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George Mason University Banner Student Project Definition

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Executive Summary

For several years administrators and faculty alike have expressed concern about the administrative systems—Financial Records System (FRS), Human Resources System (HRS) and Student Information System (SIS)—that compose the information infrastructure of virtually all of George Mason University’s programs and operations. The legacy systems, implemented from 1989 – 1991, are not integrated, lack flexibility, and cannot support all of the university’s educational and administrative objectives. The number of individuals who can maintain the aging systems diminishes over time. SIS, moreover, resides on a mainframe that is nearing its end of life. Replacing the mainframe would be costly, providing only a newer platform for a system that has critical inadequacies. The university determined that it needed to implement new systems that will bring stability, reliability, and flexibility, while retaining the level of functionality to which the systems’ users have become accustomed.

In response to the problem, George Mason University in 2001 selected SCT Software & Resource Management Corporation to provide the software and support necessary to implement Banner, its integrated administrative system comprising finance, human resources, and student systems. Banner runs on a production-quality Oracle relational database that can deliver the stability, reliability and flexibility that the university requires. More than 1,100 schools, including Virginia Tech and Old Dominion University, use Banner software; SCT’s responsiveness to this large and very active user community suggests that Banner can deliver a broad and deep functionality that should serve George Mason University now and into the future.

Implementation of Banner software at George Mason University, known as the Patriot Project, began in July 2001 with the implementation of Banner Finance and Banner HR. Banner Finance became operational on July 1, 2002. Banner HR is scheduled to follow suit on January 1, 2003.

The next step. In June 2002 the university will begin the implementation of the student component of its administrative systems. Banner Student will deliver web-native functionality to the university’s back-office users, enhanced reporting capability for decision makers, and self-service, web-based operations for students, faculty, and advisors.

The **scope** of the project is to upgrade the current SIS software to the level of SCT’s current and emerging software technology contained in versions called “Banner.” The project will implement the baseline Banner product. The **goals and objectives** of the project are to improve software reliability, management and regulatory reporting

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capabilities, business processes, level of system functionality, and data integrity; assign ownership of business processes; maintain an audit trail; and establish an appropriate decentralized environment for end users.

The university will ensure that the goals of the project are met by exercising sound project management practices. Particularly important to achieving success is the implementation of an appropriate **change management process**. Changes to baseline work products as well as to George Mason business processes will follow formal procedures and will be reviewed by the committee structure established for the project.

Scope, cost, schedule, quality, and objectives for the project are built on a number of **assumptions**. Some of the more significant assumptions associated with the Banner Student implementation are that executive management of the university will support the project, enhancements to our network infrastructure will be funded and implemented, and new federal, state, or university mandates will not be so significant as to redirect project staff.

There are a number of **risks** to the project's success that require contingency planning to minimize the impact on scope, cost, schedule and quality. The risks that carry the highest combination of probability of occurrence and impact on the project are that data conversion will be inadequate, performance specifications will not be met, functional requirements of the user community will not be met, or the mainframe will fail. The Project Definition outlines contingencies for each risk.

The **communications plan** for the project includes a web site and town hall meetings to inform and engage the university community. The project will convene advisory groups of students and faculty to solicit input at decision points for critical elements of the system, particularly those involving the system's self-service functions. Steering and Coordinating Committees will meet at regular intervals to make layout, ownership, and policy decisions. Project team members will report time spent on tasks, and team leaders, project managers, and quality assurance reviewers will provide periodic status reports. The Executive Committee will meet as needed.

Several **qualitative and quantitative measurements** will be used to determine whether the goals and objectives of the project are met. The number of items listed will likely increase as the project progresses. At this time, the measurements to be evaluated include: students will be able to access and complete application to the university, registration, fee payment, and transcript requests from the web; web applications will be accessible through standard internet service providers; the university will be able to

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control who registers for classes, and when; and reporting capabilities will support both the casual and sophisticated user.

The Banner Student implementation poses challenges and opportunities for the university. The project relies heavily on users in student services units to define how the software will work in the George Mason environment. Users must develop a sense of ownership of Banner Student in order to realize the system's potential. Moreover, the project will test the ability of the units involved to maintain their current high levels of service while helping us bring up the new system. Project teams will likely discover aspects of Banner Student that will require changes in some university business processes. Finally, the success of the Patriot Banner Project depends to a large extent on the willingness of the university to invest in training: training of project teams by SCT's consultants, training of back-office personnel by the project teams, and training of end users. The return on what is a considerable investment of resources is a vast new potential for the George Mason University enterprise: the potential to align administrative systems with the university's vision to be the "innovative institution for the information society," the potential to attract and serve students in powerful ways, and the potential to advance the university's strategic interests.



1 Introduction

1.1 History

George Mason University implemented its existing student software, Information Associates' Student Information System, in 1991. SIS supports the major processes of applying to the university, registering for classes, and creating and updating transcripts. The university has modified and upgraded the system extensively, to include the addition of 4GMU (an Interactive Voice Response (IVR) module), a sophisticated financial aid module, and a data warehouse.

SIS has allowed the university to accomplish its core mission, but the limitations of a system developed more than ten years ago call into question whether it can continue to provide the support necessary for George Mason University to be competitive. Several characteristics of the system impede our ability to attract and retain the best students, to plan for change, and to expand our educational offerings to meet the needs of the marketplace:

- SIS can only schedule classes within the traditional term
- SIS does not permit online application to the university, online registration for classes, or online billing and payment of tuition and fees.
- Information stored in separate files makes it difficult and time consuming, and sometimes impossible, to produce complex reports.
- The flat file structure and lack of error checking functionality have led to inaccurate and inconsistent data.

In response to the problem, George Mason University in 2001 selected SCT Software & Resource Management Corporation to provide the software and support necessary to implement Banner, its integrated administrative system comprising finance, human resources, and student systems.

Implementation of Banner software at George Mason University, known as the Patriot Project, began in July 2001 with the implementation of Banner Finance and Banner HR. Banner Finance became operational on July 1, 2002. Banner HR is scheduled to follow suit on January 1, 2003. In June 2002 the university will begin the implementation of the student component of its administrative systems. Banner Student will deliver web-native functionality to the university's back-office users, enhanced reporting capability for decision makers, and self-service, web-based operations for students, faculty, and advisors.



1.2 **Scope**

The scope of the project is to upgrade the current Student Information System software to the level of SCT's current and emerging software technology contained in versions called "Banner." The project will implement the baseline Banner product.

SCT is committed to the effort required to complete this upgrade by providing implementation, support, and training services for the following Banner software: Student, Financial Aid, Web for Student, and Web for Faculty and Advisors. GMU is committed to the effort required to complete this upgrade by dedicating the personnel, equipment, and space required for implementation, education, communication, and ongoing maintenance of the software.

