BRANDEIS UNIVERSITY
PEOPLESOFT IMPLEMENTATION

STUDENT ADMINISTRATION
PROJECT CHARTER

January 24, 2003
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I. OVERVIEW

PROJECT SUMMARY

Brandeis University’s legacy student information systems have served the University well for 17 years. These systems are highly customized, and, as each year passes, the risk of their failure increases. More important, they cannot provide the robust capabilities of a modern system. Thus, the present need for access to timely, accurate, and relevant information coupled with the risk of catastrophic failure compels us to move forward with PeopleSoft Student Administration. The core legacy student systems only provide basic capabilities and a large number of complementary systems have been created to augment the core. This has resulted in an exceedingly fragile configuration of systems. Recruiting and servicing students is becoming more complex and increases the need for timely access to accurate administrative information. Students, faculty, and staff are requesting easier access to and better reporting of information, and, as the community has come to rely on these systems, we can not risk failure in any of the component parts.

This project follows the two-year implementation of PeopleSoft Financials and PeopleSoft Human Resources during which we focused on improving our business processes and replacing outdated systems and practices. We plan in a similar way to examine business processes related to student administration. The PeopleSoft Student Administration Project involves far more departments and business processes than the Financials and Human Resources projects and the resulting system will service more than 5,000 users. We expect the implementation of PeopleSoft Student Administration to minimally require 18 months and that it will be completed to be ready for use for Fall term 2004. There are two windows of opportunity for transitioning from our legacy systems to PeopleSoft Student Administration with minimal disruption to services—June and October—thus our goal is to be ready for June 2004 with a fallback position of October of 2004.

This document describes the implementation plan for the PeopleSoft Student Administrative System. It includes the project mission, objectives, scope, assumptions, risks, milestones, methodology, and project team organization. The Core Team will communicate new and updated information throughout the project.
**Users, Business Functionality, and Example Interfaces**

The following diagram indicates the users, business functionality, and example interfaces of the Student Administration system:

### Users

<table>
<thead>
<tr>
<th>University Administration</th>
<th>Security</th>
<th>Security</th>
<th>Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stud. &amp; Enrlmt Svcs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions</td>
<td></td>
<td></td>
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<tr>
<td>Bursar</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Institutional Research</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registrar</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Life</td>
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<td></td>
</tr>
<tr>
<td>COO/EVP</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Budget</td>
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<td></td>
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<tr>
<td>Controller</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>HR</td>
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<td></td>
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<tr>
<td>ITIS</td>
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</tr>
<tr>
<td>Public Safety</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Provost</td>
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<td></td>
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</tr>
<tr>
<td>Academic Affairs</td>
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<tr>
<td>Dean of A&amp;S</td>
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<tr>
<td>Library</td>
<td></td>
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<tr>
<td>Provost’s Office</td>
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</tr>
</tbody>
</table>

### Business Functionality

<table>
<thead>
<tr>
<th>Modules</th>
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<th>Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative Applications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Financials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Records</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus Community</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic and Institutional Structure</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

### Example Interfaces

<table>
<thead>
<tr>
<th>Reporting (Data Updated Nightly)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Financials</td>
</tr>
<tr>
<td>Student Records</td>
</tr>
<tr>
<td>Campus Community</td>
</tr>
</tbody>
</table>

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IMPLEMENTATION PLAN

The following is the expected timeline for the implementation:

<table>
<thead>
<tr>
<th>2003</th>
<th>2004</th>
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</thead>
<tbody>
<tr>
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<td>May</td>
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<td>Jul</td>
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<td>Aug</td>
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<td>Sep</td>
<td>Sep</td>
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<tr>
<td>Oct</td>
<td>Oct</td>
</tr>
<tr>
<td>Nov</td>
<td>Nov</td>
</tr>
<tr>
<td>Dec</td>
<td>Dec</td>
</tr>
</tbody>
</table>

Training and Business Process Redesign

Inst. and Acad. Structure

Campus Community

Admissions eval. and configuration

Student Records

Student Financials

Data Conversions

Interfaces

Collaborative Applications (Self-service web applications)

Security

- PeopleSoft Course Catalog Completed
- 2004 Fall Schedule of Classes Completed
- Historical Schedule of Classes Completed
- Personal Portfolio Live
- Community Access Live
- Community Directory Live
- Campus Community Live for 2004/2005 Academic Year
- Biographic and Demographic Conversion Completed
- Academic Historical Conversion Completed
- Student Financials Moved to Production for 2004 Fall Tuition Calculation and Billing
- Student Records Moved to Production for 2004 Fall Enrollment Processing
- Learner Services Live
- Learning Management Live
- 2004 Spring Academic Records Converted to PeopleSoft
- 2004 Spring Pilot Grading in PeopleSoft
- Student Financials Balance Forward Completed
- Grade Book Live
II. PROJECT MISSION, BUSINESS DRIVERS, OBJECTIVES, AND CRITICAL SUCCESS FACTORS

MISSION

The mission of the PeopleSoft project is to implement a flexible and integrated management information system that provides access to accurate, timely, and relevant data in support of the mission of Brandeis University.

