



# IMPLEMENTATION PLAN

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## INTRODUCTION

The purpose of this documentation is to provide participants in the implementation of Banner software at Framingham State College with the information they need to help guide them through the process. It is meant to be of particular value to Framingham State College and Strata Information Group Team Leaders, as a resource for planning and coordination of project activities. It is a companion to the *Project Charter* and *Training Plan*.

Planning is an activity that will continue throughout the project. Therefore, adjustments will be made to plans and information will be added to the appropriate documentation as things progress. Team Leads will be notified of changes to plans and updates to documentation.

The project implementation plan is driven by the macro-level goals and objectives as stated in the *Project Charter*, and the timelines associated with major “go-live” target dates for specific Banner functionality. The *Training Plan* is primarily driven by the implementation plan.

The key factors that were considered in developing the timelines for the training and implementation plans include:

- Academic Calendar
- Business Cycles
- Technical Logistics
- Staff Availability
- Major Events

## ROLES AND RESPONSIBILITIES

The roles and responsibilities of project participants are described within the *Project Charter*. Team Leaders should expect to spend at least 10% to 20% of their time on this project for the duration of the overall effort. Team Leaders should expect to spend anywhere from 60% to 100% of their time on this project when they are engaged with implementing the Banner software module they are responsible for. Similarly, members of individual Work Teams should also expect to allocate 50% to 75% of their time on this project when engaged with the implementation of a Banner software module. Unified Digital Campus Initiative project activities will take first priority over other projects and day-to-day job responsibilities for the Team Leads and members of each Work Team.

Team Leaders need to provide leadership beyond managing discrete tasks:

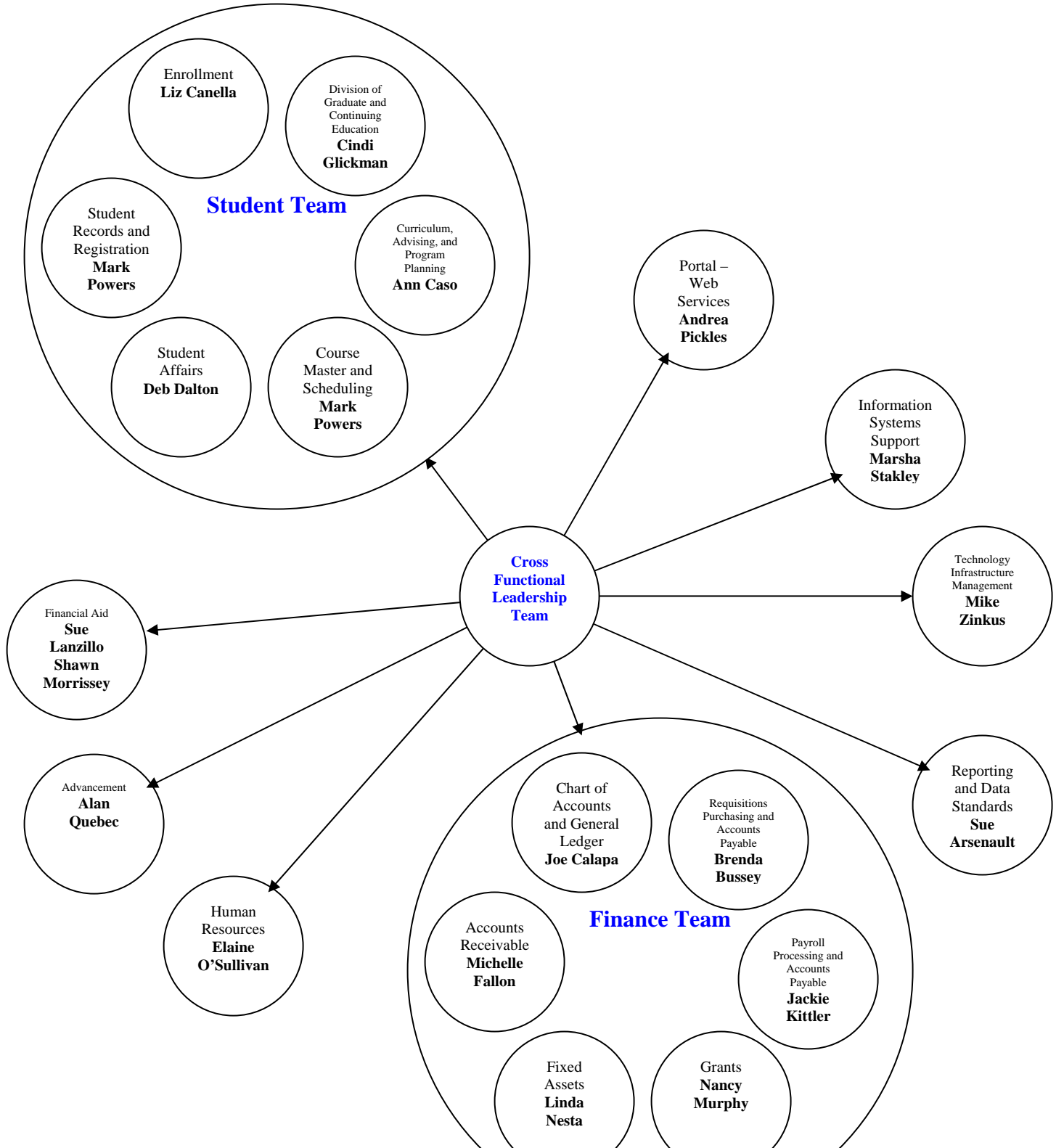
- Implementation of a “vanilla” Banner system that is configured (or tailored) for Framingham State College’s use - without customizations to the underlying software - will require leadership, flexibility and a willingness to adopt new and

