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# Project Budget

## Introduction

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## Appendix A: MCC Banner Organizational Chart

## Appendix B: MCC Banner Project Risk Management Document

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1 Banner Purpose and Overview

The purpose of the Banner implementation project at Monroe Community College (MCC) is to provide an integrated database management system that meets the needs of the College and supports MCC’s mission to provide a high quality learning environment to a diverse community. In offering education and training opportunities, student success is the College’s highest priority; as such, the College is committed to access, teaching excellence, comprehensiveness, lifelong learning, partnership building and economic development. The Banner implementation project will directly support the College’s mission and will help the College to meet the objectives of MCC’s Strategic Plan and Technology Plan.

MCC’s Banner Application Software will be acquired in accordance with the Master Agreement between the SungardSCT (SCT) corporation and the State University of New York (SUNY). MCC will prepare for and implement all five Banner modules: Finance, Human Resources, Advancement, Student and Financial Aid between June 2003 and August 31, 2006. Selected data from MCC’s Plus system will be converted to the Banner system through a variety of resources including the LEAP converter tool.

In addition to providing the Banner application software, SCT will provide implementation services including Project Management, application training, data conversion planning, training on the Banner product and technical consulting and training in Business Process Analysis.

This Project Definition document (PDD)/Project Charter defines the goals, objectives, major assumptions, constraints and scope of the MCC Banner project implementation. It lists the project dependencies and risks associated with the project, and it defines the MCC implementation project organization and SCT’s project approach. To that end, this document is the instrument that MCC and SCT will use as a general guide for the MCC Banner implementation project.

1.1 PDD/Charter Purpose

This Banner Project Definition Document (PDD) is a general rulebook and a roadmap. It establishes the rules that govern MCC’s Banner implementation project.

The preliminary framework for this document was developed during a two day Project Organization and Planning session (POPS session) held at Monroe Community College on June 5 and June 13, 2003. These sessions were attended by representatives of Monroe Community College and SCT and outlined the parameters of the MCC Banner implementation project.
Throughout the first phases of the Banner implementation project at MCC, this draft document has been used as a planning guide. As year two of the MCC Banner implementation project progresses, MCC is prepared to formalize this document with the modifications as recommended by the MCC Banner Project Manager.

Once agreed to and approved by the Monroe Community College Executive Committee and SCT, it is intended that this Project Definition Document/Project Charter will become the governing document for the MCC Banner implementation project. Changes to the document will be governed by policies and procedures defined herein.

1.2 Banner as a Priority
The SCT Banner implementation project will take appropriate priority over other job responsibilities for the MCC Banner Steering Committee members, Project Team members and sub-team members. The established training schedule will be adhered to; the MCC Banner Committee will deal with exceptions.

1.3 MCC’s Banner Vision and MCC Core Values

MCC’s Banner vision:
To advance College processes and systems by providing efficient, accessible, secure and dynamic information that supports the College.

All aspects of the Banner project will support this mission, which integrates with the College’s Strategic Plan and overall College mission.

MCC’s core values include the following:

- Student success is the number one priority
- MCC’s model of institutional excellence will be sustained and improved upon
- Analysis of data and timely reports are critical needs for decision-making
- Technology supports the academic teaching and learning environments of the College
- Technology projects at MCC must support the mission and vision of the institution and be integrated with MCC’s Strategic Plan and Technology Plan
- The College embraces a culture of inclusiveness
- Teamwork skills are highly valued
- Thorough project research, planning and development and implementation of solid organizational models are expected
- MCC staff supports and assists SUNY and other colleagues as appropriate
2 MCC History and Background

Monroe Community College is currently running the following SCT Plus applications:

- Finance (FRS)
- Human Resources/Payroll (HRS)
- Student/Financial Aid (SIS)
- Alumni Development (ADS)

In addition to these systems, other systems/applications (i.e., shadow or stand-alone systems of any type including Access, Excel) that will be impacted by the Banner system implementation include the following:

- E~Print
- The MCC Image Now imaging system
- Touchnet
- Source data for Faculty and Student email
- Parking
- Facilities
- Public Safety
- Library
- Room Scheduling (ADASTRA)
- Telmate
- Alumni Quicken
- Focus
- TIAA
- InFocus
- Bookstore
- Wealth Engine
- Lotus Notes
- Voice Response
- MCC time clock system
- Appworx
- E-coms

2.1 External Influences Impacting MCC’s Decision to Implement the Banner System

A number of converging issues led to MCC’s decision to implement an ERP system, and specifically, to implement the SCT Banner system. These include:

- The fact that the SCT Plus system is no longer a strategic SCT product
• The SUNY CIP incentive for schools that migrate to the Banner system
• Support for Banner from the ITEC and the SICAS groups
• The Banner experience of sister SUNY schools
• The opportunity for MCC to maintain its positioning as a technology leader
• The fact that MCC would be utilizing industry standard architecture that would benefit the MCC community and would provide MCC students with hands-on experience with a relational database

2.2 MCC Requirements for a Successful Implementation

The MCC Banner Steering Committee members believe that the following conditions are required for a successful Banner system implementation:

• Project support from the College’s administration, the Banner Project Manager and Banner team leaders
• A solid commitment of College resources (fiscal and human--backfill and temporary staffing) for the duration of the Banner implementation
• Facilitation of acceptable levels of “buy in” through appropriate training
• A commitment from the College to place a moratorium on current system modifications, except for those that are regulatory in nature
• A commitment from the College to maintain the current level of services during implementation
• A commitment to control “Scope Creep” where feasible
• The development and implementation of an effective communication plan to apprise the College community on the Banner system’s purpose, scope and timeline, as well as periodic updates on the project’s progress.

2.3 MCC Banner Benefits

Post implementation, the MCC Banner system will improve MCC’s effectiveness by facilitating improved institutional data access for students, faculty, staff and alumni. These data will be used to enhance services to constituents and assist in decision-making processes. Business Process Analyses (BPAs) conducted throughout the implementation will provide sound documentation of efforts and contribute to process improvements throughout the institution. After implementation, Banner also will position MCC to take advantage of future integrated technology tools in order to achieve its mission of student success.
The Banner implementation project will benefit Monroe Community College by:

- Providing the ability to be responsive to a constantly changing user and administrative environment
- Providing an integrated system that can track key fiscal, regulatory and compliance issues
- Fostering an environment of cross-campus collaboration
- Encouraging collective ownership of data
  - Elimination of disparate and ad hoc databases
- Providing staff with the opportunity to recognize that their contribution can make a difference in student success
- Enhancing the opportunity to partner with other SUNY and SICAS institutions
- Enhancing the linkages between the budget and strategic planning processes
- Creating the opportunity for the College community to learn new skills to enhance operations and services
- Creating a climate that views College systems as an integrated information systems in terms of infrastructures, policies and procedures
- Providing increased access to data and reporting for end users so that computing staff can focus on other system issues

### 3 MCC Technology Assumptions

MCC assumes and embraces a college community where:

- Technology enhances and supports MCC’s mission, Strategic Plan and the academic teaching and learning environments.
- Technology planning is integrated with MCC’s Strategic Planning efforts.
- Technology is fairly and equitably distributed in support of the College’s mission.
- Technology expands the College’s ability to connect with students, faculty, staff, alumni and donors.
- Institutional support for technology infrastructure, operations and training is reliably provided.
- MCC’s network technology infrastructure is designed to support the future needs of the College.
3.1 Implementing MCC’s Banner Vision

"To advance College processes and systems by providing efficient, accessible, secure and dynamic information that supports the College."

MCC will support and sustain this Banner vision through the implementation of the MCC College Strategic Plan and the following Banner-related objectives:

- Migrate MCC’s SCT Plus Systems into one structured relational database that provides increased information exchange and system efficiencies between modules.
- Successfully migrate by August 2006 MCC’s selected SCT Plus data to the Banner relational database model following the requirements of the MCC Data Standards document.
- Provide students, faculty and staff with 24/7 web-based access to College information through the implementation of the five Banner modules: Finance, Human Resources, Advancement, Student and Financial Aid.
- Integrate MCC’s capacity for, and Banner end users access to, system reporting through the migration of SCT Plus Focus to current MCC technology reporting tools including BRIO SQR, Web Focus and Banner reporting options.
- Provide students, faculty, staff and alumni with improved data access and retrieval (24/7) of reliable college data via the Web.
- Prepare students for an information-based workplace by enabling them to seek, organize, analyze and apply technology skills through their utilization of the Banner relational database.

3.2 Banner High Level Project Objectives

The overall objective of the MCC Banner project is to implement by September 1, 2006 an integrated and reliable information management system, within budget, that supports and facilitates system data integrity and decision support. This implementation will involve data conversion and migration from MCC’s current SCT Plus system to Banner, as well as other interfaces and data imported from ad hoc reports.

The MCC Banner system will enable enriched collaboration across the College, and will help to sustain and enhance MCC’s position as a leading technologically-rich, institution.

MCC Banner will support:

1) New Business Models: To prepare for the efficiencies that are made possible by a relational database environment, MCC will analyze major business processes for each Banner Module. The outcomes of these departmental (and cross-
departmental) business process analyses (BPAs) will inform the re-design of internal processes and contribute to continuous process improvement.

2) User Empowerment: MCC end users will be empowered to more easily access data and—when all systems are implemented—more easily prepare reports from data available to them.

3) System Functionality: The MCC Banner system will provide access to MCC’s critical data systems via 24/7 access from a web browser for authorized MCC system users.

