

## Minutes

Provost Level Employee Communication Council meeting – March 8, 2005

Present: Jo Ann Addison, Brian Bader, E. Howard Booker, Heather Cullop, Deirdre Davie, Vickie Faulconer, Iva Gillet, Chris Loss, Kent Merritt, Faye Snyder, Jean Varner, Beth Reinhard (guest), Charlie Grisham (guest speaker), Debbie Gausvik (guest speaker)

Council Chair Jo Ann Addison called the meeting to order and the attendees introduced themselves.

Charlie Grisham, Director/Student System Project, gave a PowerPoint presentation on the new student system project. The presentation is appended to the end of the minutes.

Mr. Grisham noted that the new system will not affect staff too much for a while but eventually will. It is a replacement for the Integrated Student Information System (ISIS) and will have all new system functionality. The new student system is the third part of the UVA Integrated System (the first two being 1) human resources (HR) and 2) financial) and will carry out all administrative processes for students from application to UVA through graduation and into alumni/alumnae status with no manual effort required by faculty and staff. Currently staff must re-key student information all over UVA, various databases with student information do not talk directly to ISIS, and students are still involved in paper-based processes and standing in lines.

The approach to the new student system is not "Here it is," but rather to give staff a chance to create their system and to tell planners how to build it. It is being done because ISIS is UVA's face to the world and it cannot keep up with needs and expectations of students (it is approximately 15 years old and was built in the pre-Microsoft Windows era). UVA's peers already have done this. This is actually advantageous to UVA since mistakes made by other schools can help UVA learn.

The new student system has a two-phase implementation. Calendar year 2005 will be the pre-implementation phase. Then the implementation phase will last approximately 3-4 years. For UVA, admissions processes will be a priority. For students, registration (students are frustrated with the current add/drop courses process) and paying the Bursar will be priorities.

The pre-implementation phase includes a business process redesign, involving every UVA unit and school, in which staff will tell planners what they want and planners respond with what is possible so that staff can prioritize needs. (The lower priority items will not be forgotten.) This is an ongoing process which will constantly look out for how to improve things. For example, during the request for proposal (RFP) process, UVA needs to ask tough, intelligent questions of interested vendors who specialize in student systems. (Ideally consulting with interested vendors will end by June 2005.)

The pre-implementation phase will also involve a study of peer institutions and what went wrong and right during their experiences. UVA will also look at costs. Peer institutions in Virginia and nationwide will be examined.

The pre-implementation phase will include an RFP process (probably a single RFP) for vendors/consultants for the new student system.

Finally, pre-implementation, ideally by the end of 2005, will define the scope, timeline, and budget of the new system. It will certainly be a multi-million dollar project.

After software selection (in the June-October 2005 timeframe), UVA will need to customize or modify software, write work-arounds for it, create add-ons, etc. When implementation actually begins (in January 2006), new things will no doubt be discovered. Four years out, when the new system is introduced, UVA will need to look ahead and be prepared to update the system (for example with newer hardware). UVA needs to consider how students will be computing and will have to adapt processes to computing advances. All this emphasizes how process redesign will be an ongoing process. Student-centric processes will replace department-centric processes, focusing on students as our customers. Ultimately, it will facilitate functionality in registration, bill payment, the Cavalier Advantage system, etc. The result will be better service, streamlined staff/faculty/student processes, better access to management information, and lower costs for student processes. The UVA Budget Office is very interested in all this and how it will supply information needed for their cost projections.

In studying peer institution experience, UVA has learned from the University of Minnesota, located principally in St. Paul-Minneapolis (with

campuses elsewhere in Minnesota) with a student body of 70,000. Minnesota began with the People Soft student administration system (since bought by Oracle). This originally used business software for a student system (a company had seen a market in academia and decided to apply business software to this market). The business software did not consider housing, registration, the semester schedule (as opposed to the fiscal year), etc. Minnesota had to rewrite the software and in 1998-1999 rolled out an awful product. But Minnesota kept working on it and now 40 percent of its students can do it all without paperwork or talking to a staff member (staff were not let go but actually increased in number to run the system). The system is praised and considered a very popular accomplishment.

