University of Glasgow

Student Lifecycle Project Board

Minute of the meeting held on Monday 4 July 2011 at 0930 hours in the Melville Room.

Attendees: John Chapman, Robert Fraser, Christine Lowther,
                        Dorothy Welch (Convener)

In attendance: Pat Furze, Barbara Mueller, Janice McLellan

Apologies: Carol Clugston, David Newall, Frank Coton, Tom Guthrie,
                        Neal Juster, Sandy Macdonald, Stuart Ritchie

1.   Minutes of meeting held on 6 June 2011

The minutes of the last meeting were approved as an accurate record.

2.   Matters Arising

The Board noted paper SLP10/60 setting out progress against actions from the last meeting.

Fortnightly meetings of the Project Board had been scheduled. It was agreed that a copy of the presentation provided at the interim meeting on 16 June 2011 would be circulated to members along with the minute of the meeting.

Action: JM

3.   Progress Update

Barbara Mueller presented Progress Update SLP10/ 61 and highlighted that the overall project status had remained amber.

Wave 1 – Curriculum Management

Plan builders were moved from the build and test environment into the live production environment from 15 June. Plans would be built in this environment and a weekly copy made to refresh the test environment to allow testing of plans to continue. This refresh would take place every Sunday. Lists of plans for each School were sent to the Deans of Learning and Teaching to enable them to co-ordinate and monitor the sense checking process. Although ownership of this task had been handed over to the Schools the SLP team would continue to provide support. The Board noted that there were no significant sense check issues highlighted by those participating in the Science pilot.

Spreadsheets showing which plans lead builders had built and tested and which were not required had been provided to the Deans of Learning and Teaching and those carrying out the sense checking. Dorothy Welch requested that these lists also be sent to the Heads of School pointing out the consequences of not completing this activity.

Action: CRL

Barbara Mueller confirmed that approximately 250-300 plans had not been built from those originally published. If it was found that these plans were not now required they would be made inactive in the system.

Testing for progression purposes would still have to be completed.

Dorothy Welch requested that an update on plan building continues to be provided at fortnightly Board meetings.

Action: BM

Wave 2 – Class Creation

The deadline for Class Creation activities had been extended to 24 June. Progress within the Schools had been encouraging now that examination processing was complete. All activity for this must be finalised by the end of July. Honours classes were causing the most concern as not all courses have been identified yet. Christine Lowther would continue to monitor the situation.

Dorothy Welch requested that an update on progress at the next interim Board meeting on 21 July.

Action: CRL

Wave 3 – Functionality for New Students

End to end testing of all Wave 3 functionality was completed and signed off on 23 June. To support the decision to go ahead with the early enrolment pilot, Wave 4 functionality was reviewed to ensure that all requirements necessary for the full roll out could be delivered.

A meeting was held with Science and Engineering and the School of Life Sciences on 1st July to assess their readiness for the early enrolment pilot. The decision was taken to issue the 'Welcome email' on 1st July to over 500 students' with the 'Access your Student Account' email following on 5th July.

The topics assessed were:
- Set-up (e.g. plan building, class scheduling)
- Communications (emails and web pages)
- Support Teams (Sciences, SSET and SLP)
- Security Access
- Training

The Project Board asked that the team update them on progress of the pilot week commencing 11 July. In the meantime should any issues arise the Board should be alerted immediately.

Action: BM/JM

Wave 3 – CRM for Recruitment

A decision was taken to delay the pilot for CRM for Enquiry Management as the CRM environments have encountered serious performance issues and it would be a risk to release the product until these issues are resolved. Investigation by the technical team has not reached a resolution, therefore a PeopleSoft Senior Consultant with significant CRM and performance tuning experience has been engaged for two weeks from 11 July to review the current architecture and configuration. The main impact of the delay to the end of July related to resourcing.

<u>Wave 4 – Functionality for All Students</u>

The team remained on track to deliver additional Student Records and Financial functionality required for August. Conversion continued to be the primary concern with the first four processes covering program/plan, term activation, residency and enrolment data the most critical. Barbara Mueller explained that these processes need to be run serially. The scope, content, size, error rate and run time for each of the four processes was discussed. The remaining data could be run in parallel. The team was closely monitoring this activity and continued to analyse and review the run time. The 3% error rate for enrolment data was encouraging for an initial run.   The errors, once at a manageable rate, could be fixed manually in a reasonable amount of time.

- Program/Plan status

The data extract and data upload programming was complete. Improved run times were expected following further analysis and testing. Data mappings were incomplete due to a variety of reasons including old regulations and re-organisations. The scope of conversion activity has not at this time been reduced but this could be considered to mitigate some of the issues with older data. Mapping the qualification/subject codes from the legacy system had posed the biggest challenge. A strategy, which had been agreed with the Planning Office, to auto generate codes where they did not exist currently in the mapping table would be put in place. Registry staff would validate the converted data.

