Student Information System

Implementation Project

Part of the Administrative Systems Renewal Project

Project Charter

University of Manitoba
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Introduction/Background

The University of Manitoba has five major enterprise administrative systems: the Human Resource Information System (HRIS), the Financial Management Information System (FMIS), the Student Information System (SIS), the Alumni and Development System and the Library System. All but the Library System run on a mainframe computer with the O/S390 operating system. These systems have been developed and evolved in-house over the past 25 years or more. Although they have served the University well over this time, the software and hardware platform these systems run on is becoming obsolete and is expensive to maintain.

Driven by the need for better information that could be integrated across functional areas, more user-friendly applications and a modern computing environment, the University initiated a Systems Renewal Project to acquire/modernize the Human Resource Information system (HRIS), the Financial Management Information system (FMIS) and the Student Information system (SIS) and to acquire an Academic Record system (ARS). The SIS project began in the spring of 1999 and, following an extensive review and vendor search, a contract has been signed with the successful proponent, SCT Software & Resource Management Corporation (SCT).

The purpose of this document, the Project Charter, is to define the rules of engagement for the SIS project. The Project Charter will address why the project is important and the guiding principles and policies that will govern its execution. It will also address the overall scope of the project and how the project is to be implemented. Finally, it will address the high-level deliverables and the resource constraints.

This Project Charter is based on and is a component of the Systems Renewal Project Charter. In the event of a discrepancy between this document and the Project Charter for the Systems Renewal Project, the Systems Renewal Charter takes precedence.

Objectives and Goals

The primary objective of the SIS project is to deploy SCT Banner Student software package throughout The University of Manitoba user community.

This deployment is designed to meet the following goals:

- Implement an integrated, flexible and reliable data base system accessible through the internet.
- Provide web based services to students that are competitive with other Canadian universities.
- Provide efficient tools to staff to perform their administrative tasks, including recording transactions, making improvements to processes, and monitoring operations by being able to directly retrieve summary data and create ad hoc reports.
- Provide data to meet the decision support needs of the University and the regulatory requirements of outside agencies, in general, and specifically as identified by institutional analysis.
Principles
In keeping with the principles that were established for the umbrella Systems Renewal Project, the principles that will guide the SIS project are:

1. The SIS will assist the University staff in the redefinition of work practices associated with the student system. Changes to policies and procedures will be driven by improvement in services, operations or in economies of scale that are driven by the scope of the project.

2. Approved changes to work processes will be made when, and if, the required time and resources are available to carry out the change.

3. The user community and other stakeholders will be involved in the implementation process through active participation and communication.

4. A realistic time schedule will be maintained throughout the project for all staff involved.

5. Decision-making must and will be delegated to the lowest level possible. It is expected that mistakes will be made, and these will be accepted as part of the learning process.

6. Wherever possible, internal resources will be used to avoid undue reliance on external contractors and to enhance the job richness of staff.

Policies

1. An operating unit should ensure individual staff are not committed more than 50% of their time to the project. This will allow staff members to keep in touch with their line responsibilities. Experience has shown that the required time commitment to a project is not constant, at times needing full time attention (testing for example) and at times requiring minimal investment. The 50% relates to their overall time commitment. Exceptions to this rule are for the staff resource(s) who will become the systems administration, the project manager and change management facilitators if applicable.

2. If backfilling is required, a plan must be prepared and submitted first to the Project Management Committee for concurrence and then to the Vice-President (Administration) for final approval.

3. If contingency funds are required, they must be requested, in writing. The standard approval process will be followed (i.e. through the Project Management Committee to the Vice-President (Administration) for final approval). No request should be put forth until all approved SIS project funding has been fully allocated/depleted.

4. The Project Director will prepare cash flow projections, with input from the Project Management Committee, for each fiscal year, and these will be provided to the University Budget Officer. Year to date expenditures and cash flow predictions must reconcile to the established project budget.

5. The SIS budget is not meant to fund costs associated with the on-going support of the Banner application or the post-implementation business process review.
6. Customization of the software will be kept to a minimum during the implementation phase of the project. Any customization will require a sound business case to warrant approval.

7. Any customization of the software will be conducted by the vendor company.

8. No customization will occur without prior authorization from the Project Management Committee.

9. Custom report formats and custom graphical user interface forms are typically not considered to be modifications. U of M can make these modifications; however, they are outside the scope of the SCT contract.

10. Operational imperatives will be a priority for staff over routine project tasks. For example, if a component of the existing student system 'crashes', first priority for staff assigned to the SIS project would be to rectify that problem. Development efforts (e.g., new ad hoc report formats) of the legacy systems are no longer a priority.

