

BANNER PROJECT DEFINITION DOCUMENT

Chicago State University

Revised November 3, 1999

APPROVED BY
PRESIDENT

Dr. Elnora D. Daniel

DATE _____

THE ENCLOSED INFORMATION HAS BEEN DEVELOPED BY THE CHICAGO STATE UNIVERSITY
PROJECT TEAM FOR THE EXPRESSED PURPOSE OF DEFINING THE BANNER IMPLEMENTATION
AT CHICAGO STATE UNIVERSITY.

PROJECT DEFINITION DOCUMENT

The Project Definition Document contains the conditions surrounding the entire implementation. The document defines the rules of the implementation and *outlines the roles for those directly involved in the project during the life cycle of the implementation*. However, advances in the field of information technology occur rapidly; so this documentation will be updated as often as necessary. The document is used as the framework to the implementation. It defines the construct of several working committees whose responsibilities include the implementation of the application both technically and functionally to ensure that the critical business issues of Chicago State University are met.

PROJECT OBJECTIVES/CRITICAL BUSINESS ISSUES (CBI'S)

Project Objectives/Critical Business Issues are those issues that were the driving forces behind the purchase of software and services. The objectives of the project as described by the Chicago State University staff include:

General Objectives:

- Enhance student services through a single university-wide solution of integrated data bases;
- Automate the university's administrative services using new technology including HP hardware, UNIX, ORACLE Database, and the BANNER Student, Financial Aid, Finance, Human Resources, and Alumni Systems;
- Efficiently disseminate accurate and consistent information to faculty, staff and students;
- Uniformly apply university policies and procedures;
- Support of all administrative requirements for BANNER Student, Financial Aid, Finance, Human Resources, and Alumni Systems by the technical support team at Chicago State University.

Student:

- Admissions (Undergraduate & Graduate)
- Registration / Records
- Catalog / Schedule
- Examinations
- Student Support Services
- Accounts Receivable
- Facilities
- Housing

Financial Aid:

- Applicant Tracking
- Budgeting
- Funds Management
- Packaging
- Short Term Credit
- Student Employment
- EDE Processing

Finance:

- Chart of Accounts
- Accounts Receivable
- Accounts Payable
- Budget Development
- Sponsored Programs & Grants
- HR Interface

Human Resources:

- Biographic/Demographic Information
- Personnel/Payroll Administration
- Position Control Administration
- Benefit/Deduction Administration
- Time Entry/Payroll Processing
- Security

Alumni / Development:

- Constituent Information
- Organization Information
- Prospect Management Information
- Designation Information
- Solicitor Organization Information
- Campaign Information
- Pledge Information

PROJECT DESCRIPTION

The acquisition of the BANNER systems for Chicago State University was completed in January 1998. The Banner system will replace an IBIS system and FAS/APS (IA legacy systems) for Finance, ISIS (IA legacy systems) for Student and Financial Aid, a mainframe system (Acxiom) and manual processing for Human Resources, and a PC based system for Alumni financials (FUNDMASTER). The Banner system is running on HP-9000 hardware acquired in 1995 and several form servers acquired in 1999.

The primary objectives of the acquisition are to enhance services through a single university-wide solution of integrated databases and to automate manual processes.

Chicago State University has made a decision that whenever possible, policy changes will take priority over system modifications. Additional modifications (with the exception of those identified in the SCT contract) will need to be identified and presented to the Steering Committee for approval. System modifications are to be avoided wherever possible. Additionally, enhancement requests for the current system will be limited to critical Business needs as described in this document.

The implementation of the Banner system began in February 1995. Each module requires a Project Management Team composed of three teams including an Executive Committee, Steering Committee, and Project Manager / Project Team. *see CSU Implementation Team Structure Chart*. The implementation plan proposes to have all the major BANNER systems in production by December 2000.

The BANNER systems to be implemented include:

Student – Live since Fall 1996.

Financial Aid – Live since Fall 1996.

Finance – Live since July 1, 1999.

Human Resources – Live since October 31, 1999.

Alumni – This project has been scheduled to begin in June 2000.

PROJECT BENEFITS

Project benefits are the noteworthy results of the implementation that will provide an improvement to Chicago State University. Project benefits include the system enhancements as well as people skills derived. The Project Benefits include:

- Development of documented procedures;
- Wider dissemination of university policy;
- Opportunity to review processes and policies that have been in place for a long time with the prospect for improvement;
- Improved communication and cooperation between departments;
- Autonomy from a centralized system to be able to customize Chicago State University's needs within its own administrative computing system.

PROJECT SCOPE

The project scope defines the boundaries and limits of the project:

At Chicago State University, the implementation of the BANNER systems began in February 1995. The plan is to have all the major BANNER systems in production by December 2000.

The systems to be implemented are BANNER Student, Financial Aid, Finance, Human Resources, and Alumni. Additionally, ad hoc reporting and required application reports for each major system are considered to be within the scope of these projects.

PROJECT ASSUMPTIONS

Assumptions are suppositions that must be agreed to in order to guarantee success of a project. The following represents assumptions made for the implementation of the BANNER system.

