The University of Georgia

University of Georgia
Banner Project Charter

COLLEGIATE
PROJECT SERVICES

ellucian™

Revision Log

Publication Date	Version ID	Revision Summary
4/10/2012	0.1	Mark White – Initial Version
4/22/2012	0.2	John Pratt – Comments & Revisions v 0.1
4/30/2012	0.3	Mark White – Version 0.2 Updates, Ellucian Branding. Final version of Guiding Principles.
6/20/2012	0.4	Mark White – Added project branding and minor revisions.
7/30/2012	0.5	Shelly Wingfield – Addition of CPS logo, updated project organization chart, updated guiding principles, updated business case, updated team roster
1/29/2013	1.0	Shelly Wingfield – Reference to Initial Scope Document, updated team roster, updated organization chart

Table of Contents

Executive Summary 1
- **Project Identification** 1
- **Project Background and History** 1

Business Case 2
- **Business Need** 2

Mission, Scope, Assumptions and Guiding Principles 3
- **Mission** 3
- **Project Scope** 3
- **Assumptions** 4
- **Guiding Principles and Desired Outcomes** 5

Timeline and Milestones 8
- **Project Timeline** 8
- **Milestones** 8

Project Sponsorship and Major Stakeholders 10

Project Roles, Responsibilities, and Structure 11

Project Risks 20
- **Initial Risk Mitigation Plan** 20

Implementation and Technical Team Roster 21

Approvals 23

Executive Summary

Project Identification

Project Background and History

In 2005, Associate Provost and CIO Barbara White headed up an effort to review business processes for student and financial aid, finance, and human resources systems with the help of Ellucian Management Services. From that effort, a report was issued by SunGard in 2006, with suggestions on how to proceed with improvements to UGA's systems.

That same year, the university engaged GARTNER to review the SunGard report and to add their opinions to the timing and cost of moving forward with an enterprise wide endeavor of replacing UGA's home-grown legacy systems. As a result of both reports the senior management of the University determined their current systems were serving them well and, the decision was made to not move forward with the project.

In 2010, problems began to surface with the mainframe financial aid and student systems that increased in frequency as time progressed. Collegiate Project Services (CPS) was engaged to assist UGA with identifying a viable solution to replace the problematic mainframe systems. An extensive evaluation process concluded that the Banner system best fits the needs of the University as a "commercial off the shelf" or "COTS replacement.

In late 2011 the University of Georgia (UGA) Executive Leadership executed contracts with Ellucian (SGHE) to purchase SGHE's Banner Student, and Financial Aid modules along with consulting services

Business Case

Business Need

In 2010 the University began to experience issues with its in house developed Student systems. As outages became more frequent, the senior management determined that a determination of replacement or platform change for these systems was undertaken. Consideration was given to building new systems, purchasing "off the shelf" systems, as well as combinations of solutions and alternatives.

CPS issued a report to the University's senior management in December 2010 questioning the viability of the current systems. The recommended option was to identify and implement an "off the shelf" solution. Off the shelf systems, it was determined, could be deployed much more rapidly and for a lower cost than alternatives. Emphasis was given to evaluating Banner because the rest of the University System of Georgia uses Banner and the software license is supported by the Regent's contracts.

As part of the core technology infrastructure the Student and Financial Aid systems are a vital to the business of the University. While people can overcome many challenges with aging systems, there is a point where the foundation of these critical systems is called into question.

Mission, Scope, Assumptions and Guiding Principles

Mission

The University of Georgia (UGA) is implementing a new integrated student information system that will provide an opportunity for increased efficiency and productivity by streamlining business processes that will improve student services, support and enhance student administrative functions, and provide increased access to data to better support data-driven decisions. All UGA stakeholders, including students, faculty, staff and administrators, will be involved in the implementation. The system is expected to serve as the primary enterprise information system for student transactions, information and reporting, with secured levels of access to all academic and supporting units to process student records.

