Project Charter
For Data Warehouse - Business
Intelligence Implementation

Document Control

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Document History

Version	Issue Date	Changes
[1.0]	*11/3/2011*	*Converted from old project charter format*
3.0	2/6/2012	Update to the document and team members
4.0	3/1/2012	Updated project schedule to account for delay in startup.

Document Approvals

Role	Name	Signature	Date
Project Sponsors	Jim Sage Rex Ramsier		
Steering Committee	Jim Sage David Cummins Rex Ramsier Becky Hoover		
UA Project Managers	Sabrina Andrews Susan Rzyczcyki		
Oversight Committee	John Kovatch Cathy Edwards William Kraus John Corby Kathy Watkins-Wendell		
Functional Lead	Diane Maffei		
Communications Manager	Mike Giannone		
Technical Lead	Matt Petras		
Project Office Manager	John Corby		

Table of Contents

1 Executive Summary

This project will move the University to a more structured data and strategic decision support system. The organization of this project will require collaboration and multiple inputs from across the school. The three EPM pillars, financials, human capital management, and campus solutions, will be implemented over a phased period of time utilizing resources from many units. The organization of the project will reflect the need to not only extract information in usable ways but to correlate it across multiple dimensions. The plan for this implementation of the project is approached in three phases. The first phase will use selected, delivered data marts in each pillar to demonstrate reports and dashboards built into the system as proof of concept. The second phase, which will be started during phase one, will expand the use of the delivered data marts to correlate external data sources to include customizations related to some of the highest priority reporting needs for UA, including sponsored research. This aspect of research-related reporting embodies data in multiple, disparate locations. Phase three will focus on the other research reports associated with proposals and awards as well as reporting associated with student success and other reporting needs deemed appropriate.

The primary risks to this project are related to the size and scope of the endeavour. In talking with other schools who have implemented this solution, the biggest risk factor is attempting to do too much too fast. There are multiple data marts and many opportunities to expose reports and dashboards. If there isn't a clear project focus, the efforts will be diluted and very little of value will be accomplished.

The initial assumption for this project is that the proof of concept will begin with the delivered data marts and reporting.

2 Project Definition

- Make better strategic, tactical and effective decisions at all levels.
- Establish and enhance quality information as needed.
- Have a single source of information which will reduce conflicting interpretations of data.
- Become more transparent and open internally which will enable the University to monitor and manage its strategic planning initiatives in a "real time" environment with accurate and current data.

2.1 Vision
This project will move the University to a more structured data and strategic decision support system.

2.2 Objectives

Facilitate better strategic and tactical decisions.

Business Objectives

- Make better strategic, tactical and effective decisions at all levels.
- Define and identify quality information as needed.
- Produce a single source of information which will reduce conflicting interpretations of data.
- Become more transparent and open internally which will enable the University to monitor and manage its strategic planning initiatives in a "real time" environment with accurate and current data.
- Provide enhanced reporting associated with research activities at the University

Technology Objectives

By installing the EPM pillars, and OBIEE, we will be able to correlate the data across disparate systems thus allowing the business users to make more effective decisions at all levels.

2.3 Scope

- Install EPM, OBIEE
- Extract data from the PS transactional system using ETL.
- Using delivered data marts in each EPM pillar, create a proof of concept.
- Using delivered and custom data marts, demonstrate research reporting and dashboards.
- Expand the POC of the Research Reporting in phase II.

This project is implemented in phases and the methodology is detailed in Oracle's Ordering Document found in the Appedices provided within the Project Charter.

