

WBS Dictionary

Document Purpose

The Work Breakdown Structure is the engine that drives the whole project. To better understand the nature of the work required to satisfy each element, a complete WBS dictionary is needed. For each element of the WBS, there should be an overall functional description (the general nature of the business), a description of the ideal situation post-implementation, general requirements or tasks and relationships or dependencies with other WBS elements from other streams (those not in a direct line)

WBS Descriptors

1.0 Enrolment

<p>Functional Description: The process of Enrolment is defined as the identification, evaluation and admittance of students into the University. Current practice involves a combination of automated and manual systems.</p>
<p>Post Implementation Ideal (if different) The creation of a student record will be driven from contact with prospective students at any point on the recruitment continuum (including the application itself). Each communication with students builds up their profile and eliminates duplicate data entry from different systems. The application will be web-based, so data-entry by staff should be limited.</p>
<p>Requirements/Tasks:</p>
<p>Dependencies:</p>

1.1 Needs-Based Financial Aid

<p>Functional Description: Students may receive financial aid based on economic circumstances, separate from academic achievement.</p>
<p>Post Implementation Ideal (if different) Applications should be available on the web, and financial need should be assessed by the system, with checks built in on many of the fields on the application. Disbursements should be made to the student account simultaneously</p>
<p>Requirements/Tasks:</p>
<p>Dependencies:</p>

1.1.1 Loans

<p>Functional Description:</p>

A loan may be given to a student who can demonstrate financial need. Loans have governance terms for repayment.
Post Implementation Ideal (if different) Loan applications should be available on the web, with the necessary calculations done by the system. This needs to be articulated with the FMIS, so that disbursement and collection activities are triggered electronically.
Requirements/Tasks: Web application, communication pieces, reporting,
Dependencies: FMIS? – Must be able to receive disbursement request, make disbursement, handle collection

1.1.2 Bursaries

Functional Description: A bursary may be given to a student who can demonstrate financial need. Bursaries do not have repayment terms.
Post Implementation Ideal (if different) Bursary applications will be available on line, including the necessary calculations and reporting.
Requirements/Tasks:
Dependencies: FMIS, academic evaluation (because of minimum GPA standards)

1.2 Admissions

Functional Description: The process of admission allows the University to select eligible students for its many different programs, credit and non-credit, and at different academic levels. ‘Open’ programs select all eligible applicants who meet the minimum academic standards and who have applied by the published deadlines, while ‘selective’ programs select students from among the pool of eligible applicants according to preset guidelines. Selective programs may rely only on previous academic performance on required courses or on these and on the results of many other activities, such as interviews, external tests, personal statements, portfolios, auditions, etc. Applicants pay an application fee, which must be deposited and recorded. Students in some programs are required to pay a deposit to hold their places.
Post Implementation Ideal (if different) Applications will be web-based, and much of the selection will be system-assisted, including the necessary calculations and reporting to selection committees and the communication stream with the students as well as the program administration. External

test results will be imported electronically (e.g., from high schools and from LSAT, MCAT, GMAT, etc.) All additional documentation will be stored electronically?

Requirements/Tasks:

Web-based applications, fee collection and deposit, document storage

Dependencies:

Since the admission process begins with the application, and since the information captured on the application forms the base of the student record, any process that requires information from this source is dependent on it.

1.2.1 Application

Functional Description:

The application collects information needed for the selection process and for the basis of the student record. The information collected includes previous application information, application fee information, session choice, personal addresses, citizenship status, Canadian Armed Forces status, Canadian Aboriginal Peoples status, primary language (and English language proficiency), previous and current education information, student type, college membership options, off-campus delivery modes, current and future program choices, 'where did you hear about us', numerous declarations, etc. The application will include an Applicant Information Bulletin.

Post Implementation Ideal (if different)

We will be able to handle paper-based and web-based applications.

Requirements/Tasks:

Set up applications by program, allow for on-line application status reporting to the applicant.

Dependencies:

The information collected at this stage forms the base of the student record.

1.2.1.1 Data

Functional Description:

All of the information that is collected on the application for admission, which is then stored as the beginning of the student record.

Post Implementation Ideal (if different)

This data should be loaded by the applicant, or electronically from an external source, or, in some cases, manually.

Requirements/Tasks:

Identification of necessary data elements,

Dependencies:

Any process that uses the data that is collected.