best practices. This will be a critical success factor in terms of managing overall costs and meeting target implementation dates.

- Be Practical – Don't over commit. Address the core needs of critical operations first. Some desired functionality may need to be deferred until a later date due to its availability or due to time constraints.
- Standardize - Processes should be standardized across the undergraduate "day program" and Division of Graduate and Continuing Education unless exceptions are justified by mission-critical differences or significant cost advantages.
- Helping to promulgate positive change both in your teams and to the College community as a whole. Members of the College community will look to Team Leads for information about what is happening with regard to the project, how they believe progress is being made and for the general inside scoop. Maintaining a positive attitude and message will have a profound effect.

The following chart outlines the Team Lead organizational structure for Framingham State College participants involved with the Unified Digital Campus project, and shows the relationship among various teams including the Cross Functional Leadership Team. Each Team Lead is paired up with a Strata Information Group consultant (not depicted in the chart). A complete listing of Team Leads, including Strata Information Group consultants, is provided within the *Project Charter*. Other personnel will be involved on an ad hoc basis to provide specific insights, knowledge or support as the project moves through its different phases.

### FSC's Unified Digital Campus Solution Team Leads



## **APPROACH**

The Banner software modules will be implemented in phases. Portions of the current systems will be transitioned to Banner at specified intervals. A module is not completely implemented until after it has gone through one complete business or academic cycle.

### ***Business Process Redesign***

Business Process Analysis (BPR) is a systematic framework for understanding issues, identifying opportunities for improvement, and executing a game plan that enhances organizational performance. Moreover, BPR helps enable the proper utilization of information technology. So, rather than being confused about the use of computer systems within an institution, there is clarity about how electronic resources can complement the efforts of students, faculty, and staff.

First, major processes will be identified – e.g. Admissions Process, Registration Process, Purchasing Process. Then a two-day workshop will be conducted with participants from both “inside” the process and “outside” the process. The current process will be mapped (if needed), opportunities and obstacles will be identified, and a new process will be designed. This will provide the framework for configuring the software to fully utilize the capabilities and to support best practices.

