SUNGARD®
SCT HIGHER EDUCATION

Arkansas Tech University
Project OneTech
Project Definition

Prepared by: Dr. David Underwood
Robin Goodwin
Version: 0.2
Last Revision Date: 12/09/2005
Create Date: 10/13/2005
Last Revised by David Underwood

Table of Contents

Executive Summary

Arkansas Tech University (ATU) has acquired the SunGard SCT Banner suite of administrative software. This project will implement the Banner software following SCT's LEAP methodology for replacing the SunGard SCT IDMS suite currently in use at ATU. Because the project is intended to produce a unified digital campus the project is being referred to as "OneTech".

The Project Definition document contains the conditions surrounding the entire OneTech project. This document defines the rules of the implementation and outlines the roles for those directly involved during the life of the project. It is based on the signed agreement between ATU and SunGard SCT. The information in this document is to be used as the framework for the project. It defines the construction of the working committees and teams whose responsibilities include the implementation of the applications, both technically and functionally, to ensure that the critical business issues of the University are met.

The Project Definition document defines the tangible activities and decisions surrounding the project. Deviations from this document constitute a change in scope and require Change Management forms signed by ATU and SunGard SCT.

This Project Definition document was prepared for the Executive Steering Committee, OneTech Committee, Project Teams, and others using documentation provided by SunGard SCT. The document was reviewed by key individuals for input and revisions were incorporated before presentation to the OneTech Committee for approval.

The primary mission of the OneTech project is to fulfill Arkansas Tech University's requirements for more robust administrative systems that will position ATU to take advantage of future technologies, meet the additional needs imposed by several successive years of enrollment growth, provide for better integration of data required in administering a remote campus and to address changing business and technological needs. The current system is barely adequate and it does not meet all the functional requirements of the university. The mission of this project is to address the requirements stated above and to strategically position the University for continuing enrollment growth and increased complexity.

The primary objectives of the project are:

- To use a proven, integrated, and reliable information management system that supports improved institutional practices and facilitates data integrity and decision support
- To improve services to ATU constituents
- To provide education / training to personnel to fully utilize the capabilities of the system
- To allow users access to information any time from anywhere
- To provide technological tools for ATU administrative staff to perform their jobs in a correct and efficient manner
- To take full advantage of the features of current and future technology
- To provide Internet access to information for self-service for all constituents
- To allow flexible access to administrative and academic data to satisfy regulatory and institutional analysis needs
- To allow access to historical data for efficient reporting to better understand the students and the institution
- To provide personalized opportunities for access to relevant administrative and academic information

- To provide an opportunity for current institutional and departmental process evaluation, re-design and continuous improvement
- To facilitate internal and external electronic data transfer - strive for a paperless environment
- To extend information management responsibilities and access to the user community
- To promote the identification of common tools and processes to standardize reporting

The primary objectives of this document are:

- To communicate to project team members the project organization, project processes, standards, roles and responsibilities and the appropriate methods of communication throughout the project
- To develop a set of common expectations around which the implementation will be completed
- To develop a set of reference documents that can be used to measure project progress. The work documents or "outcomes" will serve as guidelines and checkpoints for monitoring progress
- To describe the administrative activities for managing the project through the use of agreed upon forms and procedures
- To provide a common understanding of the project for new members of the implementation team added during the project

The major administrative systems encompassed in the scope of this project are: Student, Financial Aid, Finance, Human Resources, Advancement and the Luminis Portal System including content management.

Important assumptions made in this Project Definition are:

- Current legacy systems will remain in place and be supported for the entire length of the project. Routine maintenance and trouble shooting will continue. Regulatory enhancements will continue (usually via routine maintenance provided by SunGard SCT). However, development efforts (e.g., new ad hoc report formats) of the legacy systems will cease.
- The Banner implementation will take priority over other non-critical job responsibilities for the Project Team and Core Process Team members, and the established schedule will be strictly followed. It is understood that all individuals involved in the OneTech project have regular (normal) job responsibilities that will be continued simultaneously throughout the implementation of Banner.
- The Project Definition document will be signed by the project participants and sponsors and supported by the institution as the project governance document
- SunGard SCT Banner software will be implemented without modifications as per the SunGard SCT Contract

Major risks that must be managed during this implementation are:

- Fixed budget
- Dearth of staff to implement Banner and complete normal daily tasks
- Heavy workloads of OneTech Team participants
- Need to upgrade skill sets across the institution
- Outside influences, multiple and concurrent projects and priorities
- Aggressive timetable
- Knowledge of legacy system dependent on a few individuals
- New or expanded regulatory requirements during implementation will siphon resources back to legacy system

SunGard SCT and ATU will co-manage the implementation using the organization and approach defined in this document. Key personnel include:

- ATU Executive Sponsor, Dr. Robert Charles Brown

- ATU Project Manager, Dr. David Underwood
- SunGard SCT General Manager, Zoila Davis
- SunGard SCT Account Manager, Jo Ann Puissegur
- SunGard SCT Project Manager, Robin Goodwin

1. Introduction

1.1. Mission

The primary mission of the SCT Banner & Luminis Implementation project is to fulfill Arkansas Tech University's requirements for more robust administrative systems that will position ATU to take advantage of future technologies, meet the additional needs imposed by successive years of enrollment growth, provide for the data administration needs of a remote campus and to address changing business and technological needs. The current system is barely adequate and it does not meet all functional requirements of the university. The mission of this project is to address those requirements and strategically position the University for continued enrollment growth and increased complexity as well as the following:

- Improved process and enabling technology, allow focus on putting the learning experience first
- Support future growth, enrollment, campuses
- Realized efficiencies, do more with same staff
- Better integrated system, increase access to and timeliness of information
- Improved interaction
- Data accuracy and usefulness
- Provide enabling technology for strategic and functional initiatives (Retention, trend analysis)
- Our organization has changed how it makes decisions, provide a tool to enable improved and shared decision making process
- Provide a tool to allow the institution to be even more student-centered, more effective in serving the needs of the constituents;
- Give students, faculty, administrators, and staff easy and meaningful interaction with administrative systems as well as improved access to institutional information;
- Improve collegiality through sharing information and ideas, not only between faculty and staff, but between Arkansas Tech and other institutions;
- Allow Arkansas Tech to retain its competitive edge by having state of the art technology.

In a broader sense, this project advances Arkansas Tech University's overall mission:

Arkansas Tech University, founded in 1909, is a multi-purpose, state-supported institution of higher education dedicated to providing an opportunity for higher education to the people of Arkansas and to serving the intellectual and cultural needs of the region in which it is located. The University offers a variety of programs committed to excellence in undergraduate and graduate studies. These programs are designed to prepare students to meet the demands of an increasingly competitive and intellectually challenging future by providing opportunities for intellectual growth, skill development, and career preparation. The institution monitors student

mastery of general education and specialized studies, retention and graduation rates, and quality of teaching and academic programs to verify and facilitate demonstrable improvements in student knowledge and skills between entrance and graduation.

