee.
S2	Legacy data cannot be easily migrated to Banner	Delayed implementation	1	2	2	<i>Preventive:</i> Begin data definition and cleansing before implementation begins; Begin migration planning and testing early in the project.
Culture and Morale						
C1	Inability or unwillingness of departments or individuals to adapt their business practices or procedures to those imposed by	Banner modifications are required, leading to cost & maintenance issues	3	2	4	<i>Preventive:</i> Keep departments actively involved in the development and implementation of new business practices and

ID #	Risk (If...)	Consequences (Then...)	Probability	Impact	Weight	Response
	the new software system					procedures; perform multiple business process analyses early in the implementation; The Executive Steering Committee will continue to promote a culture of change and adaptability, require all departments to adapt their business practices to Banner where possible, and ensure that modifications of Banner code will be undertaken only when required for compliance with federal or state law or mandates. <i>Contingent:</i> Develop work-arounds to accommodate the business needs of the units when required by essential business needs.
C2	Inability to gain consensus on business process change when these processes cross departmental boundaries.	Delay of implementation; inability to take full advantage of system efficiencies	3	2	4	<i>Preventive:</i> Ensure that all known stakeholders have been involved in finding a resolution. <i>Contingent:</i> The Executive Steering Committee will exercise their executive authority to resolve impasses.
C3	Inability of ISU to accept and manage the business and process changes required for the ERP project.	Unhappy users. Low employee morale. High employee turnover	2	3	4	<i>Preventive:</i> Keep community informed and involved. Provide training. Develop rapid decision processes.
C4	Lack of commitment from the President or Executive Committee.	Resources may not be allocated and could delay the project.	1	2	2	<i>Contingent:</i> Develop a communication plan to keep them informed to obtain their commitment.
C5	During implementation, decline in service level of the existing systems.	Unhappy customers.	3	2	4	<i>Preventive:</i> Identify essential services, develop a strategy to maintain them at an adequate level, and communicate to the university community realistic expectations for services during the implementation.

ID #	Risk (If...)	Consequences (Then...)	Probability	Impact	Weight	Response
C6	False Expectations of university stakeholders	Frustration; lack of buy-in for change process	2	2	3	<i>Control:</i> Communication of actual functionality through multiple means.
Resources and Skills						
R1	Turnover of leadership among the President or Executive Committee	Change of institutional commitment to project; change of project scope	3	1	3	<i>Contingent:</i> Prepare thorough and complete Project Definition Document and project status reports.
R2	Key resources within the university may become unavailable to the project due to retirement, resignation, or reassignment	Delay of implementation; added responsibility and stress for remaining personnel	2	2	3	<i>Preventive:</i> Cross train individuals wherever possible. <i>Contingent:</i> Backfill positions as required.
R3	Unable to recruit properly qualified technical staff for the project	Delay of implementation; added responsibility and stress for remaining personnel	3	2	4	<i>Preventive:</i> Initiate job searches early; advertise aggressively; consider use of technical recruiting firms <i>Contingent:</i> Consider temporary hires for critical technical positions.
R4	Key resources in ITS resign due to added stress and job responsibilities which place their salary well below the market average for such positions.	Delay of implementation; added responsibility and stress for remaining personnel	3	2	4	<i>Preventive:</i> Create a constructive and creative work environment that encourages people to continue working at ISU. <i>Contingent:</i> Hire replacement resources with the best level of skills available
R5	IT staff having significant learning curve for new technologies (e.g., Oracle; Java, etc.)	Inability to maintain secure and reliable system operation	2	2	3	<i>Control:</i> Significant investment in technical training before and during implementation; Utilize remote database administrator services from SunGard.
R6	Assigned project team members may not have time to perform project related activities, may not be directed to do so by their supervisors, or may not accept project as their job priority.	Project delayed	2	2	3	<i>Preventive:</i> Monitor progress of all project teams. Communicate with team members and their supervisors throughout the project concerning workload and ability to meet deadlines. Allocate resources if necessary.
R8	Staff not able to understand and adapt to the technology knowledge requirements of the	Inefficient or unreliable business activity	2	1	2	<i>Contingent:</i> Redefine responsibilities and reassign staff as needed

ID #	Risk (If...)	Consequences (Then...)	Probability	Impact	Weight	Response
	new system.					
R9	SunGard Consultant and project manager turnover		1	2	2	<i>Control:</i> Be certain that all project documentation is up to date and filed with SunGard; assure that all consultants are following the SunGard CSM Methodology. SunGard will replace consultants in the event that turnover occurs.
Schedule and Priorities						
P1	The project schedule slips.	Increased cost; unable to meet institutional deadlines	1	2	2	<i>Preventive:</i> Develop detailed work breakdown structure, shared with all project participants <i>Contingent:</i> Build slack into the schedule; add backfill positions if required.
P2	The project scope expands because additional systems are added to the project	Increased cost; unable to meet institutional deadlines	3	2	4	<i>Preventive:</i> Require Executive Steering Committee approval for changes in project scope. <i>Contingent:</i> Adjust project schedule as required to accommodate new priorities
P3	Auxiliary systems must be integrated with the legacy system	unable to meet institutional deadlines	3	2	4	<i>Preventive:</i> Require Executive Steering Committee approval for changes in project scope. <i>Contingent:</i> Adjust project schedule as required to accommodate new priorities
Technology Infrastructure						
T1	Lack of data quality when converting data from existing systems	Delayed implementation or impaired quality	1	2	2	<i>Preventative:</i> Allow adequate staffing for data clean-up before migration.
T2	Data integrity could be jeopardized during data conversion from the legacy system	University unable to meet its responsibilities	1	2	2	<i>Contingent:</i> Thoroughly test data after conversion; repeat conversion as needed
T3	System security could be compromised	System or data could be corrupted or lost	1	3	3	<i>Control:</i> Pre-emptive hardening of operating system before the network is attached to the server cluster

No hardware system can be one hundred percent reliable and available at all times. The matrix below identifies the points of failure that exist within the ERP server and network configuration. Wherever possible and practical, the university has built redundancy into the hardware configuration. However, it is neither possible nor practical to remove all the single points of failure, or to avoid short term interruption of services when a redundant system fails over to its backup. The university acknowledges and accepts the inherent risks outlined below.

Potential ERP System Points of Failure

Component	Description	Single or Multiple Point of Failure	Potential Cause of Failure	Response to Failure
Building Failure	Physical location of ERP systems	S	Fire, water, earthquake, etc.	Repair building infrastructure; no ERP services until completed
External Power	Provides electricity for all systems	M	Loss of service from Idaho Power	Automatically switch to UPS system; turn on generator for extended power outage
Network switch	Connects servers to campus network	M	Power supply failure	Multiple power supplies: automatic failover
Network switch	Connects servers to campus network	M	Processor failure	Multiple processors: manual failover
Network switch	Connects servers to campus network	S	Catastrophic system failure	all systems unavailable until replaced; 24x7x2 maintenance contract; 2-6 hour outage
Campus Network Connection	Connects ERP Systems to the campus network	S	Catastrophic failure of campus network infrastructure	Connectivity to ERP systems is unavailable until repairs are completed
Network Interface Cards	Provides individual internet connections	M	Hardware failure	Redundant connections for each server and for SAN
Firewall (ACE)	Protects servers from unauthorized access	M	Hardware failure	Redundant firewalls automatically failover when one fails
SAN	Disk storages system for ERP servers	M	Hardware failure	Redundant power supplies, disks, and network connections; automatic failover
Database Server	Houses primary ERP data	M	Hardware failure	Fail-over to secondary server; transactions in process automatically resubmitted; 1 hour outage
Banner Servers	Displays Banner forms & Submits transactions	M	Hardware failure	Failure of one machine automatically sends service to second machine; active sessions must be re-initiated
Self Service	Provides individual services, such as registration, grade entry, benefits, etc.	M	Hardware failure	Failure of one machine automatically sends service to second machine; active sessions must be re-initiated
Portal servers	Gateway for all electronic services	M	Hardware failure	Failure of one machine automatically sends service to second machine; active sessions must be re-initiated
Portal Middle Tier server	Manages behind the scenes portal functions	S	Hardware failure	No access to portal; can bypass portal and go directly to Banner or Self Service

8. Project Organization

This section describes the organizational structure of the project and identifies the ISU personnel that will be involved with the project. Other personnel may be involved as the project moves through its different phases.

