



Eastern Illinois University Enterprise Information System Enhancement Project Definition

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Executive Summary

Eastern Illinois University is committed to using technology to provide responsive services to our students, faculty, staff and alumni. As such, we recognize that information is a valuable asset and strive to maintain modern information technology systems. The University also seeks to position itself to effectively respond to technology changes.

To this end Eastern is under taking a complete overhaul of its central information systems and installing a modern Enterprise Resource Planning system. The work and resources dedicated to this project will result in a University with improved capabilities, increased efficiencies, lower operational costs and improved services to our constituents.

1. Introduction

1.1. Mission

The mission of the Enterprise Information System Enhancement (EISE) project is to further the goals of the University by continuing the delivery of critical and core services to students, employees, parents, alumni, supporters and business partners. This project will provide comprehensive, modern information systems able to meet current and future needs that facilitate and enhance the fulfillment of the University Mission.

1.1.1. Vision

The vision of the Enterprise Information System Enhancement (EISE) project is to establish a sustainable technology base that will allow Eastern to thrive into the future with an information infrastructure which is accessible, accurate, credible, efficient and secure. The University will have gained the necessary tools to process transactions and manage operations responsive to the needs of those performing the University's work by improving efficiency, effectiveness, and empowering innovation.

1.2. Objectives

The objectives of the EISE project are as follows:

- Install fully integrated vendor supported Enterprise Resource Planning systems with no modifications
- Install self-service features that utilize the web
- Implement systems on or before scheduled date
- Implement systems at or below budget
- Ensure functional areas produce a fully integrated information system
- Implement management decision-making and analysis tools to support university-wide initiatives
- Leverage and apply best practices from SSCT and other Banner institutions
- Improve service to all constituents
- Ensure functional areas have increased knowledge and control of automated information systems
- Maintain primary operational/administrative data in a modern industry standard data base with a well defined and consistent data dictionary
- Eliminate shadow and/or duplicate systems on campus
- Gain improved end user reporting capabilities
- Eliminate data silos
- Eliminate the use of social security number as the primary means of identifying employees and students

- Provide information systems having the same look-and-feel with intuitive graphical user interface and easy to use online help
- Improve the security systems and mechanisms protecting university data and processes
- Provide a higher level of system availability and disaster recovery capability
- Meet all federal, state and institutional requirements
- Strive for single sign-on to information systems
- Decrease operational costs
- Unify the procedures for on- and off-campus programs and services
- Review all existing information systems to determine the viability of their continued use as Banner systems are implemented

1.3. Benefits

Benefits outline the value of achieving the above objectives.

- Increased control of the configuration and knowledge of the University's information systems by functional areas
- Improved management decision-making and analysis capabilities
- Standard supported reporting tools
- Administrative functions that reflect and support the institution's strategic plan
- Usable information systems that support and facilitate the work of the University
- Improved service to all constituents
- Shorter processing time and improved efficiencies
- Reduction of processes that are based on older more costly technology
- Shorter job training time for those using these information systems
- The storage of central University data in a industry standard data base with a well defined and consistent data dictionary
- Time and effort savings from the elimination of shadow and/or duplicate systems on campus
- Improved ID protection for constituents
- All major information systems having a consistent look-and-feel with online help
- Improved security systems and mechanisms protecting university data and processes
- Improved system availability and disaster recovery capability
- Compliance with all applicable federal, state and institutional requirements

1.4. History and/or Background

Although Eastern has done much with its current technology base, this technology is quickly becoming obsolete and much less sustainable. Few recent college graduates are trained in these mainframe technologies while several of Eastern's technology staff are nearing retirement. Eastern's mainframe based information systems are not fully integrated resulting in a lack of operational, managerial and executive decision support information.

Before the project began, Eastern had a full portfolio of central information systems. These central systems were primarily based on IBM mainframe technology.

Many of the current mainframe software systems have been built and maintained at Eastern. Portions of the Student Data System date back to the late 1960's. Several systems had been purchased from SSCT including Financial Records, Billing Receivables, Financial Aid Management and Alumni Development.

In addition several other client server systems exist such as:

- Facilities Planning – work order, key inventory, environmental controls
- Security – Parking Management and Ticketing
- Records – Transcript imaging and computer output on laser disk
- Financial Aid – Imaging for Financial Aid, Student Health Insurance
- Career Planning
- Health Services Medical Records and Pharmacy Management
- Cashier Management
- Union Bookstore inventory and point of sale
- University Scheduling System - AdAstra
- Student Recreation Center Facility Management
- WebCt Virtual Student Learning Environment
- International student and employee tracking – Winstar
- Campus phone billing system - Pinnacle

Eastern has also built numerous Web based self service systems. Most of these are based on IBM mainframe Web services. These facilities offload office staff from answering simple phone questions, save postage and provide an increased level of service to our constituents.

These applications include, among others:

- Student systems –
 - Application to the University
 - Registration
 - Semester Grades and Unofficial Transcript, GPA, credit hours summary
 - Degree Audit
 - Financial Aid Award information, document tracking, budget/cost of attending, private loan information
 - Student Billing - Account Balance

- Tuition Tax Credit
- Initial account and password information for Webct, email, and library systems
- Textbook Rental – textbooks checked out to student
- Application for graduation

- Employee systems –
 - Faculty Grade Entry
 - Information for student advisors
 - Faculty view of class rosters
 - Detailed course information
 - Payroll History
 - Wage and Benefit Information
 - Paycheck Calculator

- Systems for Friends of the University
 - Gifts to the University
 - Alumni Association Application

The following weaknesses have been noted of Eastern’s current portfolio of central information systems

Data and information

- Social security numbers are used as the primary means of identifying students and employees.
- Disparate data bases and non-database file structures with different data elements and organizations
- Data structures and systems are not efficient for end user reporting capabilities resulting in a lack of information at all levels and increased dependencies on the IT department
- Redundant data in older file structures creates a:
 - Duplication of data in different files/databases
 - Duplication of personal data for persons with multiple status
 - Data for person as a student, employee, alumni is stored separately resulting in different names, addresses
- The mainframe SSCT SIS Plus systems (Financials, Billing, Financial Aid, Alumni Development) use older non-database file structures
- Data transfer to/among disparate computing platforms is difficult

Usability

- Web self-service and online systems are not available 24X7
- Lack of modern navigation tools (Windows like point and click) cause staff to use character based screens that require them to remember cryptic codes
- Although good efforts have been made, many offices still rely heavily on paper reports
- Multiple security systems and mechanisms protecting university data and processes result in staff confusion and difficulty of support
- Lack of online help during system usage
- Lack of end user display and reporting tools for adhoc and “what if” data retrieval
- Information systems constrain efficient use through:

- Lower levels of customer service
- Longer than normal job training time for those using information systems
- Longer processing times to service students, parents, employees, business partners and alumni

General technology issues

- Current information systems are not fully integrated
- The primary database system, DataCom/DB is not widely used resulting in a lack of available trained staff

Technical Staff issues

- Multiple project teams with differing skills are required to maintain the current technology; and not all skills cross over to other areas
- There is great possibility that several IT staff knowledgeable in IBM mainframe will soon be leaving due to resignation or retirement
- Very few recent college graduates are trained in these older architectures

The need for a change has been analyzed, discussed and documented numerous times during the last few years. Following is a brief chronology of the major events leading to the inception of this project.