The basis for the student's intellectual growth and scholarly skill development is the general education program, which provides the context for more advanced and specialized studies and the foundation for life-long learning. The general education curriculum is designed to provide university-level experiences that engender capabilities in communication, abstract inquiry, critical thinking, analysis of data, and logical reasoning; an understanding of scientific inquiry, global issues, historical perspectives, literary and philosophical ideas, and social and governmental processes; the development of ethical perspectives; and an appreciation for fine and performing arts.

The University provides a range of specialized studies to prepare students to enter career fields or to continue their education at the post-graduate level. Specialized studies are offered within several areas of emphasis: business, professional education, liberal and fine arts, physical and life sciences, information technology, engineering, and applied sciences. Graduate work leading to the master's degree in selected disciplines provides advanced, specialized education which strengthens the academic and professional competence of students and enhances their capacities for scholarly inquiry and research.

The primary function of the University is teaching. Scholarly research and other professional activities of the faculty, continuing education, and community service are encouraged, promoted, and supported. In keeping with its focus on teaching, the University seeks to recruit, develop, and retain faculty who are dedicated to quality teaching and providing dynamic classroom learning experiences that integrate theory and practice. The institution values academic freedom and the concept of shared governance. Faculty and student organizations such as the Faculty Senate, Graduate Council, and the Student Government Association participate in university governance by making policy recommendations. Leadership and management of the University is the responsibility of the President. Governance of the institution is the responsibility of the Board of Trustees.

The project will enhance Arkansas Tech University’s effectiveness by enabling improved institutional practices and data access, leading to improved decision making and services to constituents. The project also helps ATU become more progressive by allowing constituent access to information anytime and anywhere via the Internet. It also positions ATU well to take advantage of future technology tools to achieve its mission.

1.2. Objectives

- To utilize a proven, integrated, and reliable information management system that supports improved institutional practices and facilitates data integrity and decision support
- To provide education/training to ATU personnel to fully use the capabilities of the system
- To improve services which allow ATU users and constituents access to information any time from anywhere
- To provide technological tools for ATU administrative staff/faculty/students to perform their jobs in an accurate and efficient manner

- To allow flexible access to current and historical administrative and academic data to satisfy regulatory and institutional analysis needs
- To provide an opportunity for current institutional and departmental process and policy evaluation, re-design and continuous improvement
- To facilitate internal and external electronic data transfer and utilize a web-based environment
- To promote the identification of common tools and processes, to standardize communications, and to eliminate shadow systems

1.3. Benefits

The benefits of this project to ATU include:

- Stabilize and improve ATU's reporting mechanisms to allow administration access to the best/most correct data in order to make critical decisions
- Allow ATU personnel to operate more efficiently - work smarter, not longer
    - Provide the ability to standardize data entry and maintenance
    - Provide more time for planning and effective communication
    - Improve morale by establishing a work environment with the right tools to do the job
- Provide better service to the University
    - 24/7 operation
    - Integrated systems
    - Web access
    - Additional functional capabilities
    - Improved access to data
    - Reduce the likelihood of duplicate data entry
- Improve the image of the institution - more stable, technologically sound
- Promote professional growth of individuals
- Establish project management methodologies
- Improve and streamline workflow through electronic communications to our constituents

1.4. History and/or Background

Arkansas Tech University is currently using an older version of SCT's software which uses an IDMS database. The software that is currently in use was designed over 20 years ago, it is very difficult to maintain, it requires the use of Cobol programming for data reporting, it does not provide the functionality needed to keep ATU competitive, and SunGard SCT will not support the IDMS version of the software after 2010.

In May, 2005 President Robert Charles Brown signed contracts purchasing the requisite SunGard SCT Banner software components to replace existing ATU administrative software. The contract included participation in the SunGard SCT Leap program which provides services from SunGard SCT to assist in migrating data from the legacy system to the new Banner system. Shortly after the contracts were signed, Dr. David Underwood, Associate Vice President for Academic Affairs, was designated as Project Manager for the Banner implementation.

1.4.1. Feasibility Recommendations

SCT has strong experience to demonstrate the feasibility of this project. SCT is the leading provider of administrative systems to higher education institutions of 2,000 to 20,000 students, and SCT Banner/Luminis has been successfully implemented in many universities and community colleges throughout the country.

For their part, the ATU Project Team members believe that the following factors will impact project feasibility:

- Fixed budget
- Dearth of staff to implement Banner and complete normal daily tasks
- Heavy workloads of OneTech Team participants
- Need to upgrade skill sets across the institution
- Outside influences, multiple and concurrent projects and priorities
- Aggressive timetable
- Knowledge of legacy system dependent on a few individuals
- New or expanded regulatory requirements during implementation will siphon resources back to legacy system

1.5. Related Documents (Optional)

The project definition may refer to the following documents.

Document Name	Description/Location
CM Plan	PDD
Contingency Plan	ATU Project Tracking Database
Documentation Plan	ATU Project Tracking Database
Feasibility Recommendations	Included in PDD
Integration Plan	ATU Project Tracking Database
OR Plan	PDD
QA Plan	SCT Project Tracking Database (PTDB) and ATU Project Tracking Database
Risk Report	SCT Project Tracking Database (PTDB) and ATU Project Tracking Database
Software License and Services Agreement	ATU Project Tracking Database
Testing Plan	ATU Project Tracking Database
Training Plan	ATU Project Tracking Database
Training Material Plan	ATU Project Tracking Database

"Location" identifies the physical location of the document (e.g., filename within a directory structure on a LAN server, database, or a binder on a bookshelf in an office).

2. Project Scope

The Project Scope defines the boundaries and limits of the project. It is very specific. The scope describes how much work is to be done during the project and by whom. It includes what will be done and what will not be done and why, and it may include what will be done later. The scope should be short and to the point, leaving little room for unspecified activities. The requirements

for software projects should be stated. Once the scope is defined and agreed upon, it cannot be changed without going through the change management process.

Specifics of the SCT Banner implementation are controlled by the Software License & Services Agreement (SLSA) signed by Arkansas Tech University and SCT, identified by SCT Agreement No. ATU-003. Reference the SLSA for definitive information. A summary is given below for reference only; the SLSA remains the controlling document.

The new SCT Banner systems will replace some of Arkansas Tech University's current administrative systems and will include the following software components:

- SCT Banner Student
- SCT Banner Financial Aid
- SCT Banner Finance
- SCT Banner Human Resource
- SCT Banner Advancement
- SCT Banner Students Self Service
- SCT Banner Faculty & Advisors Self Service
- SCT Banner Finance Self Service
- SCT Banner Employee Self Service
- SCT Banner Workflow
- SCT Luminis Premier
- SCT Luminis Data Integration for e-Learning
- SCT Campus Loan Manager Upgrade
- SCT ODS/EDW
- SCT PocketRecruiter for Banner

In connection with the above, SCT will deliver the following implementation services:

- Project Management and Engagement Management Services,
- Data Migration Toolkit and Training Services
- Installation Services - Banner® Finance, Human Resources, Advancement, Student and Financial Aid, Banner® Self-Service,
- SCT Banner® Finance Functional Training,
- SCT Banner® Human Resource Functional Training,
- SCT Banner® Financial Aid Functional Training,
- SCT Banner® Student Functional Training,
- SCT Banner® Advancement Functional Training,
- SCT Banner® Self Service Functional Training,

The services described in this Scope of Services will provide ATU with analysis, implementation, and training services as defined below, based on a mutually agreed-to timeline. SCT personnel will perform the implementation tasks detailed in this scope of services, including tasks related to implementation of the Component Systems; limited data migration planning and LEAP Data Migration Toolkit installation and training.