- Assignment of project personnel will remain intact until the completion of the project;
- All communication will follow the hierarchy depicted in the Project Organization Chart and the prescribed Administration Procedures;
- The Project Manager and Project Team members will communicate with other Chicago State University staff to ensure the dissemination of project related information to all impacted;
- BANNER system modifications will be documented as specified in the Change Procedures section of the Project Administration section;
- Technical Resources will be appointed and required to support the project during the implementation phase and beyond. The appropriate hardware requirements will be in place during the training and implementation period for access to the BANNER system to support the activities necessary to ensure a successful migration from any legacy systems.

PROJECT ISSUES

Project Issues include those issues that could delay or have an impact on the project implementation. Project issues are ranked by priority and normally require upper management resolution. At the onset of the Project Definition phase, known issues will be recorded. These issues will be updated and new ones added and prioritized as they arise. Current issues include:

- Data clean-up and the implementation of data standards;
- Identification of a plan to add key technical personnel (e.g. a Data Base Administrator) who may have a direct impact on the success of the implementation. Delays in appointing technical resources can affect the implementation time frames.

IMPLEMENTATION APPROACH

The implementation approach describes the manner in which the system will be implemented.

Student, Accounts Receivable, and Financial Aid – These modules have been on-line since 1996.

Finance and Human Resources - SCT and the Implementation Team will discuss CSU policies and procedures. Diane Conatser will build the rule and validation tables. The Implementation Team will be trained on an aspect of the system. They will review the rules and validation tables and make refinements to the design of the prototype based on what they have learned. Once the prototype is built, tests will be performed to ensure the validity and completeness of the setup. Data entry for all CSU employees will be completed. A full parallel test will be performed to ensure the completeness and accuracy of all data in the system. Production of paychecks for the first payroll of the fiscal year will begin October 31, 1999. Banner system reports will be generated by the technical support personnel of the Information Technology Division.

The Alumni/Development System - Will go live by December 2000. Details on project start, and expected production date need to be established at a future date. Preliminary project plans will be discussed in November – December 1999. The other systems are not dependent upon this module and it will not affect their proposed live dates.

Four project teams (Student, Financial Aid, Finance, and Human Resources) have been appointed to perform the detailed implementation tasks required. Work teams have been created as required to assist team members in the performance of these tasks.

PROJECT DELIVERABLES

Project deliverables is a list of the work products that are to be produced during the project. Deliverables are usually limited to tangible documents or materials produced during the implementation by either Chicago State University or SCT. The project plan contains the deliverable target dates and responsible parties.

Project Deliverables or Work Documents for this project will include:

	<u>Responsibility</u>
• Project Definition Document	Earl Johnson
• Project Administration Procedures Document	Earl Johnson/SCT
• Project Plan	Dr. Jesse Wang/SCT
• Project Budget	Dr. Jesse Wang /Alan Robertson
• Business Practices Document	CSU Functional Team
• Solutions Requirements Document	
• Hardware/Software Installation	Information Technology Division
• Education Plan	CSU Functional Team/ITD
• Security Plan	CSU Functional Team/ITD
• Connectivity Plan	Information Technology Division
• Functional Specification Design	SCT/CSU Functional Teams
• Sub-system/Interface Specifications	CSU Functional Teams
• User Procedures - Format & Guidelines	CSU Functional Teams
• User Procedure Manuals	CSU Functional Teams
• Test Plan	CSU Functional Teams / ITD
• Data Conversion Plan	CSU Functional Teams
• Verification Plan	CSU Functional Teams

Forms Design	CSU Functional Teams/ITD
Reports Design	CSU Functional Teams/ITD
• User Training Plan	CSU Functional Teams
• User Training Materials	CSU Functional Teams / ITD
• Operations Manual	CSU Functional Teams
• Acceptance Test Documentation	
• System Review Document	CSU Functional Teams/ITD

TEAM CHARTERS

Team Charters describe the roles played by members of teams or groups that are involved in the implementation process.

BANNER Project Teams

The BANNER Project Teams, for the purpose of this document, are defined by the roles they will play in the implementation of all the BANNER application software.

THE EXECUTIVE COMMITTEE:

The Executive Committee will be responsible for making all critical decisions regarding the use of the application software. This is required because the scope of the BANNER system will be university-wide in all academic and administrative areas. The committee's knowledge of the university's goals along with the responsibility for guiding the project will prevent prolonged disagreements and promote efficient progress toward the desired result. Due to the importance of the role the BANNER system will play in advancing the mission of the university, Dr. Elnora D. Daniel, President of Chicago State University, Chief Executive Officer, will serve as the Chairman of the executive committee.

The EXECUTIVE COMMITTEE will:

- Make policy decisions within their authority;
- Oversee the overall implementation of all systems;
- Expedite decisions and issue directives;
- Approve priorities established by the Steering Committee;
- Approve the allocation of resources.