- During 2001 and 2002 a committee of University personnel studied the need for upgrading the University's automated student systems namely, student recruiting, admissions, registration, academic history, degree audit and course articulation. The committee was composed of staff from the offices of Records, Registration, Admissions, Enrollment Management, Academic Advising and Information Technology Services. Their conclusion was that the University should proceed with replacing the current home grown legacy systems with those from SSCT.
- In September 2002, the Board of Trustees approved a ten year contract for maintenance services for the SSCT Plus mainframe based suite of software. This contract consolidated multiple other contracts with a 3% cap on yearly increases resulting in large savings. Along with this contract, SSCT agreed to provide the Banner software at no initial license cost under their LEAP program. ***In November 2002, SSCT notified their clients that they were eliminating the free Banner software provisions of LEAP, and the no-cost provisions of LEAPing to Banner would not be available after 2004.***
- During 2003, a team of University personnel again studied Student Information System issues. They visited Indiana State University and St. Louis University where SSCT Banner products are being utilized. Based on these visits and further analysis, this committee strongly recommended that the University proceed with the acquisition and implementation of SSCT Banner (to replace the mainframe based SSCT Plus version). These recommendations were addressed in a December 30, 2003 memorandum from Jeffrey Cross, Associate Vice President for Academic Affairs, and Mirir Chatterji, Assistant Vice President for Information Technology.

- In October 2003, Jeff Cooley, Vice President of Business Affairs, initiated work on a Banner project by securing the services of a Banner Project Manager, the previous Acting Assistant Vice President of Information Technology Services.
- Since October 2003, extensive research and work has taken place to define and build a successful project for the acquisition and implementation of the SSCT Banner and Degree Audit Records System (DARS/DARWin/CAS) now known as Enterprise Information System Enhancement or EISE.
- Information Technology Service announced to the campus the overall plans to move toward Banner in their January 2004 Link-N-Lan newsletter.
- The Comprehensive Technology Planning Committee published a final report February 16, 2004. Recommendation four speaks directly to the justification for the EISE project and SSCT Banner.

Recommendation #4 of that report states:

The University will provide and maintain technology that will ensure maximum efficiency of academic and administrative processes for staff, faculty and students.

Action Items:

The University will...

provide a centralized database, with appropriate safeguards, which allows the one-time entry of relevant information about faculty, staff and students, and which allows easy manipulation of data for analysis and reporting.

provide integrated systems that allow the business of the University to be conducted completely on-line (eg. electronic form submission, on-line tracking of requests, electronic applications, payments, electronic signature, inventory control, budget development and monitoring, etc.).

...

- During March 2004 several staff from the Business Office, Purchasing, Human Resources, Budget Office and Information Technology Services attended the SSCT Summit conference. They attended numerous sessions related to Banner, talked to vendors of related technology products and made contacts with their peers from numerous other Banner institutions. Several documented their conference experiences and contacts.
- Blair Lord, Provost and Vice President of Academic Affairs, identified Banner as a major priority goal for technology, processing and customer service improvements. The following statement comes from his March 15, 2004 management letter to President Hencken.

“The move to a new Enterprise Resource Planning (ERP) system, the Banner System, on which Eastern has embarked, will both require and give us an opportunity to re-evaluate many of our internal processes. When the installation of the student portion of the Banner System gets underway, Academic Affairs will spearhead an examination and re-engineering of our enrollment services processing. It is my expectation that this will do more than simply adjust or modify some of our basic transactional processes. I expect to see us reconceptualize how we provide all enrollment services to our students.”

- Academic Affairs current “Goals Statement” identifies Banner as a strategic direction. The following text from is from goals 3 and 8.
 3. ***Improve Institutional Effectiveness and Productivity***
 - *Implement policies/procedures which permit more precise targeting of new student enrollments thereby positioning EIU as a first-choice school of larger share of our prospective students*
 - *Meet the “anytime, anyplace, anywhere” enrollment-services needs of our students*
 - *Continue to expand web-based enrollment services to include web-based bill payment, student-initiated degree audits, access to individual student financial-aid status, etc.*
 8. ***Enhance Technology and Equipment***
 - *Review and finalize the technology plan being drafted by the Comprehensive Technology Planning Committee and begin implementation of the recommendations*
 - *Implement the new SSCT-Banner student-information system*
- In December 2004, the NCA Self Study Committee issued their report which speaks directly about EIU’s plans to implement SSCT Banner for very strategic reasons.
- From July 2004 to February 2005, the EISE project was presented and discussed with managers and administrators within the Academic Affairs, Business Affairs and External Relations vice president divisions, the President’s Council, the Academic Technology Advisory Committee, the Faculty Senate, Staff Senate and the Council on University Planning and Budget.
- Eastern’s Board of Trustees was given a presentation about the EISE project at their November 2004 meeting. After receiving several “one on one” project briefings, Eastern’s Board of Trustees approved contracts for services from SunGard SCT at their December 2004 meeting.

1.4.1. Feasibility Recommendations

The EISE Steering Committee believes that the following are important guidelines to ensure a successful implementation:

Major Project Goals and Guiding Principles

- Administrative information systems have university-wide long term impacts. Thus while making decisions; long-term benefits to the entire University should be given more weight than short-term benefits to a single university entity.
- Purchased administrative information systems should be customized as little as possible. The University's business processes should be adapted where feasible to work with unmodified vendor-maintained software. This practice will allow the University to respond to vendor supplied software changes in a timely manner and will require fewer technical support staff.
- The University should review existing information systems to determine the viability of their continued use as Banner systems are implemented.
- In some cases certain smaller add-on systems must be acquired or developed to augment Banner. However the University's business processes should be adapted where feasible to work with the base Banner software.
- The project should encourage a refocusing of administrative functions across the university that reflect and support the institution's strategic directions.
- The project should provide a computing environment that enhances the operation of the University, in particular a student-centric service model.
- The University will provide the resources for backfill and temporary staffing.
- Project management personnel must manage and control “Scope Creep”.