This implementation consists of the implementation of the Banner Baseline Software Components licensed by ATU. Services will be provided by SCT personnel possessing expertise in the functional and technical areas for which such SCT personnel are providing the services in question. SCT will provide the services described in this Scope of Services using both personnel that will be on campus at ATU/UCA facilities and remotely from SCT facilities. It is anticipated that the work defined in this Scope of Services will be completed within a thirty-three month period

2.1. Exclusions

- No major administrative initiatives during the implementation of the Banner product to minimize conflicts and maximize the resources available to make the conversion.

2.2. Planned Process Improvements

ATU will improve business processes as reasonably required to conform to best practices of SCT Banner usage.

3. Project Milestones

Indicate the major milestones for the project. Some examples are included. Project Start and End Date are required. You may also refer to the Project Schedule.

Milestone	Date
Project Started	August 2005
Project Definition Approved	
Project Schedule Complete	
Project Ended	

4. Project Budget

The budget for this project was based primarily on the contract documents executed and the estimates of the cost of the necessary hardware and peripherals to make use of the new software. The budget amounts for software licensing, maintenance, implementation consulting, project management consulting, Data Migration Toolkit and training costs were taken directly from that contract document. The budget for the project is administered by the Vice President for Administration and Finance.

4.1. Introduction

The initial budget was based on the scope of the project included in the contract and included an estimate of the amount needed for the hardware and peripherals to run the new software.

4.2. Budget Assumptions

Budget details are contained in the budget documents maintained by the project contract administrator, Beth Foster.

4.3. Budget Details

The ATU Project Manager will monitor the Project budget and provide reports as directed on the status of the budget through the established channels. Billing questions related to SCT invoices will be communicated to the SCT Project Manager and SCT Account Manager for response.

5. Assumptions/Dependencies

Assumptions and Dependencies are items that are being presumed and are potentially out of our control.

5.1. Assumptions

Project assumptions are as follows:

Priority:

- The SCT Banner/Luminis implementation will take priority over other non-critical job responsibilities for the Project Team and Core Process Team members, and the established schedule will be strictly followed.

Legacy Systems:

- Current legacy systems will remain in place and be supported for the entire length of the project. Routine maintenance and troubleshooting will continue. However, development efforts (e.g., new ad hoc report formats) of the legacy systems will cease.
- Clean up of legacy data will be completed before conversion of data into Banner. The legacy data cleanup effort is expected to be modest. Appropriate resources will be allocated and prioritized.

Governance:

- This project definition document will be signed by the project participants and sponsors and supported by the institution as the project governance document.
- Issue resolution will occur in a timely manner in order to achieve project timeline within project budget.
- 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.

Access:

- Access to SCT Banner and training will be provided for all departments and programs in a manner appropriate to job responsibilities.
- The SCT Banner implementation process will be performed in an open and participatory manner.

Training:

- Appropriate and timely skill set development and training facilities will be provided and sustained. Training will be organized and scheduled in a classroom setting.
- Training will be provided in the most recent major release of the SCT Banner software. The current major release of SCT Banner is 7.x; the minor release number varies for each Component System.

Modifications:

- SCT Banner will be implemented without modifications excepted as necessary due to local, state and/or federal regulatory changes.
- A commitment will be made to change institutional process before changing the administrative software.
- Custom report formats and custom graphical user interface forms are typically not considered to be modifications. These can be made by ATU; however, they are outside the scope of the SCT contract.

Resources:

- The current number of employees will not be reduced as a direct result of Banner implementation, although the way a job is performed may change.
- Existing employment contractual obligations will be adhered to.
- Necessary resources (e.g., facilities, people, supplies) will be identified and provided to ensure project success.

Other:

- 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.)
- A standard reporting tool for SCT Banner will be selected. Access to the tool will be provided to ATU personnel by ATU.

5.2. Dependencies

[*Note: there is hidden text below that will aid in developing the content of the tables in the dependencies section. To view the hidden text on the screen, click* ***Show/Hide*** *¶ on the* ***Standard*** *toolbar, then click on the links in the headings of the tables.*]

5.2.1. Dependent Projects

Identify using the table below the ongoing projects whose deliverables will be required to enable this project to meet its objectives. If the project has already been completed, then there is no need to list that dependency here.

Capturing accurate project dependency information is critical to identifying early the issues that may prevent clients from implementing your project deliverables because of known issues that are jeopardizing the completion of a project upon which this project depends.

Project Name	Expected Completion Date	Reason for Dependency
Oracle Training		Oracle Database Used
AIX Training		Operating System for Servers

5.2.2. Dependent Products

Identify using the table below the products (whether produced by SCT *or* a third party) that will provide the deliverables that are required to enable this project to meet its objectives.

Capturing accurate product dependency information here is critical to identifying early the issues that may prevent clients from implementing your project deliverables because of known issues with products upon which this project depends.

Before completing the table below, please review the help for each specific field by clicking on the appropriate table heading.

Product Name	Release Number	Release Dependency is Higher	Reason for Dependency
Form Fusion			
Intellicheck			
Argos			
FSAtlas			
SAS (may not access Oracle)			

5.2.3. Dependent Resources

Full-time positions identified in Section 8, Project Management Team, Project Team, and Core Process Teams are critical to the success of this project.

6. Project Constraints

Project Constraints are aspects about the project that cannot be changed and are limiting in nature. Constraints generally surround four major areas: Scope, Cost, Schedule (Time), and Quality. Either through direction given by the Project Sponsor(s) of the project, or by working through the issues, the constraining factors of the project must be identified.

6.1. Project Dimension Grid

The grid below prioritizes the critical project dimensions and is used to negotiate changes during the course of the project. First step is to specify the constraining dimension. Is the critical project driver scope, cost, quality, or time? The second step is to specify the accept dimension. If change is required, in which area are the key stakeholders most willing to accept change–scope, cost, schedule, or quality? Change must be accepted in at least one dimension. This is specified in the Vary column below. Remaining dimensions are then minimized or maximized. These dimensions will be utilized for all aspects of the project, unless explicitly stated in a sub-project definition.

Specify the project dimensions below. Constrain at least one dimension and vary at least one dimension.

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

6.2. Constraint Details

- Scope is constrained due to tight FI implementation timeline
- Cost is constrained due to staff limitations

7. Risks

Identify the risks (or use the Risk Report) to the project with respect to the environment, user expectations, competing projects, project assumptions, resources or any other relevant matter or refer to the work products database. Examples of risk include potential loss of a critical resource, technology changes, regulatory changes, dependence on a third party, scope changes, project sponsorship or management changes legal issues. For high-probability and high-impact risks, specify a plan for reducing the likelihood/impact of the risk (mitigation). Approaches to responding to risks include **Deflection** (transferring the risk to another party), **Control** (minimize the effect), **Retention** (accept the consequences), and **Avoidance** (reject the risk; do nothing).