4) Consistent Information Access and Retrieval across the College: Following the implementation of all five Banner modules, the Banner system will be MCC’s official single source of information for MCC’s data.

5) Common Data Definitions: Access to consistent and clearly defined terms for all system data and components will ensure uniformity of data usage throughout the College community.

6) Reporting Accuracy: The Banner applications will, at a minimum, provide benefits that include efficiencies in record keeping, data access, data retrieval, customer service and reliable and dynamic reporting of College-wide data. After implementation of all five MCC Banner modules, improved accuracy for internal and external report information to students, faculty, staff, alumni and SUNY and federal agencies will be facilitated.

7) System Tracking: The Banner application will provide system tracking capability for fiscal, regulatory and compliance issues.

3.3 General Banner Process Objectives

The following general process objectives will be utilized to measure the success of the Banner implementation project.

A. Create efficiencies within functional processes and streamline them while reducing paperwork and process flow for:
   o Enrollment and retention reports
   o Suspension of processes during period end close (5 days)
   o Providing grades to students
   o Collecting and recording grades
   o Institutional cost of registration
   o Eliminate or reduce ad hoc external databases and shadow systems (Redundant Excel Spreadsheets, Access databases, flat files, etc.)
B. Post-implementation issues will be addressed in the 2006-07 academic year. At that time, the learning curve for Banner will be stabilized and Banner reporting processes will:

- Maintain access to current and historical data to support decision making.
- Allow flexible access to administrative and academic data to satisfy regulatory and institutional analysis needs.
- Improve end user access to MCC’s data via Self Service applications.
- Maintain or enhance Monroe Community College’s current reporting capabilities.
- Allow users self-service access to data or reports via web technologies.
- Maintain or increase the speed with which reports or data are available.
- Utilize on-line query capabilities to reduce duplicative reporting.
- Utilize the reporting that is provided by the SICAS Center for mandatory state reporting to avoid duplication of report writing.

4 Project Scope

In accordance with the Master Software Agreement between the State University of New York (SUNY) and Systems and Computer Technology Corporation (SCT) dated April 23 1990, Monroe Community College has agreed to acquire the Banner Applications listed below. These SCT Banner systems will replace and enhance specific MCC administrative systems and will include the following software components:

- Banner Finance
- Banner Human Resources
- Banner Advancement
- Banner Student
- Banner Financial Aid
- Banner Self Service for Finance
- Banner Self Service for Employees
- Banner Self Service for Advancement
- Banner Self Service for Students
- Banner Self Service for Faculty and Advisors
Current and historical data from MCC’s SCT Plus systems will be mapped and converted to the Banner system. During the implementation process, functional and technical teams will develop the rules and validation tables to be included in the Banner system according to MCC Data standards requirements.

In connection with the above, SCT will deliver training and implementation support services, additional miscellaneous consulting services, and project management. These services are provided in accordance with the fully executed State University of New York Services Agreement.

Specifically these SCT services include:

- Project Management
- Installation Support
- Application Training
- Technical and Cross Product Services
  - Oracle training series
  - Banner General Person
- Business Process Analysis training
- Product and technical consulting
- Data conversion planning including the LEAP migration toolkit
- CAPP training and consulting
- End user training/Train the Trainer Workshop

Related considerations for SCT and MCC include:

- SICAS modifications will be applied to the baseline Banner Software. MCC will install the Banner upgrades after testing and distribution of the Banner applications by the SICAS Center. Appropriate training on the SUNY-ized version of Banner will be provided by SICAS Center.
- The Banner Steering Committee will review, and Banner team leaders will implement as appropriate, the recommendations made during the Business Process Analysis (BPA) activities conducted for each module by MCC’s internal BPA process.
- MCC will write the interface to third party applications not specifically mentioned in the SCT contract.
- While SCT will provide consulting on data conversion planning, it is Monroe Community College’s responsibility to clean, convert and maintain the integrity of MCC’s data.
- Monroe Community College will create and make available end user training manuals for College end users.
4.1 Project responsibilities

Throughout the course of the three year implementation process, MCC will be responsible for the transitional interfaces and feeds needed between Banner and the SCT Plus legacy systems. Additionally, MCC will work with external vendors and be responsible for the interfaces between Banner and third party systems with consultation by SCT as appropriate.

MCC is a partner with SICAS and ITEC and will work with these groups to maintain a stable system and update the applications according to SUNY standards.

SCT will provide training and consulting services for the implementation of all five Banner modules and for the technical training associated with each module implementation.

Any changes to the scope of the MCC Banner project will be documented and approved in writing by MCC and SCT.

4.2 Planned Process Improvements

MCC will conduct its own Business Process Analyses and will modify business processes as reasonably required to facilitate MCC’s needs and SCT Banner usage. BPAs will be documented and archived on MCC’s shared drive and Banner web pages.

A formal BPA training session will be conducted by an SCT Business Process consultant. The focus of this session will be to explain the BPA methodology, walkthrough several BPA processes with the trainees, and place some sample BPAs into VISIO via hands-on training.

5 Project Milestones

The overall MCC Banner project milestone is to implement by August 31, 2006 a vanilla Banner system for all five Banner modules—Finance, Human Resources, Advancement, Student and Financial Aid—on time and within budget.

MCC understands that initial Banner implementation may cause processes to be stagnant or even fall below current expectations. However, it is anticipated that within one year of Banner implementation—by September 1, 2007—MCC will achieve efficiencies in process, will have increased access to information for MCC prospective, current and past students, and will have pushed additional Banner functionality to the College faculty and staff end users. Initial Go-live objectives will be followed by Phase two Banner functionality for each module.
5.1 **General constituent MCC Banner milestones**

- Improve services to students, faculty, staff, alumni and friends of the College community
- Create operational efficiencies across the institution for faculty, staff and administrators
- Provide:
  - Self reliant, self service 24/7 web-based applications
  - A core system that will support future growth
  - An increased ability to analyze trends in enrollment, resources and student outcomes.
- Allow faculty and advisors to spend more time mentoring
- Support advising services to students through information access, prerequisite checking, and degree audit.
- Support communication and efficiency during the application and admission process
- Enhance the College’s objective to maintain or increase enrollment and retention
- Enhance the College culture of personalized customer service
- Provide to MCC students experience with a relational database technology tool that is utilized in the workplace

5.2 **Module-specific MCC Banner Implementation Milestones**

During the MCC Project Definition Planning sessions led by SCT in June 2003, potential dates were considered along with discussions on the implications of certain system implementation and “Go-Live dates.” After further review, the MCC Banner Steering committee agreed that the following dates will be used as the framework for the Phase One implementation of the three-year MCC Banner project.

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<th>Timeframe</th>
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<td>Banner budget developed by MCC</td>
<td>April 2003</td>
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<tr>
<td>MCC organizational structure finalized</td>
<td>May 2003</td>
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<tr>
<td>MCC/SCT start-up contract implemented</td>
<td>June 2003</td>
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<tr>
<td>POPS sessions held</td>
<td>June 2003</td>
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<tr>
<td>Project Definition Document Approved by MCC</td>
<td>February 2005</td>
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<tr>
<td>Initial Project Training Plan Complete</td>
<td>February 2004</td>
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<tr>
<td>Project Task Lists Developed by MCC</td>
<td>March 2004</td>
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<tr>
<td>BPA train the trainer training</td>
<td>December 2003</td>
</tr>
<tr>
<td>BPA Phase</td>
<td>On-going</td>
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<tr>
<td>Software installed</td>
<td>July/August 2003</td>
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<td>Milestone</td>
<td>Timeframe</td>
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<tr>
<td>Hardware defined, approved and ordered</td>
<td>May 2003</td>
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<tr>
<td>Hardware and Software Installed and operational – database instances</td>
<td>July 2003</td>
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<tr>
<td>created for seed, pre-production and training</td>
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<tr>
<td>Begin training phase with Banner General Person, a navigation session,</td>
<td>July/August 2003</td>
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<tr>
<td>Banner Finance and Banner General Technical Training</td>
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<tr>
<td>Three-year MCC/SCT contract implemented</td>
<td>September 2003</td>
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<tr>
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<tr>
<td>Start Finance Training</td>
<td>July 2003</td>
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<tr>
<td>Chart of Accounts Drafted</td>
<td>January 2004</td>
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<td>Go-Live Self Service Finance</td>
<td>September 2004</td>
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<tr>
<td>Finance Go-Live</td>
<td>September 2004</td>
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<td>Pre-flight visit with HR consultant</td>
<td>November 2003</td>
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<tr>
<td>Start HR Training</td>
<td>November 2003</td>
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<tr>
<td>HR Go-Live</td>
<td>January 2005</td>
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<tr>
<td>Web Time Entry</td>
<td>September 2005</td>
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<tr>
<td>Start Advancement “Finance” training</td>
<td>July 2003</td>
</tr>
<tr>
<td>Advancement Finance Go-Live</td>
<td>September 2004</td>
</tr>
<tr>
<td>Pre-flight visit with Advancement consultant</td>
<td>October 2004</td>
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<tr>
<td>Start Functional Advancement Training</td>
<td>October 2004</td>
</tr>
<tr>
<td>Go-Live Functional Advancement</td>
<td>September 2005</td>
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<tr>
<td>Go-Live Self Service Advancement</td>
<td>Fall 2005</td>
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<tr>
<td>Pre-flight visits with Student consultants</td>
<td>July 2004</td>
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<tr>
<td>Start Student Training</td>
<td>October 2004</td>
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<tr>
<td>Go-Live Recruitment</td>
<td>October 2005</td>
</tr>
<tr>
<td>Go live Admissions</td>
<td>October 2005</td>
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<p>| Student Self-Service Admissions, Prospects Training                      | May 2005        |
| Student Events Management/SEVIS Training                                 |                 |
| Banner Student – Accounts Receivable &amp; Registration                      | May 2005        |
| Start AR Training                                                        | June 2005       |
| Start Registration Training                                               | March 2005      |
| Go live AR/Registration                                                  | February 2006   |
| Go Live – Self Service for Students                                      | March 2006      |
| Go Live – Self Service for Faculty and Advisors                           | March 2006      |</p>
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<th>Milestone</th>
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<tbody>
<tr>
<td>Begin MCC student registration on Banner for Summer 2006 semester</td>
<td>March 2006</td>
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<tr>
<td>Banner Student -- Catalog, Schedule, Location Management, Faculty Crossover Training</td>
<td>February 2005</td>
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<td>Banner Student Academic History Training</td>
<td>August 2005</td>
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<td>Banner Student Object Access, Faculty Load, Location Management, Housing Training</td>
<td>September 2005</td>
</tr>
<tr>
<td>Banner Student Self-Service Faculty &amp; Advisors Training</td>
<td>October 2005</td>
</tr>
<tr>
<td>Banner Student Catalog Go Live</td>
<td>October 2005</td>
</tr>
<tr>
<td>Banner Student -- CAPP Training and Go-live prep</td>
<td>February 2006 – August 2006</td>
</tr>
<tr>
<td>CAPP* Go-Live *will be implemented after Student module is live</td>
<td>October 2006</td>
</tr>
<tr>
<td><strong>Banner Financial Aid</strong></td>
<td></td>
</tr>
<tr>
<td>Pre-flight visits with consultant</td>
<td>July 2004 and November 2004</td>
</tr>
<tr>
<td>Start Financial Aid Training</td>
<td>February 2005</td>
</tr>
<tr>
<td>Financial Aid Go-Live</td>
<td>February 2006</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
</tr>
<tr>
<td>Cross Module Joint trainings</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Contract with SCT completed</td>
<td>August 31, 2006</td>
</tr>
<tr>
<td>MCC Banner Project Internal Closeout Phase</td>
<td>August 2006 – October 2006</td>
</tr>
</tbody>
</table>