2.4 Deliverables

Highlight the key project deliverables in the following table (includes examples):

Item	Components	Description
Purchase the OBIEE tool, and the third EPM pillar for CS	• OBIEE • EPM CS Pillar • Datastage	• New correlation tool • Campus Solutions EPM will add the final pillar to the existing FCM and HCM pillars • Transport of the data from the PS transactional system
ONDEMAND	• Hosted solution for the Data Warehouse	• Oracle hosting data warehouse system • Oracle providing system administration, and database performance tuning • Oracle to provide a secure VPN device
Demonstrate in a POC each of the 3 pillars data marts	• Populate 2 relavant data marts for each pillar	• Using the delivered data marts, populate 2 data marts for each of the 3 pillars
Demonstrate in a POC in the 3 pillars and custom data mart for research reporting	• Populate relavent data marts and use a custom data mart	• Create a POC for research reporting using both the delivered data marts and a custom data mart
Expand on the POC to deliver research reporting and dashboards	• Working with the research reporting group, develop a roadmap to expand the reporting capabilities using the data warehouse	• A roadmap for new research reporting and dashboards.

3 Project Organization

3.1 Customers

Customer	Representative
Campus Solutions	William Kraus
Research	Katie Wendall-Watkins
HCM	Cathy Edwards, Laura Spray
FCM	John Kovatch
Institutional Research	Sabrina Andrews, Diane Maffei

3.2 Stakeholders

List the key stakeholders for this project. A 'stakeholder' is simply a person or entity outside of the project who has a <u>key interest</u> in the project. For instance, a company financial controller will have an interest in the cost implications of the project, a CEO will have an interest in whether the project is conducted in accordance with the vision of the company. Examples of stakeholders include:

- Company Executives
- Legislative bodies
- Regulatory bodies.

Complete the following table (includes examples):

Stakeholder	Interested in
Office of Academic Affairs	Alignment with University vision and strategy
Dr. Luis M. Proenza, President	Alignment with University vision and strategy
Dr. William Sherman, Sr VP and Provost/COO	Alignment with University vision and strategy
Mr. James Sage, VP Information Tech and CIO	Alignment with University vision and strategy
David Cummins, VP Fin & Admin/CFO	Alignment with University financial reporting strategy
Dr. Becky Hoover, VP Talent Dev & HR	Alignment with HR strategy
Dr. Charles Fey, VP, Student Engagement and Success	Align with Campus Enrollment Management strategy
Dr. George Newkome, VP Research & Dean Grad School	Align with research
Deans	Alignment with University vision, strategy, and faculty success.

3.3   Roles

Identify the roles required to undertake the project. Examples of typical roles include project:

- Sponsor
- Review Group
- Manager
- Team Member

For each role identified, list the resource likely to fill each role and his/her assignment details by completing the following table:

Role	Organization	Resource Name	Assignment Status	Assignment Date
Steering	IT	Jim Sage	Assigned	3/1/2011
Steering	Finance	David Cummins	Assigned	10/2011
Steering	Academic	Rex Ramsier	Assigned	10/2011
Steering	HCM	Becky Hoover	Assigned	10/2011

For larger projects with more than 10 resources, list only the key roles in the above table. Include a detailed listing and description of all roles within a separate *Resource Plan* document if required.

3.4   Responsibilities

List the generic responsibilities for each role identified. A full list of the responsibilities, performance criteria and skills required should be documented within a separate *Job Description* for each project role.

Project Sponsor

The Project Sponsor is the principal 'owner' of the project. Key responsibilities include:

- Defining the vision and high level objectives for the project
- Approving the requirements, timetable, resources and budget
- Authorising the provision of funds / resources (internal or external)
- Approving the project plan and quality plan
- Ensuring that major business risks are identified and managed
- Approving any major changes in scope
- Receiving Project Governance Committee's minutes and taking action accordingly
- Resolving issues escalated by the Project Manager / Project Governance Committees
- Ensuring business / operational support arrangements are put in place
- Ensuring the participation of a business resource (if required)
- Providing final acceptance of the solution upon project completion.

Project Governance Committees

The Project Governance Committees may include both business and 3rd party representatives and is put in place to ensure that the project is progressing according to plan.