### ***Data Standards***

The Data Standards Team will prepare data standard guidelines to provide recommendations for establishing measures for the protection, access, and use of the institution’s general person data that is maintained within Banner’s database. The guidelines define the responsibilities of users who input and access that data. Departments may have individual guidelines that supplement, but do not replace or supersede these guidelines.

### ***Reporting Strategy***

The Reporting Strategy Team will develop a report strategy for the institution. The team will identify the key requirements and match them to reporting solutions. Members will review existing reports for their corresponding areas or interview the appropriate individuals to determine if a report still satisfies the reporting needs. The team will coordinate the effort of identifying future reporting needs (wish lists) after the analysis is concluded. The team will also determine what will be the best reporting tool(s) for meeting the reporting needs of the College.

### ***System Education and Training***

SunGard Higher Education trainers will provide system training on a "vanilla" system (a.k.a. a test “instance” of Banner software) that is not tailored for Framingham State College’s actual day-to-day use. Additional training and practice by employees will be provided on other systems (or Banner “instances”), including one that will include the institution’s codes and rules as they are developed. Institutional data will be used to populate a non-production system as the data is converted.

A “train the trainer” approach will be used in which select people from each functional area (primarily Team Leaders) will deliver end-user training. A two day train the trainer workshop will be offered onsite by a SunGard Higher Education in order to better prepare in-house personnel to provide in-house training. These individuals will then be responsible for training others in their work area. Cross training will be an important part of the implementation process. More than one individual should be trained in the use of each Banner software module. This will ensure that the college is not dependent upon one specific individual for critical aspects of managing and using the software effectively.

## ***System Design***

During the design activity, all aspects of the business process are considered, including:

- Process assumptions and goals
- Inputs and outputs (including interfaces)
- Work steps and flows
- Automated and manual processes
- Organizational responsibilities
- Security requirements
- Reporting requirements
- Estimated transaction volumes and performance benchmarks

During this time, the Strata Information Group Consultants will assist Framingham State College Work Teams with establishing foundational data definitions, business rules, and determine if unavoidable software modifications are needed. Functional and technical specifications for software modifications (if needed), baseline enhancements, interfaces, conversions, and the reporting environment are also developed during the design phase.

Concurrently, Strata Information Group is working with the department of Information Technology Services to align the technological infrastructure, including hardware, network, and desktop requirements and other aspects of the technical environment (including Information Technology Services support capabilities).

## ***System Configuration (Tailoring)***

System configuration are the activities related to building codes and rules to configure the baseline Banner system to operate according to new and existing Framingham State College business rules. These activities will be the primary responsibility of each module implementation team, lead by a designated team lead and supported by a Strata Information Group consultant. During this phase of the implementation, the work teams will be assigned to complete the population of validation codes and business rules which Banner requires in order to function properly.

The SIG consultant will provide support to the team, help in the delegation of assignments, provide support for questions about system operability, effects of configuration decisions and will participate in these activities as time permits. Strata Information Group consultants will be generally available during onsite visits and it is expected that the team leads and team members will ask questions and raise concerns in a

timely manner. This means the team leads and members should plan on spending the bulk of their time during consulting visits in the 'war room' performing their respective configuration activities. During times when the SIG consultant is not on site, the work teams should not stop their configuration activities. They should plan on reporting to the war room for between 50% and 100% of their time during the full length of their module implementation activities. The SIG consultants will be available for questions when they are not onsite but might not be readily accessible. Calls and email to the SIG consultants is entirely appropriate and those messages, questions, etc. will be returned as the SIG consultants find time while at other client sites.

In addition, the team lead and SIG consultant will work together to monitor team activities, prepare status report updates and guide the team in timely decision making. Once codes and rules are built, the team will be responsible for testing them against individual cases they have created to validate system operations. During this step, any required data conversion for the module being configured will be specified and coded accordingly. After any required conversions are coded, they will be tested to validate that the incoming data meets the requisite constraints of Banner and also operate within the new FSC operating rules.