Project Scope

The operational scope of the UGA Banner Project is to implement the SGHE Banner Student, and Financial Aid modules. Additional capabilities will be provided through the Flexible Registration module, reporting through the Operational Data Store (ODS) and Enterprise Data Warehouse (EDW), Workflow, ePrint, AppWorx UC4 (job scheduling), and Evisions FormFusion (document enhancement and distribution products).

UGA currently has licensed the TouchNet Web Payment gateway which is in production use. The TouchNet functionality will be continued with the implementation of Banner. No additional TouchNet or related products are within the initial project scope. The DegreeWorks module's integration with the legacy student systems will be migrated to Banner.

ConnectUGA Project Scope v4.1 is the initial scope document approved to use to for the planning phase. It is qualified as the 'Initial' scope of the ConnectUGA project. It is documentation of the understanding of the scope of the project given current information. This will be used to refine project tasks and work effort in the project plan. Variations and reclassifications from the initial document will be regulated by the ConnectUGA Change Management Process. Approved Change Requests will then be used to adjust the project plan as necessary.

Assumptions

Projects are unique from many other aspects of business because there are significant "unknowns" that can deter team members from making decisions. Assumptions are often used as the basis for moving decisions forward without knowing for a fact if what is believed to be true, is true. For purposes of establishing goals and objectives, the following assumptions were used as the basis for developing the goals and objectives. They are assumed to be true or factual at the time this document was drafted.

Assumptions for the UGA Banner project include:

- The Banner project has the full support of UGA's executive management, project sponsors, stakeholders, and departments.
- The executive management of the University will consistently support the project both in actions and communications throughout the implementation period.
- Stakeholders will be engaged throughout the implementation to assist the project team with adapting and converting UGA to the new system.
- The project team members will be empowered to make decisions in behalf of the departments they represent.
- Stakeholders will be permitted through the project governance process to provide input, raise issues, and address the needs of their respective areas.
- The University community will be regularly informed regarding the project, its objectives, and its impact on individuals, departments and divisions.
- Modifications will be approved only after an appropriate business case has been reviewed are approved by the Project Leadership Team.
- Customizations will be measured in context of their mission criticality, cost effectiveness, and pertinent legal and regulatory requirements.
- Shadow systems should be eliminated. Integration of dependent systems which interact with the core student and financial aid system will undergo the same review and approval process as modifications to base code.
- UGA departments will need to commit the necessary human resources to design, implement and test the system in a timely and efficient manner, with the understanding that it will require the dedication of many of their best staff members.
- Systems initiatives, improvements, new projects, and/or enhancements to existing systems that require significant investment by UGA and that compete for the same set of resources related to the student and financial aid system implementation will be subject to a defined approval process.
- UGA resources will be dedicated to the successful implementation of the new student system.
- The University leadership will provide sufficient budget for the project team to successfully execute the project mission, scope, goals, and objectives.

Guiding Principles and Desired Outcomes

The following guiding principles and desired outcomes have been defined in support of this mission:

1. **GUIDING PRINCIPLE:** This is a university project focused on reviewing, modifying and transforming business processes to support improved service to students and data-driven decision-making. This project is driven by the vision of all stakeholders, including business process owners at the university, and enabled by the systems and information technology resources at UGA. This is a business realignment project which supports improved, integrated and expanded services to be utilized by students, faculty and staff.

   Desired outcomes:

   - Improved, integrated and expanded services for students
   - Improved institutional planning and decision-making capabilities
   - Enhanced reputation for student support
   - Improved accountability and accuracy of data from a single, authoritative source for reporting
   - Improved flexibility
   - Improved and modified business processes
   - Improved ability to adapt quickly to future needs
   - Reduced security risks related to sensitive data exposure

2. **GUIDING PRINCIPLE:** Ensure that the needs of students, faculty and staff are met in the successful implementation of a new student information system for the University of Georgia through the contributions and participation of all academic and supporting units across the university.

   Desired outcomes:

   - Investment and engagement of stakeholders throughout implementation to help analyze and determine the best approach for the adaptation and conversion to the new system capabilities
   - Involvement of stakeholders for providing input, raising issues, and addressing the needs of their respective areas through a cross-functional project governance

3. **GUIDING PRINCIPLE:** Utilize a broad range of communication tools targeted toward the various constituents for the purpose of awareness, education and training, as well as project progression.