11. Each module of the SIS will be treated as a separate and distinct sub-project, with normal project management monitoring and controls in place.

12. Issue resolution will occur in a timely manner in order to achieve project timeline within project budget through continuous monitoring of an issues log.

13. Access to SCT Banner and training will be provided for all departmental and program users in a manner appropriate to job responsibilities within the context of the project plan.

14. The SCT Banner implementation process will be performed in an open and participatory manner.

15. There is no intention to reduce the current number of employees although the way a job is performed may change. The University will provide appropriate and timely skill set development and training facilities. Training will be organized and scheduled in a classroom setting.

16. Necessary resources (e.g., facilities, people, supplies) will be identified and provided by the University to ensure project success. This will occur within the budget framework approved for Systems Renewal.

17. Protocols will be followed for meetings, communications, and change control. All participants will use the agreed communication channels with sufficient frequency to meet project commitments. (E.g., check email frequently if required.)

**Scope**

The scope of the SIS project encompasses the following functions of the University for academic degree/diploma credit and certificate and non-credit programs offered by the Division of Continuing Education (where applicable):

1. Recruitment
2. Admissions
3. Student records management
4. Awards
5. Financial aid*
6. Transfer credit
7. Academic programs - courses
8. Student advising/degree audit
9. Course sectioning
10. Class scheduling
11. Exam scheduling
12. Fee assessment
13. Registration
14. Grading and academic assessment
15. Transcripts
16. Student fee account Management
17. Institutional reporting/analysis
18. Graduation and convocation

*A Financial Aid module was not purchased as part of the contract with SCT for the Student System. An option was included, however, to purchase this module when a Canadian version has been developed by SCT. A Financial Aid solution is considered part of this project, regardless of whether it is purchased through SCT or not.

A new Student Information System will replace the existing mainframe application(s) that currently address these functions. The implementation includes but is not limited to:

- The purchase, configuration and installation of backend hardware;
- A pre-implementation study
- The installation and configuration of SCT software (Banner);
- The installation of software that will provide units with a common tool to facilitate more efficient class scheduling;
- The installation of workflow software that will assist in the development of improved work processes;
- The installation of imaging software for electronic document storage;
- The installation of reporting software that will enable the decentralization of decision support queries;
- The installation of software to enable e-printing and electronic data interchange;
- The installation of an Operational Data Store (ODS) for data access and reporting, and to form the basis for the future student data warehouse;
- Data conversion from existing system to the Banner system; this will address any requirements for retention of data, legal or otherwise;
- Testing of systems installed and implemented;
- Building of interfaces to other applications;
- Training of technology staff in the use of the database tools and the application software;
• Training of system administrators for the use of the Banner product;
• Initial training of the University user community;
• Development of any new policies and/or procedures that are required for full utilization of the system; and
• Development of the plan for ongoing operations and maintenance of the system.

The Luminis Enterprise Portal product was also purchased from SCT. This product includes Student Information System functionality but also includes additional functions beyond the scope of this project. The implementation of the Luminis Portal therefore will not be considered part of the Student Information System implementation project, but coordination will be required to ensure portal functions are available as needed.

The following text lists the product modules for the U of M implementation.

• SCT Banner Student
• SCT Banner Web Self Service for Student (Student and Advisor)
• SCT Banner Workflow
• E’Print Reports for Multiple Applications
• SCT Banner® XtenderSolutions™
• EDI.Smart
• Operation Data Store (Release 1)
• Web CT Interface
• Luminis Interface

In connection with the above, SCT will deliver training and implementation support services, additional miscellaneous consulting services, and project management.

Specifically these services include:

• Project Management to completion of close out
• Product and technical consulting and training
• Data migration toolkit and training
• E’print Reports
• Standard ODS for Banner Student
• XtenderSolutions Implementation
• EDI Smart First Contact Services

Not included in the scope of this project are the ongoing operations and maintenance of the system once the project has been closed out. Also not included in the implementation project are any work process improvements that occur after project close out.

All faculties and component units of the University are included.
Standard SCT implementation and project management processes will be followed. Customizations will only be made when necessary (no work arounds or policy/procedure changes possible) and when benefits of making the change exceed the cost so that costs are recovered in a three year time frame.

Team Structure

Each faculty and unit will have a representative/liaison contact for each functional project area.