1.3 **Goals and Objectives**

The goals and objectives of this project are as follows:

- Improve software stability and reliability
- Improve data integrity and maintain audit trail
- Improve management reporting capabilities
- Improve level of system functionality for transaction processing
- Improve regulatory reporting capabilities
- Improve business processes and identify or assign ownership
- Establish an appropriate decentralized environment for end users

The benefits to be derived from meeting these objectives are detailed in Project Success Criteria (section 10).

1.4 **Feasibility Recommendations**

The risks that have been identified can be managed so that they do not escalate to the point that they jeopardize the project. We therefore believe that the project defined in this document and agreed to by the parties signing in section 11 is feasible.

1.5 **Related Documents**

The project definition refers to the following documents, all of which are stored on Docushare.

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Document Name	Description
Change Management Plan	Establishes document naming conventions and the change management process
Project Training Plan	Describes approaches, schedules, and topics for training the implementation team, back-office users, and end users. TO BE DEVELOPED.
Issue Management Procedures	Describes the policies and procedures associated with identifying and resolving issues
George Mason University Network and Connectivity Assessment	SCT's assessment of the university's network infrastructure

2 Project Milestones

The following table identifies major milestones for the project.

Milestone	Date
Hardware Needs Identified	03/31/02
Coordinating and Steering Committees Formed	06/26/02
Implementation Team Formed	06/26/02
Project Started – Kick off Meeting	06/26/02
Banner Software Installed	06/26/02
Student BPA Complete	06/30/02
Project Plan (with Task Lists) Complete	11/01/02
Student Training Begins	08/01/02
Project Definition Approved	10/04/02
Financial Aid BPA Complete	10/07/02
Third Party Software/Tools Identified	12/31/02
Financial Aid Training Begins	01/27/03
General Person Supplemental Goes Live	03/15/03
Recruiting Goes Live	03/15/03
Web for Prospect Goes Live	03/15/03
Faculty-Student Advisory Committees Formed	08/31/03
Admissions Goes Live	08/31/03
Web Admissions Goes Live	08/31/03
AR Goes Live	08/31/03
Catalog Goes Live	08/31/03
General Student Goes Live	12/15/03
Hardware Ordered	12/31/03
Schedule Goes Live	01/15/04
Building and Room Definitions Goes Live	01/15/04
Faculty Goes Live	01/15/04
Aid 03-04 Goes Live	01/15/04
Web Financial Aid Goes Live	01/15/04



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Milestone	Date
Mock Registration	02/16/04
Targeted Financial Aid Implementation	03/01/04
Room Assignments Goes Live	03/15/04
Registration Goes Live	03/15/04
Academic History Goes Live	03/15/04
Web Student Goes Live	03/15/04
Web Faculty Goes Live	03/15/04
Self Service for Financial Aid	04/01/04
Targeted Student Registration Implementation	04/01/04
Self Service for Student Registration	04/01/04
Self Service for Faculty and Advisors	04/01/04
Self Service for Student Payment	05/31/04
Targeted Student Billing Implementation	05/31/04
Hardware Installed, as needed	07/01/04
Web for Executives	07/01/04
Targeted CAPP Implementation	08/31/04
Third Party Software Installed	09/01/04
Baseline Project Ended	09/01/04

3 Assumptions and Dependencies

Project assumptions are conditions that limit the project or agreements that form the basis of interactions among project participants and stakeholders. Project dependencies are other projects, products, resources, and interfaces that are required to enable the project to meet its objectives.

3.1 Assumptions

- Executive management will support the project throughout its duration.
- Enhancements to the network infrastructure that are essential to project success and that were recommended in the March 2002 George Mason University Network and Connectivity Assessment will be funded and implemented.
- New federal, state, or university mandates will not be so significant as to redirect project staff.
- Mary Esther Perry and Erik Melis will be available to the project on a full-time basis.
- The renovation of Thompson Hall and West, which is subject to approval of bond referenda and scheduled for the spring of 2004, will be coordinated so as to minimize negative effects on the implementation process.

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- Consultant resources needed to integrate new federal, state or university mandates, such as INS requirements and regulatory requirements, will be funded.
- SCT consultant hours are adequate to complete the project.
- External vendors and state agencies will supply files and accommodate tests within a reasonable timeframe.
- All functionality will be accessible to users through standard web browsers.
- All university units will employ a consistent series of business processes.
- Banner Student will support the university's need for flexibility and expansion as rapid growth occurs.

The Banner Finance and HR project has progressed relatively smoothly because it has had the support of executive management, adequate funding, and the commitment of personnel for the duration of the project. As the Banner Student project begins, it enjoys comparable levels of commitment, but it is at the same time threatened by the commonwealth's current fiscal problems and by the pace of change within the university itself.

Executive management has made implementation of the Banner Student system a priority of the university, allocating appropriate levels of resources and communicating the importance of the project to the university community. It maintained that commitment even in the initial round of budget cuts required for the 2002-2004 biennium. That resolve will be tested, however, if the university is forced to make even more draconian cuts in its budget as a result of worsened fiscal circumstances at the state level.

Even as its budget has decreased, the university has continued to grow. Enrollment is up for the fall 2002 semester by almost 2,000 students and by almost 3,000 students when compared with the fall 2000 semester. Academic units are developing new programs. The Board of Visitors, Faculty Senate, and the Office of the Provost, among others, make decisions that have impacts throughout the university. Change comes from outside the university as well, particularly at the federal level, with new reporting requirements on international students and potential changes as a result of the 2004 reauthorization of financial aid. All of these changes put additional strains on the student services offices responsible for implementing the new Banner Student system.

If the university is forced to make further budget cuts for the 2002-2004 biennium, Banner Student resources are likely to be vulnerable. There are relatively few areas of the Banner Student budget in which we could make cuts

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for 2002-2003; the lion's share of that budget are contractually obligated software and consulting costs from SCT. If substantial cuts need to be made, the team will need to rethink the scope and the timeline of the project.

In general we identify as a risk the loss of either functional or technical members of our implementation team (see section 5 of this document). But there are two team members whose skills could not be readily replaced and who play pivotal roles in the implementation. We therefore identify their continued participation in the project as an assumption. Mary Esther Perry has been assigned as the Deputy Project Leader for Functional Areas. Her knowledge of the legacy system and business processes across the functional units is without peer and could not be replaced. She is viewed by both technical and functional stakeholders as a linchpin to a successful implementation. Likewise, Erik Melis is the only financial aid officer committed to the project. His loss would have severe impacts on the implementation of the financial aid module.

In a larger sense, however, we take the position that everyone on the implementation teams counts. A critical mass of participants from across the university is needed if we are to implement a system that accurately reflects who we are and what we do. If either the budget situation or competing requirements causes supervisors to lessen their commitment of staff to the Banner Student project, we threaten the success of the project.