Key responsibilities include:

- Assisting the Project Sponsor with the definition of the project vision and objectives
- Undertaking Quality Reviews prior to the completion of each project milestone
- Ensuring that all business risks are identified and managed accordingly
- Ensuring conformance to the standards and processes identified in the Quality Plan
- Ensuring that all appropriate client/vendor contractual documentation is in place prior to the initiation of the project.

Project Manager

The Project Manager ensures that the daily activities undertaken on the project are in accordance with the approved project plans. The Project Manager is responsible for ensuring that the project produces the required deliverables on <u>time</u>, within budgeted <u>cost</u> and at the level of <u>quality</u> outlined within the Quality Plan.

Key responsibilities include:

- Documenting the detailed Project Plan and Quality Plan
- Ensuring that all required resources are assigned to the project and clearly tasked
- Managing assigned resources according to the defined scope of the project
- Implementing the following project processes: time / cost / quality / change / risk / issue / procurement / communication / acceptance management
- Monitoring and reporting on project performance (re: schedule, cost, quality and risk)
- Ensuring compliance with the processes and standards outlined in the Quality Plan
- Reporting and escalating project risks and issues
- Managing project interdependencies
- Making adjustments to the detailed plan as necessary to provide a complete picture of the progress of the project at any time.

Project Team Member

A Project Team member undertakes all tasks necessary to design, build and implement the final solution.

Key responsibilities include:

- Undertaking all tasks allocated by the Project Manager (as per the Project Plan)
- Reporting progress of the execution of tasks to the Project Manager on a frequent basis
- Maintaining all documentation relating to the execution of allocated tasks
- Escalating risks and issues to be resolved by the Project Manager.

3.5 Structure

Depict the reporting lines between each of the key roles described above within a Project Organization Chart. An example follows:

Sponsors: **Jim Sage,** VP Info Technology
Rex Ramsier, Vice-Provost, Academic Operations

Steering Committee: **Jim Sage**, VP Info Technology
David Cummins, VP Finance and Administration/CFO
Rex Ramsier, Vice-Provost, Academic Operations
Becky Hoover, Vice President Talent Development

Project Manager: **Sabrina Andrew,** Director, Institutional Research
Susan Rzyczycki, Asst VP, Applications Development
Oracle PM, TBD

UA Technical Lead: **Matt Petras**, Application Services Technical Lead

UA Functional Lead: **Diane Maffei**, Asst Director, Institutional Research

Oversight Committee: **John Kovatch**, Assoc VP Finance & Administration, Controller
Cathy Edwards, Director, HRIS
William Kraus, Assoc VP, Strategic Enrollment
John Corby, Proj Mgt & Cont Quality Improvement Officer
Kathy Watkins-Wendell, Dir Research & Sponsored Programs

Functional Team: **Laura Spray**, Systems Administrator
Debbie Samples, Manager, Mgr Enrollment Srvs Systems
Brett Riebau, Director, Financial Reporting
Amy Gilliland, Resource Analysis and Budgeting
Kathee Evans, Coord Research Srvcs & Sponsored Programs

IT Team: **Joann Johns**, Application Services Technical Lead (HCM pillar)
Gail Hertzig, Application Services Technical Lead (CSW pillar)
Marijane Leonard, Application Services Technical Lead (FMS pillar)
Mike Giannone, Communications Officer
Sue McKibben, Manager Software Training Services
Deb White, AVP, Hardware and Operating Services
Rick Draper, Director Application System Services
Shannon Whalen, System Analyst Programmer
Mike Giannone, Comm Officer VP/CIO Division

Subject Matter Experts
and Department Consultants: Will be called upon as needed for each EPM pillar

EPM Pillars: **Campus Solutions Warehouse (CSW)**
Human Capital Management (HCM)
Financial Management Systems (FMS)

4   Project Plan

4.1   Approach

Describe the approach to be taken to implement each of the phases within the project.