Ideally, the RFP for a vendor to provide software and consulting services will go out in March 2005. The Virginia Information Technologies Agency (VITA), which serves as a watchdog over Virginia state technology projects, will be involved with the aim of helping save money. (VITA came about as a result of the Virginia Department of Transportation spending \$50 million on a computer system and then walking away from it.) UVA schools and units will be involved in the selections process (hopefully in June). Staff, faculty, and students will have a chance to meet with vendors in Newcomb Hall.

In conclusion, Mr. Grisham said that the bottom line is that the student system will be for students, staff, and faculty and built by people, making it a people project rather than a technology project. Questions and ideas can be emailed to [stusys@virginia.edu](mailto:stusys@virginia.edu) (one can also request to be put on a related mailing list via this email address) and a website for the project is at: [www.virginia.edu/integratedsystem/studentSysProj/](http://www.virginia.edu/integratedsystem/studentSysProj/)

Questions, comments, and general discussion followed.

ISIS will be replaced by the new student system. Warehouse (the system with student academic records) may be kept since it works well.

Oracle will have to talk to the new student system. Oracle does not "know about" any student who does not receive a paycheck. Other systems such as those used by the library, the bookstore, and Cavalier Advantage will also have to be considered.

Confidentiality is an issue. For example, there is interest in granting gay-lesbian scholarships but prospective students might not want this information made public. The Development Office would like to know about potential donors who are wealthy relatives of students but some students might also wish such family information be kept confidential. In a big information system (with 500 data elements) security is a big issue. Mr. Grisham discussed the recent hacking and stealing of thousands of social security numbers at George Mason University.

There is a concern that such a big system might be unwieldy; one solution may be a central system with satellite systems. This has been suggested to maintain processing speed for all users.

Money for the system will come from the local general ledger at UVA and was committed a long time ago. The UVA Integrated System Project (ISP) estimated that its 3-part project would cost around \$58 million (with a \$7 million estimated cost savings factored in). Actual expenditures for the financial phase are \$22-23 million and the HR \$11 million. The total of around \$34.5 million is under what was estimated. Hopefully, the total with the student system developed will be a lot less than \$58 million.

If the new student system is not developed, ISIS will collapse. It needs a lot of annual maintenance and fixes which cost millions annually. There is a list of unfulfilled requested changes which includes eliminating student social security numbers for use as student ID numbers.

It is not clear how the new student system and Oracle will interface. Social security numbers will probably have to be hidden, but social security numbers are required for payroll and other purposes. One council member reported an incident involving an angry alumnus who wanted UVA grade transcripts and had to obtain them by revealing his social security number. New laws place restrictions on the use of social security numbers. UVA is hoping to hold off compliance until the new system is up; otherwise there will be the need for a massive ISIS fix.

The Council next discussed old business.

Bob Dillman of Facilities will be at the April 12 meeting. (Bob Sweeney (of the UVA Development Office) and Mr. Dillman had to cancel their talks at this meeting.)

Jo Ann Addison and Brian Bader met with Leonard Sandridge, and other council chairs and co-chairs, to hear and ask questions about charter status. They also met with Alan Cohn, and chairs/co-chairs, to discuss individual websites for the various councils and a central website for all councils.

A brief discussion of how Provost Level Employee Communication Council information was disseminated revealed that email is used for Arts and Sciences, the Library, the School of Engineering, and the Provost's Office.

Elections are drawing near but the Council will not have time to discuss them at the April meeting since there will be three speakers.

Iva Gillet will confirm the remaining speaker schedule for the Council and email it to Jo Ann.

Debbie Gausvik next talked about HR matters.

She reminded the Council about the outstanding contributor awards for which there are no nominations at this time. March 18 is the cut-off date. In years past there have been 60 nominations. UVA awards 5 in the hospital and 5 on the academic side. There is a \$1000.00 cash award. UVA award recipients will also be considered for the Governor's Award (with cash award and recognition). There is no guarantee that anyone from UVA will be selected for a Governor's Award, as this is a statewide competition with a total of seven awards.

May 24 in Old Cabell Hall is the date for the 10-15-20 year service recognition program with a reception afterwards on the Lawn. The dinner for 25 year and up service will be June 15.

General discussions of the outstanding contributors nomination process, and the employee evaluation process, followed.

People who are not inventors but are dependable employees who are always at work have been nominated without result in the past. It may be easy on the hospital side where a person may have saved cancer patients, but it is more difficult on the academic side. One example given for a successful past nomination was that of a CVC (Combined Virginia Campaign) director.