BUSINESS DRIVERS

The PeopleSoft Student Administration implementation is driven by the need to:

1. Improve service
2. Streamline business processes
3. Prepare for system consolidation by migrating user groups to a common system
4. Retire outdated and expensive systems

OBJECTIVES

The objectives of the Student Administration project are listed below. Throughout the project, the Core Team will assess the system design to review how well it meets the objectives. These reviews may yield updates to the system design or project plan.

Objectives related to driver 1: Improve service

1. Provide better control of how students enroll in courses
   a. Automatic prerequisites check when a student enrolls to verify prerequisites
   b. Control over students repeating courses
2. Improve timeliness and accuracy of billing
   c. Instantaneous electronic bill delivery
   d. Refund checks on demand
3. Improve academic advisement by enhancing access for students and faculty
4. Improve security by eliminating SSN as the identifying ID

Objectives related to driver 2: Streamline business processes

1. Maintain and improve access to current and historical student records
a. Academic  
b. Personal  
c. Financial  

2. Improve interfaces  
a. Interfaces with internal sources  
b. Interfaces with external sources  
   i. Loan processor (AMS)  
   ii. Financial institutions  
   iii. Government agencies  

3. Centralize reporting  
a. INS-PASS (SEVIS - ISSO Office)  
b. IRS Reporting  

4. Eliminate duplicate data entry  
a. Conferences and Events  
b. Housing  

Objectives related to driver 3: Prepare for system consolidation by migrating user groups to a common system  

1. Rabb  
a. Admissions  
b. Registration  
c. Billing  

2. Graduate Admissions  

3. MAAX Academic Advising System  

4. EMS  

Objectives related to driver 4: Retire outdated and expensive systems (long-term goals for later than live date!)  

1. Retire SIS  
a. Step 1: No new updates  
b. Step 2: Retire the system (pull the plug completely)  

2. Retire systems:  
a. Rabb  
   i. Admissions  
   ii. Registration  
   iii. Billing  
b. MAAX Academic Advising System  
c. EMS (Conferences and events)  
d. Graduate Admissions  

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CRITICAL SUCCESS FACTORS

In order to implement the most useful functionality, while maximizing the likelihood of the project going live on-time and on-budget, the Core Team identified the following critical success factors:

Executive Support

The Executive Sponsor, with assistance from the Core Team and Steering Committee, must ensure that the project continues to be a top priority for all involved people. The Core Team will escalate business process issues as necessary, and decisions made by the Executive Sponsor and Steering Committee are final and superseding. The Executive Sponsor and Steering Committee may also escalate issues to faculty, or to staff responsible for university-wide policies that have implications for the project.

Organizational Change Management

The Core Team must proactively communicate business process changes to provide as much advanced notice as possible. To the degree possible, end users should participate in the redesign of the business processes to ensure consensus, and ultimately, adoption.

Diligent Planning and Documentation

The Core Team must document the details of the initial scope, and business and technical specifications of the project as a benchmark for the implementation. Detailed project plans and resource plans should be determined in advance to ensure a method of measuring progress.

Involvement of Subject Matter Experts (SMEs)

The Core Team must actively involve SMEs to ensure that the Student Administration system correctly supports the business processes of the university.

Communication, Communication, Communication

In order to be successful, the Student Administration project will require coordinated movements from dozens of people across many organizations and departments within Brandeis. By initiating discussions early and by reporting progress and decisions, the Core Team will better serve the community throughout the project. In some situations, the Core Team will need to actively seek guidance from students, faculty, or staff who have not yet been identified as part of the Student Administration Team.
III. SCOPE

STUDENT ADMINISTRATION PROJECT SCOPE

In order to most efficiently achieve the Student Administration project objectives, the project scope has been selected based on costs, benefits, and risks.

All proposed changes to project scope must follow the Change Request process outlined in this document.

