



ACCESS. INNOVATION. EXCELLENCE.

Core Technology Services

Campus Solutions 9.2 Upgrade Charter

Project Short Name:	CS 9.2 Upgrade
Business Unit/Program:	Campus Solutions
Project Sponsor:	Thomas McNaughton
Project Manager:	Betsy Watts
Version:	2.0
Date:	May 31, 2018

1 PROJECT DESCRIPTION

ConnectND is North Dakota's implementation of Oracle's PeopleSoft financials, human resources, and student administration applications across North Dakota's State Government and University System. PeopleSoft Campus Solutions (CS) is the student administration application called Campus Connection, which provides web-based applications for the eleven institutions in the North Dakota University System. To stay current with technology, security patching, functionality, not to mention the interaction of the students, PeopleSoft Campus Solutions must be upgraded from version 9.0 to version 9.2. In addition, currently installed Campus Solutions 9.0 will lose premier support as of December 2019. Campus Solutions 9.2 contains base code, framework, and enhancements that will allow significant improvements across the platform.

1.1 Project History

Campus Connection is the NDUS student information system where students manage their accounts, financial aid, and registration processes. The main application behind Campus Connection is Oracle's PeopleSoft Campus Solutions (CS), initially installed in 2003. It includes the modules of Recruitment & Admissions, Academic Advisement, Campus Community, Financial Aid, Student Financials, and Student Records. NDUS CTS is currently running Campus Solutions 9.0 (CS 9.0), installed in 2008. Although Campus Solutions is intended to be a Commercial Off The Shelf product, NDUS CTS has made many customizations to improve performance and the end user experience. Additionally, more than 49 ancillary systems and bolt-on applications interface with Campus Solutions. Ancillary system examples include Parking, Housing, FAMIS, Ad Astra Scheduling, and Conduct Coordinator. Bolt-on applications come from third party app developers who fill in the functionality gaps of Campus Solutions. It's a way to deploy tightly integrated, cost-efficient software that tends to automate administrative or business processes more quickly than can be done using in-house developers. One example is HighPoint Mobile, which enables phones, or Wi-Fi enabled devices to navigate Campus Solutions easily.

Oracle released Campus Solutions 9.2 (CS 9.2) and announced a December 2019 end of support for CS 9.0. This upgrade will improve system security, provide ongoing behind-the-scenes software support by Oracle, maintain a more stable system environment, and establish a better foundation for an improved user interface.

Highlights of new or enhanced functionality in Campus Solutions 9.2:

1. A new PeopleTools baseline for the application that allows greater leverage in technology innovation
2. Consistency across all PeopleSoft applications for application management and support
3. PeopleSoft Update Manager PUM: a new way to select and install necessary patches for maintenance at the end user's discretion
4. PeopleSoft Fluid User Interface: a redesign of the student self-service pages using this new tools-based technology that provides a new modern, flexible, browser-based student experience for use with any device.
5. New Search-Based Navigation: provides familiar, intuitive search capabilities that simplify navigation and yield actionable results.

A CS 9.2 upgrade will not be just a software installation but will also include hardware changes, upgrading PeopleTools, installing PeopleSoft Update Manager, and redesigning multiple pages using the PeopleSoft Fluid User Interface. Additionally, there will be impacts to all customizations, third party software, and interfaces that will need to be assessed and addressed. Some will need new code due to changes in the technology.

1.2 Consistency/Fit with Organization's Mission

This project fits with several of the NDUS's stated goals of the NDUS Strategic Plan 2015-2020:

Create a quicker, more pleasant end user experience falls under Goal 1: To support North Dakota University System infrastructure needs. Objective 1.2: Provide tools and technologies to help people more easily use networked resources and services while ensuring security and privacy of the information.

Streamlining business processes falls under Goal 2: To improve North Dakota University System information technology-enabled business processes and services while providing and managing resources to align with NDUS strategic goals. Objective 2.2: Identify and integrate appropriate NDUS CTS systems to create operational effectiveness and efficiencies

Oracle's PeopleSoft Campus Solutions 9.2 (CS 9.2) improves and enhances student learning and users' focus. It equips students for success and allows the North Dakota University System to manage their student services and business operations efficiently and effectively.