The EXECUTIVE COMMITTEE Construct:

EXECUTIVE COMMITTEE

Dr. Elnora D. Daniel – CSU President and Chair

Dr. Linda Petty – Special Assistant to the President for Planning, Research and Sponsored Programs

Mr. Sid Moore – Executive Vice President for External Affairs

Dr. Avan Billimoria - Provost and Vice President for Academic Affairs

Dr. Michael Battle – Vice President for Student Affairs
Dr. Jesse Wang - Chief Information Officer

The President and Chief Executive Officer will:

- Approve the Banner project budget;
- Approve policy decisions;
- Attend the Executive Committee meetings to provide project leadership.

THE STEERING COMMITTEE:

Policy decisions affecting the use of the BANNER software must be approved by the Steering Committee. Policy decisions affecting the implementation of the software will be made in a rapid and efficient manner. Delays in making decisions or reporting solutions to other committees will impact the timeline of the implementations. Project issues will be addressed as part of the scheduled meetings. The Steering Committee meetings will be scheduled in advance and their time and location noted. Project issues that need to be addressed and resolved will be submitted in advance by the Project Teams. The Steering Committee will provide the platform and necessary infrastructure for the BANNER system. Due to the importance of information technology in achieving the university's goals, Dr. Jesse Wang, Chief Information Officer of Chicago State University, will serve as the Chair of the Steering Committee.

The STEERING COMMITTEE will:

- Make policy decisions within their authority;
- Oversee the overall implementation of all systems;
- Expedite decisions and issue directives;
- Approve priorities established by the Project Manager / Implementation Teams;

The STEERING COMMITTEE Construct:

STEERING COMMITTEE

Dr. Jesse Wang - CSU CIO and Chair
Earl Johnson – Banner Project Manager
John Meehan - Controller
To be assigned – Director of Financial Aid
Alan Robertson – Director of Financial Affairs
Sandra Ragan – Director of Human Resources
Dr. Jane Brown – Director of Alumni
Romi Lowe – Director of Enrollment Services
Lois Davis - Registrar

The Chief Information Officer will:

- Maintain the Banner project budget for the President;

- Approve invoices from vendors;
- Attend the Executive / Steering Committee meetings to provide project information.

THE PROJECT MANAGER:

The Project Manager is responsible for directing all implementation efforts and ensuring the participation of key individuals for the duration of the project. Issues raised by the Implementation Teams will be documented, prioritized, and brought to the attention of the Steering Committee for resolution. The Project Manager will coordinate matters of policy between the Implementation Teams and the Steering Committee. Earl Johnson has been appointed Project Manager.

The Project Manager will:

- Provide information to the Implementation Teams;
- Facilitate Implementation Team meetings;
- Ensure that issues not resolved by the Implementation Teams and the Project Management Team are documented and prioritized.

Banner Implementation Teams

Four BANNER Implementation Teams have been formed – one for each of the major BANNER systems being implemented. The Implementation Team Charter identifies the individuals' roles and responsibilities during the implementation of the new application software.

Each Implementation Team is the primary liaison between all groups involved in the implementation. It will be responsible for assuring compliance with SCT, monitoring schedules, and directing issues toward resolution. The Implementation Team will serve as liaison to other constituencies and will ensure proper attendance of non-implementation personnel at implementation meetings when required.

The Implementation Team Leader will be the chairperson and facilitator for the Implementation Team. Each Implementation Team member will play an active role in research and input to the Implementation Team decisions and recommendations. Each team member will also be a member of each Work team. He/she will have responsibility for implementation tasks and deliverables that are assigned.

The Implementation Team will:

- Develop tasks and assign responsibilities for the Work Teams;
- Review problems and issues then make recommendations to the Executive/Steering Committee when necessary;
- Maintain communication among and between team members and the rest of the user community;

- Ensure the completion of major tasks (Forms, Data Base Definitions, Procedures, End User Training, Interfaces, Security, Conversion/Testing, Reports, Other);
- Make decisions by consensus;
- Attend the System Education provided by SCT;
- Provide status reports to the Executive and Steering Committees.

Qualifications for Implementation Team Members:

- Detailed knowledge of their implementation area;
- Ability to work as a team and interact regularly to accomplish specific tasks;
- Committed to and involved in clear, shared goals;
- Ability to freely express themselves and participate in discussions and decisions without fear of negative consequences;
- Ability to value and listen to each and every other member of the team;
- Open to volunteering when leadership needs arise;
- Ability to lend support to all final decisions.