1.5. Related Documents

The project definition may refer to the following documents.

Document Name	Description/Location
	See the Configuration Management Plan and the Communication Plan for locations and standard naming conventions for all project related documents
Configuration Management Plan	
Project Schedule	
Quality Assurance Plan	
Communication Plan	
Organization Plan	
Prioritized Services Requirements	
Data Standards document	
Report Standards document	
Business Process Analysis	

Document Name	Description/Location
deliverables	
Testing Plan	
Training Plan	
Organziation Readiness Plan	
Quality Assurance Document	
Collection and Analysis Methods	
Contingency Plan	
Defined Metrics	
Quality Assurance Plan	

2. Project Scope

The Project Scope defines the boundaries and limits of the project. The scope describes how much work is to be done during the project. It includes what will be done and what will not be done and why, and it may include what will be done later. Once the scope is defined and agreed upon, it cannot be changed without going through the change management process described in the Configuration Management Plan.

SSCT Scope

The EISE project will replace the current mainframe based information systems with the following SunGard SCT Banner modules along with corresponding self-service modules:

- Finance
- Human Resource
- Advancement
- Student
- Financial Aid

EIU Scope

- Examine and document current business processes then redesign business processes consistent with best practices and University policy.
- Review existing information systems to determine the viability of their continued use as Banner systems are implemented.
- Implement a new University-wide Reporting Tool, reporting infrastructure, and strategy
- Setup appropriate mechanisms and controls to allow all Banners systems and users to effectively use the SSCT Eprint facilities.
- Convert, where feasible, with appropriate cleansing, the data from current information systems to Banner for all Banner modules listed above
 - Current and historical data will be converted according to vendor provided conversion mappings. Where no mappings are feasible a best effort will be made to convert historical data.

- Current and historical data will be converted to meet regulatory compliance requirements when an alternative cannot be identified.
- Create and implement a data standards policy
- Develop and deliver an effective, long-term and sustainable training program directed toward the users of Banner systems including:
 - Banner Base systems
 - Installed Web Applications
 - Data Marts
 - Banner Workflow
 - Supported Reporting Tools
- Create support infrastructure for Banner Help Desk Support
- Thoroughly test Banner and other related systems prior to implementation to include
 - Detailed system testing
 - Integration testing
 - End user testing

The University will review at least the following systems to determine the viability of their continued use with Banner. In some cases, interfaces will be built with the Banner systems to include data equivalent to the current. Other systems exist that will also need to be reviewed.

- Student prospect system – CollegeNet
- EIU Textbook Library System
- Cost Study
- Teacher Certification
- Security – Parking Management and Ticketing
- Cashier Management
- Union Bookstore inventory and point of sale
- Student Recreation Center Facility Management
- University departmental payment cards - PCard
- Ecommerce
- Check Writing Software - ProCheck
- Panther Card - University Identification Card System
- SEVIS processing methodology
- Student Health Insurance Processing (Visual HCS)
- Facilities Management and Planning work management systems
- TRIO – Gateway Students

The University is planning to replace the following systems and will interface the replacements with Banner:

- Degree Audit and Course Applicability using DARWin and CAS from University of Ohio Miami
- Time and attendance reporting with Kronos

The University is not planning to replace the following systems but will interface these with the Banner systems to include data equivalent to the current:

- University Housing and Food Service management
- University room scheduling now managed via Ad Astra software

- EIU Booth Library
- Security & Parking Management and Ticketing
- Career Planning
- Health Services Medical Records and Pharmacy Management
- WebCt Virtual Student Learning Environment
- Phone Billing System
- International student tracking via Winstar
- University document imaging

2.1. Exclusions

These are the scope and the tasks that will not be done and why.

- Operational Data Store (expect to add, but these have not been purchased to date)
- Workflow (expect to add, but this has not been purchased to date)
- Luminis or another web portal to Banner systems (expect to add, but Luminis has not been purchased to date)

2.2. Planned Process Improvements

These are the process improvements that will be implemented during this project.

- As part of the implementation all functional areas will participate in Business Process Analysis.
- The training and analysis sessions will be conducted with SSCT. SSCT consultants, along with EISE Work Teams and University departments, will further document and recommend changes to current practices. The EISE Executive and Steering Committees will also provide guidance as to processes in need of redesign. University departments will document their processes for review by management and the various EISE committees and teams. The EISE project teams and University organizational units will be responsible for evaluating best practice designs delivered with the SSCT Banner system and for redesigning their business processes as needed.

3. Project Milestones

These are the major milestones for the project.

Milestone	Date	Status
Project Started	January 1, 2005	In Progress
Project contracts signed	December 23, 2004	Completed
Project Pre-implementation Meeting		
Project Organization and Planning Meeting (POPS)	March 21 & 22 2005	Completed
Additional Test Server ordered, received, installed	Early April 2005	Completed
Production Server ordered, received, installed	June-July 2005	Ordered
Software (Oracle, Banner) installed and certified	May 19, 2005	Completed
Project Website Live	May 15, 2005	Live & being expanded
Project Definition Document Completed	July 15, 2005	
Communication Plan Completed	July 15, 2005	
Project Schedule Complete and Approved (by SC)	June 30 2005	
Configuration Management Plan Completed	July 15, 2005	
Education Plan Completed	June 15 2005	
Ad Hoc reporting strategy determined	August 31, 2005	
Project Conversion Plan Completed	May 31, 2005	
Data Standards Document Completed	July 31 2005	
Oracle Technical Training Completed	June 30 2005	
Financials Live	June 15, 2006	
ePrint Live	June 15, 2006	
Human Resources Live	November 15, 2006	
Advancement live	June 30, 2007	
Student Live	October 30, 2007	
WebCT Connection Live	April 30, 2007	
Student – Accounts Receivable	To be determined, approx late 2006 to early 2007	
Financial Aid Live	February 28, 2007	
Project Ends	March 21, 2008	

4. Project Budget

The EISE project budget in detail and summary was developed over the past several months. This ongoing budget and the related expenditures has been reviewed by the Board of Trustees, the President's Council and the EISE Executive and Steering Committee. The EISE EIU Project Manager is responsible for budget and expenditure oversight and authorization along with providing reports through the established channels.