NOTE: Each module will prepare Phase Two objectives post the initial Go-Live i.e., Finance-Grants Billing, Budget Development, Non-student accounts receivable, etc.
6 MCC Banner Project Objectives by Area

6.1 Objectives for all MCC Banner Modules

The overarching objectives for each MCC Banner Module include the following six activities. Sections 6.2 through 6.8 include area-specific objectives.

1. Providing end user functional training to the College community
2. Providing report writing training to end users
3. Providing flexibility to assign individualized and "template-based" security access
4. Ensuring Banner compatibility with MCC imaging software so that electronic forms created in Banner web services can be moved to MCC's imaging system without having to reprint or scan forms
5. Reviewing current processes to identify and revise inefficient processes; retaining current efficient processes in Banner
6. Adhering to the established Module project plan timelines for training, development, conversion and implementation

6.2 Develop MCC Data Standards

The MCC Data Standards team is charged with developing an overall Data Standards document for MCC by December 2003. The purpose of this document is to define the format of the input into the Banner relational database system.

The development of these new MCC Data Standards will:
- Provide for accurate and consistent data input that supports retrievable information from the Banner relational database
- Eliminate (or minimize) data and record duplication by the following means:
  - standards for thorough searches to insure that duplicate records are not added and that the correct records are updated.
  - reaching agreement on shared fields in the Banner relational database
- Increase access to general shared data by incorporating peripheral data bases into Banner where possible, e.g., student email addresses, faculty degrees, etc.
- Formally document policies and procedures regarding data standards
- Formally develop the process for ownership of shared tables
- Formally develop the process for changing name and address information across Banner modules

The MCC Data Standards document will be revised as new needs are identified and will be placed on the MCC Banner website for public review and access.
6.3 *Develop Banner Reporting Strategies*

The development of an MCC Banner reporting strategy and a Banner report identification and priority template will assist the Banner teams with their assessment of needed Banner data outcomes. Additionally, this reporting document will assist the programmers with their prioritization and timing of needed reports and programs for Banner. The MCC Banner Reporting team is charged with developing this strategy.

The Banner reporting strategy will:
- Define the technology tools available to MCC programmers and end users
- Provide a continuum of reporting options for the College community
- Allow users self-service web access to information any time/any place
- Retain decentralized authority while enabling centralized reporting
- Increase the availability of reports to end users
- Provide web access to current and historical data to enhance reporting and decision making
- Allow flexible access to administrative and academic data to satisfy regulatory and institutional research and analysis needs
- Support ad hoc reporting from within the Banner system
- Reduce printed reports by maximizing online reporting capabilities
- Reduce the cost of printing by enhancing the College’s use of e-print and continue to move the College toward a paperless environment

6.4 *MCC Banner Finance Module Objectives*

- Provide a web-based interface (self-service) for end users to monitor budgets and process purchase requisitions
- Integrate purchasing, receiving and accounts payable and automate approvals
- Eliminate the need for paper copies of bills
- Eliminate manual changes to bills
- Enhance EDI (Electronic Data Integration) capability
- Expand direct deposit capability (student, accounts payable, flex spending)
- Develop procedures and define and implement necessary Banner security
- Make bills available online. Use of email to save postage.
- Provide students with the ability to see student account activity online
- Reduce the number of erroneous bills sent out
- Simplify public/private reporting
- Provide increased efficiencies in Banner’s MCC budget development processes
- Automate accounting for research funds (overhead, indirect costs)
- Enable multiple fiscal year reporting
- Automate research accounting
6.5 **MCC Banner Human Resources Module Objectives**

- Provide an integrated Banner payroll system with Banner Finance
- Automate processes from recruiting through termination, including benefits enrollment and administration, etc. whereby less is done via paper and more is generated by an integrated system with payroll
- Provide system-driven triggers for various actions (i.e., upon termination, generate COBRA notice; upon hiring, notify individuals on campus), etc.
- Provide enhanced reporting capabilities and more automated reports
- Provide web-based time reporting (web for time entry) for the MCC community
- Capture employee and applicant history within Banner
- Reduce the amount of paper needed for HR processes
- Reduce the need for current HR stand-alone databases and processes by including data elements and reporting capabilities within the Banner system

6.6 **MCC Banner Advancement Module Objectives**

- Improve the integrity of data for alumni, donors and volunteer prospects. A single record system will allow increased accuracy of information and provide improved internal and external reporting capabilities and overall management of Foundation activities.

- Improve Pledge billing/payment/reminder system so that we are able to implement an aged receivable analysis on all pledges, increase pledge fulfillment rates as a result and improve tracking of uncollectible accounts.

- Provide ability to change gift conditions based on donor intent that do not negatively impact the feed to finance (e.g., moving pledged dollars from unrestricted to endowed account in different fiscal years).

- Automate/integrate donor prospecting to include upload capabilities of electronic screening results from third party vendors, and centralize on-screen management of donor/prospect relationships through database.

- Provide correspondence tracking and scanning so that all electronic and manual documents can be linked to a donor’s record.

- Provide a streamlined interface with Human Resources, Student Services and Finance modules so that data is accurate and timely recorded between modules.

- Enable the Foundation to accept on-line donations without incurring additional fees. On-line donations should include event registration and payment, pledge payment and the ability to make outright gifts.
6.7 **MCC Banner Student Module Objectives**

6.7.1 General Student Objectives

- Enable comprehensive and integrated management of student data
- Provide applications, forms and inquiries in a web/online format
- Communicate and track applicants and inquiries using a 24-hour turnaround
- Communicate and track correspondence to students within the Banner system
- Banner process and outcomes will support the College’s enrollment strategy
- Provide access to all data currently held in SIS+ in a self-service format
- Determine how Banner can improve services currently processed in SIS+
- Improve data storage and retrieval systems
- Solve known SIS problems
- Implement Banner’s communication plan in order to track correspondence with all students throughout the Student module
- Implement a 24-hour operation for student access to data
- Deliver sophisticated self-service degree audit to faculty/students that includes the ability to audit student records against any MCC program. The average audit should be no more than three pages in length when printed on paper
- Banner degree audit to faculty/students should be in the form of self service

6.7.2 Student Housing

- Automate MCC housing operations
- Provide web-based access to demographic occupancy data
- Create appropriate reporting capabilities

6.7.3 Admissions Objectives

- Provide online applications and inquiry processing (automated response)
- Provide the ability to create personalized certificates of acceptance/advisement and registration dates
- Provide the ability to produce a “What’s Missing Letter”
- Ability to do transfer credit articulation
6.7.4 Graduation Objectives

- Deliver a self-service degree course audit and “what if” scenario system to students, faculty and staff
- Determine the appropriate CAPP web forms and security access

6.7.5 Advisement Objectives

- Deliver a self-service degree audit system to students, faculty and staff in a self-service format
- Provide electronic advisement tools for advisors
- Provide the ability to see student schedules, communicate with advisees as a group and track advisee progress in programs
- Track advisor appointments with students
- Build web registration system that matches advisement rules and regulations
- Provide the ability to upload placement test results
- Make test results available to advisors and for use in admission decisions and make prerequisite evaluation accessible to advisors

6.7.6 Grades and Student History Objectives

- Provide a secured, electronic MCC grading system
- Migrate all of MCC’s student history records into the Banner system; all academic records will be moved from SIS+ to Banner

6.7.7 Transcripts

- Provide one-step transcript processing.
- Provide automated SUNY General Education transcripts for all students who request that transcripts be sent to SUNY schools
- Develop SUNY General Education Transcripts that meet the State’s mandate

6.7.8 Registration

- Provide self-service registration tools that uphold MCC advisement policies and requirements
- Provide the ability in Banner to separate non-credit, corporate, dual credit and credit registration bills
- Provide a Banner registration system that can be used in conjunction with advisement rules regarding which students need advisement prior to registration

6.7.9 Course Management System

- Provide automated wait listing
- Provide prerequisite evaluation for college courses and high school courses
- Provide prerequisite overrides that can be entered by faculty/staff
6.7.10 Student Reporting

- Create systems for user-friendly methods of student data extraction (report writing) that can be utilized by faculty and staff without requiring assistance from ETS. Basic reporting should be written at the user-level with little to no programming assistance.