Phase	Approach
Initiation	Purchase software, host system, and agree on deliverable and milestones
Planning	Choose implementation partner and deliverables
Execution	Implement software and proof of concept
Closure	Test solutions

4.2   Overall Plan

Provide a summarized plan outlining the sequence of each of the phases listed above.

Task Name	Duration	Start	Finish
Data Warehouse and Business Intelligence Project	**254 days**	**Wed 3/5/12**	**Wed 12/24/12**
Phase I - Implementation & Proof of Concept	**90 days**	**Mon 3/5/12**	**Fri 6/22/12**
Stage 1 - Initiation & Elaboration	**40 days**	**Mon 3/5/12**	**Fri 6/22/12**
Implementation Reviews	5 days	Mon 3/5/12	Fri 3/9/12
Project Planning	10 days	Mon 3/12/12	Fri 3/23/12
Requirements Workshops	18 days	Mon 3/26/12	Wed 4/18/12
Fit/Gap Workshops	15 days	Thu 3/22/12	Wed 4/11/12
Develop Recommendation	2 days	Thu 4/12/12	Fri 4/13/12
Stage 1 - Initiation & Elaboration Complete	**0 days**	**Fri 4/13/12**	**Fri 4/13/12**
Stage 2 - Construction	**50 days**	**Mon 4/16/12**	**Fri 6/22/12**
Configure EPM Foundation	5 days	Mon 4/16/12	Fri 4/20/12
Load Data - Run COTS ETL Jobs	30 days	Mon 4/23/12	Fri 6/1/12
Install OBIEE/Fusion Intelligence	5 days	Mon 4/23/12	Fri 4/27/12
Configure ETL Sequencer	5 days	Mon 6/4/12	Fri 6/8/12
Develop Custom Reports & Dashboards	15 days	Mon 6/4/12	Fri 6/22/12
Configure Security	5 days	Mon 6/4/12	Fri 6/8/12
Complete System Testing	5 days	Mon 6/11/12	Fri 6/15/12
Stage 2 - Construction Complete	**0 days**	**Fri 6/15/12**	**Fri 6/15/12**
Stage 3 - Transition to Production	**10 days**	**Mon 6/11/12**	**Fri 6/22/12**
Complete Documentation	5 days	Mon 6/11/12	Fri 6/15/12
Migrate All Objects into Production	5 days	Mon 6/18/12	Fri 6/22/12
Stage 3 - Transition to Production Complete	**0 days**	**Fri 6/22/12**	**Fri 6/22/12**
Phase I -Implementation & Proof of Concept	0 days	**Fri 6/22/12**	**Fri 6/22/12**