8.1. Project Team

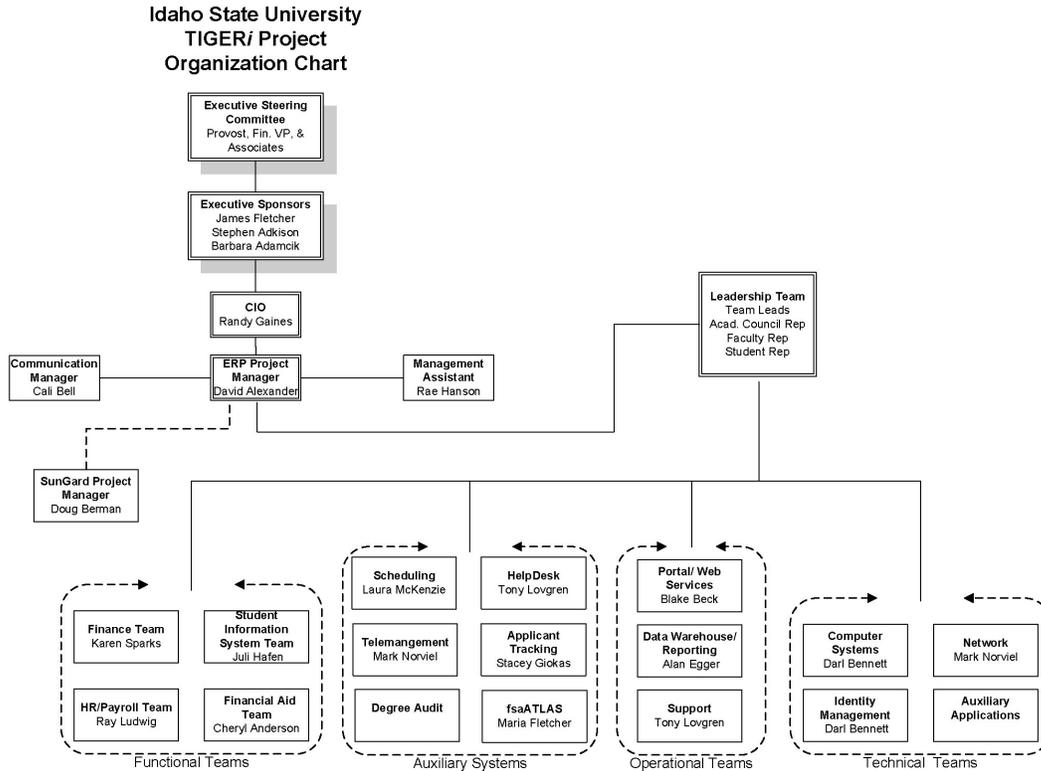
The TIGERi Project Team will be composed of members of the ISU community and SunGard HE technical experts and consultants, who are all responsible for the success of the SunGard HE information systems at Idaho State University. They will all work from a constituent-centered view to ensure that the system is implemented in a timely and cost-effective manner, integrated with other software applications, and well-trained users are able to use the system effectively.

Team members are selected for, and must abide by, the following qualifications:

- Ability to make decisions by consensus.
- Ability to work well under pressure and in a professional manner.
- Detailed knowledge of their functional area.
- Ability to listen and value input from all participants.
- Committed to clear, shared goals.
- Ability to work as a team and to interact on a regular basis to accomplish specific tasks.

8.2. Organizational Structure

The organizational structure of the project is shown in the following diagram:



8.3. Roles and Responsibilities

Project Sponsors

Stephen Adkison

Associate Vice President for Academic Programming and Review

Barbara Adamcik

Associate Vice President for Academic Affairs

James Fletcher

VP for Finance & Administration

The Project Sponsors serves as the official administrative liaisons for the project, meet with project manager to review progress, and serve as the budget review officer for project.

Executive Steering Committee

James Fletcher

VP Finance and Administration

Roger Egan

Controller

Leo Herrman

Budget Director

Steve Adkison

Associate Vice President for Academic Programming and Review

Barbara Adamcik
Larry Ford

Lee Krehbiel
Randy Gaines
David Alexander

Associate Vice President for Academic Affairs
Associate Vice President for Special Programs and
Enrollment Management
Vice President for Student Affairs
CIO
Project Manager (*ex officio*)

The Executive Steering Committee provides the highest level of academic and administrative management support for the project (funding, political, and administrative), garners support from across the university, assists with the release of staff to work on the project, prevents other projects from trading off against this project, and, when necessary, will make decisions concerning major policy and procedural changes to existing university practices that may be required.

Project Manager

David Alexander

The project manager will be responsible for operational control of all aspects of the TIGERi project, including implementation and budget. The project manager will also monitor and control all vendor services and payments. The Executive Steering Committee must ensure the project manager has support and authority from the Executive Steering Committee to effect change.

Responsibilities of the Project Manager include:

- Providing project leadership
- Developing a project work plan
- Monitoring budgets and schedules throughout the project
- Promoting campus-wide partnership
- Overseeing various implementation teams, promoting project buy-in
- Serving as liaison between functional teams and the Executive Committee
- Reporting project progress periodically to the Executive Steering Committee
- Ensuring each functional team or task force establishes appropriate protocols for the group and the task to be accomplished
- Resolving conflicts that may arise among project constituencies.

Leadership Team

David Alexander
Richard Hargis
Karen Sparks
Ray Ludwig

Project Manager
Manager for Enterprise Applications
Finance Team Lead
HR/Payroll Team Lead

Juli Hafen	Student Information Team Lead
Cheryl Anderson	Financial Aid Team Lead
Shane Moulton	Faculty Representative
Alan Egger	Data Warehouse/Reporting Team Lead & Academic Council Representative
Darl Bennett	Computer Systems & Identity Management Teams Lead
Tony Lovgren	User Services/Training Team Lead
Blake Beck	Portal Team Lead
Mark Norviel	Network Team Lead (<i>ex officio</i>)

The Leadership Team is responsible for planning and coordinating project activities. All change requests are submitted to the Leadership Team for initial review and analysis.

Functional Teams

Each of the four functional teams (Finance, Human Resources/Payroll, Student Information System, and Financial Aid) will be responsible for the following:

- Participate in project team meetings
- Attend scheduled training
- Complete all project assignments on schedule
- Define and document 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
- Resolve business practice and procedural issues to accommodate use of the baseline system
- Become functional experts on the Banner base system
- Participate in conversion planning activities
- Ensure data integrity throughout the conversion process
- Ensure migration readiness
- Bring forward migration issues to the appropriate leadership
- Develop and execute a detailed test plan
- Identify and establish workflows that will maximize resources
- Assist in training members of their areas on the Banner software

Team members will be expected to commit a significant portion of their time to the project and be able to reallocate portions of their current responsibilities. Failure to allocate staff in this manner will slow the effort, make “buy-in” difficult to achieve, and ultimately reduce the likelihood of a successful project. The Functional Team will serve as liaison to their departments and coordinate with related departments/constituencies impacted by the project. Each member will play an active role in research and contribute to the decisions and recommendations in the use of the software.