Implementation Team Construct:

STUDENT:

Creola Rigsby – User Coordinator Student Administration System, Project Leader
Rege Ryan-Smith – Academic Support
Bob Simutis – Academic Support / Evaluations
Ellie Sullivan – Academic Support / Examinations
Emma Johnson – Accounts Receivable
Comella Smith – Continuing Education
John Martinez – Enrollment Services / Admissions
Annette Hartmann – Enrollment Services / Course Scheduling
Roni Barnes – Enrollment Services / Records & Registration
Lois Davis – Enrollment Services / Registrar
Sue Ford – Faculty Advisor
Laurie Walter – Faculty Advisor
Anitra Ward – Graduate Studies
Lloyd Brown – Location Management
Kim Murchison – Residence Life
Lisa Young – Wellness Center
Romi Lowe – Director Enrollment Services
Helen Jackson – Technical Support
Louise Williams – Finance
Gary Wolfe – Financial Aid

Liz Ortiz – Hispanic Affairs
Alicia Dace – Human Resources
To be assigned – Institutional Research
Jennifer Woods – Office of the Provost
Larry Sondler – Teacher Certification

FINANCIAL AID:

Gary Wolfe – System Coordinator, Project Leader
Anthony Siola – Work Study Coordinator
Brenda Hooker – Associate Director Advisors

FINANCE:

Alan Robertson – Director of Financial Affairs, Project Leader
Emma Johnson – Accounts Receivable
John Meehan – Security and Approvals & Chart of Accounts
Johnnie Barker – Charge Backs & Accounts Payable
Alicia Dace – HR Interface
David Sevier – Budget Development
Curtis Wright – Sponsored Programs & Grants
Dee Woods - Purchasing

HUMAN RESOURCES:

Sandra Ragan - Director of Human Resources, Project Leader
Terri Gibbs – Coordinator of Faculty Records
Vera Jenkins – Benefits Manager
Seretha Robinson – Coordinator of Employment
Ray Adamore – Coordinator of Civil Service Classification, Wage and Salary
Paul Steinbach – Asst. Vice President Academic Personnel and Contract Administration
Alicia Dace – Payroll Supervisor
Cathy Anderson – Director of Budgets

ALUMNI / DEVELOPMENT:

Dr. Jane Brown – Director of Alumni, Project Leader
<< Project Team Member >>
<< Project Team Member >>
<< Project Team Member >>
<< Project Team Member >>

Work Teams

The Work Team Charter defines the responsibility of individuals providing a specific task as part of the implementation process.

Work Teams are established, as needed, to perform specific activities in the implementation plan. The members of the Work Teams are responsible for providing information to the Implementation Team and assisting them in making decisions, as well as recommending overall solutions.

The chairperson of a Work Team is a member of the Implementation Team and will be accountable to the Implementation Team. Work team members are accountable to the chairperson of their work team.

Chicago State University has made a decision to form work teams and recruit others from other areas as needed.

The Work Teams will:

- Complete an Operations Analysis including work flows, input forms, output forms, reports;
- Define and test User Procedures for their area;
- Develop Policies and Procedures Manuals in accordance with the standards defined by the Implementation Team;
- Provide research support for issue and problem resolution as directed by the Implementation Team;
- Assist in the definition and design of the conversion plan and strategy;
- Validate converted data owned by their areas.

Work Team Construct:

STUDENT:

Admissions:

John Martinez – Enrollment Services / Admissions, Team Leader
Anitra Ward – Graduate Studies

Registration / Records:

Lois Davis – Enrollment Services / Registrar, Team Leader
Roni Barnes – Enrollment Services / Records & Registration
Anitra Ward – Graduate Studies
Laurie Walter – Faculty Advisor

Catalog / Schedule:

Annette Hartmann – Enrollment Services / Course Scheduling, Team Leader
Lois Davis – Registrar
Sue Ford – Faculty Advisor

Examinations:

Ellie Sullivan – Academic Support / Examinations, Team Leader

Student Support Services:

Bob Simutis – Academic Support / Evaluations, Team Leader
Janine Harrison – Academic Support
Rege Ryan-Smith – Academic Support

Accounts Receivable:

Emma Johnson – Accounts Receivable, Team Leader
Lois Davis – Registrar
Annette Hartmann – Enrollment Services / Course Scheduling

Facilities:

Lloyd Brown – Location Management, Team Leader
Annette Hartmann – Enrollment Services / Course Scheduling

Housing:

Kim Murchison – Residence Life, Team Leader

FINANCIAL AID:

Applicant Tracking:

Gary Wolfe – System Coordinator, Team Leader

Budgeting:

Gary Wolfe – System Coordinator, Team Leader

Funds Management:

Gary Wolfe – System Coordinator, Team Leader

Packaging:

Gary Wolfe – System Coordinator, Team Leader

Short Term Credit:

Brenda Hooker – Associate Director Advisors

Student Employment:

Anthony Siola – Work Study Coordinator, Team Leader

EDE Processing:

Gary Wolfe – System Coordinator, Team Leader

FINANCE:

Chart of Accounts:

John Meehan – Internal Auditor, Team Leader
Curtis Wright – Sponsored Programs
Alan Robertson – Director Financial Affairs
David Sevier – Budget
Carol Nowak – Systems & Procedures Manager

Jamshaid Nasim – Budget Analyst
Sharon Young – Financial Affairs
Johnnie Barker – Accounts Payable
William Ross – Information Technology

Accounts Receivable:

Emma Johnson – Bursar, Team Leader
Traci Berry – Cash Disbursements
Louise Williams – Financial Affairs
John Meehan – Internal Auditor
Creola Rigsby – User Coordinator Student
Lois Davis - Registrar