4.1. Introduction

The EISE budget was derived over several months by the EISE Project Manager in collaboration with the VP Business Affairs, the Assistant VP Information Technology and others. Personal contacts and data from numerous other universities were reviewed.

The budget includes all known project costs for the duration of the project and a few years thereafter. These include product and services acquisition and yearly maintenance. The EISE project costs include the following.

- SSCT Banner modules
- SSCT Datamart products for all Banner modules
- SSCT Workflow
- SSCT Luminus for a portal
- University of Miami Ohio DARWin/CAS
- Interfaces to connect Banner Student with WebCt
- Campus licenses for Oracle Database and Application Server
- A limited number of licenses for a standard end user reporting tool
- Other related software products such as Appworx, Toad
- Related development tools
- Technical and end user training programs
- Personnel services funds for additional staff time
- Salary and related expenses for the EISE Project Manager and a backup database administrator
- Travel and conference fees for Banner and DARWin conferences along with site visits to other institutions
- Contingency funds

The budget also includes funds for existing technologies such as the new Loan Management system.

4.2. Budget Assumptions

The budget was developed for fiscal years 2004 thru 2012. It includes various inflationary factors for expenditures of from 3% to 6% along with budget increases of only 1%.

Due to limited funds in the early fiscal years, costs for datamarts, workflow and portals were moved to the later years. If these costs can be reduced, the project schedule could be adjusted for earlier implementations.

The budget includes reallocated funds starting when the current mainframe computer is eliminated along with projected IT staff reductions.

4.3. Budget Details

The detailed budget is maintained by the EISE Project Manager. Questions can be directed to the EISE Project Manager or the Vice President of Business Affairs.

5. Assumptions/Dependencies

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

5.1. Assumptions

The following assumptions are made for the EISE project.

- The implementation of Banner will be successful (on time, budget, within scope & quality).
- The University’s Administration, Executive Committee, Steering Committee, Project Teams, faculty and personnel from related functional areas will support the project.
- Adequate facilities will be made available for training and testing.
- Supervisors will allow implementation team members to participate in appropriate training and implementation activities.
- All communications will follow the hierarchy outlined in the Project Communication Plan.
- University administration recognizes that employees need time to practice and learn Banner.
- The university will increase in the use of constituent-based self service functionality
- The university will not migrate “bad” data or processes to Banner.
- SSCT will assist with a successful conversion.
- EIU organizations will objectively examine their procedures and be open to changes.
- Some discomfort is anticipated during implementation; however the long term benefits will significantly outweigh the negatives.
- All information systems will be reevaluated for their continued need and relevance.
- EIU will continue to pay SSCT for “silver” maintenance.
- EIU will allocate adequate resources to support the EISE project.

5.2. Dependencies

5.2.1. Dependent Projects

Following are the ongoing projects whose deliverables will be required to enable this project to meet its objectives.

<u>Project Name</u>	<u>Expected Completion Date</u>	<u>Reason for Dependency</u>
Oracle Portal	TBD	IT Resources
Ad Astra conversion to Oracle	September, 2005	IT Resources
Kronos Time and Attendance	TBD	HR Resources, need for Banner interfacing
New end user reporting tool	July, 2005	Campus report users, IT Resources, budget
Student Insurance Processing system	September, 2005	Financial Aid Office, need for Banner interfacing

5.2.2. Dependent Products

Following are the products (whether produced by SSCT *or* a third party) that will provide the deliverables that are required to enable this project to meet its objectives.

<u>Product Name</u>	<u>Release Number</u>	<u>Release Dependency is Higher</u>	<u>Reason for Dependency</u>
New end user reporting tool	TBD		To fulfill project objectives related to end user reporting
AppWorx	6.1.1		EIU use for scheduling system activities
MicroFocus or Net Cobol	7.0		SSCT required for system installation
Linux	RedHat Linux AS 3.0		SSCT required for system installation
Veritas	5.1		EIU use for server backup & recovery
Toad – Database management tool			EIU IT staff use with Oracle database
Oracle Developer	9i, release 2		EIU IT staff use for Oracle database development
Oracle Database Enterprise Database	9.2.0.6 (9i release 2)		SSCT Banner requirement
Oracle Application Server	10.1.2.0.0 (10g)		SSCT Banner requirement

5.2.3. Dependent Resources

No additional information.

6. Project Constraints

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

6.1. Project Dimension Grid

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

will be utilized for all aspects of the project, unless explicitly stated in a sub-project definition. Constrain at least one dimension and vary at least one dimension.

Project Dimension	Minimize/Maximize	Constrain	Vary
Scope	Maximize		XX
Cost	Minimize	XX	
Schedule	Minimize		XX
Quality	Maximize	Minimal functionality	

6.2. Constraint Details

Eastern must be very frugal with project funds. Certain parts of the EISE project were scheduled in later years because of budget limitations. Thus the highest constraint noted in the table above is Cost followed by Quality. In order to adjust to Cost or Quality constraints, Eastern has already and will be willing to vary the project Scope and Schedule.

Following are some specific constraints to the project.

- Budget
- Workload demand (calendar & fiscal year end, HR roll over)
- Reduced staffing in some areas & unfilled positions
- Salary limitations
- Development capital campaign
- Government and regulatory required changes
- PEB federal code changes
- Illinois statewide Course Applicability project
- Contract negotiations (collective bargaining units)
- Resource needs for technology ventures that are not part of SSCT contract
- State University Civil Service requirements
- Technology vendor required changes
- Resistance of staff to change

7. Risks

The following lists the risks to the project with respect to the environment, user expectations, competing projects, project assumptions, resources or any other relevant matter or refer to the work products database.

Typical examples of risk include potential loss of a critical resource, technology changes, regulatory changes, dependence on a third party, scope changes, project sponsorship or management changes legal issues. For high-probability and high-impact risks, a plan for reducing the likelihood/impact of the risk (mitigation) is specified. Approaches to responding to risks include **Deflection** (transferring the risk to another party), **Control** (minimize the effect), **Retention** (accept the consequences), and **Avoidance** (reject the risk; do nothing).