Each of the configuration activities will be performed in a specified 'instance' of the Banner system. During the course of the implementation, copies of the entire system will be created for various purposes such as rule and code development, program and report development, module testing, system integration testing, go-live staging, etc. A guideline for managing instances of the database will be in place outlining what each instance will be used for and other general parameters around its existence.

Several additional items must be considered by the implementation teams as they build-out their modules. Review and prioritization of the reports matrix will be the responsibility of the module implementation team. Lead by the team lead, they will be responsible for reviewing system delivered reports, verifying their usefulness, outlining initial production-critical reports and establishing this priority for the reporting team. The reporting team will then be responsible for validating that the priority report list is available at the time required for go-live activities. Delivered and custom reports will be required to follow a development, testing and validation cycle prior to release.

System security is another item which requires special attention by the module team lead and FSC security manager. We expect that the security manager will use the Banner list serve and acquire one or more sample security matrices from other schools. Once a sample is chosen, it will serve as a baseline for review and modification to become the system security template for the new FSC Banner system. The module team lead and the FSC security manager with support from the SIG consultant will review the specific security roles related to the module being configured and the team lead will then be responsible for reviewing this document with the full module implementation team to validate the roles are appropriate for the suggested FSC solution and that it is as complete as can be reasonably expected. The goal of this exercise is to have system security built, validated and loaded into the final pre-production database instance so that final system testing will have a well vetted system security matrix applied.

It is expected that during these implementation activities, situations will arise which require new and creative lines of thinking or decisions from the cross-functional leadership team and/or steering committee. It is the responsibility of the team lead and SIG consultant to raise these issues in a timely fashion and to inform the project management team of their nature and impact.

Lastly, there will be specific time when a team lead and respective team are required to configure their module. However, there will also be many times when team leads and team members are required to assist other module teams in some way. Since the new Banner system is tightly integrated, many decisions made both inside a team's module and within other modules are therefore interrelated. These configuration items and required decisions should be made in coordination with all effected teams. In addition, once an individual module is configured, there will be follow-up activities such as mock live testing, integration testing and go-live preparation. Because of these activities, it is expected that work team will spend between 10% and 20% of their time on configuration and implementation activities outside of the time when their core module is being configured.

### ***Testing and Quality Assurance***

During system implementation and rollout, testing and quality assurance activities will be required steps to help verify the system is operating according to expectations and that those items necessary for production operations are being created, tested and deployed timely and according to plan.

There are many different kinds and levels of testing required for this project and each one requires ownership, planning and verification. Testing will consist of small-scale scenario testing, conversion testing, integration testing and comprehensive go-live testing. The following represents the expectation of how these items will be addressed:

#### **Small-Scale Testing**

- Ownership – As each module is configured, it is the responsibility of the individual or team configuring it to enter a couple of simple test cases in order to verify that the rules and codes are operating as expected. These cases will be listed on a simple spreadsheet or like document so that verification can be made that testing has been completed and that test cases can be repeated when necessary.
- Planning – Planning is not required for this small scale testing. These activities will occur almost continuously throughout the course of the configuration activities.
- Verification – The team lead for the module will be required to review that configuration activities for their respective module have been completed and report as such to the project management team. The project management team will keep track of those items which have been verified as operating properly as a result of these small-scale testing activities.

## Conversion Testing

- Ownership – Ownership of conversion testing is shared by the team leads directly affected including the module team leads and the technical conversion lead.
- Planning – For each identified conversion, a required conversion planning document will be created. It will be required to identify each of the following for each major conversion:
  - Date needed in production
  - Date conversion needs to start
  - Date conversion need to be defined
  - Individuals responsible for the conversion
  - Narrative of the conversion
  - Verification method
  - Assumptions/decisions required
- Verification – The conversion planning document will specify who is responsible for verifying conversion data is accurate and complete. This might be more than one person and should be specified in the planning document. \*Note – some conversions might contain hundreds of thousands or millions of records.. With these volumes of data, there will undoubtedly be times where data irregularities are uncovered. When these occur, the responsible team should document the data error(s) and decide on a method of correction/mitigation.