Phase 1 (to “initial live date”) in scope

Business Process and Software Analysis

- Fit and Gap Analysis
  1. Campus Community
  2. Admissions and Recruiting
  3. Student Records
  4. Student Financials
  5. Collaborative Applications

- Business Process Redesign

PeopleSoft Student Administration Modules

The scope list below represents items scheduled for technical implementation only. Some of these items may not be utilized by the user community immediately or at all.

- Academic Structure
  1. Academic Institution
  2. Campuses and Locations
  3. Academic Groups
  4. Academic Organizations
  5. Academic Careers
  6. Fields of Study
  7. CIP Codes
  8. HEGIS Codes
  9. Academic Subject Areas
  10. Term and Sessions
  11. Academic Level and Load Determination
  12. Academic Calendars
  13. Academic Programs
  14. Academic Plans
15. Academic Sub Plans

- Campus Community
  1. Biographic and Demographic Information
  2. Identification Data
  3. Health Data
  4. Participation Data
  5. Services Data
  6. Committees
  7. Events Planning and Tracking
  8. External Organizations
  9. Service Indicators
  10. Administrative Functions and 3C Application Engine
  11. Communications Management
  12. Checklist Management
  13. Comment Management

- Student Records
  1. Course Catalog
  2. Class Schedules
  3. Instructor Workload
  4. Academic Program Management
  5. Term Activation
  6. Enrollment Processing
  7. Enrollment Processing via Web Self-Service
  8. Transfer Credit Processing
  9. Attendance Tracking
  10. Academic Standing
  11. Honors and Awards
  12. Student Milestones
  13. Student Grading
  14. Degree Posting
  15. Transcript Processing
  16. Academic Advisement

- Student Financials
  1. Payment Processing Rules
  2. Tuition and Fee Calculation
  3. Cashiering
  4. Maintain Receivables
5. Student Billing
6. General Ledger Interface
7. Aging Receivables
8. Process Late Fees
9. Enrollment Cancellation for Non-Payment of Fees
10. Collections
11. Refund Tuition and Fees
12. Payment Plan Tracking
13. External Organizations-Corporate Customers
14. Tax Reporting
15. Student Accounts via Web Self-Service

- Collaborative Applications (Web Self-Service)
  1. Personal Portfolio
  2. Learner Services
  3. Learning Management
  4. Community Access
  5. Community Directory
  6. Gradebook

Housing Solution
During the initial weeks of the project, the Core Team will determine the specifications for a tool to support the housing process.

Security
- Application Security
- Network Security
- Database Security

Reporting
- PeopleSoft Delivered Reports
- Brandeis University Custom Reports

Testing
- Unit Level Testing for Modules
- Integrated System Testing

Education Services
- Implementation Team Training
- End User Training
- Business Process Documentation
Interfaces

During the first few months of the project, the Core Team will perform an assessment of many of the university’s systems to determine which systems will ultimately need to interface with the PeopleSoft Student Administration system. Each system will be categorized as:

1. Requiring an interface to go live;
2. Requiring an interface, but not necessarily before live; or
3. Not requiring an interface

The assessment of systems for potential interfaces will include the following among others:

- PeopleSoft HRMS and General Financials
- SIS
- Systems currently interfacing with SIS
  1. A.S. Graduate Admissions Systems
  2. Exeter Undergrad Student Enrollment Management
  3. Etools Enrollment Management
  4. AMS Loan Collection
  5. Student Payroll
  6. National Student Clearinghouse
  7. Faculty Database System
  8. Certification System
  9. Room Schedule
  10. Attrition Tracking System
  11. Commencement Prizes /Awards Database System
  12. IVR Voice System Student Applications
  13. Transcript Request Tracking System
  14. Freshman Room Assigning System
  15. Upper Class Room Lottery System
  16. Course Evaluation
  17. Student ID Change Tracking System
  18. Alumnae Admissions Council System
  19. Student Support Services System
  20. Personalized Letter Processing
  21. Admissions Search Mailing System
  22. IVR Voice System Account Module
  23. Admissions Counts and Applicant Tracking Database System
  24. Telecom AXIS System
  25. Dining Services Validine System
26. Library System
27. Public Safety Terminator System
28. IVR Voice System FA Module
29. Chickering Insurance
30. Advisor Assigning
31. Admissions Faculty Letter
32. Admissions BARD Database System
33. Computing Services Helpline System
34. Federal Direct Loan System
35. Powerfaids Financial Aid System
36. Promissory Note System
37. I.E.F. Graduate Admissions Systems
38. MAAX Academic Advising System
39. Fleet Bank
40. EMS
41. Millennium

Historical Data Conversions

Data included in historical conversion will include:

1. Student Records Data
2. Student Accounts Data
3. Student Financial Aid Data
4. Student Admissions Data

During the initial months of the project, the Core Team will analyze various options for the detail specifications of the historical data conversions. The analysis will include:

1. Identifying the options for converting historical data into the PeopleSoft system;
2. Understanding the business and technical implications of each option; and
3. Determining a course of action

Once the Core Team determines a course of action, it will implement the conversions and work with the involved groups to update business processes accordingly.