Accounts Payable:

Johnnie Barker – Accounts Payable, Team Leader
Traci Berry – Cash Disbursements
Juanita Cruz – Internal Auditor

Budget Development:

David Sevier – Budget Analyst, Team Leader
Sharon Young – Financial Affairs
Johnnie Barker – Accounts Payable
Curtis Wright – Sponsored Programs

Sponsored Programs & Grants:

Curtis Wright – Sponsored Programs, Team Leader
Brit Ellison – Child Care Center
Jamshaid Nasim – Budget Analyst

HR Interface:

Alicia Dace – Payroll Manager, Team Leader
Tony Siola – Financial Aid
Sandra Ragan – Director Human Resources
Jamshaid Nasim – Budget Analyst
Carol Nowak – Systems & Procedures Manager
Curtis Wright – Sponsored Programs
David Sevier – Budget Analyst
Earl Johnson – Information Technology

Purchasing:

Dee Woods – Purchasing, Team Leader
Traci Berry – Cash Disbursements
Juanita Cruz – Internal Auditor
Johnnie Barker – Accounts Payable
Xia Wang – Information Technology

Charge Backs:

Johnnie Barker – Accounts Payable, Team Leader
Fannie Purnell – Financial Affairs

Security & Approvals:

John Meehan – Internal Auditor, Team Leader
Ken Grabarek – Internal Auditor
Deborah Weatherspoon – Information Technology

End User Group:

Alan Robertson – Director Financial Affairs, Team Leader
Johnnie Barker – Accounts Payable
John Meehan – Internal Auditor
Sharon Young – Financial Affairs
Ken Grabarek – Internal Auditor
Xia Wang – Information Technology

HUMAN RESOURCES:

Faculty Records:

Terri Gibbs – Coordinator of Faculty Records, Team Leader
Vernor Bolden – Human Resources Assistant

Benefits:

Vera Jenkins – Benefits Manager, Team Leader
Vanessa Cook – Human Resources Assistant

Employment:

Seretha Robinson – Coordinator of Employment, Team Leader
Loretta Papan – Human Resources Assistant

Civil Service Classification:

Ray Adamore – Coordinator of Wage and Salary, Team Leader

Payroll:

Alicia Dace – Payroll Supervisor, Team Leader
Lorelei Mays – Assistant Payroll Supervisor

Budget:

Cathy Anderson – Director of Budgets, Team Leader
Jose Faria – Budget Analysis
Linda Kemp – Administrative Secretary

Contract Administration:

Paul Steinbach – Asst. Vice President Academic Personnel and Contract Administration, Team Leader
Gail Cannon – Administrative Assistant Academic Affairs

Phyllis Ward – Administrative Assistant Faculty Records

ALUMNI / DEVELOPMENT:

Constituents:

<< Work Team Leader >>
<< Work Team Member >>

Organizations:

<< Work Team Leader >>
<< Work Team Member >>

Prospect Management:

<< Work Team Leader >>
<< Work Team Member >>

Designations:

<< Work Team Leader >>
<< Work Team Member >>

Solicitor Organizations:

<< Work Team Leader >>
<< Work Team Member >>

Campaigns:

<< Work Team Leader >>
<< Work Team Member >>

Pledges:

<< Work Team Leader >>
<< Work Team Member >>

ROLE OF INDIVIDUALS

Several Chicago State University individuals as well as consultants from SCT will be required to perform specific functions during the implementation. The following represents functional titles and associated tasks that have been assigned to personnel. They include the Chicago State University Project Management Team Chairperson, the SCT Region Manager, the SCT Project Leader, and the SCT Account Consultant.

SCT Engagement Managers – Mr. Keith Weaver is the SCT Region Manager. Ms Judy Miller is the SCT Account Consultant for Chicago State University.

The SCT Engagement Managers will:

- Assist in developing a high level implementation plan for the Chicago State University project;

- Provide SCT resources as specified in the license agreement and manage the SCT resources assigned to the implementation;
- Provide additional support when required;
- Interact with the implementation team as required.

SCT Project Leader - SCT consultants will be appointed as Project Leaders for the application system.

The SCT Project Leader will:

- Provide status reports to the Chicago State University Project Leader;
- Review the Project Plan and recommend adjustments as necessary;
- Provide application specific training and consulting;
- Build the prototype database and perform initial testing;
- Request and schedule additional SCT resources as required.

SCT Project Leaders that have been assigned are:

- James Kennelly for the Financial Aid Project;
- Lee Teasley for the Student Project;
- Chris Anderson for the Finance Project;
- Diane Conatser for the Human Resources Project
- To be assigned for the Alumni Project

SCT Application and Technical Specialists - Several SCT consultants, including Michael Bennett, will be assigned as needed to the Chicago State University projects. Each will have specific application knowledge and will be responsible for performing specific tasks requested by the SCT Project Leaders.

The SCT Application and Technical Specialists will:

- Perform installation review, training or consulting as requested by the SCT Project Leader;
- Provide trip reports to the SCT Project Leader at the completion of each assigned Chicago State University visit or task.