The university must determine from the outset of the project whether it is able in a period of drastic budget cuts to commit the significant resources necessary to complete the implementation. If it is not, the team will work with the Executive Committee to determine how to limit the scope of the project and/or extend the timeline so that tasks more appropriately match the resources available.



3.2 Dependencies

3.2.1 Dependent Projects

<u>Project Name</u>	<u>Expected Completion Date</u>	<u>Reason for Dependency</u>
SEVIS: Interfaces between Universities and INS	1/1/03	New tracking requirements for International Students and visiting faculty
Web for Executives	12/31/04	Aggregated data for Executives
University Data Warehouse	12/31/04	The data warehouse currently is the source of official university data and SCHEV reporting
Document Imaging System	12/1/03	Images need to be integrated into Banner
Student Datamarts	12/31/04	Reporting requires static data
Space Management Database	3/31/03	Relies on organizational structure within chart of accounts
Infusion Implementation	9/1/03	Conversion of manual applications to electronic media
Reauthorization of Financial Aid	10/1/03	Changes may have to be made to Banner core modules during implementation
Common Origination and Disbursement (COD) changes in Financial Aid.	02-04	Changes will have to be made to the Banner core module during project team training and then again during the go-live period
Direct Loan Processing Issues	9/1/02 – onward	Additional changes to SIS as well as Banner

3.2.2 Dependent Products

<u>Product Name</u>	<u>Release Number</u>	<u>Release Dependency is Higher</u>	<u>Reason for Dependency</u>
Sequitur		No	Admissions uses for prospect management
EDI			
Document management system (Banner Extender Solutions)			Images need to be tied to Banner record?
CollegeNet or other electronic application web-based product			Electronic application process
Electronic payment (iPayment or some other product)			Validate and process credit card payments

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<u>Product Name</u>	<u>Release Number</u>	<u>Release Dependency is Higher</u>	<u>Reason for Dependency</u>
epos			Voice Response System
Photo ID System			Validate students
EdConnect			Downloads and Uploads of Data. Currently uses FTP to transfer files

3.2.3 Dependent Resources

Project Name	SCT Network Assessment – recommended network upgrades.
Expected Completion Date	
Reason for Dependency	Ensures that the network is adequate to handle the student and faculty load with the Banner applications.

3.2.4 Dependent Interfaces

Product Name	Academic Management Systems (AMS)
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	Tuition Payment Plans

Product Name	Tax Set-Off Tape to Richmond
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	Delinquent accounts from Parking Services and Account and Loan Management are sent to Richmond

Product Name	Housing Feeds - Cybound
Release Number	
Release Dependency is Higher	No
Reason for Dependency	Moves data from housing feed to Student System

Product Name	Information Services – phone directory and web directory
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	List students who don't have privacy flag set

Product Name	ITU Email Accounts System
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	GMU email account

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Product Name	Institutional Reporting Data Warehouse
Release Number	N/A
Release Dependency is Higher	No.
Reason for Dependency	The data warehouse is dependent on extracts from the core administrative systems. Student information is downloaded to the warehouse nightly. SCHEV and other official university reports are generated from this data. The state could impose new regulatory requirements during the period of this implementation.

Product Name	National Student Clearinghouse Extracts
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	One to record enrollment; one to record recent graduations.

Product Name	Credentials Extract
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	

Product Name	Printed Schedule of Classes
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	File sent to University Publications to create printed schedule. Web version also posted by University Publications.

Product Name	Graduation Intent report
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	Lists students eligible to apply to graduate. Banner may provide this report as part of the core application.

Product Name	Financial Aid SCHEV and FISAP reporting and other survey responses.
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	Needed for federally mandated reporting and analysis of financial aid data.

Product Name	Financial Aid Quality Control Queries/Downloads
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	Quality Control status requires analysis of applicant data.

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Product Name	Banner HR – Federal Work Study
Release Number	5.x
Release Dependency is Higher	No
Reason for Dependency	Needed to reconcile Financial Aid Awards with personnel expenses.

Product Name	Prior years' (02-04) data for Financial Aid
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	If old financial aid data is not converted, a mechanism must be in place to coordinate transactions between the IA IDMS records and the Banner records. Business processes for Summer 2004 aid must be analyzed carefully.

Product Name	T2: Parking Services Operations
Release Number	
Release Dependency is Higher	No
Reason for Dependency	Moves student name and address to T2.

Product Name	Voyager: Library System
Release Number	
Release Dependency is Higher	No
Reason for Dependency	Assigns students as patrons for library privileges.

Product Name	Aquatic System Interface
Release Number	
Release Dependency is Higher	No
Reason for Dependency	Moves students to Aquatic system for free access to facility.

Product Name	Student Health Interface
Release Number	
Release Dependency is Higher	No
Reason for Dependency	Interface between health system and Banner Student System.

Product Name	Schedule 25
Release Number	
Release Dependency is Higher	No
Reason for Dependency	Creates room assignments for class schedule

Product Name	Admit-M
Release Number	4.0
Release Dependency is Higher	No
Reason for Dependency	Admissions database for law school. Admitted applicants are currently manually entered by law admissions staff into SIS.



Product Name	dBASEIII
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	Orientation database. Staff downloads data daily on admitted applicants who have indicated their intent to enroll.

Product Name	Statisticard
Release Number	N/A
Release Dependency is Higher	No
Reason for Dependency	All University Card system. Uses student ID to extract name data.

4 Project Constraints

4.1 Project Dimension Grid

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

4.2 Constraint Details

The two primary constraints to the schedule are the academic year cycle and the condition of the legacy student information system. The timing of application, admission, registration, and financial aid packaging determine when Banner modules must go live. The age and capacity of the legacy system create a real sense of urgency for bringing the Banner Student system online.

The cost of the project is constrained by budget limitations and the need to comply with state laws. We are implementing the baseline version of Banner and are restricting modifications to the system as a means of holding down costs and staying within the project's budget.

The objective of the project is to create a system of the highest quality possible, within the constraints associated with scope, budget, and schedule. By restricting the project's scope to the baseline version of Banner, we are constraining one aspect of quality: functionality. While it is true that the baseline version of Banner offers the university significant new capability in the form of the self-service products, in some key areas—wait list and financial aid to name two examples—the university will initially lose some of the functionality that it takes for granted



in the legacy system. Furthermore, in order to meet schedule and budget requirements, it may be necessary to delay implementation of some components of the baseline product. During implementation it will therefore be critical to manage the expectations of users and develop new business processes when necessary to cope with loss of functionality. It will also be important to work with SCT and other institutions in the Banner community to press for enhancements to the Banner system that will better support our enterprise.