Auxiliary, Operational, and Technical Teams

These teams play critical roles in implementing various components of the TIGER*i* system. They will be responsible for the following, as appropriate for the tasks assigned to the specific team:

- Participate in project team meetings
- Attend scheduled training
- Complete all project assignments on schedule
- Define and document 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
- Resolve business practice and procedural issues to accommodate use of the baseline system
- Participate in conversion planning activities
- Ensure data integrity throughout the conversion process
- Ensure migration readiness
- Bring forward migration issues to the appropriate leadership
- Develop and execute a detailed test plan
- Identify and establish workflows that will maximize resources

9. Project Approach

The project approach section defines the overall method by which the project's objectives will be realized, including methodologies, life cycles, responsibilities, and other associated strategies, tactics, practices and procedures.

9.1. Define

For the project management approach, the Definition Phase activities of SunGard's Common Service Methodology will be followed. For the software implementation approach, the Definition Phase activities of SunGard's Enterprise Process Model will be followed.

During the Project Definition Phase, Idaho State University and SunGard will meet to review the documents generated throughout the sales cycle, agree on the approach to deliver the services contracted and the work products to be completed, and discuss the recommended project organization, approach and resources needed for the project.

At end of the Project Definition Phase the following activities will be completed:

- Hardware and software purchase
- Definition and prioritization of project requirements
- Formation of teams
- Definition of project milestones
- Development of a communication plan
- Identification of the project team training needs

- Initial definition of the Project Definition Document (PDD) including the identification of project deliverables and the definition of project success criteria

9.2. Plan

For the project management approach, the Planning Phase activities of SunGard's Common Service Methodology will be followed. This Project Definition Document, the project schedule, and all the supporting plans are key deliverables of this phase.

For the software implementation approach, the Planning Phase activities of SunGard's Enterprise Process Model will be followed. Responsibilities will be assigned according to the Banner implementation model.

Planning is the most crucial phase of the project life cycle. Planning sets the expectations and framework from which the project is implemented. It will organize the work by responsible persons, sequence and schedule the deliverables, and identify plans for contingencies.

During the planning phase the SunGard Project Manager in conjunction with the ISU Project Manager will be responsible for:

- Completing the Project Definition Document.
- Completing the Configuration Management Plan.
- Completing the Change Management Plan.
- Completing the Quality Assurance Plan.
- Defining Business Process Analysis requirements, as needed.
- Defining Data Migration Needs and develop Data Migration Plan.
- Developing a Testing Plan.
- Determining hardware and software installation needs.

9.3. Implement

This section provides details regarding how the project is going to be implemented for each phase.

9.3.1 Document Current Business Processes

Each functional team will identify and document the major business processes affecting their area, using the standard SunGard Business Process Analysis (BPA) methodology. The documentation prepared will include a list of what works well and improvement needed. This documentation will be made available to the SunGard functional consultant prior to the initial visit for review and environment familiarization.

At completion of the BPA the functional team will:

- Document the primary current business practices
- Provide additional descriptions of current business processes as needed
- Document non-value added steps in each primary current business practice.

9.3.2 Define Data Standards

Data standards teams in each of the functional areas will prepare data standard guidelines to provide recommendations for establishing measures for the protection, access, and use of university data that is electronically maintained on the Banner system. The guidelines define the responsibilities of users who input and access that data. Divisions/departments may have individual guidelines that supplement, but do not replace or supersede these guidelines.

9.3.3 Perform Reporting Analysis and Develop Reporting Strategy

Each functional team will develop a report strategy for their area. The team will identify the key requirements and match them to a reporting solution. The team will review all existing reports, determine if the reports still satisfy the end-user reporting needs, and identify future reporting needs (wish lists) after the analysis is concluded. Evisions' Argos will be the standard institutional reporting tool.

9.3.4 Install Software

SunGard and ISU will jointly develop an installation plan and identify the resources required to execute the operational requirements. SunGard staff will first install Banner followed by the installation of corresponding self-service products.

Before installation, a conference call will be scheduled to plan software and hardware installation activities. After all the installation activities are completed, SunGard consultants will run a test to ensure that the application software is operational and ready to support the project's activities.

At completion of this activity, SunGard will:

- Install and test the software
- Create a "Seed" Instance

9.3.5 Conduct the Systems Education

Systems education is not synonymous with end-user training. The objective of SunGard Systems Education/Training is to provide the necessary training to enable implementation teams and workgroup participants to understand Banner features, functions, business rules, processes and setups so that these individuals can design the future business process solution.

At completion of the System Education activity SunGard will have:

- Prepared a System Education Plan
- Delivered training materials
- Prepared a training schedule
- Prepared Trip Reports
- Trained the project teams

At completion of the System Education activity, Functional Team members will have:

- Attended training classes
- Completed Assignments
- Learned how to operate Banner

9.3.6 Design the Business Solution

During the design activity, all aspects of the business process are considered, including:

- Process assumptions and goals
- Inputs and outputs (including interfaces)
- Work steps and flows
- Automated and manual processes
- Organizational responsibilities
- Security requirements
- Reporting requirements
- Estimated transaction volumes and performance benchmarks

At this time, the Functional Teams establish foundational data definitions, business rules, and determine if software modifications are needed. Functional and technical specifications for software modifications, baseline enhancements, interfaces, conversions, and the reporting environment are also developed during the design phase. Concurrently, the project team is working with IT to design the technical infrastructure, including hardware, network, and desktop requirements and other aspects of the future technical environment (including IT organizational responsibilities).

ISU Deliverables:

- Future business process solution design documents
- Flowcharts of processes and sub processes
- Description of the processes
- Reporting recommendations
- Security recommendations
- List of necessary interfaces
- Data conversion requirements and mappings
- Data standards
- Justification for software modifications as outlined in the Project Administration document
- Preliminary training schedule
- Training materials
- Cut over strategies and schedule
- Technical infrastructure design document
- Printing solutions recommendations
- Third party software recommendations
- IT roles and responsibilities
- Final Scope description

9.3.7 Configure the Business Solution

During the configuration or build stage, the solution is implemented in the testing instance in accordance with the solution design documents. Baseline applications are set up, business rules are established, workflows are defined, security and user accounts required for testing are established, the master test data set is defined, data mapping rules are defined, and test data is converted and entered. In the development instance, coding for software modifications, automated conversion routines, reporting, and other features are performed, unit tests are conducted, and the software is migrated into the testing. Owners of the legacy systems and IT are developing code to provide output files in accordance with the interface specifications. The system configuration phase also includes the beginning development of draft policies, procedures, and user guides since testing will assess the reliability and functionality of the entire business process (not just the applications) in a production-like mode.

ISU Deliverables:

- Applications set up and configured
- Prototype business rules and workflows defined
- Preliminary security and user accounts established
- Master data sets established
- Required test data converted
- Initial interface specs developed and communicated
- Demonstration of system functionality for business process owners and Process Team members conducted
- Preliminary drafts of policies and procedures and user manuals started

9.3.8 Test and Refine the Solution

Testing of the individual processes begins after the prototypes have been configured in the system with sufficient data to support transaction testing for each process. This will include processing a defined set of transactions for each process to examine the outcome and to enable the procedures and steps to be fully understood.

As the testing proceeds, the processes will be refined, the procedures identified, refined and documented, individual issues resolved, and modifications tested and installed as available. Users of the systems including all personnel from the functional office will participate in the test to provide an opportunity for their input into the procedures and processes.

Data mapping for transfer of legacy data will continue to be tested and refined as well as the resolution of the institution's reporting solution and location of historical data and volumes of historical data to be brought forward. The actual outcomes are documented and updated as testing is completed and processes refined throughout the testing phase. The outcomes will be compared to the expected outcomes for the processes. Refined processes or expectations will be developed as needed based on the results of testing.

During this phase, demonstrations of the processes may be developed for a variety of groups including the individual Process Teams, the steering committee, and other groups.

This testing is designed to test the individual processes. It may include testing against other modules as required. Full integrated testing is accommodated in the next phase.

ISU Deliverables:

- Completed test results
- Refined processes, testing plans, scenarios, scripts and expectations
- Draft of data mapping of legacy data, reporting solutions, location of historical data and volume of legacy data determined
- Draft policies and procedures
- Draft user materials
- Draft training materials

9.3.9 Perform System, Integrated and Stress Testing

Once all solutions, modifications, and extensions have been delivered and tested, system testing can commence to verify that Banner performs as designed with live data.