6.8 MCC Banner Financial Aid Module Objectives

- Ease the manual processing burden in the Financial Aid office
- Utilize web applications to provide students with the ability to:
  - Link to multiple sites for forms and other actions such as selective service registration
  - Obtain status of account and reasons why awards were revised; by taking full advantage of Web applications, there will be a reduction in student telephone or in-person inquiries while obtaining information on a 24/7 basis
- Communicate Financial Aid information through student email to reduce the cost of postage
- Provide the framework for interfacing to external and internal systems for the electronic transfer of data
- Provide an immediate online packaging option for student and institutional use
- Deliver more accurate and timely reporting for internal and external audits
- Simplify mandatory reporting for FISAP
- Establish and utilize relationships with existing external agencies such as the SICAS Center to share standardized programs for the NYS TAP program
- Enhance Financial Aid processes to include:
  - Work-Study: Streamline the data collection process and provide accurate Work Study information
  - Verification Process: Provide accurate and efficient verification of student data
  - ISIR Records: Provide better student service through the ability to store and view multiple student ISIR records
  - Federal SAP Policy: Provide a more accurate monitoring process by having the ability to communicate with students multiple SAP reasons that they may have not met
  - Packaging: Provide the ability to package priority students by specific groups such as Residence Hall Students, Income Freshmen and EOP
7 Project Budget

7.1 Introduction
Monroe Community College has developed and approved a budget document for the MCC Banner implementation project. This budget includes a start-up phase (May to August 2003) and a three-year Banner implementation budget (September 1, 2003 to August 31, 2006). Funds to support the MCC Banner project will come from three sources: SUNY, the MCC Foundation and MCC operating budget. The Banner budget development, expenses and monitoring are the sole responsibility of the MCC Banner Project Manager.

7.2 Budget Tracking
The MCC Banner Project Manager is responsible for approving project expenditures and monitoring the budgets for compliance. The MCC Banner Project Manager provides Banner expenditure estimates to the MCC Executive Committee by MCC fiscal years. Periodic reports on Banner expenditures and budget projections will be provided to the MCC Executive Committee by the MCC Banner Project Manager.

Billing questions related to SCT invoices for MCC will be communicated by the MCC Banner Project Manager to the SCT Project Manager and SCT Account Manager for response. SCT will submit monthly invoices for services, and the SCT Project Manager will provide monthly detail for consultant expenses. The MCC Banner Project Manager will track all SCT expenses and reconcile the SCT invoices with the previous month’s services and with estimated billable hours by module.

Several categories of MCC Banner expenses (SICAS, ITEC, project support and third party trainers, etc.) are outside of the scope of the SCT contract and will be handled independently by the MCC Banner Project Manager.

7.3 Project Assumptions
Project assumptions for the MCC Banner implementation are as follows:

- MCC Executive support is present
- The installation will be a baseline installation
- Additional Banner staffing will be made available as possible, or key MCC staff will be released or temporarily backfilled to work on the project as appropriate
- Throughout the Banner implementation timeframe, modifications to MCC’s legacy systems will be limited to regulatory requirements and to those changes necessitated by the Banner implementation.
• Clean up of Plus data will be completed before conversion of data into Banner
• MCC will get appropriate hardware, software and related training in a timely manner
• Internal MCC business process analysis (BPAs) conducted in Banner modules will identify current practices and processes; these processes will be examined for potential efficiencies in the Banner system
• Initial Banner training for Finance will be based on version 5.0, but the majority of SCT training will take place in Banner 6x; SCT will provide Banner 6x training materials to MCC

Project assumptions for the current MCC Plus Systems are as follows:
• Current MCC Plus applications will remain in place and be supported until the Banner replacement system is live and functional. Routine maintenance and troubleshooting will continue. Product enhancements of MCC’s Plus systems will cease except for mandatory and regulatory changes.

This project definition document will be signed by designated project participants at Monroe Community College and SCT and will be supported by the institution and SCT as the project governance document.

Issues that impact the scope of the project will be resolved in a timely manner by the appropriate team/committee in order to achieve project objectives within the identified project budget and timeline.

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

7.4 Training Assumptions
Timely skill set development for MCC staff will be facilitated via the Banner Education Plan and a training calendar to be developed jointly by the SCT Banner Project Manager and the MCC Banner Project Manager. They will work collaboratively to establish the selected training dates and consultants.

MCC will provide Banner training facilities that will be sustained and supported by the College. The MCC Banner training rooms (12-201 and DCC room 5030) will be set up to facilitate instruction by the SCT trainers and support hands-on activities by the training participants. The MCC Banner training room locations will be managed and scheduled by the MCC Banner Project Manager.

Training will be provided by SCT in the most recent major release of the SCT Banner software; the minor release number varies for each Component System. MCC understands that SCT Banner 6.x requires Oracle 9.2.0.3.
8 Project Organization

This section describes the MCC Banner project organizational structure and describes the roles of those who will participate in the MCC Banner implementation project.

8.1 MCC Banner Organizational Structure

The MCC Banner Project organizational structure includes the Banner Executive committee, Banner Steering committee, Data Standards committee, Reporting committee and Cross-product and Interface committee. The Banner organizational chart appears in Appendix A.

The Banner Executive Committee is responsible for guiding the Banner implementation from a high level, institutional perspective. Responsibilities of the MCC Banner Executive Committee include making policy decisions when needed, and resolving other complex issues that may arise. The MCC Banner Executive Committee is chaired by Dr. Jeffrey Bartkovich.

Major issues that are identified by the Banner Steering Committee will be forwarded to the Banner Executive Committee by the MCC Project Manager. The Executive committee will make decisions as needed and will resolve other complex issues that may arise.

Individual and team responsibilities are detailed below.

8.1.1 MCC Banner Executive Committee

<table>
<thead>
<tr>
<th>Member Name</th>
<th>Role or Area of Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeffrey Bartkovich</td>
<td>Technology Services - Char</td>
</tr>
<tr>
<td>Marie Fetzner</td>
<td>Banner Project Manager</td>
</tr>
<tr>
<td>Bob Bertram</td>
<td>Technical Team Leader</td>
</tr>
<tr>
<td>Janet Glocker</td>
<td>Academic Services</td>
</tr>
<tr>
<td>Susan Salvador</td>
<td>Student Services</td>
</tr>
<tr>
<td>Chet Grzelak</td>
<td>Administrative Services</td>
</tr>
<tr>
<td>Dick Degus</td>
<td>Executive Services</td>
</tr>
<tr>
<td>Brenda. Babitz</td>
<td>MCC Foundation</td>
</tr>
</tbody>
</table>
Executive Committee Duties and Responsibilities

1. Reviews and makes determinations on Banner-related policy issues that are submitted by the Banner Project Manager.
2. Receives regular, project and budget reports from the MCC Banner Project Manager.
3. Collaborates as needed with the MCC Banner Project Manager in providing scope, vision, direction, and priorities for MCC’s Banner implementation.
4. Provides guidance and support for the Banner Project Manager and the Banner team leaders.

8.1.2 Banner Project Manager

<table>
<thead>
<tr>
<th>Member Name</th>
<th>Role or Area of Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marie Fetzner</td>
<td>Educational Technology</td>
</tr>
</tbody>
</table>

Duties and Responsibilities

The MCC Banner Project Manager is responsible for, and oversees and coordinates, the overall implementation of the Banner systems.

1. Serves as project liaison to the MCC Banner Executive Team. Collaborates with administration to provide scope, vision, direction, and priorities for the project.
2. Chairs the MCC Banner Steering Committee and acts as spokesperson on behalf of the Banner implementation project.
3. Coordinates with the SCT Project Manager all logistics for SCT training sessions, consultant evaluations, scheduling and revisions.
4. Is the primary Banner SCT contact for MCC.
5. Develops the agenda and facilitates the bi-weekly Banner Steering Committee meetings; the Project Manager’s office is responsible for maintaining the Banner Steering Committee minutes.
6. Develops and manages the MCC Banner budgets; review and signs off on all Banner travel, mileage and other expenses.
7. Provides periodic Banner budget reports and develops projections for Banner costs by year, by module and by revenue stream.
8. Addresses and resolves major problems and issues related to the project.
9. Maintains records related to the Banner project i.e., contracts, invoices, reconciliation spreadsheets, training calendars, etc.
10. Maintains weekly Banner communication with the College community.
11. Reviews and signs off on all Banner overtime payroll sheets.
12. Reviews consultant trip reports and monitors task lists for post-training assignments and project schedule.
13. Develops and maintains the Experienced Banner Implementers (EBI) spreadsheet, and uses it as a resource to bring other Banner users to MCC.
14. Coordinates topical Banner sessions at MCC i.e., the annual MCC SUMMIT conference debriefing session at MCC, SUMMIT conference spreadsheet, etc.
15. Acts as a resource and coordination point for all internal and external Banner questions.
16. Focuses on project coherence, communication, organizational dynamics and outreach.
17. Develops and maintains the MCC Banner Webpage including content and resources.
18. Develops and maintains a mechanism for storing and archiving MCC Banner project and team documents so that they are accessible to team members.
19. Works with the SCT Project Manager, functional SCT consultants and MCC project resources to develop an MCC education plan, project task lists/timelines, synchronization with the LEAP migration/conversion plan and end user training and third party training coordination.
20. Participates on the SICAS Campus Advisory Board.
21. Participates in the SICAS Project Manager's group.
22. Monitors general and functional SCT and SICAS listservs.
23. Solves issues, both immediate and potential, between the Steering Committee and the campus community.
24. Clears roadblocks related to the project and works to motivate and sustain project leaders and teams.
25. Provides oversight and overall support for the project.
26. Assumes ultimate ownership of the project.