Complete			
Phase II - Research Reporting & Analytics	**122 days**	**Mon 6/11/12**	**Tue 11/27/12**
Stage 1 - Initiation & Elaboration	**20 days**	**Mon 6/11/12**	**Fri 7/6/12**
Requirements Workshops	10 days	Mon 6/11/12	Fri 6/22/12
Fit/Gap Workshops	10 days	Mon 6/25/12	Fri 7/6/12
Stage 1 - Initiation & Elaboration Complete	**0 days**	**Fri 7/6/12**	**Fri 7/6/12**
Stage 2 - Construction	**77 days**	**Mon 7/9/12**	**Tue 10/23/12**
Design	**5 days**	**Mon 7/9/12**	**Fri 7/13/12**
Data Model Extensions - Part 1	5 days	Mon 7/9/12	Fri 7/13/12
Data Model Extensions - Part 2	5 days	Mon 7/16/12	Fri 7/20/12
ETL Specifications	15 days	Mon 7/16/12	Fri 8/3/12
Build & Unit Test	**5 days**	**Mon 8/6/12**	**Fri 8/10/12**
ETL Job Development & Unit Testing	25 days	Mon 8/6/12	Fri 9/7/12
ETL Sequencer Development & Unit Testing	3 days	Mon 8/6/12	Wed 8/8/12
OBIEE MetaData Development & Unit Testing	10 days	Mon 8/6/12	Fri 8/17/12
Custom Report & Dashboard Development & Unit Testing	20 days	Mon 9/10/12	Fri 10/5/12
Configure Security	5 days	Mon 10/8/12	Fri 10/12/12
Develop End User Training & Job Aids	5 days	Mon 10/15/12	Fri 10/19/12
Complete System Testing	7 days	Mon 10/15/12	Tue 10/23/12
Stage 2 - Construction Complete	**0 days**	**Wed 10/24/12**	**Wed 10/24/12**
Stage 3 - Transition to Production	**32 days**	**Mon 10/15/12**	**Tue 11/27/12**
Complete Documentation	5 days	Mon 10/15/12	Fri 10/19/12
Migration to QA	5 days	Wed 10/24/12	Tue 10/30/12
Conduct UAT	12 days	Wed 10/31/12	Thu 11/15/12
Conduct Parallel Test with nVision Process	3 days	Wed 11/21/12	Fri 11/23/12
Migrate All Objects into Production	5 days	Wed 11/21/12	Tue 11/27/12
Complete End User Training	2 days	Wed 11/21/12	Thu 11/22/12
Stage 3 - Transition to Production Complete	**0 days**	**Tue 11/27/12**	**Tue 11/27/12**
Phase II -Research Reporting & Analytics Complete	0 days	Tue 11/27/12	Tue 11/27/12
Phase III - Other Reporting Deployment	**24 days?**	**Wed 11/21/12**	**Mon 12/24/12**
Analyze Current Systems Data & Structures			
Stage 1 - Initiation & Elaboration	**24 days**	**Wed 11/21/12**	**Mon 12/24/12**
COTS PeopleSoft EPM Reviews	5 days	Wed 11/21/12	Tue 11/27/12
COTS Fusion Intelligence Review	5 days	Wed 11/28/12	Tue 12/4/12
Non-PeopleSoft Data Sources Review	5 days	Wed 12/5/12	Tue 12/11/12
Develop "Next Steps" Recommendations	9 days	Wed 12/12/12	Mon 12/24/12
Stage 1 - Initiation & Elaboration Complete	**0 days**	**Mon 12/24/12**	**Mon 12/24/12**
Phase III - Other Reporting Deployment Complete	**0 days**	**Mon 12/24/12**	**Mon 12/24/12**

A more underlined Project Plan will be drawn up during the "Planning" phase of the project.

Milestones

List the major project milestones and the required delivery dates. A 'milestone' is a significant event or stage to be completed. Explain why each milestone is critical to the project, as follows:

Milestone	Date	Description
Choose software	8/2011	Choose software
Choose hosting solution	9/2011	Choose hosting provider
Choose implementation partner	11/2011	Choose implementation partner
Install software	11/2011	Install software at hosting provider
Agree on POC data mart	12/2011	Choose the 6 data marts we will begin with in phase one
Agree on POC research model	1/2012	Choose report and dashboard we will begin in phase two
Agree on POC expansion	3/2012	Choose the third phase research report and dashboard for phase three
Design testing plan	3/2012	Design unit and integration testing models
Phase I – POC Begins	3/2012	Phase I – Proof of Concept Phase Begins
Phase I – POC Ends	6/2012	Phase I – Proof of Conept Phase Ends (In production)
Phase II - Begins	6/2012	Phase II – Research Reporting & Analytics Phase Begins
Phase II - Ends	11/2012	Phase II – Research Reporting & Analytics Phase Ends
Phase III - Begins	11/2012	Phase III – Definition of Other Reporting Needs Phase Begins
Phase III – Ends	12/2012	Phase III – Definition of Other Reporting Needs Phase Ends

Dependencies

List any project activities which:

- Will *impact on* another activity external to the project
- Will be *impacted on by* the non/delivery of another activity external to the project