1.2.1.2 Records

<p>Functional Description: The record includes the application for admission, any supporting documentation, any formal communication with the student, the letter of acceptance (or rejection), the documentation of credit transferred into the student's record based on previous academic work.</p>
<p>Post Implementation Ideal (if different) The record will be paperless?</p>
<p>Requirements/Tasks:</p>
<p>Dependencies: Student Recruitment, and anyone who requires the record after it is set up.</p>

1.2.1.3 Fees

<p>Functional Description: Applications for admission are not considered to be complete unless accompanied by the necessary fee, which differs according to applicant type.</p>
<p>Post Implementation Ideal (if different) The application fee will be collected either in person or on the web (by credit card). Credit card authorizations will be done electronically in real time.</p>
<p>Requirements/Tasks: Fees vs. applicant type</p>
<p>Dependencies: FMIS for assigning fee to correct student account.</p>

1.2.2 Admit Student

<p>Functional Description: Applicants to 'open' programs can be admitted automatically, provided they meet minimum standards. Applicants to 'selective' programs are admitted by program-based selection committees, who ponder rank-ordered lists of applicants and the results of 'special consideration' meetings to determine the next class; these will have to be recorded manually. The Letter of Acceptance (or rejection) is the product of the admission process.</p>
<p>Post Implementation Ideal (if different)</p>
<p>Requirements/Tasks:</p>

Automatic admission, manual admission triggers.

Dependencies:

Registration process.

1.2.2.1 Offer

Functional Description:

Letters of Acceptance are really offers of admission. Applicants to some selective programs must pay a deposit if they wish to hold their places in those programs.

Post Implementation Ideal (if different)

Requirements/Tasks:

Build process to track the formal acceptance of offers; identify programs that require deposits.
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Dependencies:

FMIS

1.2.2.2 Deposit

Functional Description:

Applicants to some selective programs must pay a deposit id they wish to hold their places in those programs.

Post Implementation Ideal (if different)

Deposits will be accepted on-line with pre-authorized credit card payments.

Requirements/Tasks:

System to assign deposits, communicate with applicants, receive deposits by deadline, release spaces not claimed by deposit.
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Dependencies:

FMIS

1.2.3 Assessment

Functional Description:

Applications for admission need to be assessed, first for eligibility, then for ranking. All eligible applicants are admitted to some programs. Applicants to other programs need to have their application information assessed so that they can be placed on a rank-ordered list to assist selection committees in their work.
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Post Implementation Ideal (if different)

Applications to open programs will be assessed automatically after applications are received. Applications to selective programs will also be assessed automatically, after

additional data fields are loaded, either from external data sources or manually based on various admission activities (such as interviews, portfolio assessment, etc.). All of the required data elements will be captured by the system, which will deliver reports as required.

Requirements/Tasks:

Identification and construction of all necessary algorithms.

Dependencies:

Reporting for academic program selection committees.

1.2.3.1 Criteria by Faculty**Functional Description:**

The criteria used to rank students are developed by each academic program (usually at the Faculty level).

Post Implementation Ideal (if different)

Students will be able to assess for themselves their likelihood of admission to the specific program using a self-service profiling program.

Requirements/Tasks:

Identification of all of the necessary selection criteria used by each academic program.

Dependencies:**1.2.3.2 Eligibility****Functional Description:**

Applications for admission are first assessed for eligibility before applicants are ranked.

Post Implementation Ideal (if different)

Many of the eligibility criteria will be built into the on-line admission application. Applicants who do not meet the eligibility requirements may not be allowed to continue with their applications past a certain point.

Requirements/Tasks:

Identification of all of the eligibility criteria by program and construction of means to enforce these criteria.

Dependencies:**1.3 Student Recruitment****Functional Description:**

Student Recruitment includes the identification of prospective students, communication with prospective students, the building of an incipient application for admission (or

<p>student record), and ends with the receipt of a complete application for admission (including the necessary fee payment). It also includes any other activities related to this process, like the development of contacts with schools and community leaders, on and off campus events, etc.</p>
<p>Post Implementation Ideal (if different) Tracking prospective students, building incipient student records, tracking all other activities related to recruitment. All areas across campus making connections with prospective students will feed into data collection.</p>
<p>Requirements/Tasks: Identification of the elements in the communication plan and in the prospective student tracking system.</p>
<p>Dependencies: Much of the information collected here will be used as part of the application for admission.</p>

1.3.1 Compile Prospects

<p>Functional Description: Prospective students can identify themselves or lists of prospective students can be obtained from external sources.</p>
<p>Post Implementation Ideal (if different) The less manual intervention by staff in the process of identifying and recording lists of prospective students, the better.</p>
<p>Requirements/Tasks: Identify all of the ways we would like to collect ‘prospects’, and build ways of tracking these.</p>
<p>Dependencies:</p>

1.3.2 Communication

<p>Functional Description: Communication occurs between prospective students and us, initiated by one or the other. We will have a formal communication plan, with preset communication elements, but there will also be much communication that falls outside of this plan, which will need to be tracked.</p>
<p>Post Implementation Ideal (if different) Top prospective students will be identified and rank-ordered.</p>
<p>Requirements/Tasks: Identify the elements in the formal communication plan and build these; build a tracking</p>

system for this formal plan as well as for all of the informal communication that will occur.