Chicago State University Implementation Team Leader - An Implementation Team Leader is assigned to each major System Implementation Team. The Implementation Team Leader is a task master responsible for the execution of technical and functional tasks as well as the administration of the implementation. The Implementation Team Leader will see that the needs of the institution as a whole are met.

The Implementation Team Leader will:

- Have institutional knowledge of current applications;
- Support the project definition and administrative guidelines;
- Understand the critical business issues affecting the application;
- Ensure proper implementation support from the application area under his domain;
- Monitor work team activities related to the application;
- Facilitate project meetings;
- Ensure that issues not resolved by Implementation Teams are documented and raised to the Executive/Steering Committee for resolution;
- Forward Change Requests to the appropriate office (Information Technology Division).

Quality Reviewer – For Chicago State University, the Banner Project Manager, Earl Johnson, will be the Quality Reviewer. The Quality Reviewer is responsible for performing reviews of the implementations to ensure that project progress is satisfactory.

The Quality Reviewer will:

- Ensure adherence to the implementation methodology;
- Challenge the project approach;
- Review project outputs/work documents;
- Review the project plan;
- Provide Quality Review Reports to the President's Cabinet.

RISK ASSESSMENT STATEMENT

Risk assessment is an event that helps identify the areas of the project that are vulnerable. Risk assessment forces the project personnel to understand project risks involved and to question assumptions on which the plan is based.

Risk management is the process of managing the areas of exposure in the project. Risk management is accomplished by anticipating the possible areas where the project may be vulnerable and proactively strategizing ways to manage the risk. One way to manage risk is through Quality Review Visits which ensure adherence to the implementation methodology, challenge the project approach and review project outputs and work documents. Procedures for Quality Reviews are included in the Project Administration Procedures Document.

PROJECT ADMINISTRATION PROCEDURES

The Project Administration Procedures Section of the document describes and defines the administrative processes to be employed during the project. It contains decisions regarding meetings (frequency, agenda formats, reporting, etc.), how issues will be resolved, how problems will be resolved, how change will be managed, and how reviews will be conducted. It is a dynamic document subject to change as required. The administration guidelines will:

- promote commonality in approach to communication
- alleviate misunderstandings
- identify expectations of people and groups
- serve as the project guidelines for new members joining the project

The Administration Procedures Section will include:

- meeting schedule parameters
- issue resolution procedure
- problem resolution procedure
- change request procedure

Chicago State University has agreed to employ the following procedures during the implementation of the Banner system.

MEETING SCHEDULE PARAMETERS

Meeting schedule parameters represent the standard times and locations of all project related meetings (Executive Committee, Steering Committee, Implementation Team, Work Team, other).

The following Meeting Preparation Checklist and Meeting Notification Form will be used when preparing for any formal meeting with regard to the implementation.

MEETING PREPARATION CHECK LIST

MEETING ITEMS:	<u>YES</u>	<u>NO</u>
Is the Meeting Objective stated in the Agenda?	_____	_____
Is the Expected Outcome identified in the Agenda?	_____	_____
Are the Meeting Patterns stated in the Agenda?	_____	_____
Location	_____	_____
Time	_____	_____
Duration	_____	_____
Time Allocation	_____	_____
Have the meeting participants been identified?	_____	_____
Have the participants been notified?	_____	_____
Presenter(s)	_____	_____
Project Implementation Participants	_____	_____
Additional Attendees	_____	_____
Is the start and ending time stated in the agenda?	_____	_____
Has a Scribe been assigned?	_____	_____
Include Name: _____		
Has a Facilitator been identified?	_____	_____
Include Name: _____		
Has a minute distribution list been prepared?	_____	_____

FACILITY PREPARATION:	<u>YES</u>	<u>NO</u>
Has a location been identified and reserved?	_____	_____
Has an alternative location and time been identified?	_____	_____
Has equipment been arranged for this presentation?	_____	_____
Overhead Projector	_____	_____
Flip chart	_____	_____
Data Show	_____	_____
Screen	_____	_____
Terminals	_____	_____
Outside Line	_____	_____
Other Special Equipment or needs	_____	_____

MEETING NOTIFICATION FORM

DATE: <Date notice sent>
TO: <Group Name>
FROM: <Group Chair>
SUBJECT: <General Direction Statement>

This memo is to inform you of the following meeting:

WHEN: _____
WHERE: _____
TIME: _____
PURPOSE: _____

AGENDA ITEMS AND SCHEDULE TIME ALLOCATION:
<List meeting topics and time estimates>

PREPARE TO DISCUSS AND TAKE ACTION:
<State course of action if any>

PRESENTER:
<Name the presenter or guest speaker>

ARTICLES TO BRING TO MEETING:
<List articles to bring to the meeting>

ADDITIONAL AGENDA ITEMS:
If there are any other items to be added to the agenda, please report them to me by: _____ for inclusion.

