
Glendale Community College

STUDENT SYSTEM IMPLEMENTATION



PROJECT CHARTER

Prepared By: CIBER, Inc.
Derinda Williams
Date: 6/1/2009

Abstract: This document describes the project goals and objectives, scope, project controls and potential risks for the Student System Implementation for Glendale Community College. It is the primary output of the Planning Definition phase for this project, and should be updated to reflect any new information that surfaces before this phase is completed.



CHANGE HISTORY

VERSION	DATE	UPDATED BY	DESCRIPTION
1.0	2/23/09	Derinda Williams	Initial Draft
2.0	3/09/09	Derinda Williams	Edits As Requested By Steering Committee
3.0	3/20/09	Derinda Williams	Additional Edits Requested By Steering Committee

Table of Contents

CHANGE HISTORY	III
INTRODUCTION	1
BACKGROUND	1
DISCOVERY	2
STRATEGIC BUSINESS DRIVERS	3
PROJECT OBJECTIVES	4
PROJECT PRINCIPLES	6
PROJECT ASSUMPTIONS	7
PROJECT TIMELINE	9
SCOPE	10
RISKS	12
DEPENDENCIES	14
PROJECT STRUCTURE	15
TECHNICAL ENVIRONMENT	16
CURRENT ENVIRONMENT	16
DATABASES	18
CONVERSION	18
DEVELOPMENT STANDARDS	19
SECURITY	19
PROJECT MANAGEMENT STRATEGIES	21
PROJECT PLANNING	21
TESTING	21
TRAINING	22
DOCUMENTATION	24
CHANGE MANAGEMENT	24
PROJECT COMMUNICATION	25
PROJECT MANAGEMENT CONTROLS	27
DECISION-MAKING AND ISSUE ESCALATION PROCESS	27
ISSUES MANAGEMENT	27
MODIFICATION GOVERNANCE	28
DELIVERABLE ACCEPTANCE	29
APPENDICES BELOW	30
APPENDIX 1 – DECISION MATRIX	31
APPENDIX 2 – PROJECT ROLES AND RESPONSIBILITIES	33
APPENDIX 3 – SAMPLE ISSUES TRACKING LOG	40
APPENDIX 4 – SAMPLE DELIVERABLE ACCEPTANCE FORM	41
APPENDIX 5 – SAMPLE RISK MANAGEMENT LOG	44
APPENDIX 6 – THIRD-PARTY SOFTWARE	45

Introduction

The purpose of this document is to provide information to College decision makers regarding the implementation of the new Student System. The document outlines the high-level objectives, scope and overall approach for the implementation.

Background

The current Student System, which was largely developed in-house, has served Glendale Community College (GCC) since 1991. This is the authoritative system of record for core student data including, but not limited to Admissions, Student Records, Registration, and Scheduling and Course Maintenance. Financial Aid is currently managed using FAM, a third-party software product. These systems are used to support approximately 15,000 students enrolled in credit programs and approximately 10,000 enrolled in the adult education and special training course offerings. ***The Student System is one of the most mission-critical systems for Glendale Community College.***

Both technology and the needs of higher education have changed considerably since the existing student system was developed. The current system has limitations and is not keeping up with the needs of the users or the broader demands of higher education in the internet age. Today's students expect 24 hour a day, 7 day a week access to information, and they expect to see near real-time data. Current off-the-shelf systems offer these capabilities, and allow a much broader audience of staff, faculty and students to all have access to the information they need through intuitive web-based pages.

GCC evaluated various software products resulting in the purchase of Oracle's Human Resources (HR), Financials and Campus Solutions software. Subsequent to making this purchase, Oracle announced their agreement to acquire PeopleSoft because it would allow them to extend their applications business to their growing customer base. The Oracle HR and Financials systems were already being implemented at GCC when Oracle announced the discontinuation of their Student Application in favor of the PeopleSoft Student Product that had been acquired. GCC is now licensed for this system.

The HR and Financials implementations are completed. The implementation of student system is now beginning.

Discovery

In 2008, GCC contracted with CIBER for consulting services to implement the student system. These services include using CIBER's Incremental Prototyping Methodology that starts with an in-depth Discovery Process to define strategy and vision of the project.

Project Definition Phase

The project definition phase¹ is a crucial first formal step. It establishes a foundation for the project by ensuring that all project participants share a clear understanding of the goals and objectives, and agree on how they will be achieved. By working through this process, GCC has defined the project vision, scope, and objectives – *what* the project is designed to achieve. The process included group meetings with the steering committee, functional team, and technical team members *who* will participate in the implementation. These interviews were key communication points through which GCC personnel had an opportunity to provide input and ideas on not only *how* the new system should be implemented, but also *goals* that the implementation should address.

The project definition phase included a review of existing documents developed for the project, discussions regarding the functional objectives of the new system, and a review of the technical environment currently in place as well as plans for the architecture that will support the new system. The project team was also exposed to a high-level overview of the various phases of the project.

The results of these interviews have been incorporated within this Project Charter. The Project Charter will be distributed to GCC participants for validation and feedback before the document is finalized.

The steering committee worked to define the project organizational structure including the roles and responsibilities of the various teams and/or individuals. They also defined key project controls for decision making and governing customizations. The documents resulting from these efforts have been included as appendices.

¹ *The project definition phase is first of five phases of the CIBER Incremental Prototyping Methodology.*

Strategic Business Drivers

There are several strategic business drivers for the Student System project.

Changing Higher Education Environment: The business environment and fundamental needs of Higher Education have changed in the last twenty years, and the ability of the current system to adapt to these changes has decreased over time.

Opportunities Presented by New Technology: In the nearly 20 years since the student system was developed, both the functionality and technology of “off the shelf” software systems have dramatically improved. Moving to a new application will provide much more intuitive end-user navigation, easier and broader access to information, and greater flexibility in meeting GCC’s evolving needs. Also, today’s students expect real-time access to college information systems. The current system and its core design and technology have significant limitations in achieving these goals.