Integrated testing follows to prove the full interoperability of the system as a whole. All components of the go-live production environment need to be integrated into this testing cycle, as they become available. Toward the end of this cycle performance testing under load (stress and availability testing) will be conducted to produce metrics to aid in tuning the software and hardware for production.

Integrated testing will test all the functionality of each module in an emulated live environment. During this stage of testing, a representative subset of directly-entered transactions and feeds from external systems using job scheduling routines emulating production will be processed to verify system functionality. Final testing of legacy data mapping and reporting solutions will be conducted throughout this step. Scripts, refined in the prior phase, will be used to determine results in a fully integrated environment and provide for any final refining necessary using data mapped from the legacy systems as much as possible. Interfaces, production schedules and reporting requirements are also tested and final refinements made.

Modifications are fully tested, installed, and final testing performed in this segment.

Deployment solutions are finalized and fully tested as well as stress tests to determine likely system performance. Throughout this process, risks are continuously monitored and assessed and contingency plans are updated for each critical task or function. Final documentation is prepared and end user training scheduled and communicated.

Any parallel testing required will be completed during the integrated testing mode.

Presentations of final processes are developed and submitted to the appropriate groups. Final sign-off by each of the functional teams and the Leadership Team and any other pertinent parties is obtained on the final processes.

ISU deliverables:

- Individual system check list
- Interoperability check list
- Summary of areas requiring refinement/adjustment
- Systems performance metrics
- Completed systems performance test results
- Completed integrated test results, including tests of external interfaces
- Completed parallel test results, as appropriate
- Final policies and procedures
- Final user materials
- Final training materials
- Documented acceptance by ISU management, business process owners, and other pertinent parties

9.3.10 Execute Data Migration

The data migration process is one of the most complex implementation tasks and it is a critical step to the success of the implementation. To successfully execute the migration activities the institution will:

- Determine conversion method - manual, automatic or a combination of both
- Determine the scope of the conversion
- Plan conversion activities
- Gather conversion requirements
- Finalize detailed mapping rules including historical data
- Define data standards
- Populate institution-specific values in validation tables
- Extract data from legacy systems and populating appropriate tables
- Perform quality assurance on the converted values and resolve exceptions to the conversion rules

SunGard Technical consultants will meet with ISU data standards teams in each functional area to:

- Plan conversion activities
- Install and provide Data Migration Tool Kit training
- Onsite data mapping for each product
- Remote or onsite follow-up support

The ISU data standards teams in each functional area are responsible for:

- Detailed conversion plans
- Final mapping rules
- Automated conversion facilities
- Legacy data converted
- Production enterprise server systems on-line
- Banner production environment constructed and on-line

9.3.11 Develop Contingency Plan

The results of the system, integration, and stress tests for each major system will be reviewed prior to go-live. Contingency plans will be developed to respond to any issues that are identified during testing.

9.3.12 Train End Users

The objective for developing an end-user training program is to enable the institution to deliver information about the new system in a manner that is easily understood and quickly assimilated by the target groups.

It is critical that a training plan is developed to set the common expectations around which the training will be completed. The training plan also identifies the various groups that need to be trained, the training curriculum for each group, the mode of training for each piece of the curriculum and the approximate time frame and locations for the training sessions.

The functional team or a group of selected functional team members will develop training materials and will be responsible for conducting the training. This effort will be facilitated and coordinated by the HelpDesk and ERP Training Coordinator.

ISU Deliverables:

- Completed end-user training plan
- Final end-user training materials/curriculum completed and logistics determined and communicated
- Security, connectivity and desktop configured
- HelpDesk materials developed and HelpDesk personnel trained to support users
- User community trained

9.3.13 Deploy the Solution

During the deployment stage, the applications are set up and configured in the production mode, software modifications and enhancements are migrated into production, and full converted data sets are loaded. The Help Desk is prepared to support users when the new system goes into full operation. In summary, the institution is ready to begin daily operations using the new system.

ISU Deliverables:

- Implement final cut-over plan
- User support structures in place
- Fully functional system exists

9.3.14 Plan Continuous Improvement

The Plan Continuous Improvement stage is preamble for the project close-out activities. At this time each process team evaluates system effectiveness, tunes the system to

enhance performance, modifies procedures as required, and conducts ongoing training and consulting programs to support the new information technology.

ISU Deliverables:

- Plans for the introduction of additional reporting features, modules, upgrades, performance standards and monitoring completed
- Assess human resource requirements associated with post implementation maintenance

9.3.15 Project Tracking and Control

During the Implementation Phase the Project Manager is responsible for tracking and controlling the project implementation activities. Among the activities performed by the project manager is tracking project team training progress, tracking organizational readiness, project tracking and reporting.

ISU Deliverables:

- Project Status Report (monthly)
- Project Training Status Report (after each training session)
- Issue and Jeopardy Report and Action Plans (as needed)
- Project Meetings Agenda/Minutes (after all meetings)
- Manage Project Team
- Schedule (as needed)
- Project Records (as needed)

SunGard Deliverables:

- Project Status Report after each Project Management visit
- Issue and Jeopardy Report and Action Plans (as needed)
- Project Tracking & Control (as needed)
- Resource Allocation (as needed)
- Updated Training Schedule (as needed)
- Project Records (as needed)

All SunGard deliverables will be reviewed and approved by the Project Manager prior to sign-off.

9.4. Close-Out

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 ISU, plus collection of project records, ensuring that they reflect final specifications, analysis of project success and effectiveness, and archiving such information for future use). Evaluation of the implementation, recommendations, and final approvals are key activities.

SunGard HE Close-Out Deliverables:

- Final Project Status Report
- All documentation is in place
- All outstanding issues have been resolved
- Close out project and identify next steps
- Obtain formal acceptance from Steering Committee
- Document lessons learned with recommendations

ISU Closeout Deliverables:

- All Banner upgrades issued during the implementation timeline are tested and implemented
- Close out project and identify next steps
- Evaluate implementation
- Obtain formal acceptance from Executive Steering Committee
- Document lessons learned with recommendations
- Develop plan for on-going end-user training

Document Lessons Learned

This activity evaluates ISU 's level of success in adapting to and absorbing the changes imposed by the TIGERi Project. This activity consists of three tasks: conduct project review interviews, document results, and deliver a “lessons learned” presentation to the project team and key stakeholders. The purposes of this activity are to preclude "reinventing the wheel" on future initiatives and to determine:

- How successful was the overall project approach?
- Were we able to implement “Best Practices” as planned? What were the challenges?
- What were the enablers and/or obstacles encountered by the project?
- How well was the organization prepared?
- How well was the project accepted by the organization?
- How effective was the decision making and problem solving strategy?
- How effective was the employee involvement strategy?
- How well did people work together on the project?
- How well did the project team function as a team?
- How effective was communication with stakeholders throughout the project?
- How could the project have been improved?
- What actions should be taken in the future to help ensure successful implementation?

9.5. Change Management

9.5.1 Introduction

The TIGERi Project will bring about significant business change at Idaho State University and the success of this project will depend, in part, upon the effectiveness with which this change is managed. The purpose of this section is to present an overview of change management, identify major change management activities, and describe the major tasks for each of these activities.

9.5.2 Overview of Change Management

Change projects fail more often from lack of effective change management than any other single reason. Project teams that ignore change management cite this as one of the “most important lessons learned” during their project.

Teams that use change management techniques have:

- Reduced turnover and the loss of valued employees.
- Accelerated the implementation of the change.
- Reduced productivity loss and employee resistance.

What many teams lack, however, is a solid understanding of what change management is and how to implement change management tactics. The following provides an overview of change management that can help a team manage change effectively.