Roles and Responsibilities

University of Manitoba Personnel

Executive Sponsors

Debbie McCallum, Vice President, Administration and Robert Kerr, Vice-President Academic and Provost

The Executive Sponsors will work with SCT and third parties to expedite and resolve issues that require the highest executive level involvement including approving budgets, timelines and
project scope and being the final point of escalation. While the Executive Sponsors will participate in project activities only on an as-needed basis, s/he must be readily accessible to the Project Management Committee, and will be granted access to all Project Management Committee communications upon request. S/He will be a project champion and promote the visibility and credibility of the project.

System Renewal Committee

This is a committee of the Vice-President (Administration) that comprises representation from the University community, including but not limited to business process owners from the Comptroller’s Office, Human Resources and Student Affairs, the Executive Director of Administrative Systems, the Director of the Office of Institutional Analysis and project managers from the individual projects that make up System Renewal. This committee provides a forum for the discussion of issues and the communication of other matters are required for each group to fulfil their responsibilities. The Systems Renewal Committee is advisory in nature and meets quarterly.

Project Executive Committee

Members: Vice President Administration (Co-Chair), Vice President Academic and Provost (Co-Chair), Vice Provost (Student Affairs), Executive Director, IST, Chair SPPC, Project Management Committee

1. Affirms general implementation strategy.
2. Receives reports on milestones and benchmarks for the project with respect to the comprehensive plan and overall budget.
3. Advises on University policies and procedures and recommendations for their revision.
4. Advises on recommendations related to the project budget, scope and objectives. This does not preclude the Project Management Committee recommendations being taken directly to the Project Sponsors should timing necessitate this.

Project Policy Committee

Members: Vice Provosts (Student Affairs, Programs, Academic Affairs), Chair SPPC, Chair 4Cs, five Deans/Directors, Executive Director IST, Project Management Committee

Responsibilities: Reviews decisions and proposed procedures submitted by work groups; when appropriate reports to Senate and Deans/Directors on policy and procedural impacts of implementation.

Project Management Committee

Members: Director, Student Records (Chair, Co-Owner of System), Director, Enrolment Services, Director (Co-Owner of System), Office of Institutional Analysis, Manager of Accounting – Financial Services, Director, Administrative Systems, Senior Assistant Director, Student Records (Business Analyst), Academic Representative

Non-Voting Members: Project Managers, Audit Services Representative, Technical Team Leader.
1. In consultation with the Project Managers, prepares a project plan including milestones and benchmarks and submits to the Executive Committee for approval.

2. Reviews regularly reports from the Project Managers on the status of the project
   i. Monitors system implementation for significant variances.
   ii. Recommend, for approval by the VP Administration/Academic, any significant adjustments to budget, scope and/or timelines.

3. Act as an escalation point for the Project Managers if difficulties arise in meeting project goals and timelines. Individual members are expected to manage their own staff involved in the project to ensure project timelines and goals are achieved.

4. Advise Project Managers
   i. Receive information and respond as appropriate with support, advice and guidance.
   ii. Receive recommendations and respond as appropriate with approval, advice and guidance.

5. Advise Executive Committee of any significant issue noted in the course of its review and monitoring that would indicate that project success is at risk.

6. Helps the Project Managers and the implementation team obtain timely information and help from users.

7. Responds to any identified needs for additional software/hardware resources, outside consultants, and additional temporary staff and makes recommendations to the Project Managers.

8. Acts as a central resource for coordination with other System Renewal projects.

9. Consults with the Project Managers in making timely and binding policy decisions about operational problems that cannot be resolved by the Implementation Team.

10. Serves as institutional champions of the project.

11. Ensures there is communication on the project, with campus, in a timely, continuous manner through multiple media.

12. For all aspects of the project, monitor to ensure that stakeholders are appropriately informed and involved.

13. Has special responsibility, along with the Functional Project Teams, for change management.

Project Director

This role is filled by the Director of Administrative Systems. Providing oversight of the project, the Project Director ensures that the SIS project is in line with the overall strategic direction of the University and is aligned with the other projects in the Systems Renewal project.

The Project Director prepares governing and progress reports as required and manages the overall SR budget. He is responsible for the overall coordination between projects.