## Comprehensive Go-Live Testing

- Ownership – Comprehensive testing is owned by the group of team leads responsible for the components being tested. Each team lead will have responsibility for the activities of the comprehensive plan which flow into and through their respective modules.
- Planning – Comprehensive go-live testing will require a planned event (or events), creating of repeatable test cases which verify that both the inner module and inter-module configurations are working properly. Each comprehensive test plan should include the following:
  - Test date (timeframe)
  - Participants (roles)
  - Expectations of test
  - Timing of events
  - Verification method
  - Assumptions/decisions required
- Verification – The team leads will be responsible for verification in their respective areas. Verification at minimum will include:
  - Is the system operating as designed?
  - Is use documentation in place?
  - Is security in place?
  - Is the module and associated conversion data ready for production?

In addition to testing, Quality Assurance verification will be conducted according to those items identified for QA in the testing plans and by the identified method. Quality Assurance will be the primary responsibility of the Project Management team to the

extent that the defined methods for system configuration and data verification are being conducted according to plan and documented thusly. As testing plans are created, the QA team will develop and maintain a tracking document which lists each of the scheduled QA activities and verifies their completion accordingly. Items scheduled for QA which fail to pass verification will be regularly reported to the Cross-Functional Leadership team for discussion.

## ***Data Migration***

Data conversion, cross-walk creation and scripts created to load the anticipated central data warehouse repository are all critical tasks related to the bulk movement of data required to initially populate key tables in the new Banner system and to provide for a mechanism to keep those data sets up to date where appropriate. For each of these three key tasks, a certain set of steps and methods can be expected:

## **Data Conversion**

This process consists of creating programmatic scripts to load information into the UDCI solution from legacy systems. In order to be successful, this will require a coordinated effort between several groups or people and work teams at the College. While each individual data conversion will be unique, here is a list of the typical process steps:

- Identify planning participants – This step will typically involve the module team , technical team and SIG consultant initially discussing the conversion and identifying the team that will be involved with the particular conversion.
- Define the scope of the conversion – The selected conversion team will meet and discuss the conversion, timing, method and other key aspects identified in the conversion planning template.
- Gather detailed requirements – Specified team members will meet and detail the conversion data to be gathered, possibly synthesized and moved between systems
- Create data maps – Individual data field maps are created.
- Write conversion scripts and data – If required, conversion scripts are written.
- Test converted data – Appropriate personnel will follow the conversion plan and test the results of the conversion, validating data and appropriate system operations with converted data. If multiple data conversions for a set of data are required, each will be planned and executed and tested accordingly.
- Document results – The results of the data conversion should be documented as to the final conversion specification, date/time of the conversion, data sets used and any other pertinent information. This step is particularly critical because during data conversion, assumptions and other decisions about how to handle the data are made. These decisions and assumptions need to be documented to verify for future reference if/when questions regarding the converted data.

## **Crosswalk Tables**

This process is required to handle data transfer activities both during and after implementation. There will likely be a number of system interfaces both during and after implementation in order to share information with external entities and internal systems not fully integrated with the UDCI solution. During the course of sharing data, translating values from one system to the next will likely be required. In those cases, we will use the following guidelines to help us create and manage the cross-walk tables.