5 Risks

Risks have been categorized by both their probability of occurrence and their impact on the project.

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

We have also identified our approach to mitigating risk. These approaches include **Deflection** (transferring the risk to another party), **Control** (minimize the effect), **Retention** (accept the consequences), and **Avoidance** (reject the risk; do nothing).

If a risk escalates to a project issue, it will be dealt with according to procedures developed for the Patriot Project as a whole. They are described in Issue Management Procedures, available in DocuShare.

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Risk	Impact on Scope (S) Cost (C) Schedule (T) Quality (Q)	Probability of Occurrence (A)	Estimated Project Impact (B)	Weight B+A -1	Mitigation	Contingency
Mainframe fails	C,T	2	3	4	Control	Maintain a 24/7 maintenance contract; monitor the spare parts market; purchase a used CPU
Data conversion of existing data to SCT Banner is in error or is inadequate	S,C,T,Q	3	2	4	Control	Use the conversion tools supplied by SCT. Hire data entry clerks if manual entry is required.
Performance specifications are not met	C,Q	2	3	4	Control	Upgrade network and servers. Technical consultants to review, adjust and tune.
SCT Banner applications do not meet requirements for student, faculty, and administration needs	C, S,T,Q	2	3	4	Control	Evaluate business practices for possible changes. Evaluate cost of additional development vs. loss of functionality.
SCT consultant turnover	S,T,Q	2	2	3	Control	Monitor delivery of services and set objectives before execution of services
Failure to go-live to meet targeted dates	S,C,T,Q	1	3	3	Control	Change implementation schedule (monitored by Project Office). Add technical and functional consultants.
Some staff overlap on both ITU HR and Student implementations	S,T,Q	3	1	3	Control	Manage with implementation schedule or add consulting resources
GMU Functional Area turnover	S,C,T,Q	2	2	3	Control	Replace or re-assign duties within area
Limited GMU technical resources to support a complex implementation project	S,C,T,Q	2	2	3	Control	Hire additional resources
The hardware does not arrive or is not installed on time	C,T,Q	1	3	3	Control	Obtain temporary server
GMU technical resources lack ORACLE and SCT Banner expertise	S,C,T,Q	2	2	3	Control	Rely on SCT DBAs and consultants, training, as well as DBA support from Wayne State, ODU and VaTech, all whom have implemented the SCT Banner applications. Get additional training.
Lack of experience in deployment of multi-tier application	S,C,T,Q	2	2	3	Control	Rely on SCT to supplement engineering staff.
Availability of SCT Consultants	T,Q	1	3	3	Control	Confirm SCT Schedules
US Department of Education changes financial aid rules as a result of reauthorization	S,T,Q	2	2	3	Retention	Assign other technical staff to project so project staff can be redirected or accelerate implementation schedule if practical
Insufficient training space on Fairfax Campus to accommodate HR, Finance and Student	C,T,Q	2	2	3	Control	Space may be available on Prince William or Arlington Campus
GMU Implementation Team turnover	S,C,T,Q	2	2	3	Control	Appoint replacement from appropriate area
GMU technical staff turnover	C,T,Q	2	1	2	Control	Hire replacement or bring in temporary consulting support

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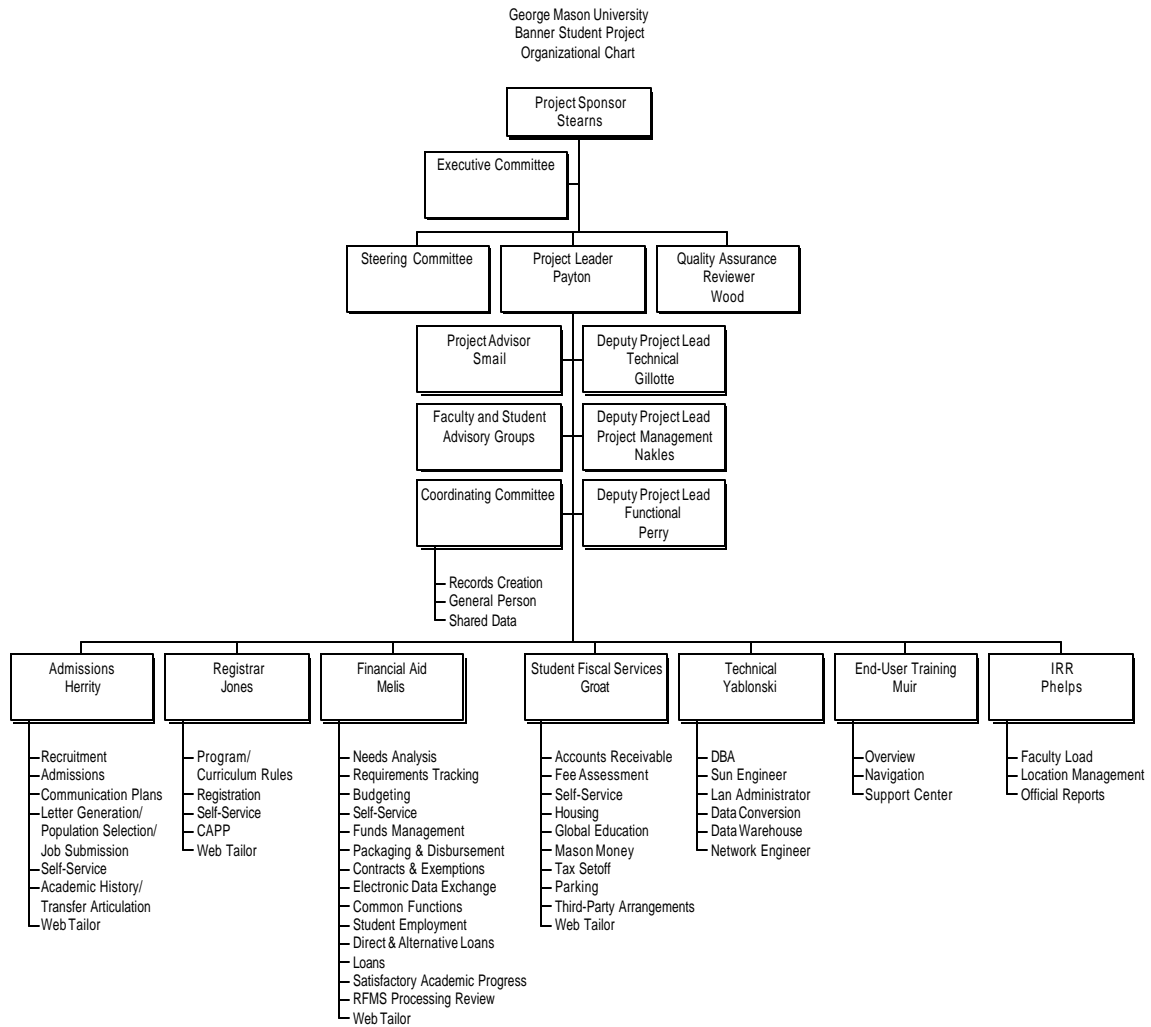