8.1.3 MCC Banner Steering Committee

The Banner Steering Committee is responsible for the overall operational migration from SCT’s Plus to SCT’s Banner Systems. The MCC Banner Steering committee is chaired by Marie Fetzner. Members of the committee include all Banner team leaders, the co-chairs of the MCC Data Standards committee and the MCC Banner Analyst. Joy Patrick Braselton, secretary to the MCC Banner Project Manager, is the recording secretary for the Banner Steering Committee.

The Banner Steering committee makes decisions regarding operational project issues. Where appropriate, the Steering Committee refers recommendations to the MCC Project Manager. The Committee meets on a bi-weekly basis.
The MCC Banner Steering Committee members include:

<table>
<thead>
<tr>
<th>Member Name</th>
<th>Role or Area of Representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marie Fetzer</td>
<td>Project Manager, Chair</td>
</tr>
<tr>
<td>Bob Bertram</td>
<td>Technical Team</td>
</tr>
<tr>
<td>Chuck White</td>
<td>Finance Team</td>
</tr>
<tr>
<td>Maddy Cuciti</td>
<td>Banner Analyst/Cross Product Issues</td>
</tr>
<tr>
<td>Betsy Ripton</td>
<td>Student Team</td>
</tr>
<tr>
<td>Taine Vinci</td>
<td>Student Team</td>
</tr>
<tr>
<td>Melissa Barbara</td>
<td>Financial Aid Team</td>
</tr>
<tr>
<td>Diane Shoger</td>
<td>Advancement Team</td>
</tr>
<tr>
<td>Susan Gurak</td>
<td>Advancement Team</td>
</tr>
<tr>
<td>Sherry Ralston</td>
<td>Human Resource Team</td>
</tr>
<tr>
<td>Sherrill Ison</td>
<td>Data Standards</td>
</tr>
<tr>
<td>Deb Watson</td>
<td>Data Standards</td>
</tr>
<tr>
<td>Joy Patrick Braselton</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recording Secretary</td>
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</table>

Assisting in the implementation of the Student Team will be sub-teams chaired by Donna Burke and Denise Klein. Their attendance at the MCC Banner Steering Committee meetings will be by invitation. Other individuals also may be invited to the bi-weekly MCC Banner Steering Committee meetings at the discretion of the MCC Banner Project Manager and/or members of the committee.

The responsibilities of the MCC Banner Steering Committee include:

- Provide direction and guidance to the individual system implementation teams. This includes the review of issues submitted by the various implementation teams for resolution and approval.
- Review the overall implementation plan including the timeline for the project.
- Discuss and share Banner implementation issues and challenges.
- In conjunction with the Banner Project Manager, ensures that the MCC Banner project stays within its scope.
- Monitors milestones and benchmarks for the project with respect to the team project plans.
- Consider cross-product issues and work toward their resolution.
- Assesses needs for additional software/hardware resources, outside consultants, and additional temporary staff and makes recommendations to the Project Manager.
- Refer higher-level issues to the Banner Executive Committee via the Project Manager for resolution.
- Serve as institutional champions of the project.
- Helps the Project Manager to obtain timely information and help from users in order to keep the project on track.
- Determines and recommends instances where procedures may need to be changed as a result of the BPA or other processes.
8.1.4 MCC Banner Project Team Leaders

The MCC Banner functional project team leaders are responsible for the implementation of the five Banner modules; the technical team leader provides the technology and programming support required to migrate from Plus and implement Banner.

The responsibilities of the MCC Banner Project team leaders include:

1. Organizes their module team to meet team goals and objectives—including those assigned by the SCT consultant and/or the MCC Project Manager.
2. Develops team meeting schedules and agendas, and organizes and leads Banner team meetings.
3. Includes the Banner Project Manager in all team meeting communications and issues listings.
4. Ensures that team meeting minutes, agendas and supporting documentation are distributed and archived on their Banner team website.
5. Monitors progress and follows through on consultant trip report comments and activities.
6. Identifies and coordinates their team members who will attend the various SCT training sessions.
7. Provides monthly team status reports to the MCC Banner Project Manager.
8. Periodically reviews the team training calendar with the MCC Banner Project Manager to identify conflicts or areas of concern.
9. Develops and maintains their team project task list in MS Project.
10. Monitors and assumes responsibility for assigning team tasks and ensuring their completion per the team project plan.
11. Works with the SCT consultants to revise team training and consulting session agendas as appropriate.
12. Communicates issues of concern and need for Banner resources to the Banner Project Manager.
13. Maintains their manila team web pages on the MCC Banner Web site.
14. Participates as a key member of the Banner Steering Committee.
15. Assigns a team delegate to be their designee for cross training purposes in the event of a scheduling conflict.
### MCC Banner Finance Team and assigned SCT consultant(s)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chuck White</td>
<td>Team Leader</td>
</tr>
<tr>
<td>Anita D’Lallo</td>
<td>SCT Finance consultant</td>
</tr>
</tbody>
</table>

### MCC Banner Human Resources Team and assigned SCT consultant(s)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
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</thead>
<tbody>
<tr>
<td>Sherry Ralston</td>
<td>Team Leader</td>
</tr>
<tr>
<td>Sara Goodman</td>
<td>SCT HR consultant</td>
</tr>
<tr>
<td>Sam Bick</td>
<td>SCT HR consultant</td>
</tr>
</tbody>
</table>

### MCC Banner Advancement Team Leaders and assigned SCT consultant(s)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diane Shoger</td>
<td>Co-Team Leader</td>
</tr>
<tr>
<td>Susan Gurak</td>
<td>Co-Team Leader</td>
</tr>
<tr>
<td>Julia Paris</td>
<td>SCT Advancement consultant</td>
</tr>
</tbody>
</table>

### MCC Banner Student Team Leaders and assigned SCT consultant(s)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Betsy Ripton</td>
<td>Co-Team Leader</td>
</tr>
<tr>
<td>Taine Vinci</td>
<td>Co-Team Leader</td>
</tr>
<tr>
<td>Donna Burke</td>
<td>Assistant Team Leader and Student DCC campus liaison</td>
</tr>
<tr>
<td>Denise Klein</td>
<td>Assistant Team Leader</td>
</tr>
<tr>
<td>Kimberly Saving-Sherman</td>
<td>SCT Student consultant</td>
</tr>
<tr>
<td>Kevin Meyers</td>
<td>SCT Student consultant</td>
</tr>
<tr>
<td>Ron Coker</td>
<td>SCT AR consultant</td>
</tr>
</tbody>
</table>

### MCC Banner Financial Aid Team Leader and assigned SCT consultant(s)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Melissa Barbara</td>
<td>Team Leader/Reporting Chair and FinAid liaison to the DCC campus</td>
</tr>
<tr>
<td>Ron Coker</td>
<td>SCT Financial Aid consultant</td>
</tr>
</tbody>
</table>
MCC Banner Technical Team Leader and assigned SCT consultant(s)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bob Bertram</td>
<td>Team Leader</td>
</tr>
<tr>
<td>Tom Braun</td>
<td>SCT Technical consultant</td>
</tr>
<tr>
<td>Julien Bovien</td>
<td>SCT Technical consultant</td>
</tr>
<tr>
<td>Lee Millen</td>
<td>SCT Technical consultant</td>
</tr>
<tr>
<td>Roy Mounier</td>
<td>SCT Technical consultant</td>
</tr>
<tr>
<td>Pradeep Reddy</td>
<td>SCT Technical consultant</td>
</tr>
<tr>
<td>Eveline Taylor</td>
<td>SCT Technical consultant</td>
</tr>
<tr>
<td>Shelly Wingfield</td>
<td>SCT Technical consultant</td>
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</tbody>
</table>

Specialized SCT Consultant Support

In addition to the SCT consultants listed above, several other specialized SCT consultants will be assisting MCC with its Banner implementation project. They include:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bob Francescone</td>
<td>SCT Letter generation/population selection consultant</td>
</tr>
<tr>
<td>Mo Miller</td>
<td>SCT BPA consultant</td>
</tr>
<tr>
<td>Kristine Rokosz</td>
<td>SCT Conversion Planning consultant</td>
</tr>
<tr>
<td>Others</td>
<td>TBA</td>
</tr>
</tbody>
</table>

MCC Banner Data Standards Team

The MCC Banner Data Standards Team was implemented to develop an MCC Data Standards document that will provide guidance to system users to ensure that correct, accurate, and consistent data is used with the Banner system. Responsibilities of this committee include:

- Oversees data standards and definitions
  - Establishes data entry standards
  - Consider needs and uses for data elements from an all-College viewpoint in establishing data values and tables.
- Identifies data elements used by multiple modules
  - Establishes responsibility for entering and maintaining shared data elements
  - Avoids duplication of data and data entry
  - Identifies and establishes protocols related to ownership and update privileges for share tables
- Establishes or confirms policies related to data elements (e.g. use of social security numbers, release of directory information, confidentiality, etc.) and ensures that procedures are in place to carry out the policies
• Identifies peripheral data bases where shared general data is stored such as student email addresses and faculty degrees
• Ensures that procedures to review data for accuracy are in place
• Ensures that data standards are addressed in ETS and departmental training
• Publishes a data standards document that details policies and procedures related to the above

Data Standards committee members have detailed and broad knowledge of current data definitions and usage. In addition, as tables of data elements are defined, team leaders will designate additional liaisons to review the tables and any related issues with the Data Standards Committee.