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

Risk	Probability of Occurrence (A)	Estimated Project Impact (B)	Weight B+(A-1)	Control No.	Mitigation Strategy	Contingency
Scope creep	3	2	4	RIPD001	Control	Good set of scope docs; effective communications; good PM practice; change control process
Conflict with existing policies	3	2	4	RIPD002	Control	Consider policy change; escalate to appropriate policy change board, if necessary; up front BPA
Contentious campus entities	3	1.5	3.5	RIPD003	Control or Avoidance	Communication; involvement in the project
Staff stress/burn out	3	2	4	RIPD004	Control	Backfill when possible; recognition of efforts; celebrate milestones/successes; delegation
IT resource overload due to compression of timeline (simultaneous implementation of 5 systems)	3	3	5	RIPD005	Control	Delegate duties to IT staff not involved in project; consider changing the timeline
Change in top administration	3	2	4	RIPD006	Retention	
Major budget reductions	2	3	4	RIPD007	Control	Reduce scope and/or delay parts of the project
Labor Negotiations	3	2	4	RIPD008	Control	Educate negotiators about Banner capabilities
Accounting method change	2	2	3	RIPD009	Control	Stay informed of potential future changes
Project team retirements	2	2	3	RIPD010	Retention	Distribute project tasks to multiple people
Project team medical situations	3	2	4	RIPD011	Retention	Distribute project tasks to multiple people
Natural disasters (tornados, etc..)	1	3	3	RIPD012	Retention	Develop disaster recovery plans
Media scrutiny	3	1	3	RIPD013	Control	Communicate well with the campus community and Board of Trustees

State Law changes & governmental mandates	3	2	4	RIPD014	Retention	Seek advice from peer and Illinois institutions
Vendor failure to deliver contracted services	1	3	3	RIPD015	Control	Seek other vendors and/or develop/support systems internally
Changes of vendor consultants and representatives	3	2	4	RIPD016	Control	Seek vendors resolution of support issues via negotioan and contractual fulfillment

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

Probability guidelines:

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

Impact guidelines for scope, cost, schedule, or quality

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

8. Project Organization

This section deals with the people and/or departments that will participate in this project.

8.1. Project Team

This is a high-level listing of the personnel involved that are assigned to the project.

See the EISE Organization Plan for a full description of the project organization and personnel. The following is provided as an overview of the beginning structure and personnel of the project. Ongoing and future structures and personnel will be documented in the Organization Plan.

Resource Type	Name	Person Hours or Days Needed	Date Range When Resource is Needed
Project Sponsor	Jeff Cooley & Blair Lord	As needed	Duration of the project
Project Manager	Bill Witsman	24 hours/wk	Duration of the project
Team Leads			
DBA	Ron Mason	37.5 hours/wk	Duration of the project
Technical Leads			

Resource Type	Name	Person Hours or Days Needed	Date Range When Resource is Needed
Finance Process Team Lead	Larry Cannon	18 hours/wk	Duration of the project
Human Resources Team Lead	Joy Craft	18 hours/wk	Duration of the project
Student Process Team Lead	Sue Harvey	18 hours/wk	Duration of the project
Financial Aid Process Team Lead	Tracy Hall	18 hours/wk	Duration of the project
Alumni Development Process Team Lead	Jerilyn Hutson	18 hours/wk	Duration of the project
Executive Committee	Jeff Cooley – Chair Blair Lord Jill Nilsen Lynette Drake to 7-31-05 Daniel Nadler as of 8-1-05 Bill Witsman – Ex Officio Chat Chatterji – Ex Officio	2 to 5 hours/mo	Duration of the project
Steering Committee	Bill Witsman - Chair Jeff Cross Brenda Major Sue Harvey Linda Moore Jone Zieren Julia Abell Larry Cannon Chuck Phillips Chat Chatterji Kathleen Moreno, Internal Control Consultant	4 to 10 hours/mo	Duration of the project
SSCT Project Manager		Per contract	Duration of the project
SSCT Account Manager		As needed	Duration of the project
SSCT QA Analyst		Per contract	Duration of the project
SSCT rDBA		Per contract	660 hours or 1 year
Data Standards Team			
Reporting Team			
Training Program Coordinator	Sandy Bowman		

8.2. Participating Departments/Third Parties

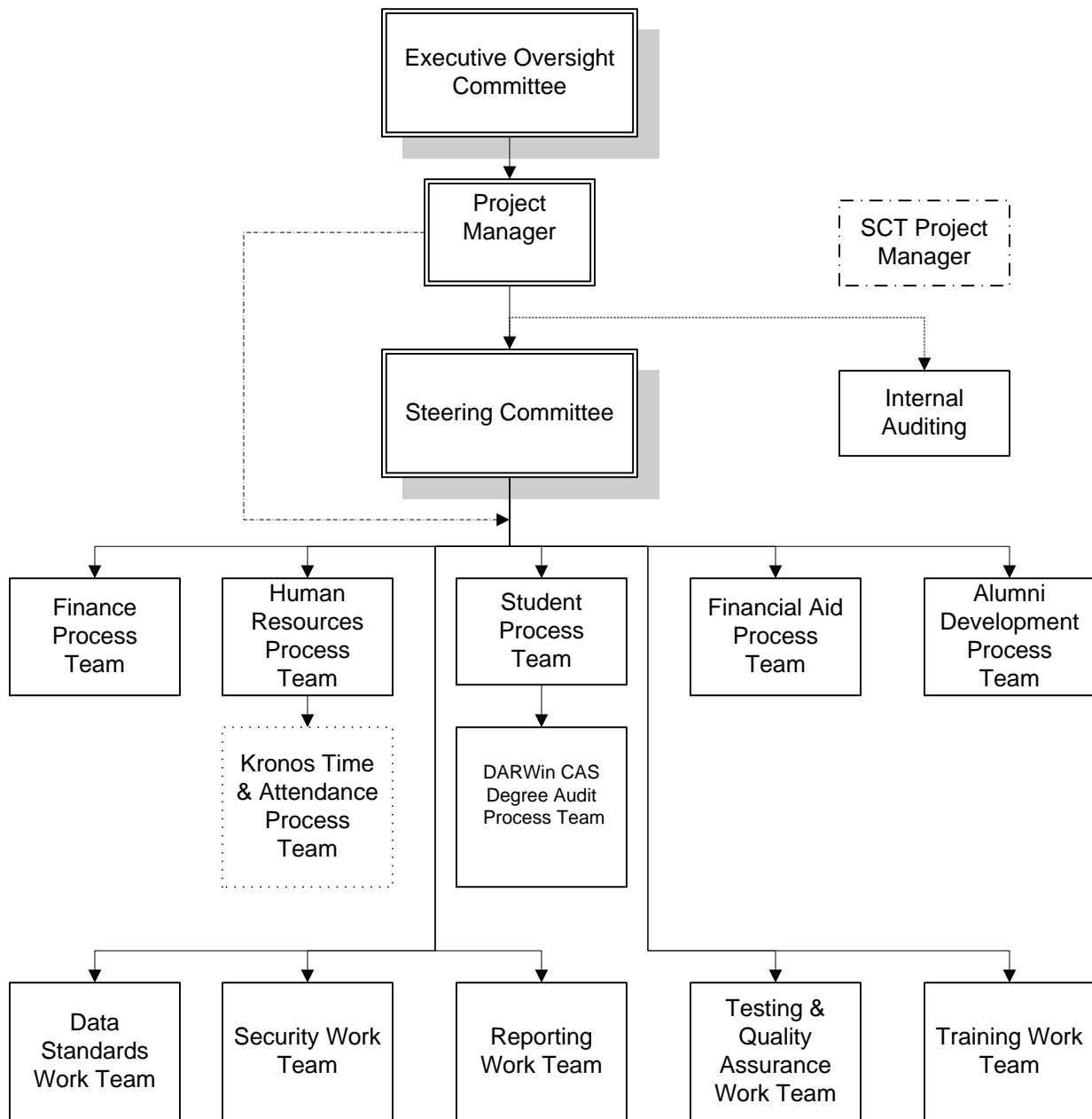
This section describes the different jobs that each department is responsible for in order to make the project successful.