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Risk	Impact on Scope (S) Cost (C) Schedule (T) Quality (Q)	Probability of Occurrence (A)	Estimated Project Impact (B)	Weight B+A -1	Mitigation	Contingency
Policy and procedural decisions not made in a timely manner	S,T,Q	1	2	2	Deflection	Move decisions up a level, to Executive Committee or Sponsor
Desk top configurations for back-office users are not adequate	C,Q	2	1	2	Retain	Upgrade PCs
Aggressive project schedule, minimal slack between dependent tasks	T,Q	1	2	2	Control	Frequent project reviews
Interfaces with existing systems not complete on time	S,C,T,Q	1	2	2	Retention	Consultant resources
Legacy production problems in Student require technical staff reassignment	T,Q	1	2	2	Retention	Assign other technical staff
Subsequent analysis during the project will require the addition of significant requirements	S,C,T,Q	1	2	2	Retention	Involve as many stakeholders as possible throughout the process
Faculty expectations are not met	S,C,T,Q	1	2	2	Control	Involve faculty throughout the process
GMU Coordinating Committee turnover	Q	1	1	1	Retention	Replace or leave vacant
GMU Steering Committee turnover	Q	1	1	1	Retention	Replace or leave vacant
Dell systems failure	C,T	1	1	1	Control	Servers fully redundant
Sun database or web server failure	C,T	1	1	1	Control	Servers fully redundant
Applications will not be accessible by Mac users	C,T,Q	1	1	1	Control	Include a Mac in user testing.



6 Project Organization





6.1 SCT Services

SCT will provide committed services to support the university's implementation of SCT Banner software as detailed in Scope (section 1.2). These services include: Business Process Analysis, Technical Service Plan, SCT Banner Student Service Plan, SCT Banner Financial Aid Service Plan, and Conversion Assistance for Student and Financial Aid. There are 1,600 person-hours to be used no later than October 25, 2004.

6.2 Project Team

The first table is a high-level listing of the personnel who will be assigned to this project. Each resource on the project is listed here or in the Project Schedule. The Resource Type describes the responsibilities of the team members.

Resource Type	Name	Date Range When Resource is Needed
Project Sponsor	Peter Stearns	Project duration
Project Leader	Wendy Payton	Project duration
Deputy Project Leader – Technical	Carrie Gillotte	Project duration
Deputy Project Leader – Project Mgmt	Bob Nakles	Project duration
Deputy Project Leader – Functional	Mary Esther Perry	Project duration
QA Reviewer	Wm. Michael Wood	Project duration
SCT Project Manager	Marge DuFala	Project duration
SCT Account Consultant	Jim Dye	Project duration
SCT Consultant – Student	Dianne Louis	Project duration
SCT Consultant – Financial Aid	Audrey Clay	Project duration
SCT Consultant – BPAs	Anna Bennett	04/02 – 07/02

6.2.1 Admissions Team

Team Member	Responsibility	Phone Number	E-mail
Fran Herrity	Team Leader	703-993-2412	fherrity@gmu.edu
Roopa Hemanth	Deputy Team Leader	703-993-3344	rhemanth@gmu.edu
Donna Sneed	Functional	703-993-8007	dsneed@gmu.edu
Amy Snyder	Functional	703-993-3968	asnyder@gmu.edu
Marie Scanlon	Functional	703-993-1822	mscanlon@gmu.edu
Peggy Aldrich	Functional	703-993-2419	maldrich@gmu.edu
Larry Beatty	Functional	703-993-4587	lbeatty@gmu.edu
Sarah Husband	Functional	703-993-2404	shusband@gr.gmu.edu
Amy Takayama-Perez	Functional	703-993-2391	atakayam@gmu.edu

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Team Member	Responsibility	Phone Number	E-mail
Mark Sistek	Functional	703-993-2424	msistek@gmu.edu
Liz Boyen	Technical	703-993-3343	eboyen@gmu.edu
Gerri Nickle	Technical	703-993-3375	gnickle@gmu.edu
Donna Groat	Functional	703-993-3760	dgroat@gmu.edu
Erik Melis	Functional	703-993-2356	emelis@gmu.edu
Tracy Seffers	Functional	703-993-8372	tseffers@gmu.edu

6.2.2 Registrar Team

Team Member	Responsibility	Phone Number	E-mail
Susan Jones	Team Leader	703-993-2446	shjones@gmu.edu
Kathy Adcock	Deputy Team Leader	703-993-3379	kadcock@gmu.edu
Renate Guilford	Functional	703-993-2299	rguilfor@gmu.edu
Pat Hupalo	Functional	703-993-8015	phupalo@gmu.edu
Maureen Danforth	Functional	703-993-2111	danforth@gmu.edu
Nancy Dickerson	Functional	703-993-2470	ndickers@gmu.edu
Craig Herberg	Functional	703-993-2453	cherberg@gmu.edu
Joy Staulcup	Functional	703-993-2468	jstaulcu@gmu.edu
Tracy Seffers	Functional	703-993-8372	tseffers@gmu.edu
Colleen Bauer	Functional	703-993-2462	cbauer@gmu.edu
Marcy Reborchick	Functional	703-993-2463	mreborch@gmu.edu
Khoi Nguyen	Technical	703-993-3556	knguyen4@gmu.edu
Mihaela Enache	Technical	703-993-3544	menache@gmu.edu
Bobbie Fuller	Functional	703-993-1005	bfuller@gmu.edu
Donna Groat	Functional	703-993-3760	dgroat@gmu.edu
Erik Melis	Functional	703-993-2356	emelis@gmu.edu
Laura Phelps	Functional	703-993-8831	lphelps@gmu.edu

6.2.3 Financial Aid Team

Team Member	Responsibility	Phone Number	E-mail
Erik Melis	Team Leader	703-993-2356	emelis@gmu.edu
Mai Tran	Deputy Team Leader	703-993-3348	mtran7@gmu.edu
Bob Breen	Technical	703-993-3374	gbreen@gmu.edu
Susan Collins	Functional	703-993-3204	scollins@gmu.edu
Garth Gregor	Functional	703-993-2989	ggregor@gmu.edu
Donna Groat	Functional	703-993-3760	dgroat@gmu.edu
Ken Day	Functional	703-993-2637	kday@gmu.edu
Pam Michel	Functional	703-993-2661	pmichel@gmu.edu
Linda Hatcher	Functional	703-993-2646	lhatcher@gmu.edu
Mike Lay	Functional	703-993-2496	mlay1@gmu.edu