Dependencies:

These communications with prospective students will open the student record file?

1.3.3 University/Faculty Needs

Functional Description:

The student recruitment process is not only driven by demand, but also by supply. The various academic programs may want certain kinds of information from their prospective students. They may also want to communicate certain pieces of information to these prospective students. They may want reports about prospective students.

Post Implementation Ideal (if different)**Requirements/Tasks:**

Identify ways to discover the recruitment needs of individual programs, and then to track these needs.

Dependencies:

1.4 Operational Reporting

Functional Description:

The functions of student recruitment and admissions stand at the front end of the Strategic Enrolment Management continuum. Formal operational reporting will occur in the classic way; reporting elements will include prospective students, applicants (eligible vs. ineligible), offers, accepts (and rejects). All of these categories will be reported according to many other criteria, including sex, geographical origin, citizenship, primary language, etc. We will also report to students, via the web and by e-mail (and in writing), on the status of their application.

Post Implementation Ideal (if different)

We will record and report prospective student information, something we do not have the capacity to do now. We will also report to applicants on the status of their applications.

Requirements/Tasks:

Identify reporting needs.

Dependencies:

Any other process that needs these reports.

2.0 Academic Evaluation

Functional Description:

Academic Evaluation is the measurement of student progress in courses and programs.

Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.1 Grading

Functional Description: Grading includes the calculation of individual course components into a final grade, collection of final grades by Student Records and reporting of both the individual component grades as well as the final grade.
Post Implementation Ideal (if different) The entire grading process will utilize grade books. No hard copy will be collected centrally.
Requirements/Tasks:
Dependencies:

2.1.1 Collection

Functional Description: Final grades are collected for each course section for approval by course coordinators and departmental committees and sent to Student Records.
Post Implementation Ideal (if different) Course grades will be collected on-line through the use of grade-books.
Requirements/Tasks: Final grades must be made available to departments to be vetted prior to release to Student Records.
Dependencies:

2.1.2 Calculation

Functional Description: Calculation of grades includes the set up of the course grading structure by the input of course components and assignment of weights to each; and of the assignment of grades to individual students.
Post Implementation Ideal (if different) Course grades will be calculated on-line through the use of grade-books.

Requirements/Tasks: The ability to include several components of courses to be included in the calculation of both a mid-term (optional) and final grade is required. The ability to build calculations that include the ‘best of’ grades of some minor components (e.g. quizzes) along with mandatory requirements (e.g. term paper or final exam).
Dependencies:

2.2 Assessment

Functional Description: Assessment is the determination of progress in programs based on the results achieved in one or more courses.
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies: Grading Program Definition Advanced Standing

2.2.1 Standing

Functional Description: Assessment with respect to standing refers to the measure of individual student performance against the criteria of minimum grade and course requirements as established by faculties and schools through Senate. Students are evaluated on the basis of both sessional and cumulative grade performance, performance on departmental or specific required courses, maximum number of failed courses; maximum number of total attempts and/or attempts of specific courses, minimum performance in practicum program components; attendance; etc. Failure to meet minimum standards may result in Probation, Required Withdrawal or Suspension. Students placed on probation must meet minimum standards in order to clear probationary status.
Post Implementation Ideal (if different)
Requirements/Tasks: Performance is normally monitored at the end of each academic session. Term components of each session are not measured individually, but rather are considered cumulatively within the session in which they are a part. Performance rules must be set individually for each faculty and school and for each

degree program within each academic unit.
Dependencies: Grades Program definition Advanced Standing

2.2.2 Merit Awards

Functional Description: Merit Awards refers to recognition of exceptional performance in programs based on grade point average requirements as established by individual faculties and programs.
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.2.2.1 Recording & Reporting

Functional Description: Rank-ordered lists of eligible students will be built for selection committees based on the selection criteria established by Senate for awards. Other reporting requirements will also need to be identified.
Post Implementation Ideal (if different) We should be able to develop rank-ordered lists of students built according to any selection criteria we devise.
Requirements/Tasks:
Dependencies:

2.2.2.2 Automatic Award

Functional Description:
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.2.2.3 Selection

Functional Description:
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.2.3 Degree Audit

Functional Description: Degree audit measures the course work completed by individual students against the requirements of degree programs.
Post Implementation Ideal (if different) Students will have the ability to perform a self-audit of progress in their current program. Students who are contemplating changing programs will have the ability to perform a ‘what if’ audit of how their completed coursework will fit within the requirements of the program in which they are interested.
Requirements/Tasks: Degree audits will include both completed coursework, as well as be capable of taking into account courses in which the student is currently enrolled.
Dependencies:

2.3 Program Management & Definition

Functional Description: The translation of Senate resolutions with respect to programs and courses to working processes.
Post Implementation Ideal (if different)
Requirements/Tasks: Creation and maintenance of codes and work processes
Dependencies:

2.3.1 Courses

Functional Description: Course set up includes description of subject matter, credit hour value, level, grading structure, prerequisites and corequisites, subject area and other special designations such as whether the course meets the Written English and/or Mathematics requirements, and language of instruction.

Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.3.1.1 Rules

Functional Description: Course rules include credit hour value, prerequisite and corequisite requirements, etc.
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.3.1.2 Coding

Functional Description: Course codes are used to identify courses according to the faculty and department of instruction, the year level of instruction, and subject areas if applicable.
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.3.2 Programs

Functional Description: Defined relationship between courses that when taken together constitute a program. Program definition includes specific course requirements, as well as specific and general elective requirements, and minimum grade performance.
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.3.2.1 Rules

Functional Description:

Program rules including number of credit hours, specified courses, allowed electives, grade performance, etc.
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.3.2.2 Coding

Functional Description: Program codes are used to attach programs to a set of requirements, title, degree name, etc.
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

2.3.3 Advanced Standing

Functional Description: Advanced standing refers to the awarding of program credit based on work completed outside the current faculty or institution.
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies: Grading Program Definition

2.3.3.1 Assess Course/Program

Functional Description: Previously completed work is evaluated by academic unit for possible transfer of credit toward student's current program of study.
Post Implementation Ideal (if different)
Requirements/Tasks: Course Evaluations are stored in database to be used each time another student present the same coursework for possible transfer of credit.

Must be able to award credit based on a direct equivalent or indirect (unallocated). Unallocated credit may occur in many to one or one to many combinations of course credit. \Must have the ability to award unallocated credit in such a manner that it may not be held for credit in a degree program with another course credit, or may be used in place of another course credit for the purpose of meeting a prerequisite or program requirement.

Dependencies:

2.3.3.2 Award Credit/Grade

Functional Description:

Based on evaluated coursework a determination must be made of the suitability of te course within the current program. Courses not applicable to the current program must be held for credit toward another possible program.

Grades awarded for all transferred courses must be counted in the cumulative grade point average. In the case of courses taken on a Letter of Permission at another institution within in the same session as courses taken at the U of M, faculties may choose whether or not to include the transferred course grades in sessional assessment and grade point averages, according to established policy.

Post Implementation Ideal (if different)

Requirements/Tasks:

Dependencies:

Grading
Assessment
Program Definition

2.3.3.3 Grade Conversion

Functional Description:

Grade achieved at institution that employ different grading structures must be translated to the grading structure used at the U of M, based on grade conversion scales.

Post Implementation Ideal (if different)

Requirements/Tasks:

Dependencies:

2.4 Operation Reports

Functional Description:

Post Implementation Ideal (if different)

Requirements/Tasks:
Dependencies:

3.0 Institutional Reporting

<p>Functional Description: Process which meets the data and information needs, as identified by OIA of:</p> <ul style="list-style-type: none"> • Standard reports and/or data snapshots developed by IST, limited general community access. • In house developed DW – used mainly by OIA • Senior administrators, high level management information reports, with specifications and/or development by OIA • COPSE • Statistics Canada
<p>Post Implementation Ideal (if different)</p> <ul style="list-style-type: none"> • General university community, standard data and access for special queries, through a Data Mart and/or Data Warehouse. • Better conceptualization of data base providing easier access for all users. Greater capability of OIA and all users to obtain and analyze data.
<p>Requirements/Tasks: Iterative consultation with users and collaboration with data base owners, project team and users to ensure needs are met.</p>
<p>Dependencies: Majority of other WBS elements</p>

3.1 Process of Report Development

<p>Functional Description: Determine through prior knowledge and/or consultation the needs of the various stakeholders, develop reports which address them</p>
<p>Post Implementation Ideal (if different)</p>
<p>Requirements/Tasks: Understand/determine needs of users</p>
<p>Dependencies: Capturing appropriate data elements and standard data definitions Majority of other WBS elements</p>

3.2 Data

<p>Functional Description: Capturing all the data elements that are needed, ensuring that data standards are developed and applied, that control tables reflect these.</p>
<p>Post Implementation Ideal (if different) Ensure that codes are not re-used to maintain data integrity.</p>
<p>Requirements/Tasks: Consulting with users. Conversion of historical data</p>
<p>Dependencies: Cleaning of data prior to conversion Majority of other WBS elements</p>

3.2.1 Datamart

<p>Functional Description: Date stamped snapshot data for operational users to query to keep track of transactions.</p>
<p>Post Implementation Ideal (if different)</p>
<p>Requirements/Tasks:</p>
<p>Dependencies: Majority of other WBS elements</p>