   Desired outcomes:

   - Informed university community regarding the project, its objectives, and its impact on all academic and supporting units
   - Timely, regular and visible progress reports and feedback mechanisms

- Recognizable name and branding of the new student information system
- Formalized plan for education and training of all stakeholders on the new system, including students, faculty and staff.

4. **GUIDING PRINCIPLE:** The University will adopt "best business practices" that have been built into the functionality of the student information system software and related products, and modification of the base, vendor-delivered code will be held to an absolute minimum. Requests for modifications will follow an established approval process.

   Desired outcomes:

   - Review existing systems and process for determining viability
   - Maximized financial savings through minimized customization of baseline software
   - Reduced or eliminated duplication of data in maintaining a single authoritative data source
   - Reduced cost and risk in the installation of new software releases
   - Compliance with implementation timeline while managing project scope and change processes
   - Elimination of errors and inconsistencies in reporting brought about by shadow systems
   - Integration of dependent systems using authoritative definitions and guidelines for data access, data standards, university application standards, and technology and business process "best practices"
   - Modification of business process as needed to successfully adopt the new system

5. **GUIDING PRINCIPLE:** UGA administrative units will commit the necessary human resources to design, implement and test the system in a timely and efficient manner, with the understanding that it will require the dedication of many of their best staff members. UGA will commit to maintaining the current level of service during the implementation of the new student information system. However, stakeholders will recognize that some requests for business process modifications may not be immediately implemented in the current system, but will be developed into the new student information system.

   Desired outcomes:

   - Reassignment of selected key staff members
   - Shifted staff responsibilities within administrative units
   - Increased professional growth and internal advancement opportunities for staff
   - Increased skill level of workforce

6. **GUIDING PRINCIPLE:** Systems initiatives, improvements, new projects, and/or enhancements to existing systems that require significant investment by UGA and that

compete for the same set of resources related to the student information system implementation will be minimized.

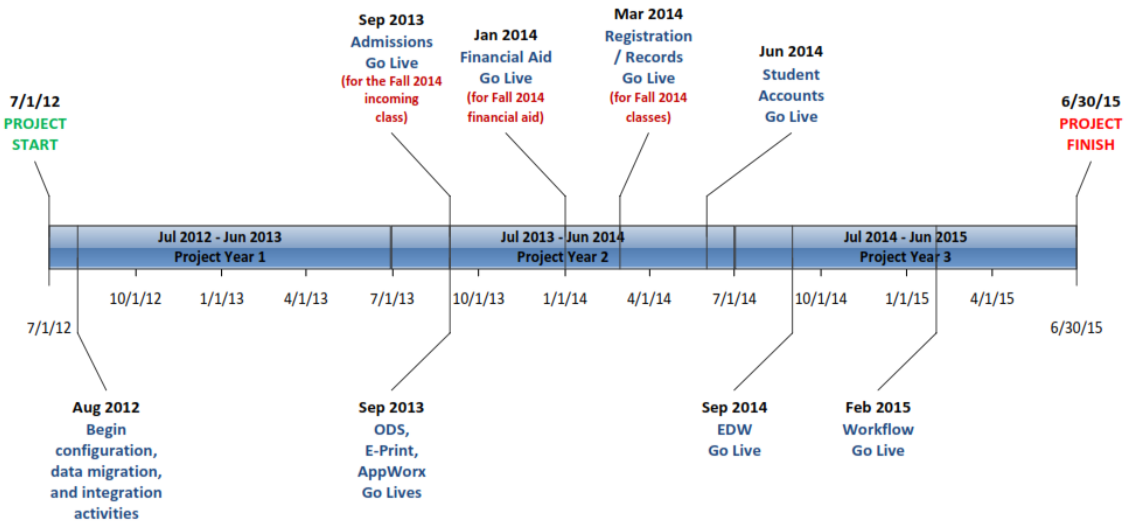
Desired outcomes:

- Defined approval process for enhancement and change requests to the current student information system
- Enhancements and changes to the current system will be limited to regulatory, software malfunctions and other mission-critical changes required to support the university
- Dedicated UGA resources for the successful implementation of the new student system

Timeline and Milestones

Project Timeline

The timeline to complete the project is displayed in the graphic below. The formal start of the project will occur in July 2012. However, pre-planning, technical infrastructure installations, system to system integrations strategy and analysis, and training will occur in advance of July 2012 to improve the project team's knowledge and productivity.