Risks identified during the project should be added to this section as well as the work products database. Anticipated project issues at the beginning of the project should be logged as risks. Risks can be escalated to Project Issues or Jeopardies after the project is initiated (See Identify and Resolve Issues and Identify and Resolve Jeopardies activities). If a risk becomes an issue or jeopardy, it must be designated as such below.

Risk	Probability of Occurrence (A)	Estimated Project Impact (B)	Weight B+(A-1)	Issue or Jeopardy Control No.	Mitigation Strategy	Contingency
Features go unused in Banner	2	1	2	1		**Determine if feature is needed, if so provide training.**
Current functionality	2	1	2	2		**Determine if missing functionality can be achieved**

does not match Banner functionality						**through some new method in the Banner system.**
Incompatibility of Banner with ancillary services	1	1	1	3		
Implementation of release 8 of Banner during project	3	1	2	4		
Workload overload leading to fatigue and burnout	3	2	4	5		**Provide alternative resources in a timely manner. Team Leaders accept the responsibility for boosting morale. Celebrate successes. Structure & prioritize workload when possible. Anticipate demand (hire temps before they are needed)**
Employees fail to embrace Banner	1	1	1	6		
Campus doesn't perceive that Banner allows them to do their job better	2	1	2	7		
Mulitiple initiatives compete for project resources	2	2	3	8		**Take the issue to the Executive Council.**
Fixed, limited budget to address unexpected needs	2	2	3	9		**Involve Executive Council.**
Supervisors not realizing this project is a priority, and supporting project activites	1	2	2	10		**Begin with Project Manager contacting supervisor and escalate as necessary**
Assumption of empowerment may not be respected or accepted	1	2	2	11		
Aversion to change within	2	2	3	12		

the campus community. Lack of understanding and support by the campus community of the demands of a project of this scope; resistance to change						
Insufficient cross-departmental communication and problem solving & acceptance of new suggetions & procedures	1	2	1	13		**Mediation meetings to refocus on mission.**
Timely and open communication to end users	1	2	1	14		
Reluctance to give up shadow systems	2	2	3	15		**Snatch it out of their little hands**
Unrealistic expectations regarding access to data (not everyone will have access to everything)	3	1	3	16		**Consideration given to this when writing data standards document & assigning system security. Include info on role-based security & explanation "why" access is limited.**
Loss of critical staff due to transfer, retirements, etc	2	2	3	17		**Document operating procedures in order to train new recruits quickly. Whenever fesable, include back up staff in Banner training and decision making. Document decisions made on an ongoing basis**
Unforeseen major disasters (weather, terrorism, long term electrical outage etc)	1	2	1	18		**Review ATU disaster recovery plan –update if necessary**
SCT consultant prevented from attending	2	2	3	19		**Reschedule training – possibly accept a replacement consultant to keep training on**

training due to unforeseen events						**schedule**
Computer services resources stretched too thin to provide necessary assistance to functional users.	3	2	5	20		**Prioritize during budget process or escalate to Executive Council.**
Users do not attend necessary training resulting in their inability to use the system	3	2	4	21		**VPs, Deans, & Directors make training mandatory during and after project implementation.**
Implementation team has limited time to complete assigned exercises between training and meeting requirements	3	2	4	22		**Prioritize training and meeting schedules for implementation team members—possible use of backfill positions.**

Probability of Occurrence, Estimated Project Impact, and Weight (described below) are one method of classifying risks. Other methods can be used.
Probability guidelines:

- Very Likely 70-100% A = 3
- Probable 40-70% A = 2
- Unlikely 0-40% A = 1

Impact guidelines for scope, cost, schedule, or quality

- Catastrophic B = 3
- Critical B = 2
- Marginal B = 1

8. Project Organization

This section deals with all people and/or departments that will participate in this project. You may insert a project organization chart.

8.1. ATU/SCT Project Management Team

This is a high-level listing of the personnel involved that will be leading the project. Each resource on the project should be listed here or in the Project Schedule. The Resource type should describe the responsibilities - project manager, etc. There should be a resource type for every role defined in the Roles and Responsibilities section below. Examples of key roles are listed.

Resource Type	Name	Person Hours or Days Needed	Date Range When Resource is Needed
ATU Project Sponsor	Dr. Robert C. Brown		
ATU Project Manager	Dr. David Underwood	50%-75%	
ATU Alumni/ Development Team Lead	Brent Drake	50%	During Advancement – 25% otherwise
ATU Financial Aid Team Lead	Shirley Goines	50%	During Finance and Financial Aid – 25% otherwise
ATU Student Team Lead/Admissions	Tammy Rhodes	50%	During Student and Financial Aid – 25% otherwise
ATU Student Team Lead/Prospect Admission	Shauna Donnell	50%	During Student – 25% otherwise
ATU Finance Team Lead	Gary Hodges/ Carol Trusty	50%	December 2005 – July 2006 – 25% for remainder of the project
ATU Human Resource Team Lead	Linda Johnson/Carol Trusty	50%	During Finance, Financial Aid, and Student – 25% otherwise
ATU Institutional Research	Wyatt Watson	25%	
ATU IT Team Lead	Merrell Shoptaw	50%	
ATU Faculty Representative	Dr. Glenn Sheets	25%	
ATU Administrative Support	Jaime Ashmore	50%-75%	
SCT Project Sponser	Jo Ann Puissegur		As needed – monitors project on a weekly basis
SCT Project Manager	Robin Goodwin		
SCT Alumni/Development Team Lead	TBD		
SCT Financial Aid Team Lead	TBD		
SCT Student Team Lead	Jill Stephens		
SCT Finance Team Lead	Jon Langlois		
SCT Human Resource Team Lead	TBD		
SCT rDBA	Rafaat Farhat	660 person hours	

8.2. Project Team

Executive Team:

The Executive Team will be responsible for guiding the implementation from an institutional point of view. This will include making appropriate policy decisions when needed, and expediting decisions.

As issues are identified by the Project Management Team that need escalation, the issues along with recommendations are presented to the Executive Team for resolution. Issues that particularly involve change to institutional policy will be managed at this level.

Executive Team membership is as follows:

Member Name	Role or Area of Representation
Dr. Robert C. Brown	President
Dr. Jack Hamm	Vice President for Academic Affairs
Mr. David Moseley	Vice President for Administration & Finance
Dr. Gary Biller	Vice President for Student Services
Ms. Jayne Jones	Vice President for Advancement
Ms. Susie Nicholson	Assistant to the President
Mr. Phil Jacobs	Vice President for Governmental Relations

ATU Project Management Team:

The Project Team will oversee and expedite the implementation of all systems. The ATU Project Management Team members will attend the system education training sessions provided by SCT. The ATU Project Management Team will meet on a weekly basis and will submit a written status report to the Executive Team as described in the Communication section below. Additionally the ATU Project Management Team will:

- set priorities for allocation of resources;
- expedite decision making;
- make recommendations for policy decisions.