- Identify planning participants – This step will typically involve the module team , technical team, SIG consultant and 3<sup>rd</sup> parties when applicable to initially discussing the crosswalk and identifying the team that will be involved with its creation and maintenance.
- Define the scope of the crosswalk table – The selected crosswalk team will meet and discuss the need for the crosswalk, timing, method and other key aspects identified in the crosswalk planning template.
- Gather detailed requirements – Specified team members will meet and detail the crosswalk data needed.
- Create the crosswalk table – use selected tools/methods to create the crosswalk.
- Test crosswalk operation – Where appropriate, execute scripts and/or load programs to validate that crosswalks are performing as intended..
- Document results – The results of the crosswalk should be documented as to the final specification, owner, update/review method and timing and any other pertinent information. This step is particularly critical because during data transfer and conversion, assumptions and other decisions about how to handle the data are made. These decisions and assumptions need to be documented to verify for future reference if/when questions regarding crosswalk data arise.

## **Data Load Scripts**

This process is required to handle the ongoing data load activities associated with creation and maintenance of the data warehouse and the creation of data extract and exchange files for various purposes. There will undoubtedly be a number of systems that will be used to populate the central data warehouse that will be created to handle many of the centralized reporting needs of the UDCI solution. These periodic data loads require similar steps in their specification and creation to other data load/migration activities. Further, the transfer of data both from FSC to external entities and the intake of this data will require similar steps.

- Identify planning participants – This step will typically involve the module team , technical team, SIG consultant and 3<sup>rd</sup> parties when applicable to initially discussing the data load activity and identifying the team that will be involved with its creation and maintenance.
- Define the scope of the data load – The selected data load team will meet and discuss the need for the data load, timing, method and other key aspects identified in the data load planning template.
- Gather detailed requirements – Specified team members will meet and detail the data load elements needed.
- Create the data load scripts – use selected tools/methods to create the data load.
- Test data load operation – Where appropriate, execute scripts and/or load programs to validate that the data load is performing as intended..
- Document results – The results of the data load should be documented as to the final specification, owner, update/review method and timing and any other pertinent information. This step is particularly critical because data load activities used for central reporting and other various forms of information sharing operate under predetermined assumptions and other decisions about how to handle the movement of data. These decisions and assumptions need to be documented to verify for future reference if/when questions regarding data load arise.

To accomplish the above Data Conversion tasks, teams will be formed for various reasons. The below table outlines possible activities for the various project groups related to data conversion activities.

College functional and technical staff, advised and supported by Strata Information Group will execute data migration and maintenance activities the institution will need to perform as part of a successful conversion. Those activities will likely include:

- Determine conversion/load method. Manual, automatic or a combination of both
- Determine the scope of the conversion/load
- Plan conversion/load activities
- Gather conversion/load requirements
- Finalize detailed mapping rules including historical data
- Define Data Standards
- Populate institution-specific values in validation tables
- Extract data from legacy systems and populating appropriate tables
- Perform quality assurance on the converted values and resolve exceptions to the conversion rules

Strata Information Group consultants will assist the College's technical staff to:

- Plan conversion/load activities
- Establish electronic data exchanges that are needed to/from legacy systems that need to be maintained during the conversion to Banner and those required for operations thereafter
- Develop scripts
- Data mapping for each module
- Remote or onsite follow-up support

The College's technical team is responsible for:

- Detailed conversion/load plans
- Final mapping rules
- Automated conversion facilities
- Legacy data converted
- Manual and automated data loads created
- Production enterprise server systems on-line
- Banner production environment constructed and on-line

# PROJECT TIMELINES

(as of 12-07-06)