Department/Third Party Name	Responsibilities	Name (if known)
NONE		

8.3. Roles and Responsibilities

See the EISE Organization Plan for a full description of the project organization and personnel. The following is provided as an overview of the beginning structure and personnel of the project. Ongoing and future structures and personnel will be documented in the Organization Plan.

8.3.1. Basic project structure chart



8.3.2. Executive Committee

The Executive Committee is the top executive oversight group for the EISE project. It is essential that top management become the pioneers and advocates of the business process changes that will take place.

8.3.3. Steering Committee

The EISE Steering Committee serves as the institutional champion for the EISE project and makes policy decisions on project issues. This committee provides high-level review of planning, development, and implementation activities of the cross-functionality of the EISE Systems. The Steering Committee also advises and prioritizes personnel resources that may be needed during the various project phases.

The EISE Project Manager chairs the committee meetings.

8.3.4. Project Manager

The EISE Project Director (sometimes referred to as the EIU Project Manager) is instrumental in creating the overall project structure and activities. The director oversees the day to day and long term operation of the project.

8.3.5. Process Teams

Process Teams carry out the implementation plan for each major EISE operational system; Financial Aid, Finance, Human Resources, Student/Degree Audit and Alumni Development. Each Process Team is the primary liaison between groups and offices involved in their particular system/solution implementation. Process teams are composed of people who are closely affected by the processes of the system they are working to create and implement.

The Process Team Leader will be the chairperson and facilitator for the team.

8.3.6. Special Work Teams and Groups

Special work teams and groups deal with specific project issues that cross multiple operational sub-systems such as Security, Data Standards, Reporting, Change Management, Implementation, Testing/Quality Assurance and Training. These teams share many of the attributes of the Process Teams but do not focus on any specific sub-system. Some of these teams will be ad hoc and will disband once their specific task has been completed.

The Special Work Team Leader will be the chairperson and facilitator for each the team.

8.4. Change Control Board

The Change Control Board is referred to in the Configuration Management Plan and is responsible for final sign off of changes to this and other documents identified in the Configuration Management Plan. The EISE Project Manager will sign off on changes only after consultation with the project Steering Committee.

Member Name	Role or Area of Representation
	SSCT Account Manager
	SSCT Project Manager
Bill Witsman	EIU EISE Project Manager

9. Project Approach

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

9.1. Define

Eastern Illinois University and SSCT will jointly develop the Project Definition Document (this document) and other related project documents. Through a combination of presentations and dialogue, Eastern and SSCT will identify the scope, organization, constraints, risks and approach to be used in the project. The completion and subsequent management approval of this Project Definition Document will serve as the baseline reference for guiding the remaining project tasks and gauging the successful completion of this project.

9.2. Plan

For project management, the Planning Phase activities of SSCT's Common Service Methodology (CSM) will be followed throughout the project.

Key activities during this phase of the project include:

- Develop and accept the Project Definition Document
- Develop and accept the Configuration Management Plan
- Develop and accept the Communication Plan
- Develop and accept the Project Schedule
- Develop and accept System Education and End-user Training Plans
- Refine and accept Project Schedule
- Execute plans

The initial Project Definition Document (this document) will be assembled by the EISE Project Manager and the members of the various project teams. The EISE Steering Committee will add to and edit the document then provide official sign off along with SSCT.

Additional planning documents will be created in accordance with the SSCT contract, and/or on an as needed basis.

9.3. Implement

The following describes the project life cycle and activities.

Eastern will follow SSCT's project methodology consisting of the high-level phases of Definition, Planning, Implementation, and Close-Out as presented at the March 22-23 Project Orientation and Planning meetings with SSCT.

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

- Business Process Analysis (BPA)
- Hardware /software installation
- Functional System education
- Prototype development
- Prototype testing
- Prototype validation
- Development of reporting capabilities
- System and data conversion
- Conversion Testing
- Integration Testing
- End-user training
- User Acceptance Testing
- Deployment ("go live")
- Post deployment evaluation and corrective action where required
- Monitor & track the implementation, an ongoing activity accomplished throughout the life of the project.

9.3.1. Software Engineering

Eastern will implement the Banner system unmodified.

Eastern will install the systems according to vendor (SSCT, Oracle, Red Hat, and others) recommendations.

9.4. Close-Out

Typically closing out a project involves both product verification (was all work completed correctly and satisfactorily?) and administrative closure (verifying and documenting project

results to formalize acceptance of the project by the sponsor, client, or customer, plus collection of project records, ensuring that they reflect final specifications, analysis of project success and effectiveness, and archiving such information for future use). The EISE project will use the following approach during close-out.