Milestones

Project Managers establish milestones to mark key points of a project to measure progress towards successful completion. Conceptually, there is a belief in many circles that if a project meets its milestone dates, it is on track.

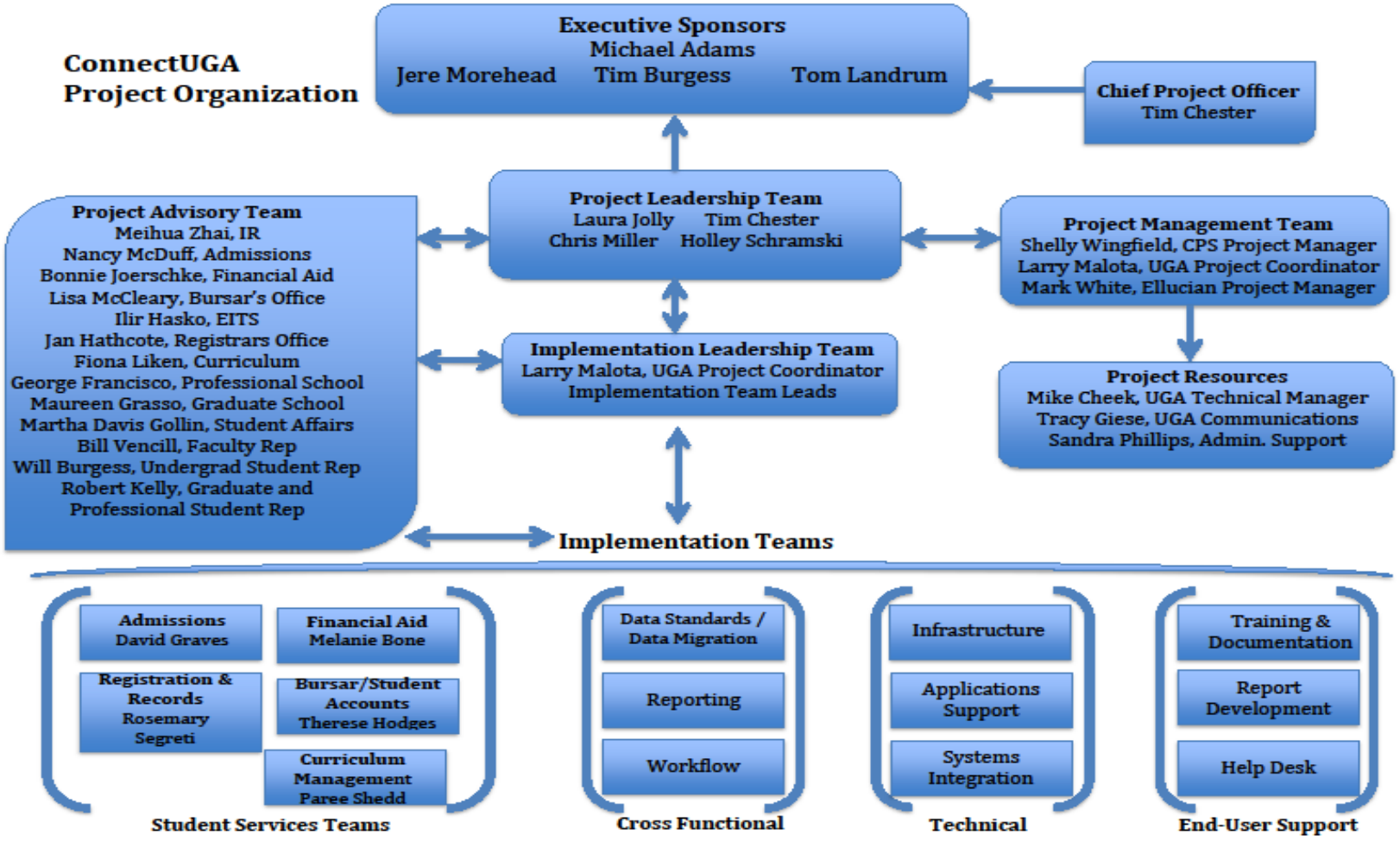
In reality, there are many factors that determine whether a project is truly successful, is achieving its objectives, and meeting milestones. Milestones remain an important marker for achievement, however, and an opportunity for the project team members to celebrate milestone achievements.