- Residency/Term Activation status

The data extract and data upload programming was complete. There was a very low error rate and those found would be corrected manually by Registry staff. The run time was the only issue and improved times were expected following further analysis and testing.

- Enrolment status

The data extract programming was almost complete with a full extract file expected from MIS on 4 July. The program would need to be optimized to improve the run time. The data upload programming was complete and the test file had been successfully loaded.

- Remaining data

No concerns were highlighted for the remaining data.

- Summary

The development of core conversion programs was complete and the development of conversion programs for the remaining data was nearly complete. The current cutover window required would be 140 hours (6 days) based on current run times. The team was analysing the programming to improve the time. The scope, at this point, had not been reduced. A dedicated team was reviewing environmental issues causing timing issues and examining performance. A cut off date (15 July) for changes in the legacy system would be communicated to current WebSURF users. Research and Enterprise had already been alerted to this timescale.

Action: BM

As the Board was not scheduled to meet until 21 July and conversion activity was critical it was agreed that an update be circulated to the Board on 11 July.

Action: BM

A decision may be required to load a restricted data set for August go live with the remainder being loaded at a later date. Consideration should also be given to the go live date for the remaining students taking into account the readiness of the colleges, some of which have already suggested a staggered roll out.

Action: CRL/PF

The Project Management team met with the Functional Leads to discuss in further detail when the remainder of Wave 4 functionality was required. A detailed timeline would be developed, agreed and brought to the Project Board on 21 July.

Action: BM

Other Activities

The OBIEE team completed the proof of concept. They successfully produced the first report for Student Financials based on a customised PeopleSoft table and fields and loaded all of the UCAS data to OBIEE. They were working with the Planning Office to establish which reports would require data from systems external to Campus Solutions. It was noted that further discussion would be required to establish how reporting would be managed in the future. Christine Lowther would discuss this with Planning in the first instance and then with College Secretaries, Heads of College Finance and the relevant Heads of University Services.

Action: CRL

The first system load test was successfully completed on 30 June simulating 1000 users, providing positive news ahead of the pilot. Stress testing would continue for the next two weeks with increasingly complex tests. Pat Furze confirmed that the number of users would be run to the limit to check at what point the system breaks. It was agreed that the other UK universities who use Campus Solutions should be asked if they have any metrics to assist us in establishing a peak profile.

Action: CRL/PF

A series of open meetings and demos had been attended by over 400 staff. The meetings were very productive and encouraging from a change management perspective.

Concerns

The Board noted the concerns around delivery of Wave 4 functionality with conversions being on the critical path. The quality of the plans, enrolment requirement groups and class schedules continue to be evaluated, however as the responsibility for these lie with the Colleges and Schools it was difficult to gauge.

4. **Risks**

Pat Furze presented paper SLP10/62 to the Board and highlighted the two highest rated risks relating to knowledge transfer and data conversion:

R041 – Knowledge Transfer does not effectively occur to the University's MIS staff during the time period of the project. It was noted that the rating remains high as analysis of further needs was taking placed.

R014 – Difficulty ensuring the quality of data migrated from legacy systems within planned timescales and in the correct format. Previous discussions confirmed that this rating should remain high. It was noted that there are 8 full time developers working on this activity at present.

Changes to the current scoring of the following risks were also noted:
R001 – Probability reduced
R004 – Probability reduced
R037 – Impact reduced, Probability increased
R042 – Probability increased
R044 – Probability reduced

5.   Change Management – update for SMG

Christine Lowther reported that a verbal update would be provided to the Principal's Advisory Group (PAG) on 4 July. It was also agreed that a verbal update would be provided at the next SMG on 21 July, unless anything needed escalating in the interim.

John Chapman commented that it would be beneficial for the other Heads of College to be given a summarised update of progress for their College at the PAG meeting.

Action: CRL

As the SMG report for June was a verbal update a College Management Report was not issued. Christine Lowther confirmed that the team was planning to provide short briefings via the web and all staff emails in future. The board agreed that this was the best approach to ensure that the messages reach the recipients in a timely manner.

6.   Budget

The SLP budget report (SLP 10/63) was tabled.   Pat Furze confirmed that costs for the independent implementation team and Glasgow backfill resource had been re-baselined. This had reduced the outlook overall.

7.   Any Other Business

No other business was raised.

8.   Next Meeting Date

The next interim meeting was scheduled for Thursday 21 July, 9.30 – 11.00, College Conference Room, Wolfson Medical School.

The next formal meeting date was scheduled for Monday 1 August 2011, 9.30 – 11.30, Melville Room