User Support for Change: The desire of the campus community to implement a new student system has been a pending goal for some time, consequently expectations have continually risen. The project presents an opportunity to engage the support and enthusiasm of the community to finally implement a new system, but attention to current expectations may be needed to ensure they do not exceed the initial delivery goals of the system.

Project Objectives

The project objectives were discussed during interviews with the various groups and individuals who participated. The specific objectives identified during these sessions included:

<p><i>Objective 1: Enhance the service offerings available to students, faculty, and staff.</i></p> <ul style="list-style-type: none">• Implement “self-service” applications to allow students direct access to their own data and more convenient access to enrollment features.• Implement “self-service” applications for faculty allowing them to view student and class information.• Minimize manual and/or labor intensive efforts such as developing class schedules, addressing state reporting needs, reconciling to the general ledger, among others.• Provide an on-line Education Plan for students.• Improve our ability to more effectively and efficiently advise students.
<p><i>Objective 2: Implement one integrated system of record for student and program data.</i></p> <ul style="list-style-type: none">• Implement a system that allows for customized views of a single student record.• Implement a system that allows GCC to easily record credit, non-credit and other “learning activities” and choose how this information is reported.• Leverage the integrated capability of the system streamlining business processes across departments.
<p><i>Objective 3: Improve the quality of the institutional and student data.</i></p> <ul style="list-style-type: none">• Work to understand and clean up legacy data, before and during conversion to the new system.• As appropriate, consider revising business processes and adopting best practices to ensure consistency in handling data, while taking into account the differing needs of the college departments.• Improve data accuracy by minimizing the redundancy in student data.

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Project Principles

Project principles do not directly lead to a project deliverable or output, but support a better project environment, and foster the successful achievement of project objectives. GCC will follow the principles articulated below during the planning and implementation phases of the project.

Summary Principles

Principle 1 - Formal project management: The project implementation will be managed using formal project management processes as outlined in the CIBER implementation methodology, as one means to ensure the success of this project. These processes will be adapted to the specific needs and structure of GCC's implementation.

Principle 2 – Inclusive project governance: GCC will establish a project governance structure that ensures the involvement of faculty, staff, and students as appropriate throughout the implementation. It will be the responsibility of the steering committee to engage various organizations within the community for decision making, facilitating continued buy-in and support for the project.

Principle 3 – Timely decision making: GCC will use the decision-making process as defined by the project steering committee to ensure decisions are made by appropriate groups and/or individuals. This decision matrix is included as Appendix 1.

Principle 4 – Open and effective communication: The project and its team members will make every effort to continuously communicate to the campus community to prepare them for any change and broad impact.

Principle 5 – Balance of scope and needs: GCC will make every effort to achieve the best balance between a manageable project scope while provisioning for business process improvements that are viewed as positive to the campus community.

Project Assumptions

Project assumptions are often made for implementations as way to begin to address unknown factors. Assumptions need to be reviewed and validated throughout the project since incorrect assumptions can have varying degrees of impact to the project.

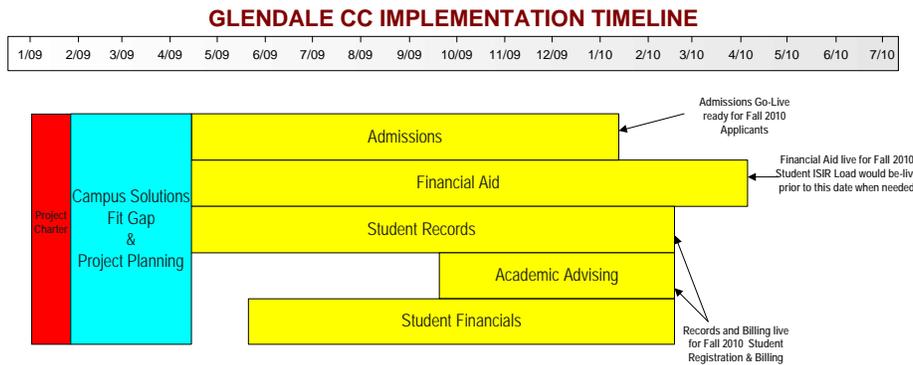
During the interviews, the following assumptions were developed:

- Project resources will be available to start the project and/or will be secured when needed to minimize impact to schedules and/or deliverables;
- The project is recognized as being high priority for all named resources; in the event of a conflict in priority that has an adverse impact on the project, GCC management will be engaged to ensure conflict(s) are immediately addressed;
- There will be no further development activities on the legacy system.
- A rapid decision making process will be in place to ensure critical project issues are addressed in a timely fashion; any impacts resulting from pending decisions will be communicated;
- Making changes to business processes will be favored over online customizations; a governance process will be in place to control the introduction of any online customization that would alter the delivered software;
- Project status will be reviewed on a weekly basis by the project team and reported to the steering committee;
- The infrastructure needed to maintain the defined project schedule will be in place (i.e. hardware, software, connectivity) when needed;
- The necessary software maintenance such as applying Bundles to the system will be kept current throughout the implementation;
- GCC project team members will take advantage of knowledge transfer opportunities with consultants to ensure their preparedness to support the system once in production; this is essential – *means* continuous active involvement in the project.

Project Timeline

At this early stage of the project, the timeline is very high level and summarizes the major phases of the project necessary to meet delivery goals. As the project progresses, details will become available that will be used to update the project plan with key tasks, ownership and dates.

The timeline below was previously developed by CIBER and reviewed with GCC during the RFP process. This chart identifies the timing for initiating the project and making sure each module is ready for processing the fall 2010 transactions; the first aid year to be processed on the new system will be 2010/2011. This timeline combined with GCC’s academic calendar will be the basis for developing the initial project plan.



Scope

Project scope is used to define what major system functions, modules and interfaces will be included in the implementation effort of the project. It is important to define both what will be included in scope, and what will not be in scope, so that this information is clearly presented to all project stakeholders.