Project Team membership is as follows:

Member Name	Role or Area of Representation
Dr. David Underwood	Project Manager
Brent Drake	Alumni/Development Team Lead
Shirley Goines	Financial Aid Team Lead
Tammy Rhodes	Student Team Lead
Gary Hodges	Finance Team Lead
Carol Trusty	Finance/Human Resources Team Lead
Linda Johnson	Human Resources Team Lead
Merrell Shoptaw	IT Team Lead
Dr.Glenn Sheets	Faculty Representative
Jaime Ashmorer	Administrative Support
Shauna Donnell	Student Team Lead/Prospect Admission
Wyatt Watson	Institutional Research

Core Process Teams:

Core Process Teams will be organized to correspond to SCT Banner functional systems, except as specifically noted below.

Each Core Process Team is the primary liaison between all groups involved in the particular area and will ensure representation of non-implementation personnel where appropriate. The Core Process Teams will make process and procedural decisions related to the implementation in their functional areas. The Leader of each team will be responsible for facilitating communication between team members and monitoring progress towards completion of tasks and deliverables assigned. During its implementation cycle, each Core Process Team will meet on a weekly basis and will submit a status report in writing on a weekly basis to the ATU Project Management Team. The Core Process Team members will attend the system education training sessions provided by SCT.

In addition, Core Process Teams will perform specific tasks related to the implementation, including:

- assist SCT with Business Practice Analysis;
- define and test user procedures for their area;
- develop Policy and Procedures Manuals and end-user training documents;
- validate converted data in their area.

Core Process Team membership is as follows:

Student Team

The Student Team oversees the implementation of the SCT Banner Student system.

Member Name	Role or Responsibility
Tammy Rhodes	Student Team Lead/Admission
Shauna Donnell	Student Team Lead/Prospect Admission
Wyatt Watson	Course Inventory/Registration
Carol Adkison	IT
Jessica Lambert	Academic Standing/Degree Audit for Grad/Veterans
Brandi Tripp	CAPP/Articulation/Transcripts
Diana Evans	Course Inventory
Amy Pennington	International Admissions
Marty Sabolo	Housing
Linda Clarke	Advising/Registration
Jennifer Griffin	Financial Aid Representative
Niki Spencer	Financial Aid Representative
Marilyn Johnson	Student Accounts

Financial Aid Team

The Financial Aid Team oversees the implementation of the SCT Banner Financial Aid system.

Member Name	Role or Area of Representation
Shirley Goines	Team Lead
Niki Spencer	Scholarships
Jennifer Griffen	Application Processing, return to Title IV
Heather Cotton	Student Loans
Mary Coffren	Student Employment, Outreach

Nita Brashear	Office Manager/Requisitions/Receptionist
Jennifer Walker	Receptionist
Lisa Broyles	Receptionist
Carol Trusty	Finance Representative
Tammy Rhodes	Student Representative
Shauna Donnell	Student Representative
Bill Hemmer	IT
Marilyn Johnson	Student Accounts
Deborah Wood	Financial Aid

Finance Team

The Finance Team oversees the implementation of the SCT Banner Finance system.

Member Name	Role or Area of Representation
Gary Hodges	Team Lead – Controller
Carol Trusty	Team Lead Administration and Finance
Linda Johnson	Budget Director
Beth Foster	Purchasing
Jennifer Bixler	Foundation Accountant
Donna Rankin	Assistant Controller
Katy Eheman	Accountant
Faye Drittler	Accounting Supervisor
Janice Parsley	Accounts Payable
Regina Burris	Budget
Pat Cronister	Academic Affairs
Patricia Cunningham	Acccounting
Theresa Motley	IT
Sandra Cheffer	AVTI Fiscal Officer

Human Resources Team

The Human Resources Team oversees the implementation of the SCT Banner Human Resources system.

Member Name	Role or Area of Representation
Linda Johnson	Team Lead
Carol Trusty	Team Lead
Karen Alexander	Payroll
Angie Reynolds	Human Resources
Carol Adkison	IT
Pat Chronister	Academic Affairs
Wyatt Watson	Institutional Research
Mary Coffren	Student Payroll
Beverly Hooten	HR
Regina Burris	Budget

Advancement Team

The Advancement Team oversees the implementation of the SCT Banner Advancement system.

Member Name	Role or Area of Representation
Brent Drake	Team Lead
Dana Moseley	Gift Planning
Debra Fithen	Annual Fund
Kelly Davis	Corporate Relations
Julie Morgan	Alummi
Jennifer Bixler	Foundation
Kim Newman	IT

Information Technology Team (Architecture)

The Information Technology Team oversees the core technology issues of the project, such as hardware platform, operating system, and database system issues.

Member Name	Role or Area of Representation
Merrell Shoptaw	Team Lead
Ken Wester	Hardware/Software
Theresa Motley	Finance
Carol Adkison	Student/HR
Ross Douglas	DBA
Kim Newman	Advancement
Steve Milligan	Web
Bill Hemmer	Financial Aid

Data Standards Team

The main task for the Data Standards Team is to collaboratively develop a data standards document which cogently presents information on organizational elements of the system's data. The central goal of the Data Standards Team is to ensure accurate and consistent data that is standardized for use in each School, Division, and Department at Arkansas Tech University. By establishing these standards, the system's data can assist all constituencies in optimizing decision-making.

The team is to recommend or confirm policies related to data elements (e.g. social security numbers), identify all data elements used by multiple modules, establish ownership of data elements, ensure proper communication as the system is built and implemented, establish data entry standards, establish responsibility for entering and maintaining data elements and review SCT naming conventions and determine/reconcile issues.

Member Name	Role or Area of Representation
Wyatt Watson	Institutional Research, Team Lead Data Standards
Brent Drake	Alumni/Development Team Lead
Tammy Rhodes	Student Team Lead /Registration
Shauna Donnell	Student Team Lead/Admissions
Carol Trusty	Finance/Human Resources Team Lead
Linda Johnson	Finance/Budget Team Lead

Qualifications for all Team Members:

Team members are selected for, and must abide by, the following qualifications:

- Ability to make decisions by consensus.
- 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.

8.3. Participating Departments/Third Parties

This section describes the different jobs that each department is responsible for in order to make the project successful.

Department/Third Party Name	Responsibilities	Name (if known)
Faculty Senate	Faculty Issues as needed during the implementation process	
Student Advisory Committee	Student Issues as needed during the implementation process (focus on Luminis & Student Self Service)	
ITC (Info Tech Committee)	General policy committee for IT issues on campus.	
Testing Services	Issues related to mandated testing and reporting	Karen Pittman
Outreach Centers	Issues related to agreements with external campuses	Jan Apple, Tosha Bradley, Michael Roys, Jackie Nichols, Bookstore, Cafeteria, Public Safety
Audit/Tax Services	Ensure appropriate controls are defined in the system.	
University Communications	External communication regarding Project.	Susie Nicholson

8.4. Roles and Responsibilities

ATU Personnel

Executive Sponsor Dr. Robert C. Brown - the Executive Sponsor will work with SCT and third parties to expedite and resolve issues that require the highest executive level involvement, such as contract amendments. While the Executive Sponsor will participate in project activities only on an as-needed basis, he must be readily accessible to the Executive Team, and will be granted access to all Executive Team communications upon request. He will be a project champion and promote the visibility and credibility of the project.