<b>Milestone</b>	<b>Target Dates</b>
Readiness Assessment and Documentation of Findings	Present to Steering Committee 12-15-06 and Team Leads on 12-13-06
Implementation Plan	Present 1 <sup>st</sup> Version to Team Leads on 12-13-06
Technical and End-user Education/Training Plan	Present 1 <sup>st</sup> Version to Team Leads on 12-13-06
Detailed Project Plan(s) Showing Dependencies	December 2006 to January 2007 – 1 <sup>st</sup> Version
Risk Assessment and Mitigation Plans	February 2007 – 1 <sup>st</sup> Version
Establish Technological Infrastructure	December 2006 – Core Banner
Staffing Plan(s)	December 2006 – Backfill and New Hires Identified
Reporting Strategy	February 2007 – 1 <sup>st</sup> Version
Quality Assurance/Testing Plan	Completion Date Needed (TBD)
<b>Identify and Document Process Improvement Objectives</b>	
Development of Course Catalog and Schedule	Proposed Begin-End Dates Needed – Pending Steering Committee Approval – This will be presented to consideration on December 15 <sup>th</sup> .
Enrollment Process (Graduate & Undergrad)	Proposed Begin-End Dates Needed - Pending Steering Committee Approval – This will be presented to consideration on December 15 <sup>th</sup> .
“DGCE” and “Day Division” Operations	Proposed Begin-End Dates Needed - Pending Steering Committee Approval – This will be presented to consideration on December 15 <sup>th</sup> .
Purchasing	Proposed Begin-End Dates Needed - Pending Steering Committee Approval – This will be presented to consideration on December 15 <sup>th</sup> .
Hiring and Payroll Processes	Proposed Begin-End Dates Needed - Pending Steering Committee Approval – This will be presented to consideration on December 15 <sup>th</sup> .
Processing Checks/Cash - Advancement	Proposed Begin-End Dates Needed - Pending Steering Committee Approval – This will be presented to consideration on December 15 <sup>th</sup> .
<b>Luminis Portal</b>	September 2007 Go-Live – “myFSC” Replaced
Automated Account Provisioning Solution	September 2007 in conjunction with Portal Roll-Out (tentative)
<b>Data Conversions</b>	
Catalog	Complete by August 7, 2007
General Person	Complete by July 1, 2007
General Student	Complete by February 1, 2008. (It should be in <i>beta testing</i> no later than November 2007).
Academic History	<p>Completion Date TBD – This will depend on the conversion strategy. A discussion of the pros/cons of one end-of-term conversion after Summer 2008 is complete in the Ingres system or multiple conversions in early, mid and late 2008 to coincide with early registration, Spring term end and Summer 2008 end-of-term.</p> <p>SIG Recommendation - Complete (“PROD”) by February 2008. It should be in beta testing no later than December 2007. I suggest two conversions as Mark has requested that history through the Fall 07, including in progress courses for Spring 08, will be needed for pre-registration in April 2008. Converting the Spring grades in May or June should not be a problem.</p>
Admissions	<p>Completion Date TBD – Liz has mentioned that they need historical data for reporting. This may not require a full conversion into Banner; however, the data will need to be available for reporting. Perhaps it could be archived?</p> <p>SIG Recommendation – (Pending)</p>
Health Records	<p>Completion Date TBD – Immunization record history is required for state reporting. Again, this may not entail a full Banner conversion; however, the data must be archived.</p> <p>SIG Recommendation – (Pending)</p>