The project scope does not include a detailed listing of functional or technical requirements, which will be developed in later phases. Rather, scope is used to ensure that that all critical functionality that is expected to be delivered with the project is identified.

The initial implementation of the new system will primarily focus on delivery of core functionality. Once the initial implementation is completed, GCC can continue to enhance the capability by deploying new features. The initial project scope needs to be balanced with getting the core modules implemented and deploying features that would have a positive impact to the community and project success.

In Scope

At this time (the project definition phase), the items included in scope include major functions supported in the legacy system that must be carried forward into the new system. This includes:

- Campus Community
- Recruiting and Admissions
- Student Records
- Student Financials
- Academic Advisement
- Financial Aid
- Student Self-Service as delivered in the Student Center
- Interfaces to existing internal and external systems; see the technical environment section below.

Not In-Scope

Finally, this list includes some functions or modules that are probably not in scope for this project:

1. PeopleSoft workflow functionality.
2. Upgrades and/or enhancements to existing internal or external systems that may be related to the student system.

This list only includes functions that were identified in project discussions to date. The list should be updated as other functions are identified and excluded from scope. Specifically, this list should be updated during the implementation, when a scope change is rejected after passing through change control.

Risks

GCC will implement a risk management process as described in the project controls section of this document. This process will be used to identify and manage risks throughout the project, and will be an on-going and dynamic process. A list of preliminary project risks and potential mitigation strategies were discussed during the interviews:

PROJECT RISK	POSSIBLE MITIGATION
<p><u>Sufficient Project Resources:</u> This risk was viewed as the most significant for GCC. Backfill options are limited. It will be difficult to dedicate project team members fully.</p>	<ol style="list-style-type: none"> 1. Ensure scope is aligned with available resources; 2. Ensure priorities are kept in focus and time is not spent on non-essential tasks; 3. Address any gap in resources early to avoid broader, downstream impacts to the project;
<p><u>Project Expectations:</u> There is concern that the expectations of the new system by the campus community may be greater than the initial project implementation can deliver. Measures are needed to ensure expectations are appropriately set and the system is not “oversold”.</p>	<ol style="list-style-type: none"> 1. Develop plans that include opportunities throughout the project to demonstrate the software to the campus community; 2. Involve others at appropriate times such as during testing to gain earlier exposure to the system and its capability; 3. Develop a communication plan that explains the initial and longer-term deployment plans for the system; 4. Leverage some new functionality that would be viewed as positive by the campus;
<p><u>Change Management:</u> A change management plan is essential in appropriately preparing the campus for the new system.</p>	<ol style="list-style-type: none"> 1. Plan periodic software demos to allow early and continuous exposure to the system; 2. Ensure adequate training plans are developed and users are involved and solicited for feedback;

Dependencies

Dependencies are other projects or efforts that will definitely happen, but that are not part of the scope of this project. They must be considered in the context of the student system implementation because they may offer strategic opportunities or may significantly impact this project by competing for resources.

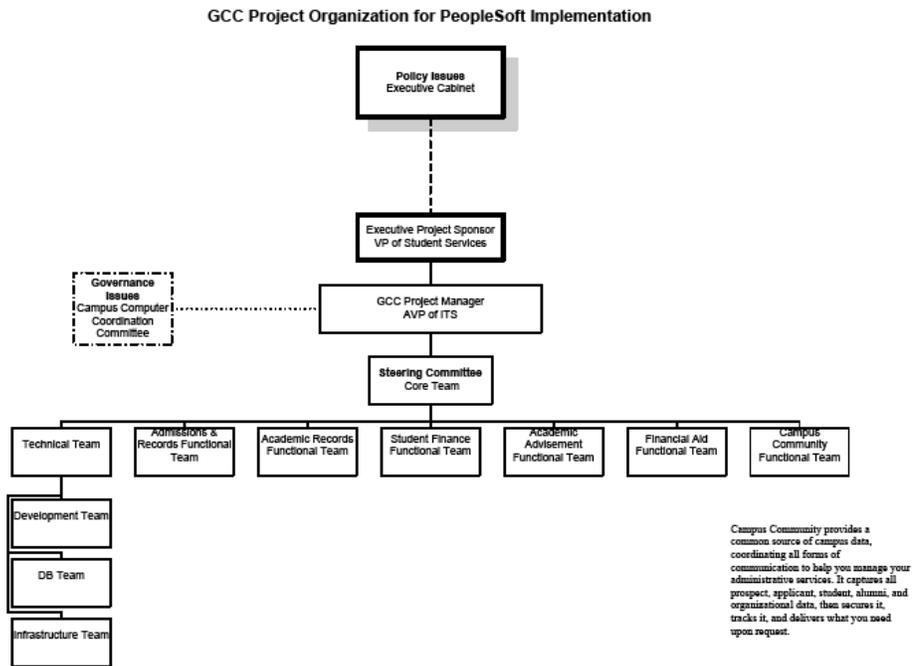
There were very few projects identified during the interviews; they are NOT anticipated to have significant impact to this project.

Project Dependencies

1. Potential deployment of a new curriculum management system (CurricUNET);
2. Potential deployment of a new software to support the creation of a students EdPlan;
3. Oracle Database Upgrades.

Project Structure

The project organization has been defined for the project and is illustrated in the chart below. Additionally, the Steering Committee defined the roles and responsibilities for each area of the project including the names of individuals who would be fulfilling the various roles. See Appendix 2 for details.



Technical Environment

Current Environment

The current technical environment consists of a combination of Dell servers that host the Oracle ERP applications and VAX cluster hosting the core student legacy system. The Oracle applications are running on an Oracle 9i database. Financial Aid is managed using a third-party product, FAM which is hosted on Windows and uses a SQL Server database.

Desktops are a combination of Apple Macintosh and Microsoft Windows. A variety of printers are used; some personal, others networked. The network at GCC is a fully integrated voice and data network.