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Team Member	Responsibility	Phone Number	E-mail
Mindy Stawarz	Functional	703-993-2097	mstawarz@gmu.edu
Tsinwah Lee	Technical	703-993-3342	tleea@gmu.edu
Tracy Seffers	Functional	703-993-8372	tseffers@gmu.edu

6.2.4 Student Fiscal Services Team

Team Member	Responsibility	Phone Number	E-mail
Donna Groat	Team Leader	703-993-3760	dgroat@gmu.edu
Elaine Ehrlich	Technical	703-993-3364	eehrlich@gmu.edu
Rob Hopke	Technical	703-993-3399	rhopke@gmu.edu
Mike Lay	Functional	703-993-2496	mlay1@gmu.edu
Elaine Edwards	Functional	703-993-4014	pedward4@gmu.edu
Pat Irvin	Functional	703-993-2488	pirvin@gmu.edu
Pam Michel	Functional	703-993-2661	pmichel@gmu.edu
Linda Hatcher	Functional	703-993-2646	lhatcher@gmu.edu
Paul Barkett	Functional	703-993-2786	pbarkett@gmu.edu
Pete Mohle	Functional	703-993-2870	pmohle@gmu.edu
Cynthia Johnson	Functional	703-993-2714	cjohnsoc@gmu.edu
Joanne Cabe	Functional	703-993-4048	jcabe@gmu.edu
Erik Melis	Functional	703-993-2356	emelis@gmu.edu
Pam Novick	Functional	703-993-2110	pnovick@gmu.edu
Asawari Vartak	Technical	703-993-3345	avartak@gmu.edu
Joy Staulcup	Functional	703-993-2468	jstaulcu@gmu.edu

6.2.5 Technical Team

Team Member	Responsibility	Phone Number	E-mail
Barbara Yablonski	Team Leader	703-993-3376	byablons@gmu.edu
Belinda Taylor	Database Administrator	703-993-3346	btaylor3@gmu.edu
Pat Morgan	Sun System Engineer	703-993-3366	pmorgan@gmu.edu
Sandy Winter	LAN Engineer	703-993-3418	sandy@gmu.edu
John Creuziger	Data Warehouse	703-993-4160	jcreuzig@gmu.edu
Charlie Hofmann	Systems Integration	703-993-3425	chofmann@gmu.edu
Kathy Adcock	Conversions	703-993-3379	kadcock@gmu.edu
TBA	Network Engineer		

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6.2.6 End-User Training Team

Team Member	Responsibility	Phone Number	E-mail
Star Muir	Team Leader	703-993-2939	smuir@gmu.edu
Kathy Gillette	Support Center	703-993-8672	helpdesk@gmu.edu
Joann Wray	Technical	703-993-9018	jwray@gmu.edu
Marlys Shoup	Technical	703-993-3371	mshoup@gmu.edu
Sarah Husband	Functional	703-993-2404	shusband@gr.gmu.edu
Colleen Bauer	Functional	703-993-2462	cbauer@gmu.edu
Erik Melis	Functional	703-993-2356	emelis@gmu.edu
Donna Groat	Functional	703-993-3760	dgroat@gmu.edu

6.2.7 IRR Team

Team Member	Responsibility	Phone Number	E-mail
Laura Phelps	Team Leader	703-993-8831	lphelps@gmu.edu
John Creuziger	Technical	703-993-4160	jcreuzig@gmu.edu
Renate Guilford	Functional	703-993-2299	rguilfor@gmu.edu
Tim Corbett	Functional	703-993-2342	tcorbett@gmu.edu
Erik Melis	Functional	703-993-2356	emelis@gmu.edu
Kathleen Johnson	Functional	703-993-1497	kjohnson@gmu.edu



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6.3 Participating Departments/Third Parties

The core implementation team for the Banner Student project draws its members primarily from the Admissions, Registrar, Student Financial Aid, and Student Fiscal Services offices and the Information Technology Unit. Other departments, however, will also provide input to the process in targeted areas.

Department/Third Party Name	Responsibilities	Name (if known)
Housing and Residence Life	Participate in BPA, serve on Student Fiscal Services team	Paul Barkett
Academic Support and Advising Services	Participate in BPA, serve on Registrar Team	Nancy Dickerson
Orientation	Serve on Admissions Team	Amy Snyder
All-University Card Office (Photo ID, Mason Money)	Serve on Student Fiscal Services Team	Peter Mohle
Office of International Programs and Services	Participate in BPA, consult on admissions and registration issues	Cynthia Tasaki
Parking Services	Serve on Student Fiscal Services Team	Cynthia Johnson
Information Services (Phone Directory)	Serve on Registrar's Team	Bobbie Fuller
Sponsored Programs	Serve on Financial Aid Team	Garth Gregor
Intercollegiate Athletics	Participate in BPA, serve on Financial Aid Team	Susan Collins
Office of Continuing Professional Education	Serve on Registrar and Student Fiscal Services Teams	Maureen Danforth Pam Novick
College of Arts and Sciences	Serve on Admissions Team	Peggy Aldrich
School of Management	Serve on Admissions Team	Marie Scanlon
School of Information Technology and Engineering	Serve on IRR Team	Kathleen Johnson
Human Resources	Serve on Student Fiscal Services Team	Mindy Stawarz

6.4 Roles and Responsibilities

Project Sponsor (Peter Stearns)

- Demonstrates the organization's overall commitment to the project
- Communicates to the Executive Council the project's purpose and value
- Chairs the Executive Committee
- Approves the project's objectives, scope, and success criteria, and any changes to same
- Takes action when project progress is slowed due to reduced commitment
- Makes key project decisions
- Ensures timely resolution of issues affecting project success
- Approves resource levels

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Project Executive Committee (Peter Stearns, Maurice Scherrens, Linda Schwartzstein, Joy Hughes, Beth Brock)

- Reviews and approves Project Definition
- Assists Project Sponsor in the management of the project
- Ensures commitment of personnel
- Holds meetings as needed
- Takes management actions recommended by the Steering Committee as appropriate

Project Steering Committee (members listed on DocuShare)

- Reviews Project Definition at the beginning of project
- Ensures the project stays within its scope
- Reviews change requests and recommends action to the Executive Committee
- Holds monthly status meetings
- Promotes buy-in for change in affected departments
- Reviews policy issues as raised by the project team and makes decisions or recommends specific management actions as appropriate

Quality Assurance Reviewer (Michael Wood, Institutional Research and Reporting)

- Defines review work to be performed with guidance from the Project Advisor
- Conducts reviews at predefined checkpoints
- Reviews checklists prepared by the project team
- Reviews work documentation to assure it supports checklists
- Hold discussions with the Project Leader and with project team members
- Prepares reports to the Project Steering Committee

Project Leader (Wendy Payton)