Potential future scope after Phase 1

- Admissions and Recruiting
**Out of scope**

- Contributor Relations
- Financial Aid

**BRANDEIS AND ACADEME ROLES AND RESPONSIBILITIES**

The following table delineates activities by the Brandeis Student Administration Team, other Brandeis constituents, and Academe.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Brandeis SA team</th>
<th>Academe</th>
<th>Brandeis non-SA</th>
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</thead>
<tbody>
<tr>
<td>Fit-gap analysis for “Phase 1 in scope” items</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>PeopleSoft setup for “Phase 1 in scope” items</td>
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<td>X</td>
<td></td>
</tr>
<tr>
<td>Conversions from Legacy Systems to PeopleSoft Student Administration</td>
<td>X</td>
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<tr>
<td>PeopleSoft Student Administration Security</td>
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<td>Reports</td>
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<td>Testing</td>
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<td>Business Process Redesign</td>
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<td>Business Process Documentation</td>
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<tr>
<td>Support for legacy systems</td>
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<td>Modifications to legacy systems</td>
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<td>Unapproved modifications, patches, or updates to PeopleSoft Student Administration</td>
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<td>Database Administration</td>
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<td>Networks and Servers</td>
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<td>End User Training</td>
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<tr>
<td>Project Management and Communications</td>
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</table>
IV. TECHNICAL SPECIFICATIONS

CURRENT AND FUTURE STATE PEOPLESOFT ARCHITECTURE
HARDWARE AND INFRASTRUCTURE PLAN

ITS will address the following hardware and infrastructure needs as part of the Student Administration project:

- The production instance of Student Administration will have its own database and its own web server.
- During infrastructure design, ITS will determine whether the reporting instance of Student Administration will reside on its own server.
- Testing and development instances of Student Administration will reside on the server currently used for testing and development of Finance and HR/Payroll.
- Users will not require specific setup on their desktop computers since Student Administration 8.0 is a web product.
V. RISKS AND MITIGATIONS

In order to actively manage the Student Administration project’s dependencies, the Core Team will maintain a list of known risks and mitigation strategies. By identifying these risks before they affect the project, the Core Team will be in a better position to proactively avoid issues.

The Student Administration project will be subject to many risks that are common to many or all university operations. These risks include (among others): staff turnover, consultant turnover, budget cuts, and physical catastrophe. These common risks will be managed in the same ways they are managed in other projects. The intent of the table below is to address the risks that are specific to the Student Administration project.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Functional resource availability</td>
<td>The Core Team will project the time commitments needed from team members, and communicate these commitments as far in advance as possible. Dedicated consultants will implement core functionality to relax the dependency on university resources.</td>
</tr>
<tr>
<td>2 Technical resource availability</td>
<td>The Core Team will create contingency plans for key technical resources. If a technical resource is pulled into a production problem on another system, the Core Team will do an impact assessment and adjust the project plan accordingly.</td>
</tr>
<tr>
<td>Risk</td>
<td>Mitigation Strategy</td>
</tr>
<tr>
<td>------</td>
<td>---------------------</td>
</tr>
</tbody>
</table>
| **3 Dependencies on other systems and projects.**  
As the project progresses, other projects may create a “moving target” for integration of the Student Administration system:  
• PeopleSoft Financials upgrade  
• PeopleSoft HRMS: upgrade, eRecruit, Position Management, Faculty Tracking  
• Housing  
• SEVIS | The Core Team will identify related projects and designate at least one Core Team member to be involved in each. This person will ensure compatibility of the system designs, and will escalate issues as necessary. |
| **4 Reliance on an external consultant for expertise**  
Throughout the implementation, Academe Solutions will be providing much of the technical and functional expertise, but at the completion of the project their availability will be limited at best. | Brandeis will be aggressive in its training plan to ensure that all necessary expertise is gathered during the time Academe is on-site. Additionally, the Core Team will consider Academe’s involvement when making decisions about functionality and the rollout schedule – functionality requiring high levels of expertise will be prioritized for the time that Academe is on-site. |
| **5 Project complexity and “scope creep”**  
Although this is a risk during any project, the complexity of the Student Administration dictates that scope creep could have a more damaging effect than usual if not actively managed. | To avoid scope creep proactively, the Core Team will communicate system specifications in advance of implementation to get consensus from all interested parties. When the Core Team receives requests for additional or changed scope, the Core Team has the following tools at its disposal:  
Determining alternative solutions involving less effort  
Scheduling future releases for new scope  
Escalating decisions to the Executive Sponsor |
VI. TEAM COMMUNICATIONS AND PLANNING