UM Project Managers
The Project Managers will:

1. Serve as Project Manager to support project success in coordination with Application Owner (Director of Student Records and Director of Enrolment Services), and Project Director.
2. Maintain the project budget.
3. In conjunction with the Vendor, develop and maintain the Project Plan, including the change management component.
4. Manage the project plan to support achievement within project scope and objectives
   i. Identify and monitor project critical path.
   ii. Monitor staffing and allocation/consumption of all project resources.
   iii. Co-ordinate project plan and tasks with vendor.
5. Oversee system implementation.
6. Provide information to implementation related committees.
7. Facilitate Project Team meetings and provide Leadership.
8. Develop issue and risk assessment and resolution strategy.
9. Ensure that issues not resolved by the Functional Project Teams are documented, with recommended solutions, and forwarded to the Project Management Committee for resolution.
10. Ensure adherence to the implementation methodology.
11. Recommend Public Communication Plan and monitor its implementation.
12. Review the Project Plan.
13. Provide reports on a bi-weekly basis to the Project Management Committee, as well as work with the Chair to create the agenda for those meetings.
14. Review/maintain project work documents.
15. Track lessons learned.

The Project Managers are accountable to the Project Management Committee and the Project Director and are responsible for coordinating the activities of the IT Project Leader and the Functional Project Leaders. The Project Managers are responsible for managing the vendors as well as the budgets and timeline.

**Business Analyst**

1. Document and analyse current procedures through discussions with University staff and faculty. Work with the vendor to ensure they understand our procedures, workflows and policies.
2. Receive training on the system being implemented to understand how it functions. Work with the vendor to develop recommendations on how the system will be implemented at the University.
3. Work with implementation teams to identify procedures, workflows and policies to be established in conjunction with the Banner Student System. Determine where these are different from existing ones and develop plans for how changes will be implemented.

4. Evaluate identified gaps and determine if the solution is a change in procedure/policy, a bolt-on, a work around or a customization. Prepare a decision support document including a cost/benefit analysis for any proposed customizations.

5. Manage the change process, ensuring to include faculty and staff as appropriate who are impacted by the change. This inclusion can be in the form of active participation on the related implementation team, consultation and feedback mechanisms or communication on status and directions.

6. Ensure appropriate people are consulted for decisions on policies and procedures.

7. Ensure decisions on policies and procedures are made in an appropriate time frame.

8. Ensure work is integrated into the Student System implementation project plan by working closely with the Project Managers.

9. Be an active participant in and contributor to the project communication plan.

Project Leaders (Leaders of Functional and Technical Teams)

1. Meet on a regular weekly schedule to resolve issues within their jurisdiction and make recommendations to the Project Managers.

2. Evaluates progress of project and makes necessary adjustments to resources, timeline and schedule within their realm of responsibility.

3. Assigns tasks to team members as necessary.

4. Ensures integration of policies and adherence to standards.

As a group the Project Leaders and the Project Managers will oversee and expedite the implementation of all systems, including the change management component. The Project Leaders will meet with the Project Managers on a weekly basis.

The IT Project Leader is accountable to the Project Managers for all areas of the project that relate to hardware, software, and infrastructure. The IT Project Leader's responsibilities involve coordinating the resources of the Information Services and Technology unit to meet the project's delivery objectives and time schedules. The IT Project Leader will liaison with the vendor's technical staff to address any issues that arise during the installation of hardware, databases and software and is the main point person for any issues about configuration or authorized customization. The IT Project Leader will be expected to monitor the technical interdependencies between systems (i.e. the HRIS, SIS and the ARS with the FMIS) and ensure through consultation with the Project Director and/or the Project Management Committee that any issues are resolved.

The Functional Project Leaders are accountable to the Project Managers to provide expertise and knowledge of the student environment within The University of Manitoba. The Functional Project Leader is responsible to provide staff resources as required and to provide needed business information in a timely manner. Should any work processes need to be modified during the implementation of the project, the Functional Project Leader will provide assistance with the
design of the process, the development of any necessary policy changes and the communication of the changes to the relevant stakeholder groups and users. The Functional Project Leader will be expected to monitor the functional interdependencies between systems (i.e. the HRIS, SIS and the ARS with the FMIS) and ensure through consultation with the Team Leaders and/or the Project Management Committee that any issues are resolved. Finally, functional project leaders are expected to understand processes and procedures, understand how the system functions in support of these and ensure decisions are made in the appropriate time frame by the appropriate staff.

**Team Leaders**

1. Meet on a regular weekly schedule to resolve issues within their jurisdiction and make recommendations to the Project Managers through their respective Functional Project Leader
2. Evaluates progress of project and makes necessary adjustments to resources, timeline and schedule within their realm of responsibility
3. Assigns tasks to team members as necessary.
4. Ensures integration of policies and adherence to standards.