DISTRIBUTION LIST:
<List project implementation team members and additional attendees>

ISSUE RESOLUTION PROCEDURE
(sample)

PURPOSE

The Issue Resolution Procedure describes how an issue is to be recorded, tracked and resolved. *An issue, generally, involves a Policy decision.*

INITIATION

A written or electronic Issue Resolution Form must be submitted to report an issue to the Implementation Team. The form can be submitted by any Implementation Team or Work Team member or any person affected by the implementation. When submitting an issue, it is essential that the submitter consider what impact the issue has on the project, when a resolution is required and alternative solutions.

TRANSMITTAL

All requests must be sent to the Project Manager.

REVIEW

All Issue Resolution Forms will be reviewed by the Implementation Team during their team meetings. The Implementation Team will assign a responsible party as appropriate to each issue for resolution. If the Implementation Team determines that the resolution warrants a Change Request, the Implementation Team will be responsible for submitting the Change Request to the Steering Committee for review and approval.

TRACKING

Issues will be logged with an assigned Issue Number and Priority. The Project Manager will be responsible for the maintenance of the Issue Resolution Log. Updates on the status of issues will be made at each Implementation Team meeting.

ISSUE RESOLUTION FORM

ISSUE #: _____
PRIORITY: _____

ISSUE TITLE: _____

SYSTEM/SUB-SYSTEM: _____

DEPENDENCIES: _____

DESCRIPTION: _____

ALTERNATIVE SOLUTIONS:

RECOMMENDATIONS:

RESOURCES AND EFFORT ASSOC. WITH SOLUTION _____

FINAL RESOLUTION:

SUBMITTED BY: _____ DATE: _____

DATE RESOLUTION REQUIRED: _____

ASSIGNED BY: _____ DATE: _____

APPROVED BY: _____ DATE: _____

(sample)

PURPOSE

The Problem Resolution Procedure is to record, track and solve project problems. *Problems, generally, involve system defects, questions, or user procedures.* Examples are:

- Situations that are hard to understand
- Differences between actual and expected outcomes
- Differences between functional approaches
- System malfunctions

INITIATION

A written or electronic Problem Resolution Form must be submitted to report an issue to the Implementation Team. The form can be submitted by any Implementation Team or Work Team member or any person affected by the project. When submitting a problem, it is essential that the submitter consider when a solution is required and alternative solutions.

TRANSMITTAL

All requests must be sent to the Project Manager.

REVIEW

All Problem Resolution Forms will be reviewed by the Implementation Team during their team meetings. The Implementation Team will assign a responsible party as appropriate to each problem for resolution. If the Implementation Team determines that the resolution warrants a Change Request, the Implementation Team will be responsible for submitting the Change Request to the Executive Committee for review and approval.

TRACKING

Problems will be logged with an assigned Problem Number and Priority. The "Documentation Specialist" will be responsible for the maintenance of the Problem Resolution Log. Updates on the status of problems will be made at each Implementation Team meeting.

PROBLEM RESOLUTION FORM

Problem No.: _____
Priority: _____

REPORTED BY:

Name: _____ Date: _____

Department: _____

Assigned to: _____ Date: _____

SYSTEM:

Please identify: _____
APPLICATION:

Base: Test: Production: Other:

PROBLEM:

Technical: Functional: Procedural: Documentation:
Training: Other:

Description: _____

RESOLUTION:

Action Taken: _____

By: _____ Date: _____

STATUS:

Solved:	Pending:	Closed
By: _____	Referred to: _____	By: _____
Update No. _____	At: _____	Date: _____
Date: _____	Date: _____	

PROJECT MONITORING AND CONTROL PROCEDURES:

Project Monitoring and Control represents the mechanisms designed to monitor the "well-being" of the project. The procedures are established to ensure proper adherence to the project plan and to identify areas of incongruity of agreed to expectations.

PROJECT MONITORING AND CONTROL PROCEDURES

Project monitoring and control procedures are the mechanisms for tracking the project. The project management and control procedures are analogous with project status procedures. The following procedures have been developed and agreed to.

- **Status Reporting Responsibilities**

Status reports will be written by each of the committee or team leaders following formal meetings or at such time when information regarding the project must be addressed. It will be their responsibility to ensure proper format for distribution.

- **Frequency of Status Reporting**

Status reports will be provided and forwarded after all meetings and monthly if there are no meetings from which status reports will be generated.

- **Format of Status Reports**

Status reports must include: period covered, items needing action, general status of effort, issues, problems, scope changes, other. If there are changes within the boundaries of the implementation, change request forms or other verifying information must be included.

- **Distribution of Status Reports**

Attach distribution list for all committees and teams.

- **Filing Requirements**

Status reports are normally filed in project notebook.

- **Where is Project Documentation Stored**

Project documentation is stored in project office. Sign out protocol required for use.