The following internal/external systems will be integrated with the new student system:

Function	Source	Type
Assessment	CAPP, CLEP, Acuplacer	Import to Student System
CCC Apply	Chancellor's Office	On-line application to allow students to apply to the college.
IVR (registration & grades)	EPOS and GCC	Integrate IVR with the student system so students can register and/or access their grades. EPOS delivers an integration solution for the PeopleSoft Student System.
Library	Ex Libris - Voyager	Export Student EMPLID and related data for the library's use when servicing students.
Master Calendar	R25 - CollegeNet	Import/Export with the student system so classroom assignments are accessible via R25 and the student system.
Oracle Financial Oracle HR, Payroll	Oracle ERP	Integrate with Financials to post student financial data to the G/L; integrate with HR to manage Campus Community (bio/demo) data.
SEP & counselor appointment	SARS Grid	An extract file used for reporting.
Student Loan Tracking	National Clearinghouse	An export/interface from the student system to the Clearinghouse.
Class Roster	WebCT/Blackboard	An export/interface from the student system to WebCT/Blackboard providing student and enrollment data.

A full list of internal and/or third-party systems is listed in Appendix 6.

The PeopleSoft Campus Solution software will also be hosted on Dell servers.

EPOS is currently used for web registration; this functionality will be replaced by the delivered self-service functionality in the PeopleSoft Student Center. IVR capability provided by EPOS will continue to be available with the new system.

Databases

The project will require multiple databases to support the implementation activities including but not limited to development, configuration, testing, conversion, and/or training. It's important to have a strategy that describes the approach for managing the database environments and ensuring the appropriate controls are in place throughout implementation. This strategy needs to be clearly understood by the project team to avoid conflict and/or confusion.

During the interview with the technical team, they discussed their initial ideas for defining the databases needed, use of each, and the infrastructure necessary to support the implementation needs. GCC is experienced in managing databases of this nature and recognize the value and need for manageability and control.

The formal database and migration strategy will be developed and refined with the technical team during the planning phase.

Conversion

In a typical implementation, data conversion for a particular functional area takes place after the setup and requirements of that functional area have been designed. The process is generally driven by functional users who are familiar with the legacy data and the functional requirements of the new system. These users are also responsible for identifying the data to be converted to support their functional business needs being addressed.

Since functional teams cannot be expected to either understand table structures or know how to develop programs needed to convert data, technical resources must assist. The technical resources are responsible for determining which development tools will be used to support the effort efficiently and effectively, developing conversion programs, and supporting data mapping and testing efforts. Both teams must work together throughout the conversion effort to ensure the success of the final data conversion.

The level of effort necessary to complete the conversion can be difficult to completely predict as it is dependent on the quality of the legacy data, how well the data structures map to PeopleSoft, and often the volume of data (i.e. history) being converted. Sufficient time must be allocated to account for potential challenges in any or all of these areas.

GCC has acknowledged the importance of data quality for conversion and are taking steps to assess the quality of their legacy data and starting to address issues.

A formal conversion strategy will be developed during the planning phase outlining the overall approach, scope and initial functional requirements for conversion. Information will start being gathered during fit/gap that will assist in understanding these functional conversion needs.

Development Standards

Development standards are needed to ensure effective and efficient management of the overall environment. This includes:

1. **Naming conventions:** Program naming conventions will be defined or all custom developed done in conjunction with this implementation; this is important for future upgrades and having the ability to compare unique GCC development with the software's delivered programs;
2. **Program Migrations:** A process is needed to define the flow and approval process for promoting custom programs from development to test environments and ultimately production;
3. **Technical Documentation:** Developers need to develop appropriate technical documentation to support custom development to ensure the ongoing maintainability of the program.

Development standards will be defined and documented during the planning phase by the CIBER and GCC Technical lead including review and input from the technical team.

Security

GCC currently uses a distributed model to administer application security for the student system. As new users need access to the system, requests are submitted to department security administrators to create user accounts and establish a security profile.

PeopleSoft application security is robust and provides the flexibility to define user access to the system at a very granular level. Organizational need and college security policy will drive the level of security definition that will be needed to secure data. The objects and definitions in the development environment must also be secured especially in the production environment where only authorized technical resources have access.

Accessing a PeopleSoft application requires first passing through several layers of network, OS, and DB security. These capabilities are defined by the technical environment and need to be configured outside of PeopleSoft by the technical team.

During the interview with the technical team, initial discussions were to strive toward maintaining a similar security as exists today allowing some aspects of security to be maintained at the department level. It was also discussed that some level of centralized support within IT would be needed, although specific details will need to be defined before the planning phase is completed.

The process being planned for student account provisioning will be further reviewed and documented before the completion of the planning phase.

Project Management Strategies

Project Planning

A project the size and complexity of the student implementation will be managed through the Strategies and Controls as outlined in the Project Charter.

The Project Plan depends heavily on the Project Charter, a governing framework defining the approach and established boundaries for the project. The Project Charter provides written documentation of the high-level project objectives, strategies and controls, as well as high-level project scope. It is also the first opportunity for the entire institution to define, understand and agree to the project. Using this document, the project plan is created.

The project plan defines the phases, resource requirements, detailed tasks, deliverables and the target start and end dates for each phase and the overall project. The project plan tasks are specified at a level of detail necessary to reflect task accountability by resource. The plan also organizes the effort to achieve the ultimate deployment as defined by the implementation strategy.

The project plan is dynamic and as the implementation progresses, it must be updated to reflect the impact of business decisions and redesign, scope changes, and risk mitigation activities. Additional tasks will be added as Project Teams develop more detailed plans. The Project Manager and Team Leads will update the project plan on a weekly basis to reflect work accomplished and the current project status. Tasks behind schedule will then be addressed by the Project Team and, if necessary, the Steering Committee. Tasks significantly behind will be identified as **-high risk** and **-action plans** will be developed to avoid jeopardizing the project.