Project Manager Dr. David Underwood, - the Project Manager will:

- Maintain the project budget (in conjunction with the contract administrator).
- Provide information to implementation related committees.

- Facilitate Project Team meeting.
- Ensure that issues not resolved by the Project Team are documented and forwarded to the Executive Team for resolution.
- Ensure adherence to the implementation methodology.
- Review the Project Plan.
- Provide reports on a monthly basis to the Executive Team.
- Review/maintain project work documents.

SCT Personnel

General Manager Zoila Davis- the SCT General Manager has overall responsibility to provide senior management oversight to build the long-lasting relationship crucial to your project's success. The standard level of contact between the SCT General Manager and ATU will be at the Executive Team level.

Account Manager Jo Ann Puissegur- the SCT Account Manager has overall responsibility for the ATU account. Project related issues concerning SCT resources or activities may be forwarded to the Account Manager for resolution. The standard level of contact between the SCT Account Manager and ATU will be at the ATU Executive Team and Project Manager level.

SCT Project Manager Robin Goodwin- the SCT Project Manager will serve as the primary contact point to SCT. This person will be responsible for scheduling and monitoring the SCT resources assigned to the project. The SCT PM is 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 ATU will be at the ATU Project Manager and Project Team level.

SCT Application and Technical Specialists- Technical and Application specialists will be assigned as needed to the ATU 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 ATU Project Manager, and the appropriate ATU Core Process Team Leader. The standard level of contact between the SCT Specialist and ATU will be at the ATU Core Process Team Leader level.

8.5. Change Control Board(s)

Identify the members of the Change Control Board(s) or refer to CM Plan. Include their role or the area of the project each person is representing on the CCB.

Member Name	Role or Area of Representation
Dr. David Underwood	Project Manager
Carol Trusty	AVP, Administration & Finance
Tammy Rhodes	Registrar
Merrell Shoptaw	Director, Computer Services
Shauna Donnell	Director, Enrollment Services

9. Project Approach

The project approach section defines the overall method by which the project's objectives will be realized, including methodologies, life cycles, responsibilities, and other associated strategies, tactics, practices and procedures.

9.1. Define

For the project management approach, the Definition Phase activities of SCT's Common Service Methodology (CSM) will be followed. SCT's Project Planning Session is a key activity of this phase.

For the software implementation approach, the Definition Phase activities of SCT's Enterprise Process Model will be followed. Responsibilities will be assigned according to SCT's standard implementation model.

9.2. Plan

For the project management approach, the Planning Phase activities of SCT's Common Service Methodology (CSM) will be followed. This Project Definition Document, the project schedule, and all the supporting plans are key deliverables of this phase.

For the software implementation approach, the Planning Phase activities of SCT's Enterprise Process Model will be followed. Responsibilities will be assigned according to Enterprise Process model.

9.3. Implement

For the project management approach, the Implementation Phase activities of SCT's Common Service Methodology (CSM) will be followed. Project tracking, risk management, and change management are key project management activities of this phase.

For the software implementation approach, the Implementation Phase activities of SCT's Enterprise Process Model will be followed. Responsibilities will be assigned according to the model. Key tasks are:

- process analysis
- hardware / software installation
- system education
- prototype development
- prototype testing

- prototype validation
- reporting
- conversion
- end-user training
- deployment ("go live")

9.3.1. Software Engineering

Not applicable for this project.

9.4. Close-Out

For the project management approach, the Closeout Phase activities of SCT's Common Service Methodology (CSM) will be followed. Transition to client ownership and documenting lessons learned are key activities of this phase.

For the software implementation approach, the Closeout Phase activities of SCT's Enterprise Process Model will be followed. Responsibilities will be assigned according to the model. Evaluation of the implementation, recommendations, and final approvals are key activities.

9.5. Change Management

Change Management will follow the approach spelled out in SCT's CSM. CSM process documentation will be made available by SCT upon request of any ATU team member, in the form of Web pages. CSM requires that change management follow a Configuration Management Plan; the following sections define the CM Plan for this project.

Items in Scope

The following items are in the scope of the CM Plan:

- Project Definition Document
- Project Schedule
- Configuration Management Plan
- Organizational Readiness Plan
- Process Analysis Plan
- Training Plan
- Prototype Plan
- Conversion Plan
- Reporting Plan
- Prototype Testing and Validation Reports
- Risk, Issue, and Jeopardy Reports
- All Status Reports
- Lessons Learned Reports
- Final Project Evaluation

Library

Definitive copies of electronic documents will be stored in SCT's GES Professional Services Project Tracking System database. All such documents will also be distributed via email to ATU' Project Manager for this project.

Where documents exist only in hard copy, definitive copies will be retained by SCT's Project Manager, except those documents specifically indicated by ATU.

Configuration Identification

To identify documents as work products of this project, and to distinguish various versions of a document as it changes over time, the following naming scheme will be adopted for all project-related electronic documents:

ATU document_name vx.x.ext

where:

- "ATU" will prefix each document name to identify this project uniquely in both the SCT and ATU document repositories.
- "document_name" is the name of the document; e.g., Project Definition, abbreviations will often be used, e.g. PDD
- "vx.x" refers to the version of the document; baseline is v1.0
- "ext" refers to the type of the document, following Microsoft Office document extension conventions; e.g., "doc" is an MS Word document.

Exceptions:

For documents associated with recurring events (e.g., meeting minutes, trip reports), the following naming scheme will be adopted:

ATU document_name yyyy-mm-dd.ext

where all elements are the same as described above, except:

- "yyyy-mm-dd" gives the date of the event. If the event spanned multiple days, the date of the first day is used. "mm" and "dd" are always 2 digits, and leading zeroes are used if required.

Change Requests

The following items require the issuance Change Request, which must be approved by the Change Control Board, before they can be changed:

- Project Scope
- Risk, Issue, and Jeopardy Reports

Change Requests will be recorded and managed by SCT's Project Manager. Change Requests will follow the CSM template, which the SCT Project Manager will provide to the Project Team

and each Core Process Team leader. CSM Templates are also part of the CSM process documentation mentioned above.

Change Control Board

The Project Manager, Registrar, Director of Computer Services, and the AVP for Administration & Finance, will serve as the Change Control Board.

The Change Control Board is responsible for evaluating and approving or disapproving proposed changes to configuration items, and for ensuring implementation of approved changes.

9.6. Documentation

ATU will develop a separate Documentation Plan, defining a project to create and use documentation, addressing the considerations outlined below.

ATU will create an End User Manual for each Banner system. Such manuals are necessary to assist the functional areas in the use of the system. The Banner documentation as supplied by SCT is generic and broad. It will not reflect the specific configuration choices made by ATU, and it contains material not relevant to end users.

To supplement each manual, ATU will create an end user Quick Reference Card for each Banner system.

These manuals and quick reference cards must be in place in time to train end users.

ATU will create Data Standards Guidelines to which each component system and module must adhere to ensure data integrity and consistency of results across systems. All affected users will be trained in the use of the Data Standards Guidelines and will be given online access to it. The Data Standards Team will consider a mechanism for monitoring and enforcing adherence to the Data Standard Guidelines.