1.3 Business Need

1. Create a detailed Campus Solutions 9.2 upgrade plan during a Discovery Phase for identifying all the tasks that will be included as part of this project.
2. Upgrade to Campus Solutions 9.2. NDUS's currently installed Campus Solutions application software version 9.0 will go unsupported in December 2019. The lack of support would mean that changes to meet regulations and security, along with performance and other functional issues would not be available and the application would fail to meet business requirements.
3. Improve services to students, faculty, and staff by offering a more modern and flexible user experience through a redesigned Campus Solutions fluid interface.
4. Reduce overall cost by taking advantage of new Campus Solutions features, which reduce the need for customizations, modifications or the need for "bolt on" software (HighPoint) that costs NDUS additional support and maintenance.

1.4 Solution Statement

CTS will upgrade to Campus Solutions 9.2 in two phases: a Discovery Phase and an Upgrade Phase. The depth of scope and extensive system interdependencies necessitated this process. Several industry best practice guides and case studies have shifted to an integrated conversion philosophy where the technical and functional changes all occur during one conversion.

2 PROJECT SCOPE

2.1 Scope Statement

CTS will upgrade to CS 9.2 in two phases.

The first phase, the "Discovery Phase", will be to "plan the plan". Because of the customizations, ancillary systems and "bolt-on" applications in our current system, it is essential to perform a business analysis of all the components to come up with a detailed execution plan. CTS will engage in meetings with NDUS campuses, CTS departments, and User Groups to identify and detail the tasks included in project execution. CTS may engage consultants to help with this process. Some components will require business analysis for senior management to determine if, and how, they fit in the project.

The second phase, the "Upgrade Phase", will include all hardware, software, and labor needed to set up and configure the new CS 9.2 along with the communication, testing, and training needed to integrate into the ConnectND environment. This phase includes the implementation of fluid user interfaces, changes to user interfaces, elimination of customization and "bolt-on" software identified in the Discovery Phase. Consultants may be used during this phase as well.

2.2 In Scope:

- Evaluate and implement a Campus Solutions 9.2 upgrade that includes the current associated functionality. This includes all Campus Solutions modules - Recruitment & Admissions, Academic Advisement, Campus Community, Financial Aid, Student Financials, and Student Records.
- Compare the current CS 9.0 customized processes with newly delivered processes and perform a decision analysis regarding keeping the current modification or utilizing the delivered process.
- Decide where to standardize in order to cut back on future customizations.
- Decide which fluid functionality to implement at go-live and post-implementation.
- Define current functions that need upgrading, the upgrade tasks, reasonable completion times, estimates on tasks and resource engagement. Items will be determined by ranking in the highest priority as established by the Business Analysts in conjunction with user group feedback.
- Determine the technical requirements to host and make available the application and the Oracle environments to connect with HRMS, Financials, and other NDUS institution applications.
- Create a detailed project plan outlining the overall implementation plan.
- Use of consultants to assist with planning and execution.
- Campus communications and education regarding the upgrade and new reporting tools.
- System performance and end user testing and documentation.
- Pertinent developer training needed for implementation.
- Only monitoring the completion of projects that will impact this one (Famis, quarterly bundles, CPU Security packages, Financial Aid critical patches).
- Evaluate PeopleTools version upgrade impact and how to include with project during Discovery phase.

- Assist campuses with understanding how project will impact their processes and provide guidance with transitions needed.

2.3 Out of Scope

The "In Scope" elements are high level and should be elaborated during the planning phase. However, specifically, the scope of the project does not include:

- Any institutional enhancement requests of current bolt on or modifications other than to maintain current functionality.
- Addition of any new enhancements that are not included in the latest CS 9.2 PUM image identified in the planning stage.
- Including the implementation of a PeopleTools 8.56 upgrade
- Including the implementation of new hardware to exadata (Oracle cloud machine)
- Any outside system interaction that is not necessary for the success of this focused upgrade.

3 BUSINESS ANALYSIS

Business Need/Problem 1: Create a detailed Campus Solutions 9.2 upgrade plan during a Discovery Phase for identifying all the tasks that will be included as part of this project that maintains critical core functions and implement upgrades and enhancements to the student management, financial/human resources management, data warehouse, library, administrative, and academic technology systems.

Objective 1.1: A detailed Campus Solutions 9.2 project plan

Measurement 1.1.1: Detailed schedule for the execution phase

Measurement 1.1.2: Final assessment document identifying all customizations and evaluating whether to maintain the customizations or consolidate into base product.