Testing

Testing must be an on-going activity throughout all phases of a project and should be an integral component of quality assurance efforts. A comprehensive testing plan will be developed during the configuration phase. This testing plan will include the overall approach, scope of testing, preparation, issue tracking, testing schedule and resources, among others.

Testing starts at the unit level, as team members test portions of the functionality encompassed within a single module, interface, report or modification. Customizations, interfaces and reports are first tested by their developer before they are submitted for testing by functional users. Functional users will conduct a unit test of the customization, report or interface and upon successful completion, sign-off and accept it.

As the implementation of the project progresses, so does the nature of testing. After each module has been thoroughly unit tested, system and integration testing begins. As testing proceeds, more end-user participation is needed. CIBER recommends that there be one

person (a central point of contact or testing coordinator) responsible for tracking the status of test scripts and the documented results of each test. Any test scripts which identify errors should be tracked and given to the appropriate person to resolve. After the error has been resolved, it should be re-tested by the same individual who originally uncovered the error.

Each module Project Team should develop detailed test plans and acceptance criteria. These plans will be integrated and coordinated for the testing of inter-module processes. The plan should also identify one or more Testing Coordinators.

The test plan developed during the next phase will expand on these testing principles.

Training

In order to provide the greatest benefit to users, gain the greatest return on investment in a new system, and to be able to operate it effectively without consulting support, it is critical to provide thorough and effective training. Project Team members must become experts in the operation of the software, and end users must become self-sufficient in its use. Executives should have enough knowledge of the system to understand its capabilities and its requirements for operations and on-going maintenance.

Training for Project Team members will involve formal sessions that will be initially conducted yet expanded on naturally as experience is gained from active participation in the implementation effort. Training and documentation both evolve over the course of the project, and will continue once GCC is in production. Timely and active involvement in both formal and informal experiences will position GCC not only for a successful and cost-effective implementation, but effective post-production support without the continuing cost of consulting support.

The training strategy will be further defined by the project team during the implementation.

Project Team Training

GCC team members directly involved with the implementation project activities, both functional and technical, must attend the PeopleSoft functional and technical training classes applicable to their specific area. Project Team Training is currently being scheduled and conducted over the next few months.

Knowledge Transfer

Project team members will participate fully in the project, from the fit/gap phase through configuration and development, testing, and deployment. Knowledge transfer happens naturally when project team members work with their functional and technical consulting counterparts on a daily and weekly basis. It is this “informal” training as much or more than any formal training that enables team members to become experts in their areas. It is essential to ensure that team members are able to participate in this manner throughout

the project to be adequately prepared to support the system without a dependency to consulting resources which can become costly.

End User Training

For small groups, training may take place one-on-one within an office environment. For larger groups we may need to establish a training environment to accommodate the delivery.

During interviews, suggestions were made to leverage end users early in this process to assist with training of end users, supplementing project team resources and demands of their time. Additionally, GCC has a training organization that may assist in areas such as training of faculty and other broad uses of the system.

Documentation

Documentation is critical to support end-users, to manage change to the system throughout its lifetime, and to ensure consistent and appropriate use of the system. Current and accurate documentation facilitates training, and reduces the cost of system corrections and modifications. The documentation effort will be an integral part of the project, and must be conducted throughout the course of the project, not just at the end.

The development of documentation for the system is the responsibility of project team members, with the help of a Documentation Coordinator if available. A typical set of documentation for an implementation includes, but is not limited to:

- ❖ **User Documentation** – How to utilize the completed system;
- ❖ **Setup / Configuration Documentation** – Describes table setup and rationale for choices made;
- ❖ **Functional and Technical Specifications** – Describes the requirements and design for interfaces, customizations, etc.
- ❖ **Conversion, Test and Training Strategies and/or Plans** – Describe approach, scope, etc.
- ❖ **Operational Procedures** – Describes the defined processes for addressing security and authorizations, system operations such as backup, batch schedules, help desk and support, etc.

CIBER will provide documentation templates for the project team. The project team can adapt these templates to meet any specific needs of GCC. Project documentation will be centrally stored for easy accessibility on the PMRx project website hosted by CIBER.

Change Management

Any project with the scope of an ERP implementation will introduce change into an organization, and GCC may use this opportunity to review existing processes, and adopt best practices where they provide benefit and can be implemented with reasonable effort. These kinds of changes can impact both individuals and departments, and may affect departmental interactions, working habits and even institutional culture. Institutional change must be carefully managed to ensure that the outcome of any change is positive.

A strong Change Management program will include an integrated communications plan, training and documentation plan, and an organizational development plan, which will be tied into the overall project so that activities take place at appropriate times.

During the interviews, change management and its importance was discussed by various groups. The team established a goal to actively develop a plan that would include effective communication, early and continued exposure of the system to the campus community, college involvement as opportunities become available, and development of effective training plans. Change Management will need to be addressed by effectively planning and taking deliberate action to ensure the goal is met.

Project Communication

Project Team communication serves as a vital link to the campus community, helping to share important decisions and milestones. From executives to end-users to students, individuals are much more responsive to change when they have a sense of involvement, and some advance notice of possible changes.

Communication serves several key goals: education, obtaining buy-in, and providing information to those individuals impacted by changes to policies and practices. The implementation is a vast and complicated process that impacts an organization and the participants in a variety of ways throughout its duration and at its conclusion. That is why it is essential to carefully plan the communication that will occur over the course of the project.

Key Elements of the Communication Plan:

- Project Events and/or Milestones
- Communication Audience
- Mode(s) of Communication
- Key Messages
- Frequency of Communication
- Communication Owner
- Planned Communication Date

An effective Communication Plan:

- Provides an organized and planned approach to the delivery of key communications during the course of the project.
- Clearly assigns responsibility, outlines the schedule of communication to key audiences, and identifies the most effective mode(s) of communication.
- Supports the change management effort by providing change information incrementally over a period of time.