9.7. Communication

The Executive Team will meet as needed, but not less than quarterly.

The ATU Project Management Team will meet weekly. They will report status in writing to the Executive Team on a weekly basis initially. As the project progresses and stabilizes, status reporting may become less frequent, but not less than monthly.

While each core process is being implemented in Banner, the corresponding Core Process Team will meet at least as frequently as called by the SCT Functional Consultant, but not less than monthly. They will report status to the ATU Project Management Team after each meeting.

The official channel for communications among the ATU Project Management Team will be email. Meeting invitations, status reports, etc. will be communicated by email. All members will access email with sufficient frequency to acknowledge invitations in a timely way.

Primary communications channel between ATU and SCT teams will be email. For urgent issues, ATU will send a voice mail to the SCT Project Manager and any other affected SCT parties. For urgent issues, SCT will call at the office or cell phone to the ATU Project Manager.

The SCT Project Manager and the ATU Project manager will meet via conference call once a week. The SCT Project Manager will provide agenda's and meeting minutes for each of these calls.

All significant documents created during the project will be made available to ATU employees via Intranet; documents will also be distributed via email when necessary. Documents include this project definition, project plans, etc. Documents will be shared unless explicitly designated as confidential.

Definitive copies of project documents will be stored as noted in the Library clause of the Change Management section above.

9.8. Measurement

The following metrics will be captured:

- variance from timeline
- variance from budget
- milestones met/deliverables received and signed off of deliverables made by ATU Project Team and/or Executive Team
- # of people trained
- satisfaction of trainees
- user satisfaction surveys (student, faculty, staff, community)

The approach for collecting and analyzing each metric will be documented in a separate plan.

9.9. Organizational Readiness

Purpose

The purpose of the Organizational Readiness Plan is to describe the plan for preparing the Organization to execute and support the results of the project.

Objectives

The two main objectives of Organizational Readiness for this project are:

- Identify and develop the work products needed by the departments outside of the project team to support the deliverables of the project.
- Identify and execute the interventions needed to transfer the knowledge about the project to the departments outside of the project team to support the deliverables of the project.

Scope

Typically, Organizational Readiness needs are met by training. For this project, the Organizational Readiness needs and plans for addressing them are as follows:

- IS support people need AIX, Oracle, and Banner training.
- For general user population, we will offer basic Web navigation skills training. Will gauge need according to interest in the offering.
- ATU will create a plan to educate all potential users in where to go for computer access to the SCT Banner system. Not all employees currently have access or know how to get it. Include part-time employees (adjunct faculty).
- AVTI campus needs to be brought into the project.
- Distance Learning Students needs to be made aware.

Exclusions

None.

OR Team

The ATU Project Management Team will serve as the OR team. They will be responsible for creating and executing plans to meet the scope and objectives noted above.

9.10. Project Environment

Project Management will be performed using tools available on SCT standard issue laptop computers, as documented in the Project Management PC Requirements section below.

ATU Project Management Team and Core Process Team meetings will often entail group review and revision of electronic documents, and will be greatly facilitated by the availability of PC video projector equipment when and where available.

9.11. Quality Assurance

Quality Assurance will follow the approach spelled out in SCT's CSM. CSM process documentation will be made available by SCT upon request of any ATU team member, in the form of Web pages. Highlights of the approach are documented below.

An SCT Quality Assurance Analyst will be assigned to the project. She will create a separate QA Plan. ATU will receive all QA Audit reports. These reports will follow the CSM template, which can be found in the CSM process documentation mentioned above.

9.12. Tracking

Project review will occur at the periodic Team meetings whose timing is described in the Communications section above. Review meetings will be scheduled by the SCT or ATU Project Manager at major project milestones, or whenever they determine that a schedule, cost, or scope variance has occurred or is imminent. Review meetings may also occur as a result of Risk Management, Quality Assurance, or other activities whose approach is described in this document.

9.13. Risk Management

Risk Management will follow the approach spelled out in SCT's CSM. CSM process documentation will be made available by SCT upon request of any ATU team member, in the form of Web pages. Highlights of the approach are documented below.

In Section 7 above, risks are identified and prioritized, and response strategies are outlined.

A separate Risk Management Plan will be prepared to document the responsible party for all risk responses, completion dates for preventive responses, and plans for ongoing risk management. The SCT Project Manager will initially draft this plan, which will then be fleshed out by the ATU Project Management Team.

The general approach to risk management will be as follows.

Risks are identified at the beginning of the project and throughout the project. When a Risk is identified, it is documented in the project repository. Preventive and/or contingent responses are identified in the Risk Management Plan.

The ATU Project Manager manages the Risks by executing Mitigation Actions, which may include how the contingency plans will be implemented and how the reserves will be allocated.

If a Risk materializes, it is escalated to a Project Issue or Jeopardy according to CSM protocol. The Issue or Jeopardy is then accepted or resolved according to the Risk Management Plan.

Risk, Issue, and Jeopardy reports will follow the CSM template, which can be found in the CSM process documentation mentioned above.

Details specific to ATU are as follows. Risk reports will be communicated by email through the ATU project manager.

10. System Requirements

SCT Banner System Hardware Requirements were provided by SCT to ATU via email in a separate document during the contract phase.

10.1. Database Server Requirements

Database server requirements are maintained by ATU Computer Services.

10.2. PC Requirements

PC requirements are maintained by ATU Computer Services.

10.3. SCT and 3rd Party, and Shareware/Freeware Product Requirements

10.4. Developer Requirements

Not applicable for this project

10.5. Software Compatibility

Not applicable for this project

11. Project Deliverables

The Project Deliverables for this project will include:

Item	Responsibility
Project Definition document	SCT/ATU
Project Schedule	SCT
Pre and Post Installation Documents	SCT
Education Plan	SCT
User Technical and Functional Reference Manuals	SCT
Security Plan	ATU
User Procedure Documents	ATU
Communication Plan	SCT/ATU
Test Plan	ATU
Conversion Plan	SCT/ATU
Verification Plan	ATU
Reports Design	ATU
User Training Plan	ATU/SCT (assistance)
User Training Materials	ATU/SCT (assistance)
Operations Manual	ATU
Required Interfaces for Each Product	ATU

12. Project Success Criteria

Typically these have been identified as part of the scope, schedule and deliverables definitions. Project success criteria provide specific measurement for determining that the objectives and deliverables defined for the project have been met. This definition would include criteria such as:

Success criteria are as follows:

- All issues and action items have been completed and signed off.
- All required work products have been produced and signed off.
- All variances have been logged and signed off.
- Verification that the project has met project and institution standards.
- Validation that the project meets the requirements.
- Successfully complete the functional and physical configuration audits.

- A project termination statement exists.

The above criteria refer to SCT contractual completion of this project. In addition, for the project benefits to be realized, ATU must complete deliverables such as operations manuals, internal training, etc. While those deliverables are outside the immediate project scope, this project will not be considered closed out until the following condition is met:

- A plan exists for the completion of all ATU's follow-on deliverables required to realize the project's benefits.

13. Approval to Proceed

Specify the approvers in the work products database or list them here.