Measurement 1.1.3: Final assessment document of all modifications, which evaluates the need / necessity to maintain the modifications or consolidate into base product

Measurement 1.1.4: Final assessment document that evaluates and determines the fluid implementations included in project plan, including identifying fluid pages for those of "legacy" or non-fluid enabled pages facing discontinued support by Oracle

Measurement 1.1.5: Final assessment document determining which external inbound/outbound interfaces need retrofitting for project plan

Measurement 1.1.6: Final assessment document of determining which "bolt-on" apps need retrofitting for project plan

Anticipated Benefit(s): The detailed project plan provides an implementation path for a successful upgrade to Campus Solutions 9.2

Business Need/Problem 2: Upgrade to Campus Solutions 9.2. NDUS's currently installed Campus Solutions application software version 9.0 will go unsupported in December 2019. The lack of support would mean that changes to meet regulations and security, along with performance and other functional issues would not be available and the application would fail to meet business requirements.

Objective 2.1: Upgrade from PeopleSoft 9.0 current bundle to 9.2 and the PUM version identified during Discovery phase of the project

Measurement 2.1.1: Implement upgrade per project plan developed during Discovery phase of the project – the plan will provide a methodology for tracking progress, achieving buy in, and focusing the team on objectives and scope; complete tasks on plan; track progress with regular status reports

Measurement 2.1.2: Maintain current levels of service, measured by comparing the number of Help Desk tickets for one week's time. Data collection will be two weeks before conversion and two weeks after conversion.

Measurement 2.1.3: On "Go-Live" date, no critical issues remain on issues log and non-critical issues remaining on log are acceptable (the issues log tracks criticality of issues)

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Measurement 2.1.4: Maintain premier vendor support by completing project tasks before Dec 2019 and within the timeframe detailed in the Discovery phase planning document.

Measurement 2.1.5: Complete all testing checklist tasks identified in Discovery phase.

Anticipated Benefit(s): Enhanced functional and technical capabilities provided with Peoplesoft version 9.2 will be available for deployment. Premier support from the Oracle vendor, including critical updates, will be available upon completion of the project.

Business Need/Problem 3: Improve services to students, faculty, and staff by offering a more modern and flexible user experience through a redesigned Campus Solutions fluid interface.

Objective 3.1: Implement fluid interfaces for those screens required due to non-support as well as those identified to be included during Discovery phase of project

Measurement 3.1.1: Obtain a majority consensus from the Evaluation team on which fluid interfaces to incorporate into the project. The Evaluation team will consist of CTS staff and select campus representatives engaged in a cooperative decision-making process using a point system.

Measurement 3.1.2: Install all fluid interfaces identified as part of the project and ensure they are working after conversion

Anticipated Benefit(s): Campus Connection user interface will be easier to navigate using any device.

Business Need/Problem 4: Reduce overall cost by taking advantage of new Campus Solutions features, which reduce the need for customizations, modifications or the need for "bolt on" software (HighPoint) that costs NDUS additional support and maintenance.

Objective 4.1: Implement design changes relating to customization, modification, and elimination as identified to be included in project during Discovery phase

Measurement 4.1.1: Decommission HighPoint software after conversion, saving at least \$30,000 per year in maintenance fees.

Measurement 2.1.2: Reduce customizations by 15% after conversion.

Measurement 2.1.3: Reduce modifications by 10% after conversion.

Anticipated Benefit(s): Lower overall cost to provide service after conversion.

4 COST ANALYSIS

Because there are many unknowns, costs identified here are for budgetary purposes. The following will be used as budgeting guidelines during the planning phase of the project:

- The estimated total funds available for the project is \$100,000.00, of which \$30,000 is earmarked for Discovery phase.
- The initial risk contingency percentage used for project planning will be 10%. The actual risk contingency percentage may change during the project planning phase per the identified risks and with the approval of the final budget by the project sponsor.
- Due to the variance of potential technologies, hardware costs cannot be estimated. The assumption is that no hardware costs will be charged to this project. Current planning is for a hybrid "cloud" on premises database.