The primary milestones for the UGA Banner Project follow. The project schedule will contain many more milestones to assist the project managers with understanding and addressing slippage.

Milestone Description	Finish Date
Base Camp / Project Kick-off Complete	Friday July 20, 2012

Milestone Description	Finish Date
Production Hardware installed	Friday March 1, 2013
Admissions User Acceptance Testing Complete	Friday August 16, 2013
Admissions & Recruitment Go-Live	Monday September 2, 2013
Financial Aid User Acceptance Testing Complete	Friday December 13, 2013
Financial Aid Updates Received from SGHE	Friday January 29, 2014
Financial Aid Go-Live	Friday January 31, 2014
Student Records & Registration User Acceptance Testing Complete	Friday March 14, 2014
Student Records & Registration Go-Live	Monday March 31, 2014
Student Accounts (AR) User Acceptance Testing Complete	Friday June 13, 2014
Student Accounts (AR) Live	Monday June 30, 2014

Project Sponsorship and Major Stakeholders



Project Roles, Responsibilities, and Structure

The ConnectUGA student system transformation project will involve personnel from a variety of business units from across the university community. The project structure must provide an organization that allows these disparate groups to come together in a focused, team oriented manner. Team members from participating units across the university must be evenly disbursed throughout the organization so that team membership does not create an attitude of polarization resulting in "us versus them" factions.

A successful project requires functional and technical leadership and teams to develop a strong partnership and a shared commitment to its success. In our experience, **successful projects are the direct result of truly functional leadership with the IT organization operating as the enabler of the functional vision in alignment with the strategic technology goals of the institution.**

Following is a table with the key roles and responsibilities in the project organization and a graphic representation of the project structure.

Role	Individuals	Major Responsibilities
Executive Sponsors	***Michael F. Adams, President*** ***Jere Morehead, SVP Academic Affairs/Provost*** ***Tim Burgess, SVP Finance /Admin*** ***Tom Landrum, SVP External Affairs***	***The Executive sponsors have the ultimate responsibility for the success of the project.*** ♦ Provide the strategic context and direction for the project ♦ Encourage other university leaders to support and resource the project in conjunction with the Project Leadership Team ♦ Accept ultimate accountability for delivering the project's expected university benefits ♦ Monitor overall progress of the project ♦ Provide the ultimate decision of chosen method to move forward

Role	Individuals	Major Responsibilities
Chief Project Officer	***Tim Chester, CIO***	***The Chief Project Officer is responsible for achieving alignment of the project with the strategic goals and planned evolution of IT infrastructure and systems at UGA, ensuring that the software is delivered consistent with sound technology and information security practices.*** ♦ Act as the advisor to the Executive Sponsors concerning alignment of the student system transformation project with the strategic technology goals at UGA and project guiding principles ♦ Serve as a member of the Project Leadership Team to represent technology interests, and is responsible for the implementation of technology and long-term support of the software and associated technologies
Project Leadership Team	***Laura Jolly*** ***Holley Schramski*** ***Chris Miller*** ***Tim Chester***	***The Project Leadership Team is responsible for the success of the project.*** ♦ Champion the project by lobbying for support and acceptance from executive leadership ♦ Make a decisive contribution to the student system transformation project by actively and enthusiastically promoting the implementation through critical stages ♦ Reduce employee resistance to innovation and change ♦ Defines and reinforces guiding principles that shape the decision making process ♦ Approves major changes to scope, timeline or budget ♦ Resolves major policy or business practice issues (as needed) ♦ Promotes project communication and institutional culture change ♦ Encourages buy-in on the part of the university community ♦ Appoints and/or approves recommended project leadership ♦ Monitors project progress

