

- The machine is at end-of-life and service contracts on the hardware, operating system, backup systems, etc. are expiring. They can be resurrected but at a cost of hundreds of thousands of dollars.
- As a result of the power failures of June '06 and the as yet incomplete renovation of the power and air conditioning in the data center, we cannot install any more servers in the building, and we have an urgent need to do so. The presence of the mainframe prohibits fulfillment of that need.

The Future of Banner:

- Banner has been judged by UNC-W as a sound strategic decision. They are implementing major process change around Banner. Process change is an expectation of President Bowles; as he told the legislature, "Your University will operate more efficiently." It will happen at ECU, built in no small part around Banner.
- Training will be on-going, just as with the legacy system.
- The real beauty of Banner is the common Oracle database that will provide major reporting improvements (business intelligence capabilities), e.g., classroom utilization, and better data driven decisions at all levels.
- Building that reporting infrastructure all the way out to budget units through ecuBIC (BIC=business intelligence center) efforts is the natural follow-on to the Banner implementation.
- A new version of Banner will be installed in the Spring of '08.

Banner, Past, Present and Future

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Presented to ECU Faculty Senate October 9, '07

Banner is one of several administrative software solutions or ERPs (enterprise resource planning) used by public and private institutions. Implementation of an ERP is a major project for IT departments and users and is often a cultural change across the enterprise.

Banner Past:

- A previous Provost approached the previous CIO over the need for a better administrative software system in the student arena, particularly for better reporting capabilities.
- The GA was considering a system-wide implementation of Banner at the time and invited ECU to join their effort.
- ECU did an independent assessment by aligning our operational needs with the functionality in Banner and came up with an 86% congruence (normal is in the 70s)
- The funding was established at \$18.7 million and the project has remained under budget through July 1, 2007.
- Additional issues –
 - The present legacy software versions were not being updated.
 - The IBM mainframe would be at end-of-life by the completion of Banner.
- ECU decided to install a comprehensive implementation of Banner, now the most complete of the fourteen schools that have installed it, serving as the leader in areas such as e-procurement and having a solid portal as the entry point.
 - NCSU was already a PeopleSoft campus
 - UNC-CH is implementing PeopleSoft to the tune of \$80 million.
- We made two critical decisions early in the project:
 - Keep it “vanilla” – no internal code changes to avoid a hodge-podge of custom-developed code that is more difficult and expensive to maintain over time. Illinois made extensive revisions to their Banner code and have gone back to undo them.
 - No access to production data for security and performance reasons.

Banner Project Organization:

- Project owner – Mr. Kevin Seitz, VC for Administration & Finance
- Project manager – Don Sweet, Associate CIO. Coordinates functional teams, manages budget, software contracts, consultants, programming efforts, database conversions.
- Issues Forum/Project Oversight – Banner Executive Steering Committee chaired by CIO.

What is involved in the Banner project?

- Hardware design
 - Banner runs in a server environment, not a single box, mainframe paradigm.
 - With server-based processing, high-speed storage area network (SAN) devices were implemented to store production data.
- Data conversion/testing/validation from legacy databases to Oracle database engine platform.
- Hiring backfill staff.
- Team coordination, training, business process changes and testing/validation by functional groups, e.g., Financial Services, Admissions, Registrar, Graduate Admissions, Student Financial Aid, etc.
- Review by Banner Executive Steering Committee.
- Thousands of hours.

Quote from faculty member to Mr. Seitz: *If I had to guess, you and your staff probably have had a pretty stressful couple of weeks if not years but I would like to pay you a compliment. You must be some sort of superman to have shepherded this institution through one of the biggest changes in recent years. I am one of those who is very happy that Banner has been implemented given what existed previously. Thank you for all your hard work and perseverance and good luck as the implementation moves forward.*

Another View: *Banner is a waste of \$29 million. We should go back to the old system.*

- Any change of this magnitude will cause some disruption; **managing that disruption through communication, training and good project management is a key factor in our success.**

- ECU has not experienced the major problems that occurred with PeopleSoft at NCSU and Michigan and Oracle's ERP in the New York system, etc. with system-wide failures and millions of dollars in cost over-runs. Arizona also recently experienced a huge payroll issue with Oracle's ERP. ERP failures in the private sector are numerous – 40-60% depending on survey, including Hershey Foods and Hewlett Packard.
- Banner is a tightly-managed project.
- Banner requires greater end-user involvement than the legacy systems.
- Banner requires process and workflow change.
- Banner therefore requires training.

Banner Present - Project Status:

- Finance (after a 7-month delay) and Student modules have been implemented.
- HR will be "turned on" October 16 after several delays.
 - Delays were implemented when testing revealed issues or when the project status reports revealed deadline issues.
 - Upon resolution of the issues, implementation was resumed.
- All HR data have been ported to Banner.
- Both systems will run in parallel with dual entry taking place through the cut-off date for the October 31 pay period.
- October 31 pay checks will be processed by the legacy system.
- November 15 checks will come out of Banner.
- There will be no delays, and
- Graduate students will be paid.
- There COULD be problems with student payrolls; however, that will more likely be attributable to incorrect local procedures rather than to Banner.
- As a fall-back, the legacy system will be maintained until the end of December.
- There will be a triage system established for HR go-live and emergency procedures are in the planning phase now – just in case.

The Mainframe (or MVS):

- Unless there is a disaster (and we've not had one yet), the mainframe will be turned off December 31.