The following documents will be utilized to verify and validate the project:

- Project Definition Document
- Project Schedule
- Business Process Analysis and Business Process Re-Engineering documents
- Test Plans
- System Education and Training Plans
- Application deliverables / requirements documents

The objectives of the closeout/post implementation review are to:

- Determine if the Project Objectives were met;
- Review the procedures established and the decisions made during the implementation; and
- Identify System functionality and features excluded or intentionally deferred during the implementation.

The following documents will be used during the Post Implementation review.

- The EIU and SSCT contract
- Project Definition Document
- Project Schedule
- Test Plans
- System Education and Training Plans along with attendee listings
- Application deliverables / requirements documents
- Report needs documents along with listings of actual reports developed
- Quality Assurance reports
- Process Analysis Document(s)
- Departmental Procedure Manuals developed
- Consultants Trip Reports
- Change Requests
- Satisfaction Survey
- Issue Reports

9.5. Change Management

Change is a natural part of the project life cycle. The management of change and expectations will be the role of the Steering Committee.

Requests for change to scope, schedule or resources must be documented and tracked for the purpose of assuring that these changes are evaluated and controlled and that risks are mitigated and/or resolved.

Refer to the Configuration Management Plan for further details.

9.6. Documentation

Project documentation will be stored in a central location that will allow typical technology management capabilities. For further details refer to the Configuration Management Plan and Communication Plan.

9.7. Communication

Refer to the Communication Plan for details.

9.8. Measurement

The following lists the accomplishments that indicate successful completion of the project objectives. Refer to the Quality Assurance Plan for details of the metrics that will be captured and the approach for collecting and analyzing each metric.

The measure of accomplishment of the objectives includes the following items:

- No modifications to vendor supplied software exist
- All major project milestones were accomplished as scheduled
- Project was accomplished within budgeted resources
- Improved customer service
- Constituents self-service access to information any time from anywhere
- 24X7 availability of systems
- Reduced process and service cycle times
- Reduced cycle times in key processes
- Reduced resource effort necessary to perform the transactional tasks
- Improved consistency and reliability of processes and data
- “Best practice” business process methods employed at other Universities and SSCT are now implemented at EIU
- Fewer shadow systems, data silos and unofficial copies of data on campus
- Improved timely access and analysis of data and information
- University staff able to view common data as authorized
- University staff more familiar with automated business systems
- Social security number is no longer used as the primary means of identifying students and employees
- Improved reporting and analytical capabilities
- More abundance of reports and less lead time to completion of requested information
- Fully documented information systems
- Shorter job orientation time for those using information systems
- Reduced barriers to customer information and administrative support

- Reduced technical limitations and difficulties in supporting evolving administrative process needs
- University able to respond to vendor supplied software changes in a timely manner and with lower than current levels of technical support staff
- Improved disaster recovery capabilities
- A reduction in the operational and support costs for these information systems

9.9. Organizational Readiness

Refer to the Organizational Readiness Plan.

9.10. Project Environment

The project environment is comprised of four areas:

- Server farm
- Developers' Workstations
- On Campus Users' Workstations
- Off Campus Users' Workstations

The server farm is housed in a secured, environmentally controlled area maintained by staff trained for this equipment.

Information Technology Services staff use University workstations that are above SSCT recommended configurations. Additional necessary software will be installed as needed.

Campus users' workstations are University machines. Most, but possibly not all, meet or are above SSCT recommended configurations. Workstations are comprised of PC and Macintosh machines. Staff and University constituents will connect to Banner using a common web browser such as Internet Explorer or Netscape. No additional software other than Acrobat and Visio should need to be installed on workstations. If it is determined that additional software is needed, it will be installed.

Off campus users' workstations are not controlled by Eastern and thus are the responsibility of their owners. Since Banner systems can be accessed via a common web browser, it is anticipated that most off campus users will be able to easily access Banner.

9.11. Quality Assurance

Please refer to Quality Assurance Document.

9.12. Tracking

Project review will occur at the periodic project meetings further described in the Communications Plan. Review meetings will be scheduled by the EISE Project Manager or by SSCT at major project milestones or whenever it is determined that a schedule, cost, or scope variance has occurred or is imminent. Review meetings may also occur as a result of Risk Management, Quality Assurance, or other activities whose approach is described in this document.

Key activities involved with appropriate tracking include:

- EISE Steering Committee will periodically review the project schedule, activities, outstanding issues and deliverables.
- EISE Project Manager will provide status reports and presentations directed toward all project participants, the Steering Committee, the Executive Committee and Eastern's Board of Trustees.
- The various project teams and groups will meet regularly and will review tasks and outstanding issues.
- The EISE Project Manager and SSCT Project Manager will regularly track tasks and the status of outstanding issues then escalate uncompleted items as appropriate.

9.13. Risk Management

The general approach to risk management will be as follows.

The EISE and SSCT Project Managers are responsible for risk management.

If a risk event is triggered (a risk identified in the risk matrix occurs) and the risk event does not jeopardize the project, the event will be communicated through normal communications channels.

If the risk event is triggered that jeopardizes the project, in that it could affect scope, time, cost or quality, a Jeopardy report (see Configuration Management Plan) should be issued to the Steering Committee with copies sent to the EISE and SSCT Project Managers.

If the Steering Committee determines that this jeopardy identifies a new project risk, the Project Definition Document risk matrix will be updated as defined in the Project Definition Document and the Configuration Management Plan.

10. System Requirements

System Requirements are items that are necessary in order to run any related software required for the practices/methodologies at a client site. This includes hardware and software needs.

10.1. Database Server Requirements

These requirements are specified within the SSCT document titled "Oracle/Banner Pre-Installation Requirements" dated February 22, 2004.

10.2. PC Requirements for Banner users

These requirements are specified within the SSCT document titled “Oracle/Banner Pre-Installation Requirements” dated February 22, 2004.

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

Adobe Reader version 7	Required for Banner version 7 documentation viewing
MicroSoft Visio	For use in documenting Business Process Analysis
MicroSoft Office with Word, Excel, Power Point	For project documentation, training and communication

10.4. Developer Requirements

The tools are needed primarily by ITS technical personnel as they maintain the Banner software and create other related software

New end user reporting tool – to be determined	For creating distributable reports
AppWorx	For scheduling Banner system activities and batch runs
MicroFocus Cobol or Net Cobol	For compiling Banner Cobol programs
Toad – Database management tool	For managing and learning the Banner Oracle database tables and elements.
Oracle Developer	For making modifications or add on software
Oracle Forms	For maintaining Forms

10.5. PC Requirements for Project activity participation

PC software required for those participating in project committee and team activities.