TEAM STRUCTURE

The Student Administration Team consists of sub-teams. The structure of the team is as follows:

Peoplesoft Student Administration Team Structure
Version 19 - 1/21/2002

<table>
<thead>
<tr>
<th>Executive Sponsor</th>
<th>Subject Matter Experts</th>
</tr>
</thead>
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<tr>
<td>Jean Eddy</td>
<td>Maggie Balch</td>
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<td>Students &amp; Enrollment Svcs.</td>
<td>Student Life</td>
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<td>Tony Cheie</td>
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<td>Trudy Crosby</td>
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<td>Provost's Office</td>
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<td>David Elwell</td>
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<td>Int'l Scholars and Students</td>
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<td>Peter Giomette</td>
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<td>Margaret Haley</td>
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<td>Grad. School of A&amp;S</td>
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<td>Lesola Morgan</td>
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<td>Student Enrichment Services</td>
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<td>Gillian Najarian</td>
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<td>Chris O'Brien</td>
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<td>Julie Ochotnick</td>
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<td>Rick Sawyer</td>
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<td>Lisa Hamlin Sherry</td>
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<td>Michaela Whelan</td>
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<td>Provost's office</td>
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<td>Elaine Wong</td>
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<td>Arts &amp; Sciences</td>
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**Executive Sponsor:** Jean Eddy
*Team Leader Provost's office*

**Steering Committee**

<table>
<thead>
<tr>
<th>Jean Eddy*</th>
<th>Debra Gratto</th>
<th>Perry Hanson</th>
<th>Maureen Murphy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students &amp; Enrollment Svcs.</td>
<td>Human Resources</td>
<td>ITS</td>
<td>Controller</td>
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| Jessie Ann Owens | Tony Chiefe |
| Arts & Sciences | Provost's Office |

Consultation as required:

<table>
<thead>
<tr>
<th>Mel Bernstein</th>
<th>Amy Grossman</th>
<th>Tracey Leger-Homby</th>
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<tr>
<td>Provost</td>
<td>EVP/COO</td>
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<tr>
<th>Peter Petri</th>
<th>Judith Ryland Sizer</th>
<th>Scott Regenstein</th>
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<tr>
<td>GSIEF</td>
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**Core Team**

<table>
<thead>
<tr>
<th>Mark Hewitt</th>
<th>Brian Walton*</th>
<th>Tracey Leger-Homby</th>
<th>Scott Regenstein</th>
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</thead>
<tbody>
<tr>
<td>Registrar's Office</td>
<td>Students &amp; Enrollment Svcs.</td>
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<table>
<thead>
<tr>
<th>Darren-Michael Yocum*</th>
<th>TBD Tech. Project Lead</th>
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<tr>
<td>Academe Solutions, Inc.</td>
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<tr>
<th>Ron Anderson</th>
<th>Co-Ann Harbin</th>
<th>Vanessa Nazario</th>
<th>Cary Ward</th>
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**Functional Support Experts**

<table>
<thead>
<tr>
<th>Carol Copan-Mora</th>
<th>Janet Drosch</th>
<th>Peter Giomette</th>
<th>Sabrina Harder</th>
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<tr>
<th>Claudia Huntley</th>
<th>Jodi McEntegart</th>
<th>Robin Parks-McConnell</th>
<th>Sarah Parrott</th>
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<tr>
<td>Bursar's Office</td>
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<td>Bursar's Office</td>
<td>Institution Research</td>
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<thead>
<tr>
<th>Aaron Rubin</th>
<th>Deena Whitfield</th>
<th>Training</th>
<th>Documentation</th>
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<td>Public Affairs</td>
<td>Admissions</td>
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<tr>
<th>Irene Widugiris</th>
<th>Dave Wisniewski</th>
<th>Sara Frost</th>
<th>Charles Theisen</th>
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<tr>
<td>Registrar's Office</td>
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<td>Independent consultant</td>
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**Technical Team**

<table>
<thead>
<tr>
<th>Anna Younce*</th>
<th>Jim Birk</th>
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<tr>
<th>Tamara Duran</th>
<th>Rich Graves</th>
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<tr>
<th>Luke Sullivan</th>
<th>Richard Trude</th>
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<tr>
<th>John Turner</th>
<th>Vincent Vetrone</th>
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**Developer Team**