9.5.3 What is change management?

Change management can be viewed from two perspectives – from those implementing the change and from the recipients of change. Your view of change management varies dramatically if you are the executive demanding the change versus the front line employee who may be unsure why a change is even needed.

In many cases at the onset of a new change, neither the executive nor the front-line employee is knowledgeable about managing change. The executives want the change to happen now; the employees are simply doing their job. It is the project managers, consultants, or members of the project team that first learn about the necessity for change management. They are the first to realize the two dimensions of change management: the top-down managers’ perspective and the bottom-up employees’ perspective.

9.5.4 A closer look

The managers’ perspective on change is results oriented. They are very aware of the business issues facing the organization and are accountable for the financial performance and business operation of the organization. When a change is needed, they require action quickly.

In many cases, executives must weigh the return on investment of this change as compared to other strategic initiatives in the institution. Their primary concerns are:

- When can the change be completed?
- How much improvement will be realized?
- How will this change impact our financial performance?

- What is the required investment?
- How will this change impact our customers?

If the answers to these questions are favorable to the executives, then the directive to a project manager or project team is typically “let’s get it done.”

9.5.5 Another view

Now consider the perspective of front-line employees (and in many cases their supervisors and managers within the organization). They generally focus on day-to-day operations. Serving customers, processing transactions, getting the job done – these are the primary areas of interest; these tasks are combined with a number of personal issues that we all face every day.

When changes are made, many employees lack the broader context or knowledge base of why the change is being made. They also do not share the same accountabilities as managers. They question, therefore, how the change will impact them personally.

To complete the picture, consider the consultant or project team who is responsible to design and implement the change. They have their own agenda acting on behalf of the business leaders who charted the change.

The result is a potentially dangerous mix of different priorities, different knowledge sets, and different driving forces. If the change is not managed properly, these different values and driving forces clash resulting in unfortunate outcomes for the business.

- Employees resist the change.
- Valued personnel leave the organization.
- Critical projects are delayed.
- Customers feel the impact indirectly through upset employees.
- Productivity declines.

Many organizations learned the hard way through failed projects. They learned that change management is not something addressed after the fact. Change management must start at the beginning of the project and be integrated into all facets.

The two perspectives of change management can be referred to as organizational change management, and individual change management.

Organizational change management is the management of change from the perspective of the executive or project manager. The focus is around broad change management practices and skills that will help the organization understand, accept, and support the needed business change. The primary activities are change management strategies, communication plans, and training programs.

Individual change management is the management of change from the perspective of the employees. They are the ones who ultimately must implement the change. The focus here is around the tools and techniques to help an employee transition through the change process.

The primary concerns involve the coaching required to help individuals understand their role and the decisions they make in the change process.

So what is change management? Change management is the effective management of a business change such that executives, managers, and front line employees work in concert to successfully implement the needed process, technology, or organizational changes.

The goal of change management is to implement these business changes quickly to:

- Minimize the impact on productivity.
- Avoid unnecessary turnover or loss of valued employees.
- Eliminate any adverse impact on customers.
- Achieve the desired business outcomes as soon as possible.

9.5.6 Critical Activities for Managing Change

9.5.6.1 Develop Organizational Readiness

The purpose of Organizational Readiness is to ensure that those outside of the Project Team are ready to support the project's deliverables. Organizational readiness is defined as having:

- The necessary resources to support the deliverables of the project.
- The personnel with the required knowledge to support the deliverables of the project.
- The appropriate work products to support the deliverables of the project.

The main objectives of Organizational Readiness are:

- Identify and execute the activities required to prepare ISU for the project “start-up.”
- Develop plans to prepare all departments for Banner and Luminis training.
- Identify and develop the work products needed by those outside of the project team to support the deliverables of the project.

9.5.7 Manage Communications

The communication plan (See Section 9.7) explains how project status and other information will be communicated for what audience using what medium and content and in what frequency. Representative communications strategies include: a formal communications plan, pro-active informal communications, specific attention to barriers and resistance to change, open forum and focus group meetings with the ISU community, the availability of current project information via the Web, periodic review of similar projects at other similar institutions, utilization of feedback to improve project communications and training, and the development of lesson learned at the end of each major phase of the project.

During this project, various project communications will be initiated, including communications within the project team and between the project team and stakeholders. When structuring project communications, the following things should be considered:

- Communication planning
- Information distribution
- Performance reporting
- Administrative closure
- Managing effective meetings

Tasks and subtasks include:

- Identify appropriate communications channels for the various audiences.
- Determine types of information and frequency of sharing.
- Create formats for status report and other communiqués.
- Determine tools for obtaining feedback for the project team.
- Identify measures of communication effectiveness.
- Develop schedule for formal communication events.
- Hold formal communication events according to schedule.
- Schedule informal events as needed (just-in-time).
- Solicit feedback from communication events.
- Route to appropriate working team.
- Use to improve communication plan.

9.5.8 Change Management Process

The flow chart on the next page outlines the change management process. The details of the process are outlined in the following sections.

9.5.9 Record and Manage Change Requests

The appropriate work product database will be utilized to initiate, record, review, approve, and track change requests. Once configuration units for the project have been approved and base lined, all future changes (not related to a defect) will require an approved Change Request in the database. This includes any client and/or third party changes incorporated into the project.

The process for initiating, documenting, estimating, and approving Change Requests is delineated as follows:

9.5.6.1 Initiate Change Request

Change Requests must be submitted to the TIGERi project manager, using the TIGERi Change Management Form. The request must be filed when there is a request for a:

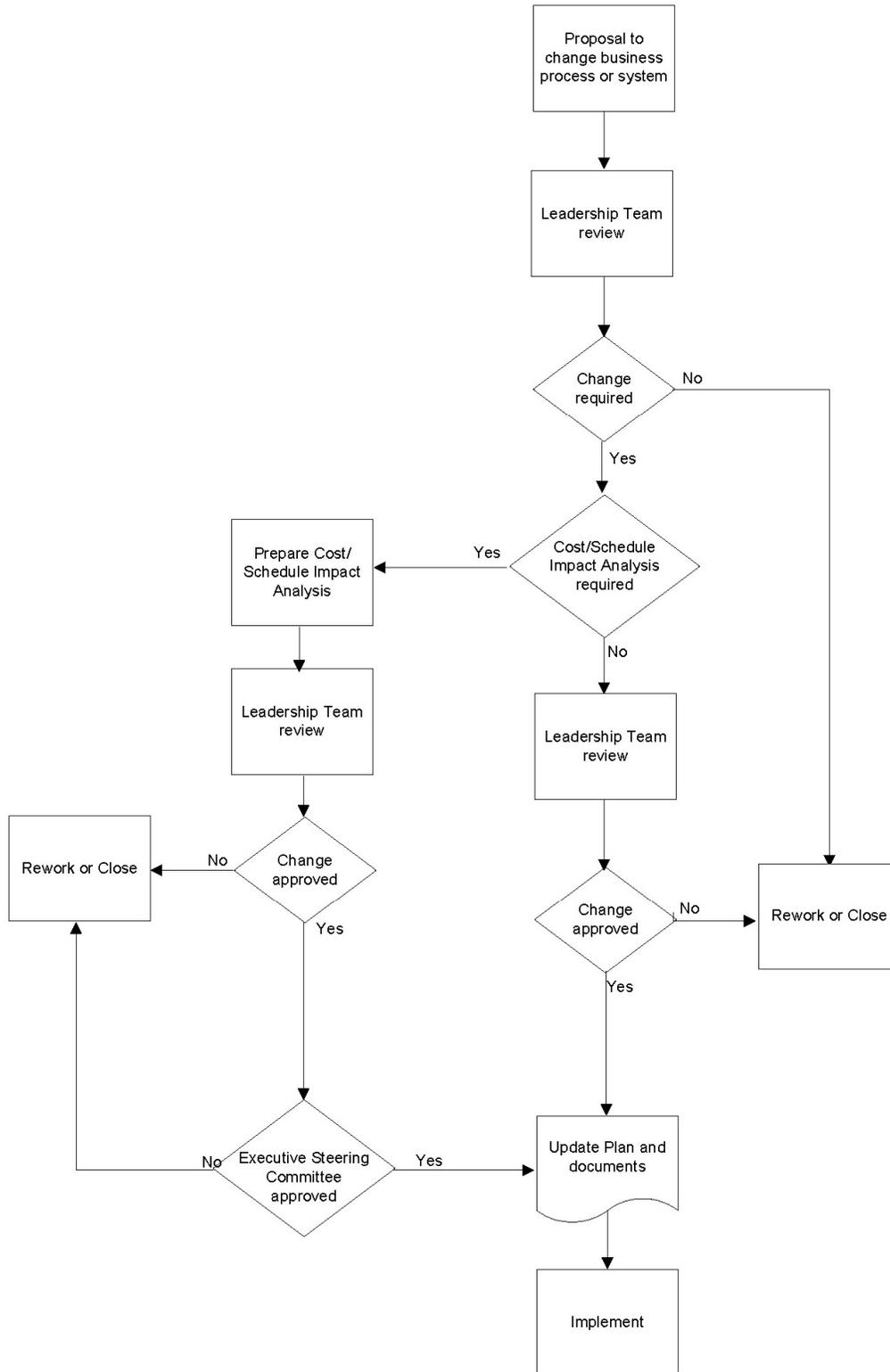
- Change in project scope;
- Change in university wide policy or procedure;
- Change in milestone-level time table;
- Change in any agreed upon standards;