Adobe Reader version 7	Required for Banner version 7 documentation viewing
MicroSoft Visio	For those documenting Business Process Analysis
MicroSoft Office with Word, Excel, Power Point	For project documentation, training and communication
Internet Explore or Netscape web browser	See SSCT document titled “Oracle/Banner Pre-Installation Requirements” dated February 22, 2004.

11. Project Deliverables

Following are the deliverables for the project that include the materials contractually required to be delivered to the client as well as the internal materials created by the project that are not contractually required by the client but which will be turned over to the client.

- SSCT Software (SSCT) (EIU/SSCT)
- Project Definition Document (EIU/SSCT)
- Configuration Management Plan (EIU/SSCT)
- Communication Plan (EIU/SSCT)
- Training Plan (EIU/SSCT)
- Quality Assurance Plan (EIU/SSCT)
- Organization Readiness Plan (EIU/SSCT)
- Prioritized Services Requirement Document (EIU/SSCT)
- Project Schedule (SSCT)
- Education Plan (SSCT)
- Testing Plans (EIU)
- Conversion Plans (EIU/SSCT)
- Training agendas (EIU/SSCT)
- Trip reports (SSCT)
- Templates (agendas and minutes) (EIU/SSCT)
- Status reports (SSCT)

12. Project Success Criteria

The project is considered successfully complete when all the project objectives (as described in the Objections Section) have been met.

Additional success criteria to be considered are as follows:

- All issues and action items have been completed and signed off
- All required work products have been produced
- All deficiencies have been logged and signed off
- Verification that the project has met project and institution standards
- Validation that the product meets the requirements
- Validation that the project meets all contractual requirements
- Successful completion of the functional and physical configuration audits
- Successful execution of the training plan

- A project termination statement exists

13. Approval to Proceed

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

Name
Title
Date

Name Jeff Cooley
Title VP Business Affairs– Project Sponsor
Date

Name
Title
Date

Name Bill Witsman
Title Project Manager
Date

Name
Title
Date

Name
Title
Date

Name
Title
Date

Name
Title
Date

14. Document History

Revision Record

Number	Date and Sections	Author	Notes
0.1	March 23, 2005; all	EIU Team Lead group	Project Organization and Planning Sessions
10.0		EISE Steering Committee	Final draft approved by Project Sponsor and Steering Committee

15. Acronyms

Acronym	Description
CCB	Change Control Board
CM	Change Management
CR	Change Request
CSM	Common Services Methodology
EAI	Enterprise Application Integration
EISE	Enterprise Information System Enhancement
ERP	Enterprise Resource Planning
FBI	Finance Banner Implementation
FRS	Financial Reporting System
HRS	Human Resource System
IR	Institutional Research
IT	Information Technology
ITS	Information Technology Services
JDK	Java Development Kit
LAN	Local Area Network
LMB	Luminis Message Broker
LMS	Learning Management System
PC	Personal Computer
PMT	Project Management Team
POPS	Project Organization and Planning Sessions
QA	Quality Assurance
RDBMS	Relational Database Management System
SIS	Student Information System
ST	Student
TBD	To be determined

16. Definitions

Term	Definition
Baseline	(1) A specification or product that has been formally reviewed and agreed upon, that thereafter serves as the basis for further development, and that can be changed only through formal change control procedures. (2) A document or a set of such documents formally designated and fixed at a specific time during the life cycle of a configuration item. Note: Baselines, plus approved changes from those baselines, constitute the current configuration identification (3) Any agreement or result designated and fixed at a given time, from which changes require justification and approval.
Build	An operational version of a system or component that incorporates a specified subset of the capabilities that the final product will provide.
Configuration	(1) The arrangement of a computer system or component as defined by the number,

	nature, and interconnections of its constituent parts. (2) In configuration management, the functional and physical characteristics of hardware or software as set forth in technical documentation or achieved in a product. See also: configuration item.
Configuration Control	An element of configuration management, consisting of the evaluation, coordination, approval or disapproval, and implementation of changes to configuration items after formal establishment of their configuration identification. Syn: change control. Contrast with: configuration identification, configuration status accounting. See also: configuration control board.
Configuration Control Board	A group of people responsible for evaluating and approving or disapproving proposed changes to configuration items, and for ensuring implementation of approved changes. Syn: change control board. See also: configuration contro
Configuration Identification	(1) An element of configuration management, consisting of selecting the configuration items for a system and recording their functional and physical characteristics in technical documentation. Contrast with: configuration control, configuration status accounting. (2) The current approved technical documentation for a configuration item as set forth in specifications, drawings, associated lists, and documents referenced therein. See also: baseline, functional configuration identification.
Configuration Item	An aggregation of hardware, software, or both, that is designated for configuration management and treated as a single entity in the configuration management process. See also: configuration identification.
Configuration Management	A discipline applying technical and administrative direction and surveillance to: identify and document the functional and physical characteristics of a configuration item, control changes to those characteristics, record and report change processing and implementation status, and verify compliance with specified requirements. See also: baseline, configuration identification.
Configuration Management Library System	The tools and procedures to access the contents of the software baseline library.
Configuration Status Accounting	An element of configuration management, consisting of the recording and reporting of information needed to manage a configuration effectively. This information includes a listing of the approved configuration identification, the status of proposed changes to the configuration, and the implementation status of approved changes. Contrast with: configuration control, configuration identification.
Configuration Units	The lowest level entity of a configuration item or component that can be placed into, and retrieved from, a configuration management library system.
Functional Configuration Audit	An audit conducted to verify that the development of a configuration item has been completed satisfactorily, that the item has achieved the performance and functional characteristics specified in the functional or allocated configuration identification, and that its operational and support documents are complete and satisfactory. See also: configuration management; physical configuration audit
Life Cycle	A collection of generally sequential phases whose name and number are determined by the control needs of the organization or organizations involved in the project.
Managed and Controlled	The process of identifying and defining software work products that are not part of a baseline and, therefore, are not placed under configuration management, but that must be controlled for the project to continue in a disciplined manner. "Managed and controlled" implies that the version of the work product in use at a given time (past or present) is known (i.e., version control), and changes are incorporated in a controlled manner (i.e., change control).
Physical Configuration Audit	An audit conducted to verify that a configuration item, as built, conforms to the technical documentation that defines it. See also: functional configuration audit.