- Sets priorities
- Recommends action to Steering Committee and Project Sponsor when project progress is slowed
- Drafts the project's objectives, scope and success criteria
- Organizes the project and reviews the project schedule
- Establishes relations with end users
- Assures project structure and reporting relationships are documented and understood
- Controls the project
- Summarizes periodic project status reports from team leaders

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- Identifies problems, develops solutions and recommends specific management actions
- Facilitates quality assurance reviews

Deputy Project Leads (Carrie Gillotte – Technical, Bob Nakles – Project Management, Mary Esther Perry – Functional)

- Works with Project Leader to organize the project
- Provides information necessary to control the project to the Project Leader
- Identifies problems, develops solutions and recommends specific management actions
- Performs risk analysis and records findings
- Drafts the project schedule
- Maintains project documents for quality assurance review
- Prepares periodic budget reports
- Ensures back-office functionality is maintained in the new system

Coordinating Committee (members listed on DocuShare)

- Establishes naming conventions
- Determines structure and layout
- Holds regular status meetings
- Communicates changes to affected departments
- Determines update and maintenance ownership assignments

Project Team Leaders (Fran Herrity, Admissions; Susan Jones, Registrar; Erik Melis, Financial Aid; Donna Groat, Student Accounts; Barb Yablonski, ITU; Star Muir, End-User Training; Laura Phelps, IRR)

- Organizes team to accomplish tasks assigned by SCT consultant
- Holds team meetings and ensures that minutes are kept
- Provides project status reports to Coordinating Committee
- Identifies problems, develops solutions, and recommends specific management actions

Project Advisor (David Smail)

- Guides project planning and reviews project schedule
- Anticipates problems and evaluates recommended solutions
- Counsels Project Leader on strategy
- Guides Project Leader and Deputy Project Leaders throughout project
- Counsels Quality Assurance Reviewer on review program



7 Project Approach

The project life cycle will be managed in four phases: definition, planning, implementation, and closeout. These phases are described briefly below. Other key elements of the approach to the project, such as communication plans and quality assurance reviews, are also discussed in this section.

7.1 *Define*

The Information Technology Unit, Provost's Office, SCT, and representatives of the Senior Vice President's Office collaborated on the definition of the Banner Student project prior to the signing of the contract between GMU and SCT. These groups discussed the university's needs for a new student administrative system, developed the broad outlines of the project's scope and resource needs, established targets for completing the project, and identified the leadership of the project and its governance structure. They determined that the university was ready to proceed to the planning phase.

7.2 *Plan*

The Banner Student project leadership consulted with the Banner Finance and HR project leadership during the planning phase. Banner Finance and HR had already established approaches to governance, communication, change management, and data standards that have applicability to the Banner Student Project. Moreover, one of the reasons for selecting the Banner product is that it integrates the finance, human resources, and student systems. We therefore chose to use a single Coordinating Committee to oversee both projects. The projects share implementation team members as well.

The Banner Student Project Leader and Deputy Project Leads identified the implementation teams and its Steering Committee. They enumerated the project's assumptions, identified risks, and developed success criteria, which are documented in this Project Definition. The Steering Committee and Executive Committee will review the Project Definition. The Executive Committee will approve the document, marking official approval to proceed to implementation.

SCT drafted a schedule and assigned consultants to the project. An orientation was conducted for implementation team members, and a kickoff event briefed the project's plans to the wider university community.



7.3 Implement

The university began the process of installing the hardware and software necessary to implement the Banner product during the Banner Finance and HR project. It will complete that process during the period of the Banner Student project.

For each of the applications to be implemented, the following activities will be executed. Please note that some of these activities will occur in parallel:

- SCT conducts an analysis of GMU business processes
- SCT trains project teams
- Project teams develop, test, and validate the business rules for the application
- Project teams convert the legacy system's data
- Project teams conduct full system testing
- Project teams train end users
- The application goes live

7.4 Closeout

At the conclusion of the project, the project leadership will conduct a post-implementation review to evaluate the implementation process and its deliverables. We will also draft a report summarizing results of the review and obtaining formal approvals for project deliverables.

Related projects will continue past the duration of the project defined in this document. As the Banner Student and Financial Aid products release new versions, the university will upgrade its system. The Patriot Project team members and the Coordinating Committee will continue to function to support the university and Banner.

7.5 Change Management

Refer to the Change Management (CM) Plan, available on DocuShare.

7.6 Documentation

The software was delivered with user and technical documentation that will be maintained through upgrade releases by SCT. It will be the university's responsibility to maintain and upgrade all modifications.



7.7 Communication

Project teams will report time by task to team leaders on a weekly basis. Team leaders will provide weekly status reports to Coordinating Committee.

The Coordinating Committee will meet weekly throughout the project's duration to report on progress and discuss implementation issues. This Committee will continue to meet beyond the duration of the project (at intervals to be determined) to discuss issues surrounding additional system features, functions, and training. The Deputy Project Leader or delegate will publish minutes from all committee meetings on DocuShare.

The Steering Committee will meet monthly or more frequently as needed throughout the project to review work, ensure the project stays within scope, and resolve policy issues and change requests or recommend action to the Executive Committee. The Steering Committee will represent the project in a manner that fosters buy-in for change in affected departments. The Deputy Project Leader or delegate will publish minutes from all committee meetings on DocuShare.

The Executive Committee will meet as needed throughout the project to resolve policy issues and change requests that are unresolved by the Steering Committee. The Project Sponsor will make the final decision on issues and change requests not resolved by the Executive Committee.

The project's web site will include up-to-date project information of interest to the university community, such as the project's organization, team and committee rosters, project schedule, upcoming events, and links to relevant web sites.

The Project Leader will conduct town hall meetings to update the university community on project progress and respond to questions. She will also meet with student and faculty advisory groups and other university interest groups as needed to solicit input on applications as they are developed. The Project Leader will report to the Project Sponsor weekly.

DocuShare with password protection will be used to distribute internal documents for the team and committees.

7.8 Measurement of Benefits

Several quantitative and qualitative measurements of benefits from the project will be taken and recorded to determine whether the goals and objectives of the



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project (section 1.3) have been met. Measurements identified at this time are listed in section 10.

7.9 Organizational Readiness

Organizational readiness activities evaluate whether departments outside the project team have the information and training they need to use the project deliverables. This evaluation is performed at each phase in the project life cycle to determine whether the organization is ready to proceed to the next phase.

7.10 Project Environment

Banner Student teams will collaborate in room 12 of the Pohick Module. An adjacent conference room also will be used for project activities. SCT consultants will occupy an office in the Pohick Module. The training room in West Building (room 142), with 18 trainee workstations, will be used for SCT-led training. Banner training will occur frequently throughout the project and will have first priority in the training room. Other conference rooms, as identified, also will be used for project meetings and training. The project will use DocuShare to store shared documents.