- **Who Maintains Documentation/Notebook(s)**

The project team leader generally maintains the notebook

PROJECT PROGRESS REPORT

<NAME>

REPORTING PERIOD: _____
REPORTING SUBMITTED BY: _____

Project Status:

Project Concerns:

Current Activities:

Future Activities:

PROJECT STATUS:

Completed Tasks:

Pending Tasks:

Routing Requirements: _____

WORK DOCUMENT REVIEW & APPROVAL PROCEDURE

PURPOSE

To assure that the project Work Documents are completed and acceptable by the defined organization standards and project definition. A Work Document Review & Approval Form must be submitted when a Work Document is completed. Completed Work Documents will be used as written evidence of successfully completing a Phase (Definition, Planning, Implementation, and Assessment). They will also be required as technical and functional specifications are produced.

INITIATION

A Work Document Review & Approval Form is originated by a Work Team and submitted to the Implementation Team Leader. The Form will be reviewed by the Implementation Team and forwarded to the Project Management Team/Executive Committee/Other for approval. The resultant review team will return the document with approval or rejection. The Implementation Team will respond as required.

TRANSMITTAL

All Work Documents must be forwarded to the Project Management/Executive Committee/Other teams by the Project Manager. This will reduce error and maximize tracking.

REVIEW

Work Documents will be reviewed by the appropriate teams as part of the standard agenda items.

TRACKING

Work Documents will be logged. The Project Manager will be responsible for the maintenance of the Work Document Log. Updates of Work Document Changes will be made at each meeting.

WORK DOCUMENT REVIEW AND SIGN-OFF FORM

(Submission by Work Team Leader Only)

NUMBER: _____

SOLUTION AFFECTED:

MODULE AFFECTED:

SUBMITTED BY: _____ DATE: _____

WORK TEAM:

PHASE:

ACTIVITY:

SCHEDULED DELIVERY DATE: _____ DATE COMPLETED: _____

WORK DOCUMENT DESCRIPTION:

(Attach support documents)

APPROVALS:

EXECUTIVE COMMITTEE APPROVE _____ REJECT _____ NAME _____

PROJECT MANAGEMENT APPROVE _____ REJECT _____ NAME _____

OTHER APPROVE _____ REJECT _____ NAME _____

PROJECT DOCUMENTATION PROCEDURES

Good project documentation procedures ensure that proper project documentation is established and maintained. Project documentation must be maintained for all activity being performed. It becomes the evidence of the daily work performed and the rationale for conclusions and recommendations made during the project.

The Project Notebook will enable a quality reviewer to get a clear understanding of:

- What tasks were planned and their projected completion dates
- What tasks were completed
- When tasks were completed
- How the work was performed
- Where the data or information came from
- The basis for conclusions and recommendations

Project Documentation will be divided into two major types:

1. Project Notebook

Project Definition
Project Plan
Project Administration Procedures
Project Monitoring and Control Procedures
Proposal/License agreement/Statement of Work/Statement of Scope
Deliverable sign-offs
Agreements and rationale
Project status letters-from all teams
Internal Memos
Correspondence to/from SCT
Work Document Sign-offs
Index to other documentation contained elsewhere
Quality Review Reports
Issue Resolution Forms/Logs
Problem Resolution Forms/Log
Change Resolution Forms/Log

2. Project Workbook (work documents and work papers)

Copies of tangible outputs to validate work performed
Notes supporting a decision or recommendation
Memos
Informal documents to validate work performed

Maintenance of Notebook:

1. The Project Notebook and Project Workbook are to be maintained by the Client Implementation Team Leader.
2. All information germane to the project will be maintained in the notebook in its appropriate section.
3. The notebook will be made available to all organization personnel with a sign out protocol to ensure security.

QUALITY REVIEW PROCEDURES

Purpose:

Quality Review Procedures document how quality is going to be monitored and communicated throughout the project. It should include procedures for taking action if quality defects are discovered. Included in monitoring quality are: ensuring adherence to the project methodology, challenging the project approach and reviewing project outputs and work documents.

Chicago State University Participants:

During a quality review process, members of the various work teams will be surveyed and interviewed for input in an effort to analyze and report on quality criteria. The following work groups will typically participate in the review:

EXECUTIVE COMMITTEE

STEERING COMMITTEE

IMPLEMENTATION TEAM

Quality Guidelines:

The quality Review activity will ensure that:

The project is on plan and within budget

Staffing is sufficient and required skills are present

The project adheres to standards of the SCT Implementation Methodology and the organization's Project Definition Section and Administrative Procedures Section of the Notebook

Key work documents are delivered on time and have user sign off and management approval

Issues are documented and resolved

Work group participation is adequate

Provisions have been made for training

Project is within budget guidelines

SCT and client are properly communicating

Risks are being monitored

Results meet or exceed expectations

QUALITY REVIEW REPORT

<NAME>

DATE OF VISIT: _____

ATTENDEES: _____

PURPOSE OF VISIT:

Objectives:

FINDING/RECOMMENDATIONS:

Project Status:

Project Scope:

Project timeline:

Contract Issues:

Training:

Resolved Issues Reported Previously:

Unresolved Issues Reported Previously:

New Issues Identified:

Date Conducted: _____ Date Completed: _____

Responsible Person(s): _____

The CSU Implementation Structure Chart