Name Title Date	Name Title Date
Name Title Date	Name Title Date
Name Title Date	Name Title Date
Name Title Date	Name Title Date

14. Document History

Revision Record

Number	Date and Sections	Author	Notes
1.0	10/13/05	Dr. David Underwood/Robin Goodwin	Baseline

15. Acronyms

Acronym	Description
ATU	Arkansas Tech University
CSM	Common Services Methodology
PTDB	Project Tracking Database
QA	Quality Assurance

16. Definitions

Term	Definition
Change	An alteration to any of the project characteristics—time, cost, or technical requirements.
Change Control	An element of configuration management, consisting of the evaluation, coordination, approval or disapproval, and implementation of changes to configuration items after formal establishment of their configuration identification.
Change Control Board	A group of people responsible for evaluating and approving or disapproving proposed changes to configuration items and for ensuring implementation of approved changes.
Change Request	A formal written statement asking to make a modification to a deliverable.
Closeout Phase	The fourth and final phase of the project life cycle that involves transitioning the project to client operational ownership, completing all documentation, and disbanding the Project Team.
Communications Management	Includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. It provides the critical links among people, ideas, and information that are necessary for success.
Configuration Management	A discipline applying technical and administrative direction and surveillance to: identify and document the functional and physical characteristics of a configuration item, control changes to those characteristics, record and report change processing and implementation status, and verify compliance with specified requirements.
Constraint	A condition that restricts the ability to achieve the goals of the project.
Contingency Plan	A plan that is dependent on the original plan. The contingency plan will be executed in the event that the original plan cannot be executed.
Definition Phase	The first phase of the SCT project management methodology project life cycle, in which the project is identified, initial project scope is developed, the project approach is determined, and the project charter is issued.
Documentation	(1) A collection of documents on a given subject. (2) Any written or pictorial information describing, defining, specifying, reporting, or certifying activities, requirements, procedures, or results. (3) The process of generating or revising

	a document. (4) The management of documents, including identification, acquisition, processing, storage, and dissemination.
Effort	The number of labor units required to complete an activity or other project element. Usually expressed as staff-hours, staff-days, or staff-weeks. Should not be confused with duration.
End User	The individual or group who will use the system for its intended operational use when it is deployed in its environment.
Feasibility	The degree to which the requirement, design, or plans for a system or component can be implemented under existing constraints.
Implementation Phase	The phase of the project in which the project work is performed and solution is delivered to the client.
Issue	An issue is a day-to-day project concern that is brought to the attention of the project manager. Issues are identified and tracked. If an issue grows and remains unresolved this could put the project in jeopardy. In this case, the issue is turned into a jeopardy.
Jeopardy	A condition exists that needs to be resolved, and there is a very high probability that one or more project dimensions will not be met. The intent of a jeopardy is to identify critical conditions as early as possible in the project.
Job Aid	Any information, or set of information that assists in the completion of a task, that is not transformed. A job aid is usually a physical artifact.
Maintainability	1) The ease with which a software system or component can be modified to correct faults, improve performance or other attributes, or adapt to a changed environment. (2) The ease with which a hardware system or component can be retained in, or restored to, a state in which it can perform its required functions.
Maintenance	(1) The process of modifying a software system or component after delivery to correct faults, improve performance or other attributes, or adapt to a changed environment.
Manager	A role that encompasses providing technical and administrative direction and control to individuals performing tasks or activities within the manager's area of responsibility. The traditional functions of a manager include planning, resourcing, organizing, directing, and controlling work within an area of responsibility.
Method	A reasonably complete set of rules and criteria that establish a precise and repeatable way of performing a task and arriving at a desired result.
Methodology	A collection of methods, procedures, and standards that defines an integrated synthesis of engineering approaches to the development of a product.
Metric	A quantitative measure of the degree to which a system, component, or process possesses a given attribute.
Milestone	A scheduled event for which some individual is accountable and that is used to measure progress.
Mission	A goal, end, or target that all or part of the enterprise is dedicated to achieving.
Mitigation	(1) Actions taken that reduce risks to the project. (2) Taking steps to lessen risk by lowering the probability of a risk event's occurrence or reducing its effect should it occur.
Organization	A unit within a company or other entity (e.g., government agency or branch of service) within which many projects are managed as a whole. All projects

	within an organization share a common top- level manager and common policies.
Planning Phase	The second phase of the project life cycle that involves activities in which the project definition, associated plans, and schedule are developed to support the SCT solution.
Priority	The level of importance assigned to an item.
Process	A set [network] of one or more activities [that produces products, services, or information], which collectively realize a business objective or policy goal, normally within the context of an organizational structure defining roles and relationships.
Project	An undertaking requiring concerted effort, which is focused on developing and/or maintaining a specific product. The product may include hardware, software, and other components. Typically a project has its own funding, cost accounting, and delivery schedule.
Project Life Cycle	A collection of generally sequential project phases whose name and number are determined by the control needs of the organization or organizations involved in the project.
Project Management	The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project.
Project Management Team	The members of the project team who are directly involved in project management activities. On some smaller projects, the project management team may include virtually all of the project team members.
Project Manager	The role with total business responsibility for an entire project; the individual who directs, controls, administers, and regulates a project building a software or hardware/software system. The project manager is the individual ultimately responsible to the customer.
Project Phase	A collection of logically related project activities, usually culminating in the completion of a major deliverable.
Prototype	A preliminary type, form, or instance of a system that serves as a model for later stages or for the final, complete version of the system.
Prototyping	A hardware and software development technique in which a preliminary version of part or all of the hardware or software is developed to permit user feedback, determine feasibility, or investigate timing or other issues in support of the development process.
Quality Assurance	(1) A planned and systematic pattern of all actions necessary to provide adequate confidence that a software work product conforms to established technical requirements. (2) A set of activities designed to evaluate the process by which work products are developed and/or maintained. (3) The process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. (4) The organizational unit that is assigned responsibility for quality assurance.
Requirement	(1) A condition or capability needed by a user to solve a problem or achieve an objective. (2) A condition or capability that must be met or possessed by a system or system component to satisfy a contract, standard, specification, or other formally imposed documents. (3) A documented representation of a condition or capability as in (1) or (2).
Risk	Possibility of suffering loss. Risks are potential Project Issues or Jeopardies and can be escalated to Project Issues or Jeopardies anytime after the Project

	Definition is approved.
Risk Management	An approach to problem analysis which weighs risk in a situation by using risk probabilities to give a more accurate understanding of the risks involved. Risk management includes risk identification, analysis, prioritization, and control.
Schedule	1) A display of project time allocation and actual usage. [SCT] (2) The planned dates for performing activities and the planned dates for meeting milestones.
Scope	The sum of the products and services to be provided as a project.
Statement of Work	(1) A description of all the work required to complete a project, supplied by the client. (2) A narrative description of products or services to be supplied under contract.
Task	A practice is broken down into one or more tasks. A task transforms at least one of the work products of an activity.
Team	A collection of people, often drawn from diverse but related groups, assigned to perform a well- defined function for an organization or a project. Team members may be part-time participants of the team and have other primary responsibilities.
Team Members	The individuals reporting either part-time or full-time to the Project Manager and who are responsible for some aspect of the project's activities.