3.2.2 Data Warehouse

<p>Functional Description: Current DW is only student data and is only accessible to those who have the technical tools and knowledge to utilize the data. OIA is the principle user.</p>
<p>Post Implementation Ideal (if different) Time series data available for high level querying for end users, robust enough for OIA analysis and modeling, if possible, integration of Human Resource and Financial data.</p>
<p>Requirements/Tasks: Will likely need to re-create the DW completely.</p>
<p>Dependencies: Probably related to the Data Mart, and the HRIS and FMIS systems Majority of other WBS elements</p>

3.3 Management Reporting

<p>Functional Description: Determining current and future data needs that serve the high level reporting needs of users within the University community, especially senior administrators. (TL)</p> <p>Annual Financial Statements include a schedule on tuition revenue, summarized by faculty, by degree and non-degree programs, and by graduate and undergraduate levels.</p>
<p>Post Implementation Ideal (if different) Current inconsistency in coding and data standards will be resolved. Improved access to management reports (TL)</p> <p>The ability to extract this information in a report format from SIS</p>
<p>Requirements/Tasks: Consultation with users to ensure needs are known, collaboration with data base owner and project team to ensure system meets those needs</p>
<p>Dependencies: Fee Assessment. Majority of other WBS elements Data elements and definitions, data standards</p>

3.4 External Reporting Requirements

<p>Functional Description: Meeting external regulatory reporting requirements of both the provincial government and Statistics Canada, and any related government agencies.</p>
<p>Post Implementation Ideal (if different)</p>
<p>Requirements/Tasks: Ensure all the necessary elements are captured on the system in order to translate to reporting requirements.</p>
<p>Dependencies: Majority of other WBS elements</p>

3.4.1 ESIS (Statistics Canada)

<p>Functional Description: Under legislative authority institutions must annually provide Statistics Canada with student data in the detail and format requested. Current submission based on extract.</p>
<p>Post Implementation Ideal (if different) Provide additional data elements not provided (not collected) on current system.</p>
<p>Requirements/Tasks: Ensure data elements collected meet the ESIS requirements</p>

<p>Dependencies: Majority of other WBS elements</p>
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3.4.2 COPSE

<p>Functional Description: COPSE requires the University to provide detailed reports on students by faculty and school, full time part time status, gender, immigration status, geographic origin, admission type etc as part of the COPSE Compendium, about 40 spreadsheets..</p> <p>Performance indicators such as graduation and attrition rates, and program costing The Council on Post Secondary Education requires periodic updates of tuition fee projections including the amount we expect to bill them for the 10% tuition fee rebate given to students by the University. Reports are manually prepared in an Excel spreadsheet.</p>
<p>Post Implementation Ideal (if different) The starting point for the projections, which is the current year actual revenue (assessments), can be generated from SIS.</p>
<p>Requirements/Tasks: The ability to identify which fees are eligible for the 10% rebate (there are exceptions) The ability to report tuition assessments at various levels such as teaching Faculty (e.g. Arts), Department (e.g. Economics), Program (such as Winnipeg Education Center); as well as by Grad (PhD and Masters), Undergrad, Year in program;</p>
<p>Dependencies: Fee Assessment Credit Hours Status (grad or UG)</p>

3.5 Integrated Reporting

<p>Functional Description: Limited ability to relate SIS with other systems</p>
<p>Post Implementation Ideal (if different) Increase ability to relate SIS to other systems, for example be able to determine the total amount of support \$ that the University provides students, as a total of paid employment (HRIS) and financial aid.</p>
<p>Requirements/Tasks: Integration of systems</p>
<p>Dependencies: Technical interfaces of the various systems</p>

4.0 Records Management

Functional Description:

Creation and development of a student's history including the following information:

- ✓ Application
- ✓ Registration
- ✓ Assessment & payment of fees

Post Implementation Ideal (if different)

All elements currently available on the student record remain available. Some elements may be added such as residence information

Assessment information from student accounts can be reconciled to general ledger data.

Requirements/Tasks:

Dependencies: Information from:

Academic evaluation
Enrolment module
Assessment

4.1 Registration

Functional Description:

Registration is the entering of course and program data to a student's record.

Post Implementation Ideal (if different)

Student should be able to complete the process without further manual intervention

Requirements/Tasks:

Direct Entry Screens
Web Access

Dependencies:

Modification to personal information
Academic Fees
Admission
Course Scheduling
Penalties
Academic Assessment
Program Management and Definition
Advanced Standing

4.1.1 Eligibility

Functional Description:

Eligibility is the process of determining if the person who is registering is eligible to register for the selected courses within the chosen program.

Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies: Penalties Course Schedule Academic Fees Academic Assessment Program Management and Definition Advanced Standing Admissions

4.1.2 Loading

Functional Description: Loading is the entering of data at registration, by direct entry or through the web.
Post Implementation Ideal (if different) Should be able to load via direct entry or via the web. There should be pull down menus for all coded elements.
Requirements/Tasks:
Dependencies: Security System

4.1.3 Course

Functional Description: A course is a separately identified unit of study that can be entered and maintained on a student's record.
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies: Academic Fees Course Scheduling Grading Program Management and Definition

4.1.3.1 Rules

Functional Description: A rule is a prescription of the precise relationship between courses and courses and between courses and programs.
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Post Implementation Ideal (if different)
Requirements/Tasks: The relationship must be defined.
Dependencies: Program Management and Definition Course Scheduling

4.1.3.2 Pre & Co Requisites

Functional Description: Pre-requisite is a course (or courses) which must be taken prior to registering for a particular course. Co-requisite is a course (or courses) which must be taken concurrently with a particular course or within a certain amount of time after the particular course has been completed.
Post Implementation Ideal (if different)
Requirements/Tasks: The rules must be defined.
Dependencies: Program Management and Definition Course Scheduling

4.1.3.3 Program

Functional Description: A program is a collection of courses which if completed successfully will allow a designation of qualification to be conferred on the individual who was successful.
Post Implementation Ideal (if different)
Requirements/Tasks: The rules must be defined.
Dependencies: Program Management and Definition

4.2 Penalties

Functional Description: Record of Financial or Non-financial penalties assessed. These generally take the form of a HOLD on a student's account, which indicates further action is required before it can be removed. A HOLD prevents a student from accessing UM services such as the libraries or computer labs until they have (for example) paid a fine or replaced a bad cheque or paid an outstanding fee balance. The Hold may also serve to warn of other issues such as Academic suspension. Penalties such as late payment fees, returned cheque charges, or reinstatement fees may also be assessed in conjunction with a hold and must be paid prior to its release.

<p>Post Implementation Ideal (if different) Holds can be released automatically in certain situations such as a hold for an unpaid tuition balance. Payment of the fees would trigger the release of the hold. Placing holds for large groups could be done based on selection criteria in order to exclude or include only certain groups. The ability to assess fines on the student fee record. All penalties should appear on the student’s record available to staff with appropriate authorization or security clearance.</p>
<p>Requirements/Tasks: Complete list of all possible situations where HOLD is used. Set up cancellation rules.</p>
<p>Dependencies: Academic Fees Registration Grading Academic Assessment Needs-Based Financial Aid Admissions Recruiting</p>

4.2.1 Financial

<p>Functional Description: Financial penalties include holds for non-payment of fees and fines for libraries and parking. Fines are assessed and paid outside of student system. Penalties such as late payment fees, returned cheque charges, or reinstatement fees may also be assessed in conjunction with a hold and must be paid prior to its release. The ultimate penalty is cancellation (deregistration) for non-payment of fees. In this case the student is removed from all courses and cannot be reinstated without full payment of fees, including penalties.</p>
<p>Post Implementation Ideal (if different) Holds can be released automatically in certain situations such as a hold for an unpaid tuition balance. Payment of the fees would trigger the release of the hold. Placing holds for large groups could be done based on selection criteria in order to exclude or include only certain groups. The ability to assess fines on the student fee record. Students can see their hold status on line Fines assessed and paid inside student system</p>
<p>Requirements/Tasks: Complete list of all possible situations where HOLD is used. Define the rules of cancellation.</p>

Dependencies:

Registration
 Academic Fees
 Needs-Based Financial Aid
 Admissions
 Recruiting
 Grading

4.2.2 Non-financial**Functional Description:**

A non-financial penalty results from poor academic performance (e.g. academic suspension) or from disciplinary action. Disciplinary action could be the result of academic dishonesty (e.g. cheating on an exam), or dishonesty completing an application, or some other unacceptable behaviour (such as damaging University property or intimidating a staff member or a student).

Post Implementation Ideal (if different)

Should individuals who are not students have a record of the penalty on our SIS?

Requirements/Tasks:**Dependencies:**

Academic Assessment
 Records of University disciplinary authorities

4.3 Academic Fees**Functional Description:**

Fees charged for taking courses for which the student has registered.
 Fees charged for applications to programs.

Post Implementation Ideal (if different)

Ability to reconcile assessments in SIS to general ledger

Requirements/Tasks:

Detail all the fees

Dependencies:

Source for fee rates: mostly minutes of the Board of Governors, occasionally special approvals by the Vice-President (Administration) or the Vice-Provost (Student Affairs)
 Registration
 Admission
 Penalties
 Course Scheduling
 Program Management and Definition
 Advanced Standing

4.3.1 Assess

Functional Description:

Process of billing student for fees based on faculty, program, year in program, credit hours. This includes University of Manitoba students taking courses at another university on an exchange program.