- Change in validation codes or rules after signoff;
- Change in system software or hardware; or
- Change in interfaces.

When submitting a change request, it is essential that the submitter consider what impact the change will have on the project, a time by which a decision is required, what alternative solutions are available, and any workforce and/or budget implications associated with the change request. The Project Manager will be responsible for tracking the change requests and communicating them to the Leadership Team and Executive Steering Committee. The Executive Steering Committee has final decision making authority.

- Team Member or Office staff desiring a change will submit the initial request to the Team Leader
- The Team Leader will review the request with the requestor to determine whether or not a Change Request should be initiated.
- If a Change Request is to be initiated, the Team Leader will work with the initiator, the TIGERi Project Manager, SunGard HE and any other appropriate parties to complete the Change Request form.

Change Management Process



The forms will include the following information:

- Tracking Number
- Requestor
- Date of Request
- Implementation Area
- Module and Form
- Description of current process, screen, report, database element, or rule
- Description of changes to process, screen, report, database element, or rule
- Justification for changes, i.e. reduction in keying, more efficient screen navigation, data not currently retained, more accurate reporting
- Dependencies, i.e. other areas that will be impacted by the change and must be consulted
- Priority of the change, i.e. business critical; efficiency improvement – not business critical; process related – not business critical; nice to have; etc..
- Team Leader approval

9.5.6.2 Review and Estimate Change Request

After the Team Leader completes and approves the Change Request, it will be submitted to the Leadership Team for review. The Leadership Team will review the following:

- Appropriateness of the Request, including justification and priority.
- If the Change Request should be incorporated during the implementation or into a later enhancement phase.
- Completeness of technical information on forms, reports, database, rules, etc. ...
- Clarity of Request.
- Do other areas need to be involved in the review and approval process?
- Identify potential impacts on Area Project and dependent Project Plans.

If the request would require significant effort or cost, the Leadership Team will ask appropriate units to estimate:

- Level of effort required to implement the change.
- Number of resources needed for such an effort.
- Cost
- Impact on schedule, costs and resources.

The Leadership Team will return the request to the initiator for clarification or rework if needed. The Leadership Team will also prepare comments and suggested disposition of the Request for review by the Executive Steering Committee and update the Project Library.

9.5.6.3 Track and Report Change Request

The following steps will be followed to track and report changes.

- All Change Requests will be entered into the tracking database.
- The status of all Change Requests will be included on the monthly Project Status Reports.
- A tracking number will be assigned and used as a reference.

Final disposition and status will be tracked into tracking database.

9.5.6.4 Control Work Product Changes (Baselining)

For the purpose of this project, once SunGard HE and ISU accept a plan or a work product, it will be baselined. Once a project or a work product has its initial baseline set, that baseline will NOT be modified unless an authorized change request or work product request has been issued. The Report History section will be used to document changes against baseline.

Any Change Request must be incorporated in the Plan. The tracking number assigned will be used to identify this new task in the plan. Plans will be updated periodically on an as needed basis with any request, modifications to scope, or other items. Reports will be generated from the project plan to clearly identify any impacts on schedule, resource allocation, and/or cost and reviewed with the Team Leaders. The revisions will also be included in the regular status reports. In addition to the project plan update, the status report should reflect a brief narrative statement of the impact on the plan of any requests that have been incorporated during the reporting period.

9.5.6.5 Record and Manage Issues

All issues, including action items arising from formal or informal meetings or conference calls and jeopardizes associated with identified risks, must be documented and include the following information:

- Tracking Number
- Reference to Project Definition information
- Priority
- Description
- Owner/Assigned To
- Origination Date
- Due Date
- Completion Date/Status
- Impact Assessment
- Action Plan & Assessment
- Other Alternatives
- Resolution
- Individuals Responsible for Execution/Completion
- Stakeholders/Other Interested Parties
- Approvals
- Comments

Depending on the priority level, issues may require review and approval by the Leadership Team. Issues will be entered, updated, tracked and reported through the tracking repository.

Issue reports will be included in the regularly scheduled status reports and individual task lists generated as needed.

9.6 Documentation and Configuration Management

The purpose of the Documentation and Configuration Management process is to establish and maintain the integrity of the deliverables and software objects throughout the project's life cycle and production life cycle.

9.6.1 Purpose

The Configuration Management Plan describes the responsibilities, procedures, tools, and techniques that will be used to manage the deliverables produced by the TIGERi Project at Idaho State University.

All activities within the Common Service Methodology (CSM) will be performed with special attention made to the following activities:

- Development of Configuration Management (CM) Plan
- Development of Configuration Identification
- Performance of CM Reporting
- Recording and management of Change Requests

9.6.2 Objectives

The objectives of the plan are as follows:

- To ensure that the agreed upon practices for CM are in place for the ISU Banner implementation.
- To complete the scope of this plan (see scope section) on time (see milestones in Section 3)
- To identify the deliverables under CM
- To identify the physical location where deliverables are stored
- To identify the naming conventions to be used for documents
- To adhere to the agreed upon CSM practices for Configuration Management
- To support the CM Goals specified in CSM

9.6.3 Benefits

The benefits of adhering to the CM Plan include:

- The integrity of configuration units/items is maintained throughout the project life cycle
- Changes are effectively controlled and managed through the project life cycle
- Coordinating access to configuration units/items through the project life cycle reduces conflicts
- Communication is improved via change control and CM status reporting

- Historical information for configuration units/items is maintained over time
- Quality is improved due to more effective configuration management

9.6.4 Document Identification Scheme

The following identification scheme will be followed for all documents:

<name>.<Team ID>.v<version>.<revision>.<date>.<ext>

Example: Project Definition Document.v1.3.040202.doc

<name>	<p>Is the name of the document, the following are some sample names, which may contain letters, numbers and spaces:</p> <p>Data Standards Project Definition Document Education Plan Configuration Management</p>
<Team ID>	<p>When needed, this is used to identify uniqueness of the document when other documents have the same name. It may indicate a working group that has the same document name as another group, or perhaps an identifier to uniquely identify a series of interview documents. If not needed, may be omitted.</p> <p>LT = Leadership Team FI = Finance HR = Human Resource ST = Student FA = Financial Aid AD = Advancement LU = Luminis (Portal) DS = Data Standards TC = Technical TR = Training</p>
v<version>.<revision>	<p>Refers to the version of the document (baseline is v1.0) and the revision number of the document.</p>
<date>	<p>A date associated with the version of the document. In the format YYMMDD. Two digit month and day are required.</p>
<ext>	<p>Refers to the type of document (doc is an MS Word document, xls is an MS Excel document, mpp is an MS Project document, etc.)</p>

9.6.5 TIGERi Documentation Library

The TIGERi library, which can be found in erpteams-share on the university’s CWIS ‘Y-drive,’ is composed of directories for each operational team.