<table>
<thead>
<tr>
<th>Richard Trude</th>
<th>Peter Chan</th>
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<tr>
<th>Tony Cheiefe</th>
<th>Louise Grasmere</th>
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<td>Controller's Office</td>
<td>Students &amp; Enrollment Svcs.</td>
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<th>Betty Wei</th>
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**Technical Support Experts**

<table>
<thead>
<tr>
<th>Linda Bensman</th>
<th>Xing Dong</th>
<th>John Pinto</th>
<th>Ramon Venegas</th>
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* Team Leader
Roles and Responsibilities

The Roles and Responsibilities of each of the Student Administration sub-teams are as follows:

Executive Sponsor

• Provides accountability to University Administration for Student Administration project;
• Acts as ultimate decision-making authority on project direction; and
• Provides highest escalation point for project issues and questions.

Steering Committee

• Decides on changes to project scope and schedule;
• Manages and make decisions on change requests;
• Assures resource availability with other areas of the university; and
• Provides escalation point for project issues and questions.

Core Team

• Validates that the project direction is in line with organizational objectives;
• Acts as Project Management team for the project;
• Determines project resource needs and secures availability. Escalates to the Executive Sponsor or the Steering Committee as needed;
• Provides accountability to the Executive Sponsor for the on-time, on-budget, full-scope delivery of the project;
• Works with the Technical Team, Functional Support Pool, and Developer Team to collectively design the system configuration (fields, reports, etc.) and associated business process;
• Communicates with all project constituents to ensure the appropriate information is disseminated quickly, concisely, and accurately; and
• Tracks and resolves all day-to-day project issues and questions and escalate them as needed.

Functional Support Pool

• Works with the Core Team, Technical Team, and Developer Team and to collectively design the system configuration (fields, reports, etc.) and associated business process;
• Provides the rest of the Student Administration Team with insight into existing business processes; and
• Tests and validates the business functionality of the system; ensure that the system meets its business requirements.
Technical Team

- Works with the Core Team, Functional Support Pool, and Developer Team to collectively design the system configuration (fields, reports, etc.) and associated business process;
- Implements technology that supports the business requirements of the functional support pool; and
- Escalates issues it or the Functional Support Pool cannot solve to the Core Team.

Developer Team

- Works with the Core Team, Functional Support Pool, and Technical Team to collectively design the necessary reports and associated business process; and
- Escalates issues it cannot solve to the Core Team.

Technical Support Pool

- Assists the technical team as needed; and
- Escalates issues it cannot solve to the Technical Team or Core Team.

Subject Matter Experts

- Provides guidance to the Student Administration Team on business processes and system functionality; and
- Communicates issues relating to the project to the Core Team.
- If applicable, communicate with deans and vice presidents

**INTERNAL COMMUNICATION PLAN**

*(WITHIN THE STUDENT ADMINISTRATION TEAM)*

In order to keep the project moving effectively, the Student Administration Team will use a variety of tools for internal collaboration:

- Meetings
  - Standing meetings (listed below)
  - Ad-hoc meetings
- Email (using lists or hand-picked recipients)
- Shared file storage space associated with mailing list
- Shared network folders
- Project documentation
- TWiki
**Standing Meetings**

1. **Sponsor Meeting**
   - Executive Sponsor and CIO, held on a weekly basis.

2. **Steering Committee Meeting**
   - Held on a monthly basis
   - The agenda will include an overall project assessment and a review of the issue log. It will focus on significant issues.

3. **User Community**
   - Status Meetings and Working Sessions with:
     - Students
     - Faculty
     - Staff

4. **Student Administration Team**
   - Status Meetings
   - Working Sessions

5. **ITS Technical Team**
   - Status Meetings
   - Working Sessions

6. **Functional Support Team meetings**
   - Status Meetings
   - Working Sessions

7. **ITS Database Team**
   - Status Meetings
   - Working Sessions

8. **Legacy System Support Team**
   - Status Meetings
   - Working Sessions

9. **Subject Matter Experts (SMEs)**
   - Status Meetings
   - Working Sessions
EXTERNAL COMMUNICATIONS PLAN
(BEYOND THE STUDENT ADMINISTRATION TEAM)

For the Student Administration project to succeed, it is critical that the Core Team clearly and concisely communicate relevant information. It will not be sufficient to simply make all information “available.” In order to gain consensus from people outside the Student Administration Team, it will be necessary to custom-tailor information to the needs of the specific audience. By doing so, the team will be much more likely to achieve consensus.