Role	Individuals	Major Responsibilities
Project Advisory Team	***Fiona Liken, Curriculum Systems – Chair*** ***Tracy Sapp, IR*** ***Bonnie Joerschke, Financial Aid*** ***Nancy McDuff, Admissions*** ***Ilir Hasko, Technical*** ***Lisa McCleary, Bursar's Office*** ***Jan Hathcote, Registrar's Office*** ***George Francisco, Professional Schools*** ***Maureen Grasso, Graduate School*** ***Martha Davis Gollin, Student Affairs*** ***Bill Vencill, Faculty*** ***Will Burgess, Student Government Association*** ***Robert Kelly, Graduate Student Association***	***Provides input and resources to the Project as needed from staff, faculty, and students groups.*** ♦ Provides advice and support to the Project Leadership Team, as needed ♦ Provides communications to constituent groups such as faculty, staff, and student groups ♦ Supply student focus groups for input to the project ♦ Supply faculty focus groups for input to the project ♦ Identify faculty, staff, and student issues and facilitate resolution ♦ Provide temporary resources to the implementation teams, as needed ♦ Reduce employee resistance to innovation and change ♦ When needed, help provide resolution to issues that may cause barriers in the implementation ♦ Consider the needs of extended campuses and special programs including UGA offerings in locations other than Athens when making project decisions

Role	Individuals	Major Responsibilities
CPS Project Manager	***Shelly Wingfield***	***The CPS Project Manager is responsible for managing the project using professional project management tools, techniques, and processes.*** ♦ Provides direct support to the Project Leadership Team and the Implementation Leadership Team ♦ Acts as the primary contact with vendors and other project managers ♦ Monitors and tracks the completion of university and vendor/ implementer tasks ♦ Establishes project work plan, project management methodology and tools to be used ♦ Monitors project status, risks and issues ♦ Escalates issues related to slippage of project schedules ♦ Ensures all tasks and deliverables in the project are completed on time and budget ♦ Ensures that a communication plan is developed and implemented ♦ Resolves issues related to project execution ♦ Establishes metrics to be used in dashboard reporting ♦ Supports effective communication among all levels of the project implementation team

Role	Individuals	Major Responsibilities
UGA Project Coordinator	***Larry Malota***	***The UGA project coordinator is a dedicated resource who provides strategic vision for a comprehensive UGA solution, expert systems knowledge, and day-to-day management of UGA project operations during the implementation.*** ♦ Ensure cross organization and system integration is accomplished in accordance with the UGA Long Term Information Technology Master Plan technology goals ♦ Play a key role in system and technology change management efforts ♦ Managing the execution of the data migration strategy ♦ Infrastructure installation planning and resource allocation ♦ Coordinate technical training for skills upgrades <u>Coordination Duties:</u> ♦ Main contact and coordinator with communications to ensure appropriate branding and consistent messages concerning the project ♦ Understanding and applying the UGA "big picture" to decisions made on the project ♦ Work closely with the project administrator regarding scheduling logistics ♦ Work closely with the third party project manager in constructing and delivering reports for the Leadership Team ♦ Gather information and support for presentations to university constituent groups such as individual colleges and schools <u>Project Scheduler Duties</u> ♦ Works with the third party project manager to develop detailed and dependency driven Microsoft Project schedule(s) for the implementation ♦ Maintains project schedules and implements weekly update process ♦ Provides the third party project manager and the project management support team with regular updates on schedule status and late or sliding tasks