9.6.6 Configuration Management Library

The SunGard HE Project Manager will be responsible for storing all deliverables under Configuration Management for the TIGERi Project in the SunGard HE Professional Services Project Tracking Database. The SunGard HE Professional Services Project

Tracking Database is an Intranet-based SunGard HE repository used to store and maintain all project work products and deliverables.

The TIGER*i* Project Manager will be responsible for storing all deliverables under Configuration Management for the TIGER*i* Project in the TIGER*i* project directory.

9.7. Communication

9.7.1. Background Statement

As Idaho State University begins the implementation of a crucial and expansive upgrade to its core administrative system, the University is committed to ensuring the continuous communication of its objectives and progress to audiences both internal and external to the University multi-campus system. Utilizing various available mediums, the University will work to ensure that TIGER*i* information is distributed in an organized manner so that informational and educational communications are consistent with the overall themes and messages of the TIGER*i* Implementation.

9.7.2. Objectives For Communication Plan

- To accurately **distribute information** in a timely manner concerning important TIGER*i* implementation benchmarks and progress to the University community and outside audiences.
- To **use various media** to provide multiple sources from which information concerning the TIGER*i* implementation can be accessible.
- To **eliminate confusion** among TIGER*i* implementation participants by providing a sole directive and source from which all project information originates.
- To **provide clear channels** of communication within which TIGER*i* implementation staff can operate to lead to an expedited solution to issues that arise during implementation and after its completion
- To ensure all information available is **updated and accurate**.
- To **encourage feedback** from the entire University community and outside audiences.

9.7.3. Policy Issues

All communications official or otherwise, concerning TIGER*i* implementation information (including, but not limited to, progress, issues, benchmarks and general announcements) must have prior approval from the TIGER*i* Communication Coordinator and/or Project Manager before distributing information to the respective target audience (team leads to respective teams, etc) to ensure adherence to this Plan and overall project objectives. The TIGER*i* Communications Coordinator must obtain authorization from the TIGER*i* Project Manager prior to any distribution of information concerning, or relating to, the TIGER*i* implementation at Idaho State University. The Executive Sponsors hold the ultimate authority to ensure that all communications are consistent with University policy and procedures and that each communication helps to advance the overall success of the TIGER*i* implementation.

The TIGER*i* Communications Coordinator coordinates TIGER*i* implementation information and then facilitates the dissemination ad to the appropriate target audience(s). It is the duty of the TIGER*i* Communications Coordinator to ensure adherence to this Communication Plan and ensure that proper communication lines are established and utilized correctly throughout the life of the implementation. The TIGER*i* Communications Coordinator will establish schedules for continuous communication to both the University community and outside audiences. This position will also serve as the clearing house for all inquiries concerning the TIGER*i* implementation and determine appropriate means of distributing a response. Changes will be communicated in a timely and efficient manner to ensure success.

9.7.4. Internal Communication (importance of communication to the university community)

The university will provide continuous communication of important changes to its core administrative system as well as celebrate important benchmarks with the university community. The university will utilize all available means to ensure university community awareness of the progress and expanded services provided with the installation of each module. The university will strive to respond to inquiries and distribute important information as it becomes available to ensure that all constituents in the multi-campus university community takes ownership of this project in the realization that this implementation is not just an improvement for only those employees who use the core administrative system, but for the university community as a whole. All TIGER*i* Communications will accomplish the following:

- Encourage open two-way communication between those involved in the TIGER*i* implementation and those affected by it.
- Promote better awareness of each stage of the implementation process and what those changes mean to the entire university community.
- Provide continuous, accurate and timely information to promote a better understanding of why the university is engaging in the project and how the educational mission of the university is furthered through its results.

9.7.5. External Communication (importance of communication to audiences outside the university)

The TIGER*i* implementation is a vital step in ensuring that Idaho State University stays at the forefront of excellence with higher education in southeast Idaho. Communications with audiences outside the university will be episodic in nature and occur for significant milestones in the project. The TIGER*i* implementation is a vital step in ensuring that Idaho State University stays at the forefront of excellence for higher education in Southeast Idaho.

9.7.6. TIGERi Implementation Message

This section of the Plan expresses, in the simplest terms, the message that the TIGERi implementation team hopes to convey to its target publics. Variations on these broad messages should be carried in all of the university's communications during the course of the TIGERi implementation – internal memoranda, press releases, speeches, brochures, and other publications or mediums.

Messages to University Community

- The TIGERi implementation will expand upon the current services used by the university and provide a number of new services and possibilities.
- The implementation is a timely process and the university community is encouraged to provide feedback and ask questions as opportunities will be available to do so.
- The students, staff, and faculty are our most important resource for determining the success of this implementation.

Messages to Audiences External to the University

The TIGERi implementation, with each stage, will build upon the education mission of the university and allow for increased services to benefit the community.

9.7.7. Communication Priorities

Communication priorities refer to media used to emphasize the preceding section of the plan: an emphasis on student, staff and faculty communication, an emphasis on communication between TIGERi implementation staff members, increasing the visibility of the TIGERi implementation, information campaigns and meetings, and other undertakings necessary toward the objectives of this plan.

Audiences

- Executive Officers
- Executive Steering Committee
- Leadership Team
- Implementation functional and technical staff currently involved
- Implementation functional and technical staff to become involved in the future
- University department heads
- University staff
- University faculty
- University students
- Alumni
- Community members

The following media are at the core of achieving comprehensive coverage:

- Internal University email messages (student, faculty, & staff memos)
- Internal Electronic Bulletin Boards (student, faculty, & staff bulletin boards)
- TIGERi Project newsletter (electronic as well as hard copy)
- University publications including:
 - Faculty newsletter
 - Staff newsletter
 - Student publications
 - The Bengal
- TIGERi Implementation Web Site
 - Public area
 - Protected access area (for TIGERi implementation staff)
- Communications Advisory Committee
- Internal University meetings
- Occasional Announcements
 - Advanced notice of impending milestone events
 - Notice of milestone events as they occur
 - Mass mailing during go-live periods
 - Press releases of important improvements and impending dates and events

9.7.8. Performance Indicators

Performance indicators establish a standard by which communication efforts can be measured. The TIGERi Implementation team will measure the success of the Plan by whether it achieves:

- University community awareness of the current status of the TIGERi implementation.
- University community awareness of the improvements to services currently offered and the new services now available.
- Public awareness (external audiences) of the benefits of the TIGERi implementation.
- Greater understanding of the change processes as a result of the TIGERi implementation and the resolution of any issues that arise as a result.
- Continued evolution of the message as the TIGERi implementation gains general acceptance.
- Ultimate acceptance of the TIGERi implementation.

9.7.9. Communication with SunGard HE Consultants

In order to ensure orderly and clear communication of issues and priorities between the university and SunGard HE, the following communication protocols should be followed when university staff communicate with consultants:

- When university staff or consultants communicate via email or written correspondence, both the TIGERi project manager and the SunGard HE project manager should be copied on the communication.
- Requests for additional services should be routed to the TIGERi project manager.
- Communication with consultants should be coordinated by the relevant team lead.
- If contact needs to be made with consultants not yet assigned to the project, such contact should be routed to the SunGard HE project manager, through the TIGERi project manager.