Additional data standards work groups (“hands on application groups”) will be formed as needed for specific data standards purposes throughout the life of the Banner project. Duties of these work groups will include:

1. Clean data files
2. Test systems
3. Write necessary programs

8.1.5 SCT Personnel

**General Manager** (Peter Griffin)

The SCT General Manager has overall responsibility for the MCC account. Project related issues concerning SCT resources or activities may be forwarded to the General Manager for resolution. The standard level of contact between the SCT General Manager and MCC will be at the MCC Project Director and Executive Committee level.

**Account Manager** (Scott Bednarz)

The SCT Account Manager will serve as the primary contact point for administrative services to SCT. The standard level of contact between the SCT Account Manager and MCC will be at the MCC Project Manager level.

**SCT Project Manager** (Tim Noble)

The SCT Project Manager will be responsible for the development, delivery and monitoring of the project plan and all associated communication. This person will be responsible for scheduling and monitoring the SCT resources assigned to the project. The standard level of contact between the SCT Project Manager and MCC will be at the MCC Project Manager and the Steering Committee levels. The SCT
Project Manager will provide monthly status and reconciliation reports in writing to the MCC Project Manager.

**SCT consultants**
The consultants assigned to MCC’s Banner implementation project will provide training and consultation services as scheduled on the MCC Training calendar. Responsibilities of the SCT consultants include:

- Develops training and consulting agendas and forwards them to the Banner Project Manager and Team Leader two weeks in advance of the session.
- Develops and submits trip reports with a summary of the activities of the session, homework assignments and other tasks to be completed. These trip reports will be submitted to the MCC Project Manager, the SCT Project Manager and the Team Leader approximately one week after the session.
- Works collaboratively with the team leaders and team members to review the project task list and to problem-solve issues relating to the conversion and implementation process.
- The standard level of contact between the SCT consultants and MCC will be at the MCC Banner Team Leader, MCC Banner Project Manager and SCT Project Manager level.

### 8.1.6 Participating Departments/Third Parties
In addition to SCT, other third party organizations will affect or be affected by the implementation of the MCC Banner project. Two significant entities that will assist MCC with its Banner implementation include SICAS and ITEC—see chart below:

<table>
<thead>
<tr>
<th>Department/Third Party Name</th>
<th>Responsibilities</th>
<th>Name (if known)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SICAS</td>
<td>Will participate in SCT Banner related support including first level Banner technical and application support, software testing and upgrades, development of FDRs for Banner users, distribute Banner documentation, work with Banner project managers, and facilitate SICAS FAUG groups and listservs for Banner users.</td>
<td>Charlie Young</td>
</tr>
<tr>
<td>ITEC</td>
<td>Will support general IT working environments such as hosting software, Oracle database administration, installation support and training, as appropriate.</td>
<td>Ron Brown</td>
</tr>
</tbody>
</table>
8.1.7 Change Control Board(s)

The MCC Banner Project Manager will elevate issues related to changes in the project scope or timeline to the MCC Banner Executive Committee. The MCC Banner Executive Committee will serve as the Change Control Board at MCC. Peter Griffin (or his designee) will serve as the SCT Change Control contact.

9 Project Risks

The Project Risks matrix identifies the risks to the MCC Banner implementation project with respect to the environment, user expectations, competing projects, project assumptions, internal and external resources and other relevant matter.

The matrix outlines some potential project risks, the consequences if they occur, a metric quantifying their relative weight to impacting the project and a potential response to mitigate the risk.

The Project Risk matrix associated with the MCC Banner project is included in Appendix B.

10 Project Approach

The following section describes the project approach and overall strategy for implementing the MCC Banner project.

10.1 Development of the Project Definition Document

Monroe Community College will develop the Project Definition Document (this document) based upon a template provided by SCT. The MCC Banner Project Manager will edit the final document and share the final draft with the MCC Banner Steering Committee and the SCT Project Manager for final review. The MCC Banner Project Manager then will submit the document to the MCC Banner Executive Committee for review, revision and final approval.

Once approved by the MCC Banner Executive Committee, the document will be sent to SCT for final approval. The MCC and SCT Project Managers will confirm the project’s scope, the project organization, project milestones, training plans, consulting timelines, debriefings and audits, constraints, risks and the project approach to be used in the MCC Banner project.
10.2 Planning

The following are the steps that will be used to plan the project:

• Create a draft of the Project Definition Document
• Jointly create with SCT a high level Project Plan based on the agreed-upon implementation schedule that will include both Monroe Community College and SCT tasks
• Develop a system education plan; refine the plan as required
• Develop and maintain (via SCT Project Manager and the MCC Project Manager) the MCC Banner Training Plan through August 2006
• Refine and accept the project schedule as appropriate
• Develop detailed team sample project task lists that map to the overall project timeline
• Review the Project Definition Document, make revisions, and obtain acceptance for the project planning document (PDD)
• Execute the plan

10.3 Implementation

The following steps will be used to implement the project. Details of these tasks will be found in the Project Schedule:

• MCC develops a budget and their Banner identifies organizational structure
• SCT contracts are signed
• Hardware/software installation and testing
• Project task lists developed for each phase of the implementation to include the following:
  o System education
  o Prototype development
  o Prototype testing
  o Cross product and interfaces identification
  o Data mapping
  o Prototype validation
  o Development of reporting priority listing and capabilities
  o System conversion
  o End-user training
  o Deployment ("go live")
  o Post deployment evaluation and corrective action as appropriate

10.4 Close-Out

The Closeout or post-implementation evaluation and review is conducted to determine if project objectives were met, to evaluate procedures established during the process and to confirm users’ knowledge and use of the Banner applications.
The MCC Banner Project Manager will coordinate the project Close-Out procedures. The MCC Banner Steering Committee and the SCT Project Manager will be included in this process. A project evaluation also will be conducted—see the Measurement section 10.8. The following documents will be utilized to verify and validate the project:

- MCC Banner Project Task Lists and milestones matrix
- Feedback from the MCC Banner Steering Committee
- The approved MCC Banner Project Definition Document
- MCC pre-Conversion Planning survey
- MCC Banner Test Plans and Schedule
- MCC Banner System Education Plans
- MCC Banner Training Calendar
- MCC Issues Documentation
- MCC BPAs
- MCC Monthly Banner Updates
- End user feedback
- Close-out documents
- SCT Consultant trip reports
- SCT Application deliverables/requirements documents
- Content review of the MCC Banner website to include archived documents such as meeting minutes, issues matrices, team discussion threads, etc.

10.5 Problem and Issue Resolution/Change Management

Generally, problems with Banner applications relative to specific functional needs will be handled at the Banner Team Leader level. If problems cannot be resolved at this level, they may be escalated to the MCC Banner Project Manager for resolution. All issues of this nature should be documented by the Banner Team Leader with an identified “issue owner” who will follow the process through to ultimate resolution.

10.6 Change Requests

Requests for changes to project scope, schedule or resources should be documented and tracked. This will help to assure that these changes are evaluated and controlled, and that risks and issues are mitigated and/or resolved.

10.7 Documentation

A document control function will be established by SCT for pertinent MCC Banner documents created and/or received. The MCC Banner Project will develop a document control structure and an archiving directory structure on MCC’s shared network, and develop an MCC Banner website to accommodate Banner documentation needs.
10.8 Communication

This section describes the communications approach for the project, including recommendations on the types and frequencies of meetings, types of project status reports, and suggestions on how Banner information will be shared between SCT and MCC, and within the Banner organization at MCC.

SCT-MCC communications. The official channel for communications from SCT to the MCC Banner Project Manager, and the Project Manager to the Banner Steering Committee will be e-mail. SCT training agendas, training materials (beyond those on the SCT training CD) meeting invitations, consultant status reports, etc., also will be communicated by e-mail. It is anticipated that all Banner Steering Committee members and key team members will access e-mail with sufficient frequency to acknowledge the receipt of information in a timely manner. The MCC Banner Project Manager will be copied in on all e-mails concerning the project by the SCT Project Manager, the SCT consultants and others.

For urgent issues, MCC will telephone the SCT Project Manager and any other affected SCT parties, and SCT will telephone the office of the MCC Banner Project Manager.

The SCT Project Manager will deliver a written status report monthly to the MCC Banner Project Manager. The SCT Project Manager may also be available in person to present the status report or otherwise participate in Team meetings as requested by the MCC Banner Project Manager. The SCT Project Manager will attend these meetings as requested to the extent reasonably possible and in accordance with the contractual provision for SCT project management.