The key audiences for regular external communications are:

- Executive Sponsor and Steering Committee
- University Administration
  - President
  - Executive Vice President/Chief Operating Officer
  - Provost
  - Board of Trustees
- Faculty, Students, and Administration from each school
  - College of Arts & Sciences
  - GSAS
  - GSIEF
  - Heller
  - Rabb
- University Administration
  - Students and Enrollment Services
    - Admissions
    - Bursar’s office
    - Financial Aid and Student Employment
    - Institutional Research
    - Registrar’s office
    - Student Life
  - Office of the COO/EVP
    - Budget & Planning
    - Controller’s office
    - Facilities
    - Human Resources
    - ITS
    - Public Safety
  - Provost’s office
  - Academic Affairs
To effectively communicate many types of information to different external audiences, the Student Administration Team can use many communications vehicles:

- Project Website
- Email (to lists or hand-picked recipients)
  - Shared file storage space associated with mailing list
- Shared network folders
- Meetings
  - Administrative meetings
  - Focus groups
  - User testing sessions
- Training sessions and training documentation
- Formal Memos
- Printed News Notes
- Campus bulletin boards

A communications schedule, created before the project, can inform audiences when and where they will get information. Much of this information will lend itself to regularly scheduled communications, but there will always be a need for ad-hoc communications as well.

**Regularly Scheduled Communications**

Whenever possible, regularly scheduled communications will take place on the project website. When helpful, this can be accompanied by an email linking people to the updated information.

<table>
<thead>
<tr>
<th>Status measured against the project plan and milestones</th>
<th>Steering Comm. &amp; Executive Sponsor</th>
<th>Involved Departments</th>
<th>University Administration</th>
<th>Internal Brandeis Community</th>
<th>External Brandeis Community</th>
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<tbody>
<tr>
<td>Project Website</td>
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<td>Major accomplishments</td>
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In order to deliver the information summarized above to each of these audiences, it is important to define the nature of the regular updates to be posted on the website.

**Status Reports and Updates**

1. Status Report for Executive Sponsor and Steering Committee

   **Purpose**

   To keep the Steering Committee and Executive Sponsor aware of the project status and issues, and to escalate matters requiring their assistance.

   **Distribution Method**

   Email directing the Steering Committee and Executive Sponsor to an updated report on the project website. This report may be password protected due to the sensitive nature of some of the content.
General Content (exact agenda to be determined by Core Team)

- Status against the project plan and milestones
- Major accomplishments
- Solicitation for feedback and ideas
- Issues requiring assistance
- Decisions impacting the functionality to be delivered
- Changes to business processes
- Assessment of ongoing project risk

2. Status Report for all other audiences

Purpose
To keep the University community aware of the current project status and generate excitement.

Distribution Method
The Core Team will regularly update the report on the project website.

Content
- Major milestones achieved and upcoming major milestones
- Major accomplishments
- Solicitation for feedback and ideas

3. “What’s New?” report for users

Purpose
To update users and involved departments about changes to functionality and business processes

Distribution Method
Email directing members of involved departments to an updated report on the project website.

Content
- Solicitation for feedback and ideas
- Decisions impacting the functionality to be delivered
- Changes to business processes
Ad-Hoc Communications

<table>
<thead>
<tr>
<th>Issues requiring immediate attention outside the Student Administration Team</th>
<th>Steering Comm. &amp; Executive Sponsor</th>
<th>University Administration</th>
<th>Internal Brandeis Community</th>
<th>External Brandeis Community</th>
<th>Involved Departments</th>
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<td>Email, meetings</td>
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<tr>
<th>Communications regarding a significant change to the functionality, project plan or budget</th>
<th>Email, meetings</th>
<th>Formal Memo</th>
<th>Formal Memo, email, printed news notes, campus bulletin boards, open meetings</th>
<th>Printed news notes, open meetings</th>
<th>Formal Memo, email, printed news notes, campus bulletin boards, open meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email, meetings</td>
<td>Formal Memo</td>
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<td>Formal Memo, email, printed news notes, campus bulletin boards, open meetings</td>
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**ISSUE RESOLUTION PROCESS**

**Definition**

A project issue is a situation in which:

- The software conflicts with a critical business process;
- A critical task or decision is impeding the progress of the project; or
- The software does not work.

**Purpose**

Project issues need to be tracked in order to:

- Ensure that progress is made towards task completion;
- Manage “scope creep”;
• Provide adequate notice of problem areas and adequate time to resolve problems;
• Allow for discussion by the Core Team while ensuring that date due is met; and
• Communicate to everyone on the team issues that affect them.