A comprehensive Communication Plan will be jointly developed by CIBER and GCC during the Project Planning Phase.

Project Management Controls

Decision-Making and Issue Escalation Process

The Operating Agreement contains detailed suggestions for making and documenting decisions during the project. However, in the context of escalation, CIBER recommends the following additional guidelines:

- The Project Team Leads should be empowered to make decisions on how to utilize the delivered software to meet the college business needs. Issues that surface and cannot be addressed by the Team Leads need to be escalated and tracked.
- The Project Management team will address issues that affect the project plan, resource requirements, deliverables or internal project schedule. Project Management will engage the Steering Committee when broader review is needed and to avoid project impact.
- The Steering Committee will address policy issues, changes of scope, cost, calendar or quality. The Steering Committee may engage other individuals and/or committees, if necessary to resolve issues.

Decision delays, especially on critical issues, can adversely impact the project timeline and budget. As the project progresses, project team members will become more involved with analysis and testing of system processes and how these processes will support the college business needs. During these activities, issues may arise that could impede the progress of the project. It's important to provide an environment and support for the project team that encourages them to raise issues early.

Issues Management

Issues are events requiring a decision to avoid negative impact on the project. Most issues result when a project's needs require a change in a College's culture, business practice or procedures. Effective risk management should anticipate many such events but it is not possible to avoid all issues. Issues arise throughout the project and must be addressed expeditiously. Some issues require research or additional information; others can be dispatched immediately. All project issues must be assigned and tracked until resolved.

Success Factors:

It is important to quickly identify and define potential issues to ensure project activities are not delayed. Project Team members should work together with Project Management and "owners" of the affected business area to achieve a well thought-out solution. Careful consideration should be given to the following:

- Communicate the issue-handling process to entire Project Team.
- Create a central issue repository with access for all Project Team members.

- Conduct team discussions to properly identify and document the issue.
- Report the issue status to all affected.
- Assign a specific resource to lead the resolution process.
- Prioritize issues according to urgency and impact on the project.
- Follow a defined escalation process for high-level issues.

The Project Manager will maintain the overall project Issue Log. Individual Teams may create and maintain an issue log to manage and monitor team issues. The Project Manager is responsible for ensuring project issues are addressed according to the GCC escalation process.

A sample Issues Tracking Log is included in Appendix 3.

Modification Governance

GCC's goal is to change business practices whenever possible to minimize making customizations to the system. In order to achieve this goal, a process will be established to reviewing, evaluating and approving customizations before they are made.

During the fit/gap process, gaps between the system and how GCC currently does business will be revealed; alternatives will be documented, for example, possible changes in business process, a customization, work around, etc. As the project progresses, additional details may reveal a gap and potential need for customizations.

GCC will define categories to better evaluate customizations being proposed. During the interviews, the following categories were discussed and will be incorporated into the template used to request modifications:

- State / Legal / Collective Bargaining Requirement;
- GCC Business Requirement (Policy Compliance)
- Productivity Enhancement
- Software Improvement

Additionally, the following decision criteria were discussed to help assess the impact of making or not making a customization:

- Not completing the customization impacts ability to go-live;
- Not completing the customization would require an increase in staff;
- Completing customization results in significant reduction in manual effort;
- Provides a significant service level improvement

A template will be used by the project team to document the purpose, effort and impact of the proposed customization. The template will include the categories and decision criteria for the project team to expand on.

Deliverable Acceptance

Deliverable Acceptance is an essential part of the functional users taking ownership of the new application. Deliverable Acceptance can be associated with individual tasks or project milestones. Acceptance of individual tasks is more a function of individual ownership and accountability, while acceptance of a milestone determines the feasibility of moving forward.

Deliverable Acceptance will require sign off by the appropriate project team and/or steering committee members.

Upon rejection, the responsible team member or members may take 10 days (or longer, if mutually agreed upon in writing) to correct the issues identified when the deliverable was rejected. The deliverable will then be resubmitted to the Acceptance process.

Please see Appendix 4 for a sample Deliverable Acceptance form.

Appendices Below

Appendix 1 – Decision Matrix

Type	Purpose/ Description	Contribute	Recommend	Approval	Final Approval, if needed
Project implementation	Scope, deployment, milestones	Functional & Technical Leads	Project Management	Steering Committee	
Customizations	Changes made to delivered software functionality	Functional & Technical Teams	Functional Leads	Steering Committee	
Software configuration & business processes	Configure software to meet GCC needs; design related business processes to meet GCC needs	Users	Functional Team	Functional Leads	Steering Committee and/or Departments Affected
Policy Changes	Establish new campus policies & procedures within the existing governance structure.	Functional & Technical Teams	Project Leads & Management;	Steering Committee,	Governance
Internal/External Resources	Determine need for internal/external expertise needed to assist in implementation	Team Leads	Project Management	Steering Committee	TBD, <i>depending on circumstance</i>
Training	Determine schedule/amount/level of training	Team Leads	Project Management	Steering Committee	
Funding/budget	Determine funding needs and allocation within the approved budget.	Team Leads	Project Management	Steering Committee	Board, <i>for additional funding only</i>
Hardware	Determine new hardware, network infrastructure (e.g. printers) needs within standards established on campus.	Technical Team	Technical Lead; Project Management	Steering Committee	

Type	Purpose/ Description	Contribute	Recommend	Approval	Final Approval, if needed
Reporting	Define specific reports	Users	Functional Team	Functional Leads	Steering Committee

Note: This decision matrix has been established for the Student System Project and will be used to ensure that all involved resources have a common understanding as to how decisions will be made. Further, all decisions made based on this matrix will follow existing, established campus policies and standards as appropriate.