MCC internal communication. The MCC Banner Project Director will meet with the MCC Banner Executive Team as needed. The MCC Banner Steering Committee will meet bi-weekly.

All significant documents created during the MCC Banner project will be made available to MCC employees via the shared network or the MCC website. Documents also will be distributed via e-mail when necessary or via the MCC e-newspaper. Documents will be shared unless explicitly designated as confidential.

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

During module training and implementation it is recommended that the corresponding Banner Team meet at least twice per month. It is recommended that the Team Leader meet with the Project Manager to review major issues, and that the Team leader meet or correspond as needed with the SCT Functional
Consultant. The MCC Team leader will give a status report to the Steering Committee on a monthly basis.

The MCC Banner Project Manager has scheduled “pre-flight” visits with the various SCT module consultants. The consultants will receive in advance of the meeting several key documents for review. At the pre-flight sessions, the SCT consultants will comment and make recommendations on the team task list, the team’s completed and planned BPAs, the MCC Data Standards document and all team planning and organizational activities to date. The goal of these sessions is to make the SCT consultant familiar with MCC’s core values and processes, have the SCT consultant guide the team with regard to additional tasks to be completed prior to the team’s first training session, to allow the team to confirm communication plans with the consultant, ask questions and expose the consultant to MCC and its culture.

10.9 Measurement

This section describes the metrics that will be utilized to evaluate the MCC Banner project. The MCC Banner Project Manager, the MCC Banner Steering Committee and the SCT Project Manager will participate in this assessment.

MCC will capture and assess the following metrics:

- Timelines - Project objectives and milestone dates met, and deliverables received
- Variance from the timeline; reasons for the variances and plans to resolve issues to get the project back on track
- MCC Banner Steering Committee issues matrix
- Audit of the estimated number of billable hours for each module versus the actual
- The MCC Banner Project Manager will conduct analysis on the MCC Banner budget to determine any variances from the estimated targets, and will conduct a final review and reconciliation of SCT invoices and services provided to MCC
- SCT Consultant evaluation summaries will be retained and reviewed
- Formal written or verbal feedback from the Banner Steering Committee and other key MCC Banner users will be evaluated
- End User satisfaction--MCC will consider the use of an internal Banner user survey to capture data to quantitatively and qualitatively measure user satisfaction with the system. This survey should be based on the original specific goals and user needs defined for the project
- Participation in, and satisfaction with, SICAS and ITEC services
11 System Requirements

SCT Banner System Hardware Requirements has been provided by SCT to MCC via e-mail in a separate document on October 1, 2002.

The SCT Banner forms running in client/server Native WEB have been tested and certified on a number of desktop operating systems. These include: Windows 95, Windows 98, and Windows NT. At the present time Banner has not been officially certified under Windows XP. Internet Banner is certified for Windows XP as long as Internet Explorer 5.5 or higher or Netscape 4.7 is used as the Web browser.

Monroe Community College will develop its own criteria for hardware for both developers and end users. It is expected that the criteria will exceed the minimums listed below.

<table>
<thead>
<tr>
<th>End-Users</th>
<th>Developers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pentium processor (Pentium 300 MHz or greater)</td>
<td>Pentium III processor (866 MHz or greater)</td>
</tr>
<tr>
<td>96 megabytes of memory</td>
<td>128 megabytes of memory (256 megabytes is strongly recommended)</td>
</tr>
<tr>
<td>17 inch Super-VGA monitor with 800 x 600 resolution</td>
<td>17 inch Super-VGA monitor (although 1024 x 768 is preferred)</td>
</tr>
<tr>
<td>Video card with 1 megabyte of memory</td>
<td>Video card with 1 megabyte of memory</td>
</tr>
<tr>
<td>Network interface card (32-bit)</td>
<td>Network interface card (32-bit)</td>
</tr>
<tr>
<td>CD-ROM (or access to one through the network)</td>
<td>CD-ROM (or access to one through the network)</td>
</tr>
<tr>
<td>300 megabytes of disk space</td>
<td>850 megabytes of disk space.</td>
</tr>
<tr>
<td>SQL*Net 2.x</td>
<td>SQL*Net 2.x</td>
</tr>
<tr>
<td>SQL*Net 2.x Protocol Driver</td>
<td>SQL*Net 2.x Protocol Driver</td>
</tr>
<tr>
<td>Network Protocol Package such as TCP/IP or Pathworks</td>
<td>Network Protocol Package such as TCP/IP or Pathworks</td>
</tr>
<tr>
<td>Oracle Forms 4.5 runtime</td>
<td>Oracle Forms 4.5 Developer 2000 Software</td>
</tr>
</tbody>
</table>
12 Project Deliverables

The Project Deliverables for the MCC Banner implementation project include:

<table>
<thead>
<tr>
<th>Item</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Organizational Framework</td>
<td>MCC</td>
</tr>
<tr>
<td>Project Budget</td>
<td>MCC</td>
</tr>
<tr>
<td>Project Internal Communications and Planning</td>
<td>MCC</td>
</tr>
<tr>
<td>Project Definition document</td>
<td>SCT/MCC</td>
</tr>
<tr>
<td>Project Plan and task lists</td>
<td>MCC/SCT</td>
</tr>
<tr>
<td>Project Website</td>
<td>MCC</td>
</tr>
<tr>
<td>Pre- and Post-installation documents</td>
<td>SCT</td>
</tr>
<tr>
<td>Education Plan</td>
<td>SCT</td>
</tr>
<tr>
<td>Training Schedule</td>
<td>SCT/MCC</td>
</tr>
<tr>
<td>Pre-flight checklists and sessions</td>
<td>SCT/MCC</td>
</tr>
<tr>
<td>User technical/functional reference manuals</td>
<td>SCT</td>
</tr>
<tr>
<td>Security Plan</td>
<td>MCC</td>
</tr>
<tr>
<td>Connectivity (LAN) Plan</td>
<td>MCC/ITEC</td>
</tr>
<tr>
<td>End-user procedural documents</td>
<td>MCC</td>
</tr>
<tr>
<td>Banner document e-storage</td>
<td>MCC</td>
</tr>
<tr>
<td>On-campus training room(s) and equipment</td>
<td>MCC</td>
</tr>
<tr>
<td>Module implementation debriefings</td>
<td>MCC (SCT assistance)</td>
</tr>
<tr>
<td>Test plan and schedule</td>
<td>SCT/MCC</td>
</tr>
<tr>
<td>Conversion plan</td>
<td>SCT/MCC</td>
</tr>
<tr>
<td>Forms design</td>
<td>MCC/SICAS</td>
</tr>
<tr>
<td>Reports design</td>
<td>MCC/SICAS</td>
</tr>
<tr>
<td>User training plan</td>
<td>MCC/SICAS/SCT (assistance)</td>
</tr>
<tr>
<td>User training materials</td>
<td>MCC/SICAS</td>
</tr>
<tr>
<td>Operations manuals</td>
<td>MCC</td>
</tr>
<tr>
<td>System review document</td>
<td>MCC</td>
</tr>
<tr>
<td>Required interfaces for each product</td>
<td>MCC/SICAS/SCT</td>
</tr>
</tbody>
</table>

13 Project Success Criteria

Success criteria for the MCC Banner implementation project include:

- MCC’s Banner project goes live on time and within budget
- All open issues and action items for Go-live have been completed, signed off by MCC and/or resolutions to address the issues are documented
- All required work products for Go-live have been produced and signed off
- All variances in resources have been logged and addressed
Monroe Community College

- Verification that the project has met project and institution standards for Go-live is in place
- Validation that the project meets the stated requirements for Go-live
- An MCC-SCT project termination statement exists (close-out document) that indicates that all Go-live objectives have been met

14 Project Definition Document Approval

The MCC Banner Steering Committee recommends this document and its content to the MCC Banner Executive Committee for their consideration and approval for the MCC Banner Implementation project.

For MCC:

_______________________________________
Name: Marie Fetzner
Title: MCC Banner Project Manager (on behalf of the MCC Banner Steering Committee)
Date: March 18, 2005

_______________________________________
Name: Dr. Jeffrey Bartkovich
Title: Vice President, Educational Technology on behalf of the MCC Banner Executive Committee
Date: March 18, 2005

For SungardSCT:

_______________________________________
Name:
Title:
Date:
### 15 Acronyms/Glossary

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BPA</td>
<td>Business Process Analysis</td>
</tr>
<tr>
<td>CAPP</td>
<td>Curriculum, Advising and Program Planning</td>
</tr>
<tr>
<td>MCC</td>
<td>Monroe Community College</td>
</tr>
<tr>
<td>PDD</td>
<td>Project Definition Document</td>
</tr>
<tr>
<td>POPS</td>
<td>SCT's Project Organization and Planning Session</td>
</tr>
<tr>
<td>SICAS</td>
<td>Student Information and Campus Administrative System</td>
</tr>
<tr>
<td>SungardSCT</td>
<td>Sungard Systems &amp; Computer Technology Corporation</td>
</tr>
<tr>
<td>SUNY</td>
<td>State University of New York</td>
</tr>
</tbody>
</table>