Role	Individuals	Major Responsibilities
Project Resources	***Mike Cheek*** ***Tracy Giese*** ***Sandra Phillips***	***Project Resources report to the Third Party Project Manager and is made up of the following roles:*** ♦ UGA Technical Manager ♦ Communication specialist (UGA part-time) ♦ Administrative support (UGA) Descriptions of these roles are described below
Vendor Project Manager	***Mark White***	***The vendor project manager has several responsibilities, such as:*** ♦ Assigns, manages, and supervises technical and functional consultants and trainers on the project involved in helping to configure and implement the various software modules ♦ Works with the Third Party Project Manager to develop a workable schedule ♦ Facilitate the discussions that need to take place between the university and the key consultants in the vendor organization to resolve software product issues during the implementation ♦ Elevate critical software and implementation issues to the appropriate levels within the software provider firm ♦ Play a key role in the final check of processes and procedures as system modules are ready for production throughout the project timeline ♦ Contribute as a critical team member of the Project Management Team (described below)

Role	Individuals	Major Responsibilities
UGA Technical Manager	***Mike Cheek***	***The UGA Technical Manager is responsible for:*** ♦ Systems identification for sources of authoritative data ♦ Interface development to provide a complete solution for UGA ♦ Working with the PM Team in developing the data migration strategy and plan ♦ Coordinate system integration, data warehouse and reporting strategy consistent with the UGA Long Term Information Technology Master Plan direction and policy, and sound technology and information security practices, and resources allocated to the project
UGA Communication Specialist **UGA Project Administration Support**	***Tracy Giese*** ***Sandra Phillips***	♦ The project communication specialist provides part-time support for developing and executing certain aspects of the project communication plan, to include a project website, newsletter, focus groups and other communication vehicles. ♦ The project administration support person provides part-time support for scheduling, documenting, and recording team minutes, as needed

Role	Individuals	Major Responsibilities
Implementation Leadership Team	***Larry Malota - Chair*** ***Implementation Team Leads:*** ***David Graves, Admissions*** ***Therese Hodges, Bursar/Student Accounts*** ***Rod Parks, Registration & Records*** ***Paree Shedd, Curriculum Management*** ***Melanie Bone, Financial Aid*** ***Jenna King, Technical*** ***Connie Perry, Technical***	***The Implementation Leadership Team is comprised of the team leaders of the various functional and technical focus teams and is responsible for the day-to-day project activities.*** ♦ Provides leadership at the functional and technical levels for the configuration and implementation of the software ♦ Provides leadership in making and resolving implementation decisions that impact multiple functional and technical areas ♦ Creates and implements detailed work plans for each functional module ♦ Conducts regular review of project status to understand dependencies among functional areas and to make adjustments as needed to meet milestones ♦ Reviews the communication plan to assure that project progress is appropriately communicated to the university community and to identify any internal communication concerns ***The UGA Project Coordinator directs this group to ensure that tasks are completed, communications occur, issues are resolved, and decisions are made.***

Role	Individuals	Major Responsibilities
Functional and Technical Team Members	***See Implementation and Technical Team Roster***	***The individual functional and technical teams are responsible for learning the software and tools, actively participating in decision-making, and carrying out assigned work. Members of each team will represent the perspectives of the individual university and/or administrative departments while working toward the goal of achieving what is best for the university as a whole.*** ♦ Learn the software and tools ♦ Actively participate in the decision-making and configuration of the software ♦ Prepare for training and consulting ♦ Communicate project progress and issues to their constituent organizations ♦ Plan, document, and test procedures ♦ Develop the system to best serve the needs of the university ♦ Populate system with university data ♦ Perform manual data entry as required ♦ Practice on the system ♦ Test the system

Project Risks

Initial Risk Mitigation Plan

An initial Risk Analysis and proposed mitigation plan was developed during the Institutional Readiness Assessment in March 2011. *Reference Appendix F of the Student and Financial Aid System Replacement Project Report of Institutional Readiness Report dated March 24, 2011.*

Prior to the formal project kick-off in July 2012, a review and revision of the project risk analysis will be performed and serve as the initial risk plan. The Risk and Mitigation updates will be posted to the UGA Banner Project SharePoint site for project team members and stakeholders to review, maintain, and revise as appropriate.