Process
Initially a project issue is:
• Identified;
• Classified; and
• Prioritized.
It will have:
• Owner assigned;
• Date due assigned;
• Area affected assigned;
• Status assigned;
• Economic impact assessed; and
• If applicable, comments may be added for additional reference.

Escalation Process
If an issue cannot be resolved, it will be escalated as follows:
1. As needed, from the issue owner to a functional/technical lead
2. As needed, from the functional/technical lead to the Core Team
3. As needed, from the Core Team to the Executive Sponsor or Steering Committee

Issues Reviews during Project Status Meetings
As issues are uncovered and recorded they will be reported during a project status meeting.
• Each new issue will be reported.
• All items still pending will have a progress status report.
• All newly closed items will be reported once and then will become inactive.
• Any new items that need to be added to the database will be reported
BUSINESS PROCESS AND SYSTEM CHANGES

Change Control Policy and Process

Student Administration is currently handled by different offices within the university. In many cases various business processes perform the same business function across different student populations (for example, each of the schools handles registration differently). Additionally, there are situations in which different legacy information systems serve comparable purposes.

PeopleSoft is highly flexible, and will be tailored to meet organizational needs wherever this can be done in a sensible manner. However, some situations will necessitate modifications either to the PeopleSoft core software or to a Brandeis University business process. In order to minimize implementation costs, and to take a first step in streamlining business processes, **Brandeis has decided to handle these situations without PeopleSoft modifications when at all possible.** This approach will:

- Minimize implementation cost from modifications
- Minimize implementation cost from complex custom functionality
- Minimize future costs associated with PeopleSoft upgrades and patches
- Use PeopleSoft’s best practices for business processes
- Create operational synergies by unifying business processes across the university

Using the process outlined below, each request for a PeopleSoft modification will be escalated to the Executive Sponsor or the Steering Committee for a final decision.
1. A member of the Student Administration Team identifies and communicates to the Core Team an issue that might require a change request.

2. The Core Team assigns an evaluation team that includes users and ITS staff to develop the formal change request.

3. The evaluation team performs cost/benefit analysis of the change request, develops alternate solutions, and creates a formal, written change request using the project’s change request form template.

4. The Core Team reviews the change request form and provides feedback and input. If the Core Team agrees on a solution that does not involve a system modification, the solution can be implemented without escalation to the Executive Sponsor or Steering Committee.

5. If the Core Team does not agree on a solution, they escalate the change request to the Executive Sponsor or Steering Committee for a decision.

6. Based on the decision of the Steering Committee, the Core Team updates the project plan and any relevant documentation.

7. The Student Administration Team implements the business process changes and/or system modifications.
Business Process Changes

Some business processes will be changed as part of the implementation processes. Possible causes include:

- The need to support PeopleSoft functionality;
- Consolidation of business practices by various areas of the university (such as different schools); and
- Potential process improvement revealed by the implementation process.

In the event that a business process change becomes necessary, the Core Team will take the following steps to ensure a smooth transition:

1. Identify all parties involved in the potential business process change.
2. Work with the involved parties to analyze the impact of the business process change, and design the new process, including:
   a. How it works.
   b. How it will be implemented.
   c. How the success of the change will be assessed after implementation.
3. Create a proposal for the Executive Sponsor or Steering Committee if:
   a. University policy change is necessary,
   b. The Executive Sponsor or Steering Committee is needed to assist with communication or management of the change.
4. Implement and communicate the business process change.
5. After implementing the business process change, assess the change to ensure success.

Preliminary Student Administration Team Education Plan

The Student Administration team and the system users will need to learn about the Student Administration system for two purposes:

1. To design the system with an understanding of the capabilities and their implications; and
2. To use the system.

During the discovery, design, and implementation of the system, the Core Team will arrange for some or all of the following training programs for the Student Administration team:

- Training by PeopleSoft
  - Attending training at PeopleSoft
  - Training by a PeopleSoft trainer at Brandeis or another local university
• Web seminars with PeopleSoft
• Training by Academe
  • Formal training (may use PeopleSoft online materials)
  • Ad hoc training during system discovery and design sessions

Once the live data approaches, the Core Team will provide materials to train the end users. Many of the training materials will be created during the design process, and the people who participate in the design will learn much of the system merely by taking part in the process. Additionally, the Core Team will utilize some or all of the following training methods:

• Direct User Training sessions (also a means of gathering end user feedback)
• Publication of user manuals
• Online help