7.11 Quality Assurance

Quality Assurance (QA) will cover both project management and implementation activities.

7.11.1 Project Management Quality Assurance

Quality Assurance activities will ensure that:

- Project tracking is taking place
- Deliverable/milestones deadlines are met
- The communication plan is being followed
- Established change management standards are being followed

7.11.2 Implementation Activities Quality Assurance

GMU will review major plans, activities, events, and items for quality compliance. This compliance review will include:

- Adherence to standards, estimates, and timeframes.
- Completeness and clarity of required information.
- Determination and disposition of open or unresolved items.
- Timeliness of activities, events, and resolutions.
- Analysis of issues or problems.



- Recommendations for improvement to processes or activities.

7.12 Tracking

Periodic QA reports will be prepared and presented to the Project Leader and the Steering Committee. These reports will assess compliance with quality assurance standards and recommend, if needed, changes to processes or documentation.

7.13 Risk Management

Risks and contingency plans are identified in section 5. If a risk materializes, it will be escalated to a project issue or jeopardy. The Project Leader, along with Deputy Project Leads, manages issues and jeopardies through mitigating actions, which may include implementing contingency plans and allocating reserves.

8 System Requirements

8.1 Database Server Requirements

SCT, SUN, and George Mason collaborated to recommend an appropriate size for the database server to support Banner Student. They recommended the Sun Fire 4810 server, which provides the scalability, high performance, and reliability needed for mission-critical production applications.

8.2 Web Server Requirements

SCT supports Internet Native Banner on both Microsoft 2000 and Sun platforms. The ITU will conduct a study in 2002 to determine which platform will be used to support Banner Student production. Once this study has been conducted and the capacity needed for Banner Student has been documented, appropriate servers will be procured and installed.

For self-service products, additional Sun web servers (420R) will need to be procured to handle the proposed faculty and student load. ITU will conduct capacity studies during FY03 to determine how many servers will be needed.

8.3 PC Client Requirements

Because most administrative users will run Banner applications in addition to a host of other applications, we recommend that back-office users have a Windows PC with at least 300 Mhz and 128 MB RAM on their desktop.

SCT supports Internet Explorer and Netscape versions 4.0 and higher. The following versions are recommended:



- Internet Explorer 6.0
- Netscape 6.2
- Internet Explorer for the Mac 5.1"

8.4 SCT and 3rd Party, and Shareware/Freeware Product Requirements

Unknown at this time.

8.5 Developer Requirements

The Technical Team requires conversion scripts from SCT for Student and Financial Aid conversions and additional training in PL/SQL, unix scripting, and Pro*C.

8.6 Software Compatibility

No known issues at this time.

9 Project Deliverables

SCT will deliver software described in Scope (section 1.2), consulting described in SCT Services (section 6.1), and training as described in the Project Training Plan. GMU will deliver personnel, equipment, and space for the project.

10 Project Success Criteria

Several quantitative and qualitative measurements of project benefits will be taken and recorded to determine whether the goals and objectives of the project (section 1.3) have been met. The number of items listed will increase as the project progresses. At this time, the measurements to be evaluated include the following:

- In order to be “the innovative institution for the information society,” we need to align administrative functions with the university’s vision.
 - Students, faculty, and staff will be able to access web-based services 24/7, from standard browsers.
 - Students will be able to access and complete applications, registration, fee payment, and transcript requests in a web-based environment.



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- o Staff and faculty will be able to access and complete administrative functions (for example, degree audits and posting of grades) in a web-based environment.
- The student information system will support the university's efforts to attract the students it wants.
 - o Admissions and financial aid offices will have the means to identify, communicate with, and provide services to potential students in timeframes that increase the likelihood of converting prospects to applicants; applicants to admitted students; and admitted students to enrolled students.
 - o Transfer articulation will provide students with specific course equivalencies prior to the point of admission.
 - o Students will have electronic payment options.
 - o Students will be able to access student services on-campus and off-campus.
- The student information system will support the educational objectives of students and the institution.
 - o Pre-requisite checking will assist students in planning schedules and making decisions regarding the major area of study.
 - o Degree audit will assist students, faculty, and advisors in monitoring student progress.
 - o Flexible scheduling capabilities will allow the university to expand its program offerings.
- The student information system will support the university's efforts to manage administrative functions.
 - o System security will be supported.
 - o Reporting capabilities will support state and federal requirements.
 - o The Registrar's Office will be able to control who registers for classes, and when.
 - o The system will permit scheduling of classes outside the traditional term.
 - o The system will provide scheduling of classroom space on all campuses.
 - o The system will reliably implement university academic policies and procedures.



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- The student information system will support the university's planning efforts.
 - The system will support enrollment management, space management, and the budget process.
 - Academic units will be able to access information to support curriculum and schedule planning.
 - Reporting capabilities will support both the casual and sophisticated user.
- The project will establish an appropriate decentralized environment for end users.
 - The system will provide for faculty approvals and overrides.
 - Policies and procedures for data entry and maintenance will be established and documented.
 - Ongoing end-user training will be scheduled.
- The system will be stable and reliable.
 - The system will no longer reside on a mainframe.
 - Student and financial aid applications will be available as scheduled 98 percent of the time.
 - Software libraries and database tables will be backed up nightly.
 - Database audit records will be produced as scheduled 100 percent of the time.
- Data integrity and an audit trail will be ensured.
 - Student attributes will be reported accurately.
 - Common terminology will be established.
 - All transactions will be traced easily to an entry date and user ID.

10.1 Project Close Out Criteria

The following criteria must be met to close the project:

- All issues and action items have been completed and signed off.
- All required work products have been produced.
- All deficiencies have been logged and signed off.
- All quality assurance issues have been addressed.
- A project termination or cancellation statement exists.

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11 Approval to Proceed

The Executive Committee and Project Leader hereby approve this project:

Peter Stearns, Project Sponsor
Provost

Date _____

Joy Hughes
Vice President for Information Technology
and CIO

Date _____

Linda Schwartzstein
Vice Provost, Academic Affairs
Date _____

Wendy Payton, Project Leader
Director, Special Projects, Provost's Office
Date _____

Morrie Scherrens
Senior Vice President
Date _____

Elizabeth Brock
Assistant Vice President and Controller
Date _____

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Project Definition

Document History Revision Record

Number	Date and Sections	Author	Notes

12 Acronyms

Acronym	Description
BPA	Business Process Analysis
CM	Change Management
FERPA	Family Educational Rights and Privacy Act
GMU	George Mason University
INB	Internet Native Banner
INS	Immigration and Naturalization Services
ITU	Information Technology Unit
QA	Quality Assurance
SEVIS	Student and Exchange Visitor Information System