5 BUSINESS RISK ANALYSIS

5.1 Risks of Performing the Project

Risk: Insufficient resources to keep production going and perform the upgrade

Impact: Poor response times to day to day requests/unable to complete upgrade as scheduled

Response: Hire consultants

Risk: Insufficient time to perform upgrade before both PeopleTools and the application are unsupported

Impact: PeopleTools and application won't have Oracle Premier support, leading to potential service-impacting issues

Response: Hire consultants

Risk: Competing priorities and impromptu projects

Impact: Project delay

Response: Limit impromptu projects/ hire consultants

5.2 Risks of Not Performing the Project:

Risk: Software would not be supported by the vendor

Impact: Service outages

Risk: Unable to apply fixes for security, legal and other updates

Impact: Damage to reputation and potential legislative sanction

6 RESOURCE ANALYSIS

The planning of this project is estimated to take 3 weeks. The following identifies the resources required for planning how we'll plan the details of the Discovery Phase only. It also includes the percentage of time and anticipated hours that will be required from each resource for the planning period.

Table 2: Resource Analysis

Planning Start Date: 06/4/2018	Planning End Date: 6/22/2018
<u>Resource, Role</u>	<u>Hours Required</u>
Programmer Leads	6 hrs each
Bonderud, Donna	6 hrs
Business Analysts (as designated by Thomas McNaughton)	9 hrs each X # of analysts
DBA Team Members (as designated by Gail Sullivan)	7 hrs each x # of analysts
ITD Data Center Staff – (interfacing, db links, app messaging)	2 hrs each
McNaughton, Thomas – Sponsor	8 hrs
Programmer Analysts (as designated by Thomas McNaughton)	9 hrs each x # of analysts
Sullivan, Gail - Planners	12 hrs

7 PROJECT AUTHORITY

7.1 Assumptions and Constraints

7.1.1 Assumptions:

Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration.

The project has the following assumptions:

- Filling the vacant positions will not eliminate the bottleneck of technical resources, due to lack of training.
- No additional vacancies (temporary or permanent) occur on either the CS or DBA teams.
- Additional planned projects do not require CTS resources during this timeframe.
- Additional impromptu projects will not consume any noticeable resources.
- No new federal or local laws (or interpretations thereof) will require additional resources
- Project staffing will be sufficient to allow us to meet the deadlines imposed on the project plan.
- Consulting help will be available to assist us.
- Employ a Project Manager to assist the Director in ensuring the project keeps moving.
- Campus staff, especially the User Groups, will be readily available, sometimes on short notice, to ensure the project keeps flowing.
- Sufficient consulting assistance will be available for loading of both the Oracle database.
- Sufficient funding will be available for training of programming and technical staff with changes to the technology.

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- At the appropriate time during the upgrade, there will be a stop put on all developments and migrations of projects.
- Staff time is needed to maintain the bundles and fixes on the current platform.
- This project will have priority status over all other projects and with staffing adjusted accordingly.
- Staff will, in general, be able to maintain a normal work schedule and take vacation time which if not taken will be lost according to NDUS policy.
- Fluid evaluation during the Discovery phase will allow sufficient time to prioritize what to implement.
- The Data Center workload will maintain current levels of support.

7.1.2 Constraints:

The project has the following constraints:

- Loss of premier support December of 2019
- The following ancillary systems and services must be maintained, this list is not all inclusive but gives an idea of the depth and breadth of services:
 - Touchnet
 - The Housing Director
 - Conduct Coordinator
 - Parking
 - Bank of ND
 - Scholarship Management System
 - IPEDS Reporting
 - Facilities Management
 - Civitas Degree Map and Course Scheduler
 - HighPoint Mobile Application
 - SLDS integrations
- Cost, schedule, scope, and quality are often in conflict during projects. The sponsor elected to prioritize as follows:
 1. Schedule
 2. Quality
 3. Scope
 4. Cost

7.2 Authority/Escalation

Authority to proceed with this charter is granted to the Project Manager. The Project Sponsor must approve any diversion from the aforementioned scope, which would materially impact the overall scope, or incur cost. The project manager has the authority to manage all costs allocated to the planning process.

Along with the sponsor, Thomas McNaughton – NDUS Director, the committee members are NDUS CIO Darin King, Assistant NDUS CIO Jody French, Assistant NDUS CIO Jerry Rostad, NDUS Director Dirk Huggett, and NDUS Director Rick Anderson.

The Project Manager is authorized to utilize the resources necessary to plan the project based on the information above and will be required to receive sign-off on the project plan prior to execution.

8 APPROVAL

Project Charter Approval

Project Sponsor Name:

Action: Approve:
Reject:

Comments:	
Project Sponsor Signature:	Date: May 31, 2018