<b>Milestone</b>	<b>Target Dates</b>
Financial Records	Completion Date TBD – This will depend on the conversion strategy adopted. Typically the discussion centers on conversion or entry of beginning balances into Banner just prior to July 1 <sup>st</sup> 2008.  SIG Recommendation – (Pending)
Time and Attendance – Accruals	Completion Date TBD – Pending the approval and subsequent outcome of the suggested process review/redesign BPA.  SIG Recommendation – (Pending)
Advancement Records	Completion Date TBD – (Contingent on Summer 2007 Discovery)
<b>Student Module</b>	
Catalog	Complete by August 7, 2007
Schedule (Summer/Fall 07; rolled to S/F 08)	Complete by November 26, 2007
Admissions – Fall 2008 “UG Day Division” (Internet Native Banner)	August 27, 2007 Go-Live
Admissions – Fall 2008 “UG Day Division” (Self Service Banner)	September 24, 2007 Go-Live
Housing – Fall 08 (Applicant Tracking)	November 5, 2007 Go-Live
Admissions – Fall 2008 (“DGCE”)	January 2008 Go-Live (Actual Date TBD)
Registration – for Summer 2008 (“DGCE”)	March 3, 2008 Go-Live
Registration – for Fall 2008 (“Day Division”)	April 7, 2008 Go-Live
Housing – for Fall 2008 (Assignments/Returning Students)	March 17, 2008 Go-Live
Health Services New Student Tracking	May 12, 2008 Go-Live
Accuplacer Upload	Complete by June 9, 2008
Academic History (1 <sup>st</sup> End Of Term)	Complete by June 2008 (Actual Date TBD)
Disability Tracking	July 7, 2008 Go-Live
Health Services Visit Tracking	September 2008 Go-Live (Actual Date TBD)
Curriculum, Advising, and Program Planning	Go-Live Date(s) Needed - July – September 2008? Both Day and DGCE?  SIG Recommendation – (Pending)
Accounts Receivable, Billing	First Billing July 7, 2008 Go-Live
Faculty Load Calculation	Fall 2008 Go-Live (Actual Date TBD)
<b>Finance Module</b>	
Chart of Accounts	June 1, 2008 – (The chart will need to be built early on so the remainder of Banner Finance can be properly configured but it will not be ‘live’ until the Spring of 2008. It will, however need to be built completely by September 2007 for use when subsequent Banner Finance modules begin their implementation activities).
General Ledger, General Accounting	May 1, 2008 Go-Live
Budgeting, Position Control	Go-Live Date(s) TBD - Pending discussion on how FSC chooses to use the budgeting module. Position budgeting will be pending further HR/Payroll review.  SIG Recommendation – (Pending)
Purchasing	May 1, 2008 Go-Live – (In order to enter P.O.s for FY09)
Stores Inventory	Go-Live Date TBD - Pending discussions of use.  SIG Recommendation – (Pending)
Accounts Payable	June 1, 2008 Go-Live
Fixed Assets	Go-Live TBD - Pending discussion of when and how to enter assets and depreciation calculations. Module should be ready to use by June 1, 2008 to allow for FY09 P.O.s. Conversion of existing assets can be completed within FY09.  SIG Recommendation – (Pending)
Accounts Receivable	June 1, 2008
<b>Advancement Module</b>	
Constituents, Organizations, and Membership	Go-Live Date Needed – (Contingent on Discovery)
Gifts and Pledges	Go-Live Date Needed – (Contingent on Discovery)
Events	Go-Live Date Needed – (Contingent on Discovery)
Alumni and Friends	Go-Live Date Needed – (Contingent on Discovery)
Campaigns	Go-Live Date Needed – (Contingent on Discovery)
Prospect Management	Go-Live Date Needed – (Contingent on Discovery)

Milestone	Target Dates
<b>Interfaces</b>	
PowerFAIDS Integration	Completion Date TBD – This will depend on our subsequent discussions with ThreeForks but will need to be complete by March 2008 for Early Registration in Banner.
Blackboard Integration	Completion Date TBD – Further discussion required around current Blackboard use, initial integration with Luminis and potentially subsequent integration with Banner.
HRCMS Integration	Completion Date TBD – Contingent on the results of the suggested BPA.
MMARS Integration	Completion Date TBD – Further discussion required.
<b>Auxiliary Systems</b>	
AppWorx Scheduler	Go-Live Needed
Evisions FormFusion	Go-Live Needed
TouchNet Payment Gateway	Go-Live Needed
Operational Data Store (ODS)	Go-Live Date TBD – Further discussion required. Pending resource availability, our goal is to have this available starting with Admissions in 2007 but we still need to define our reporting strategy, verify ODS functionality, and verify its fit in the strategy.
Enterprise Data Warehouse (EDW)	Go-Live Date TBD – Same as above. This is also dependent on the full implementation of ODS which is a prerequisite.
Document Imaging	Go-Live Date TBD – Further discussion required.
Workflow	Go-Live Date TBD – Further discussion required.