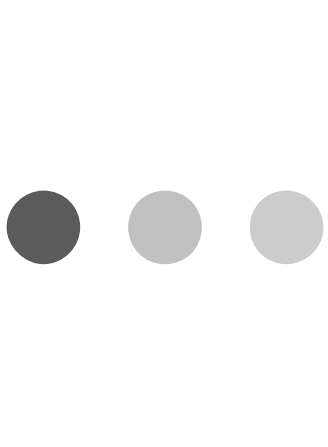
Presently two supporting letters (one must be from a supervisor) and a nomination letter are required. It used to be that three letters were required.

Publicity for the awards nomination process has come in the form of emailings to deans and department heads, talks given to councils, and articles in Inside UVA and Link.

Regarding the employee evaluation process, the state trained UVA and UVA trained staff in-house in the process. Staff have responded that giving someone an extraordinary rating cannot always be done, such as in cases where a lot of effort put into Oracle-related work or covering for a sick employee cannot be considered above and beyond normal duties. The example of the steady, always on-time worker, who is not a heroic contributor was brought up. There may be opportunities under charter to address the above concerns, but it was noted that under the old system of 5 ratings, 40-60 percent of the employees were in the top rating and that under the new 3-tiered system, 12 percent were given the top rating (during the first year of system implementation) and it is creeping up. There are ways in which managers throughout the year can recognize staff. They differ among the schools and programs. For example, there once was a \$25.00 award or gift certificate.

The next Council meeting is in the Booker House on April 12, 2005.

Submitted by Brian Bader



# Student System Project

University of Virginia



# Creating a Vision

- We should envision a system that enables the majority of students to carry out all administrative processes (from application to graduation and beyond!) electronically, with no manual effort required by faculty and/or staff.
- We will look to YOU to enhance and add to this vision



# Why Must We Do This?

- Our student administrative system is our face to the world
- ISIS cannot keep up with needs or expectations of today's students
- Most of our competitors – our peer institutions - have already upgraded their student systems
- Every day we fall farther behind, relative to our peers



# What Will We Do?

- Part 3 in plan to replace University's administrative information systems
- Replace ISIS with a modern enterprise-level administrative system
- Pre-Implementation Phase – approximately one year
- Implementation Phase – approximately three to four years



# The Pre-Implementation

- Four parts
  - Explore Business Process Redesign opportunities – in every unit and school
  - Study our peer institutions
  - Submit Requests for Proposals (RFPs) for vendor and consultant team(s)
  - Define project scope, timeline, and budget



# Business Process Redesign

- We will examine every student-related process throughout the University
- People in the units themselves will be lead this BPR effort
- We will evaluate Student System vendors based on how well they can help us improve and streamline these processes



# Objectives of BPR

- Thoroughly understand how work is currently done at UVA; highlight inefficiencies
- Determine customer needs and the work that is essential to meeting those needs
- Design student-centric processes, replacing department-centric processes
- Identify opportunities; generate improvement ideas
- Quantify time and costs - identify ways to simplify and cut



# What will accrue from BPR?

- We will seek to achieve
  - improved performance and quality of service
  - streamlined, easy processes for students, staff, and faculty
  - better access to management information
  - lower costs for student processes



# Study Peer Institutions

- Learn from experience of others
- Success Stories



# Requests for Proposals

- System Vendor and Consulting partner
- Units and schools will be involved in the selection process



# Define Project Scope, Timeline, Budget

- Essential to the success of the project
- Guidance from study of peer universities and RFP process

# Pre-Implementation Timeline

Business  
Process Redesign

January – June

Vendor  
RFP

March – August

Peer study

February - October

Define scope,  
timeline, budget

October – December

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec  
2005

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## Key:

RFP: Request for Proposal

Peer Study: Study of peer institutions' student systems

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# Bottom Line

- The System itself is FOR people – our students, staff, and faculty
- The System will be built BY people
- This is a PEOPLE project, more than a technology project



# How You Can Participate

- Send suggestions to [StuSys@virginia.edu](mailto:StuSys@virginia.edu)
- Subscribe to mailing list for periodic project updates (email same address)
- Follow the Student System Project website at [www.virginia.edu/integratedsystem/studentSysProj/](http://www.virginia.edu/integratedsystem/studentSysProj/)