### 16 Document History and Revision Record

<table>
<thead>
<tr>
<th>Number</th>
<th>Date and Sections</th>
<th>Author</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.1</td>
<td>6/4/03 Develop base template</td>
<td>Tim Noble</td>
<td>Create template, Headers, Footers, Cover</td>
</tr>
<tr>
<td>0.2</td>
<td>6/5/03 POPS meeting at MCC. All sections through Project Milestones</td>
<td>Joy Patrick</td>
<td>Notes from meeting at MCC</td>
</tr>
<tr>
<td>0.3</td>
<td>6/11/03 – All sections through Project Milestones</td>
<td>Tim Noble</td>
<td>Acceptace of changes and additional comments based on meeting notes and research.</td>
</tr>
<tr>
<td>0.4</td>
<td>6/13/03 – All sections after Project Milestones</td>
<td>Joy Patrick</td>
<td>Continuation of POPS meeting &amp; changes and results of meeting 6/13/03</td>
</tr>
<tr>
<td>0.5</td>
<td>6/26/03 – all sections</td>
<td>Tim Noble</td>
<td>Acceptace of changes and additional comments based on meeting notes and research.</td>
</tr>
<tr>
<td>2.1, 2.2., 2.3, 2.4, 2.5</td>
<td>All sections</td>
<td>Marie Fetzner</td>
<td></td>
</tr>
</tbody>
</table>
Notes:
- Banner Steering Committee reviews PDD v.5 and submits team goals and objectives – July 2003
- Revisions entered in PDD v.6 in August 2003 – November 2003
- Reviewed by M. Cuciti 12/22/2003; M. Cuciti 01/16/04
- Revised PDD v.6 merged with Banner Steering Committee recommendations on 2/1/2004
- PDD v.7 created by M. Fetzner and saved on shared drive on 2/4/2004
- PDD v.8 created by M. Fetzner and saved on shared drive on 4/24/2004
- PDD v.2.0 created by M. Fetzner on 6/8/2004
- PDD v.2.1 created by M. Fetzner on 8/10/2004
- PDD v.2.2 created by M Fetzner on 8/11/2004
- PDD v.2.3 created by M. Fetzner on 11/9/2004
- PDD v.2.4 created by M. Fetzner on 12/1/2004
- PDD v.2.5 created by M. Fetzner on 12/7/2004
- PDD v.2.5 BSC reviews, and requests that the document be sent to the MCC Banner Executive committee for review on 12/13/2004
- PDD v 2.5 edits made on 1-11-2005 after VP Bartkovich review
- PDD v.2.6 final edits made on 3-17-2005 after Banner Executive committee review
Appendix A

MCC Banner Organizational Chart

MCC Banner Executive Committee
Jeffrey Bartkovich--Chair, Janet Glocker, Chet Grzelak, Susan Salvador, Brenda Babitz, Richard Degus, Marie Fetzner, Bob Bertram

MCC Banner Steering Committee
Marie Fetzner--Chair, Melissa Barbara, Bob Bertram, Maddy Cuciti, Susan Gurak, Sherrill Ison, Sherry Ralston, Betsy Ripton, Diane Shoger, Taine Vinci, Deb Watson, Chuck White (includes Data Standards, Reporting and System Interfaces and Cross Product Issues committees) Ad hoc members: Donna Burke, Denise Klein

Advancement Team
Diane Shoger & Susan Gurak Co-Leaders

Finance Team
Chuck White, Team Leader

Financial Aid Team
Melissa Barbara, Team Leader

Human Resources Team
Sherry Ralston, Team Leader

Student Team
Betsy Ripton & Taine Vinci, Co-Leaders

Technical Team
Bob Bertram, Team Leader

Work Teams as needed

Work Teams as needed

Work Teams as needed

Work Teams as needed

Work Teams as needed

Work Teams as needed
### Appendix B

#### MCC Risk Management Document

<table>
<thead>
<tr>
<th>Risk (If...)</th>
<th>Consequences (Then...)</th>
<th>Probability</th>
<th>Impact</th>
<th>Weight</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heavy workload for Banner responsibilities</td>
<td>Timeline suffers, regular duties may suffer</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>Backfill budget in place. Develop plan for staffing backfill.</td>
</tr>
<tr>
<td>Inability to use Banner</td>
<td>Tasks left undone</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>Training &amp; accommodation</td>
</tr>
<tr>
<td>Reduced service during implementation</td>
<td>Dissatisfied clients</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>Communication to set proper expectations. Assure training and skills are in place to deliver service when needed. Alternative systems in place during implementation.</td>
</tr>
<tr>
<td>Reduced self-service during implementation</td>
<td>Dissatisfied clients</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>Careful scheduling of Banner “Web for” applications. Additional implementation effort is acceptable.</td>
</tr>
<tr>
<td>Inadequate or unavailable end user hardware resources</td>
<td>Loss of functionality in particular office</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>Implement plan for hardware needs</td>
</tr>
<tr>
<td>Inadequate infrastructure hardware resources</td>
<td>Loss of functionality and performance</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>Implement plan for infrastructure hardware needs</td>
</tr>
<tr>
<td>Loss of executive support</td>
<td>Missed scheduling, diminished resources, loss of budget, project failure</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>Communication (keep well informed,) maintain timelines/objectives, keep project on track, executive networking, project enthusiasm from all players/levels, make Banner presentations at national and state conferences,</td>
</tr>
<tr>
<td>Loss of key MCC players or loss of key sponsor.</td>
<td>Missed scheduling, diminished resources, redundant process review project failure, loss of knowledge,</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>Train the trainer, cross training, knowledge database</td>
</tr>
<tr>
<td>Risk (If...)</td>
<td>Consequences (Then...)</td>
<td>Probability</td>
<td>Impact</td>
<td>Weight</td>
<td>Response</td>
</tr>
<tr>
<td>-------------</td>
<td>------------------------</td>
<td>-------------</td>
<td>--------</td>
<td>--------</td>
<td>----------</td>
</tr>
<tr>
<td>Loss of SCT consultants (due to job changes, illness, etc.) or loss of key SCT players</td>
<td>Missed scheduling, resources at risk, loss of knowledge, redundant process review, project failure</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>Utilize SCT co-consultants and trainers as possible, request SCT documentation for use as a knowledge database, work with SCT to expedite re-scheduling</td>
</tr>
<tr>
<td>Assignments between training sessions are not complete.</td>
<td>Schedule and scope and budget</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>Team leader and team member understand role, responsibility and priority and have appropriate support, SCT trainers provide detailed assignments with date to keep team on task, monitoring at the team level. Expand communication outside the team when necessary</td>
</tr>
<tr>
<td>Cost overruns due to unanticipated needs, etc.</td>
<td>Stall the project and probably impact completion, cause a change in scope</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>Communicate externally to funders/sponsors. Prepare cost projections on a monthly basis, implement checks and balances and following the “rules.” Work with SCT on readiness planning to anticipate future needs</td>
</tr>
<tr>
<td>Loss of funding</td>
<td>Project is closed down</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>Have contingency fall back or alternative strategy for funding project or interim legacy system, external communication</td>
</tr>
<tr>
<td>Resistance to change - team leader level and above</td>
<td>Morale (internal and external), overall project delay, key decisions across modules are stalled</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>Change management and team building. Leading by example. Proactive communication to publicize successes that can show progress. Keep students informed. Target student, faculty groups etc. to find out what they are hearing about Banner and its implementation</td>
</tr>
<tr>
<td>Negativity toward project (external)</td>
<td>Morale (internal and external), schedule may be delayed</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>Team building and targeted response to specific instance</td>
</tr>
<tr>
<td>Risk (If...)</td>
<td>Consequences (Then...)</td>
<td>Probability Impact Weight</td>
<td>Response</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>-----------------------------------------</td>
<td>----------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project fatigue</td>
<td>Missed schedules, scope, and cost</td>
<td>2 2 2</td>
<td>Cross training, Don't assign tasks prior to readiness for the task. Acknowledge black-out dates in the &quot;common calendar;&quot; project leaders need to be positive.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regulatory changes that may impact existing systems. Take away resources e.g. SEVIS</td>
<td>Resource scope and schedule affected</td>
<td>2 2 2</td>
<td>Budget reallocation or a contingency in effect for the unexpected.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss of some key data and access to key data in the migration process.</td>
<td>Schedule, performance</td>
<td>1 3 3</td>
<td>Data integrity and data backup (clean data) Conversion and data mapping planning. Data standards strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequate functionality of Banner</td>
<td>Schedule, policy impact, redundant training needed</td>
<td>2 2 3</td>
<td>Identify what we have first, see what Banner can do. Fit gap strategy. Pre-test</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of dedication and a sense of inadequacy</td>
<td>Won’t put in time to get project done in timely fashion</td>
<td>2 2 3</td>
<td>Team management, executive support. Recognition of individual and team effort</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over utilization of current resources.</td>
<td>Missing deadlines, fatigue, cost overruns</td>
<td>2 2 2</td>
<td>Better team management, reallocation of resources. Reviewing and monitoring and adjusting the plan.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Risk Management Probability Ranking:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Description</th>
<th>Percent Chance</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Very Likely</td>
<td>70-100%</td>
</tr>
<tr>
<td>2</td>
<td>Probable</td>
<td>40-70%</td>
</tr>
<tr>
<td>1</td>
<td>Unlikely</td>
<td>0-40%</td>
</tr>
</tbody>
</table>

Impact Ranking:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Catastrophic</td>
</tr>
<tr>
<td>2</td>
<td>Critical</td>
</tr>
<tr>
<td>1</td>
<td>Marginal</td>
</tr>
</tbody>
</table>

Weight Calculation:

Weight = Probability Ranking + Impact Ranking - 1
Appendix C
MCC Banner Implementation Timeline

Monroe Community College Banner Project Timeline 2003 - 2006

The module start-date marks the first training session for that module.
The module end-date marks the Go-live date for the module.