Assessment data is recorded in the general ledger by an automated monthly journal entry process. Only finalized assessments are posted to the general ledger. Revenue is assessed and reported for the full session (both terms) in first term to allow for budget/revenue projections for the fiscal year.

Post Implementation Ideal (if different)

The ability to reconcile revenue from student accounts to revenue recorded in the general ledger. All tuition revenue is currently “dumped” into clearing accounts for further distribution by manual journal entry. The ability to upload the information directly to specific g/l accounts would be ideal.

Requirements/Tasks:

Faculty and department codes.

Credit hours and credit hour rates assigned to courses sections

Other related fees and rates associated with course and program selection.

Dependencies:

Registration

Admission

Penalties

Course Scheduling

Program Management and Definition

Advanced Standing

Fee Rates (Board of Governors, Vice-President (Administration), the Vice-Provost (Student Affairs))

4.3.1.1 Academic Fees

Functional Description:

All fees required for completion of a student’s course registration including tuition, student organization, student health, endowment, field trips, differential fees, and other miscellaneous fees. Also included are fees for application for admission.

Post Implementation Ideal (if different)
Requirements/Tasks:

Assign Organization (Faculty and department) codes.

Credit hours and credit hour rates assigned to courses sections

Dependencies:

Program and Course Rules

Registration Admission Penalties Course Scheduling Program Management and Definition Advanced Standing Fee Rates (Board of Governors, Vice-President (Administration), the Vice-Provost (Student Affairs))
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4.3.1.2 Related Services

<p>Functional Description: Incidental fees that are associated with and assessed on the student’s record. Currently only parking lot fees are assessed this way. Payments and assessments are uploaded from a Parking services file.</p>
<p>Post Implementation Ideal (if different) Include Food Services meal programs and Residence fees.</p>
<p>Requirements/Tasks: Require input from the Parking Office on the process and what their new system is expected to do Require interface to Residence and Food Services</p>
<p>Dependencies: Penalties Registration Integration with Parking Services system Residence/Food Services Fee Rates (Board of Governors, Vice-President (Administration), the Vice-Provost (Student Affairs))</p>

4.3.1.3 Other

<p>Functional Description: Other fees are for services which are not automatically assessed as a result of registration and which could be assessed to former students. Transcript fees and Parchment replacement fees fit both characteristics. Letters of permission fit the first criteria. Services are not provided if penalties are outstanding.</p>
<p>Post Implementation Ideal (if different)</p>
<p>Requirements/Tasks:</p>
<p>Dependencies: Penalties</p>

4.4 Course Scheduling

<p>Functional Description: Course scheduling is the process of describing a course offering including indicating when and where it is being offered, who teaches it, which unit is responsible for it, etc. Currently, determining the time and place to teach a course is done outside of the student record system using, however, data provided by the student record system.</p>
<p>Post Implementation Ideal (if different)</p>
<p>Requirements/Tasks:</p>
<p>Dependencies: Registration Penalties Academic Fees Program Management and Definition</p>

4.4.1 Refund Schedule

<p>Functional Description: A refund schedule is a set of dates used to establish the amount to be credited if a student withdraws from any or all courses. It generally includes the voluntary withdrawal deadline even though refunds are not granted that late in the term or session. These dates are usually included in the description of a course. The default values are the ones defining a term or session.</p>
<p>Post Implementation Ideal (if different)</p>
<p>Requirements/Tasks:</p>
<p>Dependencies: Academic Fees Registration Penalties</p>

4.4.2 Exam Schedule

<p>Functional Description: The exam schedule is based on a list of course offerings submitted by teaching units. The list is of those courses which are to be included in a centrally produced timetable. The timetable is created using a third party scheduling program and an in house seating program.</p>
<p>Post Implementation Ideal (if different) Exam information could be reported to each individual student for his or her own set of exams.</p>

Requirements/Tasks:
Dependencies: Registration Cancellation system

4.5 Operational Reporting

Functional Description:
Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

4.6 Revenue Accounting

<p>Functional Description: Management of the accounts receivable process (invoicing and collection including receipts, refunds, deferrals, cancellation and adjustments) as well as the accurate recording of revenue in the general ledger.</p>
<p>Post Implementation Ideal (if different) More flexibility for issuing invoices (issuing one at a time on any given date, for example). The ability to charge interest on overdue accounts. The ability to record collection information in memo form on an individual student account. The ability to flag students for various reasons (such as follow up calls or payment arrangements)</p>
<p>Requirements/Tasks: Review of cancellation process. Review of invoicing process</p>
<p>Dependencies: Assessment Penalties Program Refund Schedule</p>