The Team Leader will be responsible and accountable for a specific function related to the SIS project. They will lead their team in creating a detailed work plan specific to their area of concern and with tracking progress against that plan. Team Leaders will be expected to work closely with each other to monitor the interdependencies between modules and flag any issues that may arise. Team Leaders are also responsible for bringing forward to the Functional Project Leader any interdependencies between systems that they may identify that need to be addressed. The Team Leader will be responsible to monitor and report on the team's progress and to ensure that timelines are met. The Leader of each team will be responsible for facilitating communication between team members and monitoring progress towards completion of tasks and deliverables assigned.

**Team Members**

Each team member is responsible and accountable for assigned tasks as directed by the Team Leader. They routinely inform the Team Leader and/or other team members of the progress to date or any problems that are encountered.

1. Receive SCT training.
2. Responsible for configuring Banner with U of M’s data and business rules.
3. Attend Team Meetings.
4. Provide substantiated recommendations to Project Leaders and Project Manager.
5. Act as the subject matter expert in their respective area of expertise.
6. Define and test user procedures for their area.
7. Develop Policy and Procedures Manuals and end-user training documents.
8. Validate converted data in their area.
Implementation Process Teams will be organized to correspond to SCT Banner functional systems.

Each Team is the primary liaison between all groups involved in the particular area and will ensure representation of non-implementation personnel where appropriate. The Teams will make process and procedural decisions related to the implementation in their functional areas. During its implementation cycle, each Team will meet on a weekly basis and will submit a status report in writing on a weekly basis to the Team Leaders. The Team members will attend the system education training sessions provided by SCT.

It should be noted that the duties and responsibilities of Team Members apply to all members of the Project Team including the Project Managers, Project Leaders and Team Leaders.

**SCT Personnel**

**SCT General Manager**

The SCT General Manager has overall responsibility for the University of Manitoba account and will manage the relationship between U of M and SCT. Project related issues concerning SCT resources or activities may be forwarded to the General Manager for resolution. The standard level of contact between the SCT General Manager and U of M will be at the Project Management Committee level.

**Account Manager**

The SCT Account Manager will serve as the primary contact point to SCT. The standard level of contact between the SCT Account Manager and U of M will be at the U of M Project Managers and Project Management Committee level.

**SCT Project Manager**

The SCT Project Manager will be responsible for the development, delivery and monitoring of the project plan and all associated communication. The standard level of contact between the SCT Project Manager and U of M will be at the U of M Project Managers and Project Management Committee level. The SCT Project Manager will provide monthly status reports in writing to the U of M Project Managers.

**SCT Application and Technical Specialists**

Technical and Application specialists will be assigned as needed to the project. Each will have specific application knowledge and be responsible for specific tasks identified by the SCT Account Manager or SCT Project Manager.

Such tasks to include:

- Installation review
- System education
- General consulting

Trip agendas and post trip reports will be produced by these specialists and submitted to the SCT Project Manager, the U of M Project Managers, and the appropriate Functional Project Team Leaders. The standard level of contact between the SCT Specialist and U of M will be at the Functional Project Team Leader level.
Note that from SCT’s perspective, the implementation of the Finance and Student systems are considered one project.

**Qualifications for all Team Members:**

Team members have been selected for the following qualifications:

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

**Methodology**

Standard project management methodology will be employed throughout the implementation and post-implementation phases of this project. Prior to creating the project plan, a detailed gap analysis will be conducted in a joint effort of the vendor (SCT) and University staff. The object of the gap analysis is to determine the degree of correlation between SCT's software and the current work processes in place at U of M. The project plan will be contingent on the results of the "gap fit" and will be conducted using a "rolling wave" concept whereby the first module(s) to be implemented will be defined in as much detail as possible and the later modules will be planned at a higher level, revisited on a regular basis to update and refine. This allows "lessons learned" to be built into later modules and provides a more accurate roadmap for success. Staffing of the project will follow a "weak matrix" organizational structure meaning that resources are seconded to the project on a percentage of time basis and, for the most part, will still be accountable to their functional areas to perform their regular duties.

**Timelines**

The duration of the SIS project will be 36 months.

**Amendments**

Any changes to the parameters (scope, funding or time) of this project must be authorized by the Vice President, Administration and Vice President, Academic and Provost in writing.
Sign-Off

This Project Charter for the SIS project is recommended and approved by the following signatories and becomes the mandate for the SIS Project Team.

**Recommended by:**

____________________________  _______________
Neil Marnoch, Chair                    Date
SIS Project Management Committee

**Approved by:**

____________________________  _______________
Dr. R. Kerr                    Date
Vice President, Academic and Provost

____________________________  _______________
D. McCallum                    Date
Vice-President, Administration