Appendix 2 – Project Roles and Responsibilities

Area	Role	Responsibilities	Names	%
Campus Steering Committee	<i>Steering Committee Member</i>	<ul style="list-style-type: none"> • Reviews and approves campus plan, goals and objectives; • Make recommendations relative to the budget; • Resolves issues escalated to the Steering Committee; • Establishes expectations and guides communication campus-wide; • Ensures appropriate resources are available to the project; • Advocates need for change; promotes administrative best practices; • Recommends and/or sets policy; • Drives project outcomes and ensures decisions being made and issue being address consider campus-wide impacts; 	Reed Anderson Kevin Chan Sharon Combs Susan Courty Pat Hurley Dave Mack Ron Nakasone Amir Nour Vicki Nicholson Dave O'Donnell Arnel Pascua Alfred Ramirez	10%
Project Management	<i>Project Manager (GCC)</i>	<ul style="list-style-type: none"> • Convene steering committee meetings; • Primary point of contact for CIBER Project Manager; • Resolves internal issues for the project within agreed to timeframes; • Reviews project approach and work plans; • Manage project within established budget. Escalates issues that would impact budget; Manages campus activities as related to the project;	Arnel Pascua	50-75%
	<i>Project Manager (CIBER)</i>	<ul style="list-style-type: none"> • Follows CIBER Incremental Prototyping Methodology and ensures contract deliverables are met; • Develops and maintains the detailed project plan; • Facilitates weekly steering committee and project team meeting; provides weekly project status report; • Works closely with GCC Project Manager to manage all facets of the project; • Works closely with the project team to develop strategies, resolve issues; remove constraints that impact progress; • Maintains & tracks consulting hours; manages CIBER consulting team; 	Derinda Williams	100%

Area	Role	Responsibilities	Names	%
Functional Roles	<i>Team Lead (GCC)</i>	<ul style="list-style-type: none"> Serves as chief architect of process designs and system configuration; Works closely with the CIBER functional consultant for a particular area; Provides input to the detailed work plan; Attends project team meetings and reports progress; Coordinates issue resolution within the team; escalates issues to project management as needed to ensure project success; Makes detailed-level decisions for the system; 	Dave Mack, Kristin Bruno (Schedule & Catalog) Sharon Combs, Admissions & Records Ron Nakasone/Amir Nour, Student Financials Pat Hurley Financial Aid Teresa Davis, Advising Non-Credit Alfred Ramirez Campus Community TBD – Sharon	75-90%
	<i>Functional Experts (GCC)</i>	<ul style="list-style-type: none"> Confirms functional requirements; Serves as liaison to user areas assisting w/user testing and providing input and/or delivery of training functions; Configures the system for a specific module; Develops test scripts; Participates in data conversion mapping and validation; Performs unit testing of system; 	Mike Dulay, (Schedule & Catalog) Michelle Mora, Ruben Cuevas, Gretchen Smart, Admissions & Records Noushin Ahmadpour, Student Financials Nance Spray, Arda Eskgeian Financial Aid Dana Nartea, Advising Ed Bugayong, Ed Karpp, Campus Community	75-90%

<i>Area</i>	<i>Role</i>	<i>Responsibilities</i>	<i>Names</i>	<i>%</i>
	<i>Functional / Lead Consultants (CIBER)</i>	<ul style="list-style-type: none"> • Follows CIBER methodology and ensures functional deliverables are in alignment with contract goals; • Provides expertise on PeopleSoft application functionality and educates functional users; • Leads fit/gap analysis and documents outcomes; • Leads the re-design of business processes; • Develops and/or contributes to testing plans; • Develops functional specifications for customizations, interfaces and/or conversion; • Participates in project team meetings; • Works with functional college lead to develop security role and permissions for the module; 	Dewey Holleman (AD/CC) Kim Kearney (SR) Scott Luedtke (SF) John Tinney (FA) TBD (AA)	100%

<i>Area</i>	<i>Role</i>	<i>Responsibilities</i>	<i>Names</i>	<i>Percent</i>
Technical Roles	<i>Technical Lead GCC</i>	<ul style="list-style-type: none"> Leads the design and execution of the technical infrastructure including hardware and software; Works closely with the CIBER Technical Lead to plan technical tasks and develop technical procedures and standards; Coordinates technical tasks and monitors and reports progress; 	Arnel Pascua (Interim)	75-90%
	<i>Development (GCC)</i>	<ul style="list-style-type: none"> May uses PeopleTools (component interface, application engine, SQR, etc) to develop customizations interfaces and/or reports; Troubleshoots and resolves issues for functional team; Ensures standards are followed for development efforts; May develop extract programs in support of data conversion; 	Dave O'Donnell Afsaneh Abyari Maibel Cortes Robert Gaane Nancy Mclees Nancy Weeks	75-90%
	<i>DBA/PS Admin & Application Security (GCC)</i>	<ul style="list-style-type: none"> Plans and installs PeopleSoft fixes and releases; Troubleshoots database issues for the project team; Creates and refreshes database environments needed for the project; May migrate PeopleSoft projects between database environments; Develops and maintains application security; 	Kevin Chan Art Segura	75-90%
	<i>Infrastructure (GCC)</i>	<ul style="list-style-type: none"> Execute and coordinates tasks related to network, fileserver and desktop requirements; Communicates scheduled updates to infrastructure; Monitors and troubleshoots performance issues; 	Arnel Pascua (Interim) Bill Elbettar Simon Mirzayan Reed Anderson	25%