9.8. Measurement

The project will be measured against the three main aspects of Date, Budget, and Functionality as follows:

- Project milestone dates are met
- Date will be measured by comparing target completion dates against actual dates of completion
- Budget will be measured by comparing budgeted amounts against actual amounts
- Functionality will be measured by the number of issues and incidents open on a module, and weighted by the business impact to the department
- Project deliverables met
- Project objectives met

9.9. Organizational Readiness

Organizational readiness was established during the preliminary work of the TIGERi committee. Working with an external consultant and various campus constituencies, the TIGERi committee performed a detailed needs analysis for enterprise applications and developed a RFP for a new ERP system. An ERP evaluation committee reviewed the proposals that were received and coordinated input from various campus constituencies. Throughout the process, the CIO and TIGERi Project Manager worked to establish the project budget and secure the resources required for the project.

9.10. Project Environment

Business Administration 506 & 507 have been designated as training labs for the project. Each lab is equipped with 25 computers, plus an instructors station and projector. Both rooms are also equipped for teleconferencing, as needed. BA 507 has a conference area in the back of the room capable of seating 15 people.

Business Administration 108//110/111 will be remodeled into additional staff offices by the end of 2008. This space will include two conference rooms dedicated for project activities, and a small workspace for staff from other areas of the university to temporarily relocate for project work.

9.11. Tracking

- The Leadership Team will meet weekly, and review the status of tasks, and outstanding issues.
- The TIGERi Project Manager will report monthly on the project status and events to the Executive Steering Committee.
- Functional Teams and the Technical Teams will meet regularly and will review tasks and outstanding issues.
- The TIGERi project manager will regularly track task and outstanding issue status and escalate uncompleted items as appropriate.

9.12. Risk Management

Risks are identified at the beginning of the project and throughout the project. When a Risk is identified, Mitigation Actions and Contingency Plans are developed and recorded in the Work Product's database. The Project Manager manages the Risks by executing Mitigation Actions, which may include how the contingency plans will be implemented and how the reserves will be allocated. If a Risk materializes, it is escalated to a Project Issue or Jeopardy by executing the Identify and Resolve Issues or Identify and Resolve Jeopardies activities. Risk Contingency Plans may become the Project Issue or Jeopardy Action Plan.

10. System Requirements

The hardware listed below has been acquired to run the software required for this project.

Initial Purpose	Name	Server	CPU's	Memory (GB)
Database - Primary	Zeus	SunFire V890	4* 1.8GHz UltraSPARC IV+	24
Database - Failover	Hades	SunFire V890	4* 1.8GHz UltraSPARC IV+	24
Database - Test/Development	Poseidon	SunFire V490	2* 1.8GHz UltraSPARC IV+	8
Banner INB - Primary	Hera	SunFire V490	2* 1.8GHz UltraSPARC IV+	8
Banner INB - Failover	Athena	SunFire V490	2* 1.8GHz UltraSPARC IV+	8
Banner Self Service - Primary	Pegasus	SunFire T2000	1 (8 core)* 1.0 GHZ T1	8
Banner Self Service - Failover	Ares	SunFire T2000	1 (8 core)* 1.0 GHZ T1	8
Banner INB & SSB - Test/Development	Orthia	SunFire V490	2* 1.8GHz UltraSPARC IV+	8
ODS/EDW - Data Warehouse	Artemis	SunFire V890	4* 1.8GHz UltraSPARC IV+	16

Luminis LMB, Resource Tier & Calendar	Enyo	SunFire V890	4* 1.8GHz UltraSPARC IV+	16
Luminis Portal - PD 1	Hestia	SunFire T2000	1 (8 core)* 1.0 GHZ T1	8
Luminis Portal - PD 2	Enyo	SunFire T2000	1 (8 core)* 1.0 GHZ T1	8
Luminis - Test/Development - All Tiers	Aphrodite	SunFire V490	2* 1.8GHz UltraSPARC IV+	8
Workflow	Apollo	SunFire V490	2* 1.8GHz UltraSPARC IV+	8
ePrint Server	Hermes	SunFire V245	2* 1.5 GHZ UltraSPARC IIIi	2

11. Project Deliverables

The following list contains deliverables that are contractually required to be delivered as well as the internal materials created by the project that will be turned over to ISU.

Item	Responsibility of
Agendas For Training Classes	SunGard HE
Banner Training Materials	SunGard HE
Communication Plan	ISU
Conversion Guides	SunGard HE/ISU
Data Entry Standards	ISU
Data Migration Mapping Documents	SunGard HE/ISU
Data Migration Plan	SunGard HE/ISU
Security Plan	ISU
Defining Rules And Validations	ISU
Disaster Recovery Plan	ISU
Documentation Plan	ISU
End User Training Materials	ISU
End User Training Plan	ISU
Prioritized Service Requirements	SunGard HE/ISU
Project Definition Document	SunGard HE/ISU
Project Management Status Reports	SunGard HE/ISU
Project Schedule	ISU
Project Training Schedule	SunGard HE
Quality Assurance Plan	SunGard HE/ISU
Report Design	ISU
Report Strategy Plan	ISU
Reports	ISU
System Education Plan	SunGard HE/ISU
Test Plan	SunGard HE/ISU
Testing Cases	ISU
Trip Reports	SunGard HE
Verification Plan	ISU

12. Project Success Criteria

The project completion criteria are the following.

- The objectives listed in section 1.2 have been met.
- The project deliverables listed in section 11 have been completed.
- Application Teams have signed off that their data was converted correctly, that the system is functioning as intended, and that they have aligned their business processes with SunGard HE's functionality.

13. Approval to Proceed

Specify the approvers in the work products database or list them here.


Name: David Alexander
Title: TIGERi Project Manager
Date: 9/29/08


Name: Doug Berman
Title: SunGard HE Project Manager
Date: 12/23/08


Name: Arthur Vailas
Title: President
Date: 9/29/08


Name: Joe Hoffmann
Title: SunGard HE Account Manager
Date: 12/15/08

14. Document History

Revision Record

Number	Date and Sections	Author	Notes
1.0	11/28/2007/All	Doug Berman	Current version of the PD template.
1.1d	12/20/2007/All	David Alexander	Added ISU-specific information throughout.
1.2	1/25/2008/1.2	David Alexander	Added Leadership Team changes
1.3	2/3/2008/1.3, 5.1	David Alexander	Added Leadership Team changes
1.4	2/24/2008/5.1	David Alexander	Added Leadership Team changes
1.5	2/27/2008/misc	David Alexander	Added Leadership Team changes
1.6	3/4/2008/7	David Alexander	Added Leadership Team changes
1.7	3/13/2008	David Alexander	Added Leadership Team changes
1.8	5/16/2008/7	David Alexander	Added hardware risk matrix
1.9	5/30/2008/all	David Alexander	Add Steering Committee and SGHE changes
1.10	9/14/2008/all	David Alexander	Final edits

15. Acronyms

Acronym	Description
CIO	Chief Information Officer
CM	Configuration Management
CSM	Common Service Methodology
ITS	Information Technology Services
PKI	Public Key Infrastructure
SIS	Student Information System
TIGER <i>i</i>	The name of ISU's ERP project.
ISU	Idaho State University

16. Definitions

Term	Definition
Banner	The ERP software developed by SunGard HE that will be implemented at ISU. It includes modules for finance, human resources/payroll, student information, and financial aid.
Best Practices	The term "Best Practices" refers to the processes that are built into the Banner software. By selecting the Banner software system we are adopting these "Best Practice" processes to replace our existing processes.
BPA	Business Process Analysis. The methodology for analyzing and documenting current and future business processes in such a way that they can be used as a communication and planning tool.
ERP	The industry term for the suite of administrative systems is ERP which stands for Enterprise Resource Planning. The definition of ERP describes how an organization should view its administrative systems at an enterprise level instead of individually.
Go-Live	Implement or turn on a new system for end-users to process real data. Go-live is often used in association with a date, as in, "Our planned go-live for Admissions functions is September 1, 1999."
Luminis	Software provided by SunGard HE to create a university web portal.
SunGard HE	SunGard HE is the company that ISU selected to provide the new ERP software for the campus.
TIGER <i>i</i> Project	This is the name of ISU's ERP project.