4.6.1.1 Invoicing

<p>Functional Description: Issuing fee statements to individual students and invoices to third party sponsors. Third party invoices may include the charges for one or more students. Though fees are assessed for the full session in September, a first and second term balance is calculated and communicated to the student.</p>
<p>Post Implementation Ideal (if different) Penalty fees show up on invoices. Ability to invoice and track sponsors separately. Ability to print statements that will indicate a previous balance and any changes since the last invoice. Allow for different payment deadlines for sponsors (ie. Based on criteria other than term) as well as for different groups of students.</p>
<p>Requirements/Tasks:</p>
<p>Dependencies: Penalties Fee Assessment</p>

4.6.1.2 Payments

Functional Description:

Payments are generally made on a term basis in response to either a fee statement or a published payment deadline. The cashiers use an on-line receipt system to receipt payments. It updates the student account immediately and uploads information to the general ledger and student control account on a batch basis. Batches can be finalized manually or automatically.

Payments can be in several forms: In person payment such as cash or cheque or Interac; bank wire transfers; uploaded payment information for government student loans and WEB banking payments; application of Awards; credits from another UM g/l account.

Post Implementation Ideal (if different)

Student number to be reconfigured for security checking by banks where WEB banking is used or to accommodate the use of credit cards.

Requirements/Tasks:
Dependencies:

To reconfigure the student number will require coordination across the whole project. It will also require coordination with other systems using the student number (e.g. Web CT, Parking, Libraries)

Assessments
Applications;

4.6.1.3 Refunds

Functional Description:

Refunds are issued to students where a credit balance exists on their account and it has been determined that they do not owe money to a loan account or to a department that has placed a HOLD. A refund report is requested to determine who is eligible for a refund. The refund is processed in the student's record and a nightly batch is created for processing by Accounts Payables.

Post Implementation Ideal (if different)
Requirements/Tasks:
Dependencies:

Penalties

4.6.1.4 Deferrals

Functional Description:

Deferral is the process of arranging payment after the deadline to pay. There may be a

fee for this service. However, no additional penalty fees will be assessed if payment is received by the agreed date.

Students are granted a short-term deferral of fees in first term of the regular session by completing a required form and paying a small fee.

In other situations, such as a pending student loan, the Financial Aid & Awards office can generate a deferral to a date of its choosing.

While the deferral is in effect, the student will not be subject to a Hold or penalty such as a late fee. Once the deferral date passes the student's account is again subject to holds and penalties.

Post Implementation Ideal (if different)

Requirements/Tasks:

Dependencies:

Registration
Penalties

4.6.1.5 Adjustments

Functional Description:

An adjustment can be a modification to a fee assessment. An appeal might be successful; a late payment may be waived, etc.

Adjustments can be manual, such as correcting a payment amount or reducing a penalty, or automated, such as a small balance write-off routine.

Where the process is manual, a one-sided "fee journal voucher" is created on-line. It is manually assigned a batch number and once approved, the batch is manually posted. The general ledger is updated as part of an overnight batch routine.

Post Implementation Ideal (if different)

On line approval of adjustments and automated posting.

Requirements/Tasks:

Must be able to intervene manually and to be able to document the case on the student's record.

Dependencies:

Record of document describing the cause for the adjustment, ranging from a brief note of explanation stored in the record to a reference to another source.

4.6.2 Awards & Loans Clearing

Functional Description:

Award and emergency loan information can be entered into a student record and used to trigger a cheque through an interface with the Accounts Payable system.

<p>Government loan information is uploaded from a file transfer from the Province. In both cases, a deferral can be generated to prevent a student from being cancelled or deregistered.</p> <p>For emergency loans, once a payment is issued through A/P, a memo is created on the record that flags the student as owing money to the University. If there is a credit on the student’s account it can be transferred back to the loan account by journal entry.</p>
<p>Post Implementation Ideal (if different)</p> <p>Automate the processes so that an award credit is automatically applied against a fee balance and any balance set to refund to the student.</p> <p>Automate the transfer of a student account credit back to the emergency loan account.</p>
<p>Requirements/Tasks:</p>
<p>Dependencies:</p> <p>Penalties</p> <p>Needs-Based Financial Aid</p> <p>Registration</p> <p>Academic Assessment (Merit Awards)</p> <p>Government loan information from the Province</p>

4.6.3 Revenue Reporting & Distribution

<p>Functional Description:</p> <p>Accurate reporting of all tuition related revenue in the general ledger for allocation to the faculties. Reporting on credit hours and revenue changes for budgeting and financial statement purposes.</p>
<p>Post Implementation Ideal (if different)</p> <p>.</p>
<p>Requirements/Tasks:</p>
<p>Dependencies:</p>