<i>Area</i>	<i>Role</i>	<i>Responsibilities</i>	<i>Names</i>	<i>Percent</i>
	<i>Technical Lead (CIBER)</i>	<ul style="list-style-type: none"> • Provide technical expertise with PeopleSoft applications and development tools; • Works closely with campus technical lead to develop technical strategies, standards, etc; • Assist functional and technical resources with troubleshooting and analysis; • Leads and/or develops customizations, interfaces, PS conversion programs; 	Ben Gutshall	100%
	<i>Development (CIBER)</i>	<ul style="list-style-type: none"> • Provide technical expertise with PeopleSoft applications and development tools • Provide guidance in use of PeopleTools to other developers; • Uses appropriate tools to develop interfaces, customizations and/or reports; • Assist functional team with troubleshooting as needed. 	TBD	100%
<i>Change Management</i>	<i>Communication</i>	<ul style="list-style-type: none"> • Assesses organizational readiness for change; • Develops campus communication plans in conjunction with project managers and/or steering committee; • May contribute content to the campus web site and/or coordinate content delivery ; 	Paul Schlossman, Wendy Grove	25%
	<i>Training</i>	<ul style="list-style-type: none"> • Works with application team to develop training plans and delivery solutions; • Deliver training to user areas as needed; 	Bill Shamhart	25% (more during delivery)

Appendix 4 – Sample Deliverable Acceptance Form

GCC DELIVERABLES ACCEPTANCE:

Submitted To:	_____	<table border="1"><tr><td><i>Request Log #</i></td></tr><tr><td><i>000</i></td></tr><tr><td> </td></tr></table>	<i>Request Log #</i>	<i>000</i>	
<i>Request Log #</i>					
<i>000</i>					
From:	_____				
Date:	<date>_____				

SCOPE OF SIGNOFF

<Deliverable name>
This document represents an acceptance agreement for the following deliverables: <deliverable name>.
<Description of deliverable.>
Any questions, concerns, or issues with regard to the submitted deliverable or documentation should be brought to the attention of the Project Director prior to Deliverables Acceptance.
The undersigned individuals accept the deliverable.

ACCEPTED

<Functional Team>

Student Implementation

Signature _____
Date _____
Functional Team Lead

Signature _____
Date _____
Project Manager

REJECTED

<Functional Team>

Signature _____
Date _____
Functional Team Lead

Project Charter

If Signoff is rejected, please give specific tasks and descriptions of deficiencies:

Task #	Task Name	Description of Deficiency

Other Comments:

Appendix 6 – Third-Party Software

Third Party Application	OS/Type	Vendor	PC-based	Primary Support	Secondary Support	Interface Support	Ownership
1099 Pro	Windows	1099 Pro, Inc.	yes	HelpDesk		Robert G	Accounting
CAPP, CLEP Accomplisher Assessment Software	Web-Based	College Board	no	Stanley	Carlos	Nancy W	Admissions
Content Management System	Windows	Vision Internet	no	Patricia	Simon	NA	Web Development Workgroup
SARS Gnd, SARS Call, SARSTRAK	Windows	SARS Software Products, Inc.	no	Stanley	Guillermo	David O. (SARSTRAK)	Counseling
Discover/Eureka	Windows	Eureka Software Solutions	no	Stanley	Carlos	NA	Counseling
Diplomas on Demand	Windows	Scrp Sale International	yes	HelpDesk		NA	Admissions
Document Imaging System	Windows	Oracle/Stellent/Acorde	no	Stanley	Carlos	NA	
eCashier (student loan automated billing & payment)	Web-Based	Netnet Business Solutions	yes	HelpDesk		Robert G (?)	Accounting
eLumen (SLO software)	Windows	Bluefin Technology	no	Simon	Guillermo	Afsaneh A.	D. Lindsay
Filemaker Enrollment Management	MAC	GCC	no	Guillermo	Carlos	Dave O.	D. Lindsay
FAM Financial Aid Software	Windows Server/Microsoft SQL	Regent Education/FAME Inc.	no	Dave M	Stanley	Nancy W/Afsaneh A	Financial Aid
G-mail (student e-mail system)	Web-Based	Google/Postini	yes	Simon	Guillermo	Dave O.	R. Perez
HEAT Help Desk Software	NT	FrontRange Solutions	no	Don	Reed	NA	ITS
iTunes U	Web-Based	Apple Corporation	no	Shereen	HelpDesk	Afsaneh	S. Allison
IVR (registration & grades)	NT/VAX	EPOS	no	AIS	AIS	Robert G	Admissions
Kiosk Software	Windows/VAX	Netkey Inc.	yes	Brian Shurlow	HelpDesk	Robert G/Nancy W/David O.	R. Perez
Voyager Integrated Library System	Sun Solaris	Ex Libris Ltd.	no	Joe Wong		Nancy W	Library
R25 Campus Wide Academic & Event Scheduling	Windows	CollegeNET, Inc.	no	Simon	Guillermo	Dave O	D. Mack
Electronic Medical Records System	Windows	MedicWare	no	Stanley	Carlos/Guillermo	Robert G	Health Center
My GCC (student portal)	Web-Based	GCC	no	HelpDesk	Patricia	Afsaneh A.	R. Perez
Nursing Software (CD-Based)	Windows	Various	no	Stanley	Guillermo	NA	Nursing
Oracle Financial	Linux	Oracle	no	AIS/DBA	AIS/DBA	Nancy M/Nancy W	L. Sorot
Oracle HR	Linux	Oracle	no	AIS/DBA	AIS/DBA	Maibel/Nancy M/David O.	V. Nicholson
Payroll/Warrant Production Application (Hardware Only)	Web-Based	LACOE/PeopleSoft	no	HelpDesk	Stanley/Carlos	Nancy W	Accounting
SEVIS (Student & Exchange Visitor Information System)	Web-Based	DOS/DHS/INS	no	HelpDesk		NA	Int'l Students Admissions
Student ID Photo System	Windows	Card Integrators Corporation	yes	HelpDesk		NA	Admissions
National Student Loan Data System (NSLDS)	FTP	Dept. of Education	no	HelpDesk		Dave O	Financial Aid
Swipe Card System	Hardware Interface	Card Integrators Corporation	yes	HelpDesk		Robert G	R. Perez
VantagePro 2 Weather Software	Windows	Davis Instruments	yes	Stanley	Guillermo	NA	
WebCT/Blackboard	Web-Based	WebCT/Blackboard	no	Simon	Mark	Dave O	S. Allison