Implementation and Technical Team Roster

	Role	Admissions	Financial Aid	Bursar / Student Accounts	Curriculum Management	Registration & Records	Technical
	Sponsor	**Nancy McDuff**	**Bonnie Joerschke**	**Lisa McCleary**	**Fiona Liken**	**Jan Hathcote**	**Larry Malota**
CORE TEAM	**Implementation Team Leads**	**David Graves**	**Melanie Bone**	**Therese Hodges**	**Paree Shedd**	**Rosemary Segreti**	Mike Cheek Ilir Hasko Jenna King (Financial Aid, Bursar/Student Accounts) Connie Perry (Admissions, Curriculum, Registration & Records)
	Technical Lead	Sarah Trammell	Donna Mobley	Melissa Phillips	Melissa Kell	Josie Hicks	
	Ellucian Consultant	Tim McBride	Gary Doll	Robby Alexander	Amy Graham	Amy Graham	Terry Duke Bernadette Gratton David Thompson
	Team Members	Todd Dorsey (Grad School) Stephen Marquardt Jason Garrison (Housing)	Nancy Ferguson Jay Mooney Mitzi Foster	Marcie Berrong Shannon Lay Nicole Moon	Brooke Daniel Shefali Dhar Mary Hopper Fiona Liken Rong Wu Caleb Ko-yi Ho	Nikki Hon Donna Mitchell Julia Grubbs Melody Kesler Andrea Halow	Aaron Bemis John Salguero Joel Sorrow Wanda Thaxton Todd Cutshaw

Additional Team Resources	Dave Crouch Ramsey Bridges (Law School) Jenny Pate (Vet Med) Patrick Winter Alan Wolfgang (Pharmacy School) Karen Kalivoda (University Testing) Margaret Totty (Disability Resource Center) Julie Williams (Rec. Sports) Melanie Gibson (Health Center) Kimberly Ellis (Housing) Dee Mathews (UGA Card) **Others as needed**	Joseph Boyles Mandy Branch Elaina Cochran Andrey Dub Kimberly Ellis Michael Gantt Jason Garrison Cheng-Yu Ouyang Pam Rainwater Jared Smith Joanne Sorrow Robert Tucker Chris Tuttle Heather Buffington (Health Center) Dee Mathews (UGA Card) **Others as needed**	Lena Anglin Amy Brown Suzanne Brown Kristie Harwell Jill Jerome Deidra Jones Jennifer Lazo Amber Redfern Michele Sellers Julie Williams (Rec Sports) Shannon Kuykendall (Health Center) Teresa Raetz (Extended Campuses) Kimberly Ellis (Housing) Jason Garrison (Housing) Dee Mathews (UGACard) Carla Dennis (Housing) Bill McGee (Auxiliary Services) **Others as needed**	Joanna Warren Tracie Sapp Mary Moore Jenny Pate (Vet Med) Paula McBride (Law School) Wendy Moore (Tate Center) **Others as needed**	Tracie Sapp Mary Moore Jenny Pate (Vet Med) Kay Wang(Law School) Claudia Shamp (Greek Life) Beau Seagraves (Office of Dean of Students) Karen Kalivoda (University Testing) Margaret Totty (Disability Resource Center) Julie Williams (Rec. Sports) Melanie Gibson (Health Center) Teresa Raetz (Extended Campuses) Dee Matthews (UGACard) Kim Ellis (Housing) Jason Garrison Housing) Carla Dennis (Housing) Alan Campbell (Student Support) Bill McGee (Auxiliary Services) **Others as needed**	Gohreen Ahmed Angela Blalock Mike Carey Larri Gorman Al Hardy Angie Heusser Yan Kadaks Greg Shoemaker Margaret Totty (Disability Resources Center) **Others as needed**

Approvals

Laura D Jolly, Vice President for Instruction

Timothy M Chester, Vice President of Information Technology

Christina J Miller, Associate Provost for Academic Fiscal Affairs

Holley W Schramski, Associate Vice President for Finance and Administration