Project Activity	Impacts on	Impacted on by	Criticality	Date
Choose software	Hosting	Board decision	High	8/2011
Hosting solution	Software/ staffing	Software choice	High	9/2011
Implementation partner	Timeline	Software choice	High	11/2011
Testing	Timeline	Implementation plan	Med	3/2012

4.3   Resource Plan

Summarize the duration and effort required for each project team member, as follows:

Role	Start Date	End Date	% Effort
Project manager – Sabrina Andrews	3/2012	1/2013	60%
Project manager – Susan Rzyczycki	3/2012	1/2013	60%
Technical Lead – Matt Petras	3/2012	1/2013	75%
Functional Lead – Diane Maffei	3/2012	1/2013	75%
Functional Team Members – assorted SME	3/2012	1/2013	50%
Technical Team Members – assorted pillar experts	3/2012	1/2013	50%
Data Architect – TBD	4/2012	1/2013	100%
ETL Developer – TBD	4/2012	1/2013	100%
Programmer Analyst – Shannon Whalen	4/2012	1/2013	50%

A <u>detailed</u> Resource Plan will be drawn up during the "Planning" phase of this project.

4.4 Financial Plan

Summarize the project budget approved (within the Business Case) as follows:

Category	Cost	Value
People	• Salaries of project staff • Contractors and outsourced parties • Training	*$750,000* *$1,508,512* *$20,000*
Physical	• Building premises for project team • Equipment and materials • Tools (computers, cabling, phones…)	*$500*
Marketing	• Advertising / branding • Promotional materials • PR and communications	
Organizational	• Operational downtime • Short-term loss in productivity • Cultural change	

A <u>detailed</u> Financial Plan will be drawn up during the "Planning" phase of this project.

4.5 Quality Plan

Briefly describe the various processes to be undertaken to ensure the success of the project.

Process	Description
Quality Management	Standard IT change control
Change Management	Change control process at University
Risk Management	Project management
Issue Management	Project management
Configuration Management	Change control
Document Management	Project management
Acceptance Management	Project management
Procurement Management	Purchasing
Financial Management	Project management
Timesheet Management	Project management
Project Reporting	Project management
Project Communications	Communications manager

A <u>detailed</u> Quality Plan will be drawn up during the "Planning" phase of this project.

5 Project Considerations

5.1 Risks

Summarize the most apparent risks associated with the project. Risks are defined as "any event which <u>may</u> adversely affect the ability of the solution to produce the required deliverables". Risks may be Strategic, Environmental, Financial, Operational, Technical, Industrial, Competitive or Customer related. Complete the following table:

Description	Likelihood	Impact	Mitigating Actions
Inability to recruit skilled resource	Med	Very High	Outsource project to a company with proven industry experience and appropriately skilled staff
Technology solution is unable to deliver required results	Medium	High	Complete a pilot project to prove the full technology solution
Additional capital expenditure may be required in addition to that approved	Medium	Medium	Maintain strict capital expenditure processes during the project
Project scope creep	High	High	Maintain strict scope management

To complete this section thoroughly, it may be necessary to undertake a formal Risk Assessment (by documenting a *Risk Management Plan*). To reduce the likelihood and impact of each risk's eventuating, clear 'mitigating actions' should be defined.

5.2 Issues

Summarize the highest priority issues associated with the project. Issues are defined as "any event which <u>currently</u> adversely affects the ability of the solution to produce the required deliverables". Complete the following table:

Description	Priority	Resolution Actions
Hire 2 new IT technical resources who will support the data warehouse systems	New data architect and ETL programmer positions will be needed for implementation	Outstanding issue. There is a posting for a data architect and ETL development will be re-evaluated during initial implementation.
Identify and mitigate the impact of other current initiatives and routine/required workload of key personnel	Recruiting Solutions, Financials, PeopleTools upgrade, & compliance reporting will affect availability of resource	This will have to be carefully managed to ensure success on this project. Engage the steering committee in setting deadline expectations and new projects will be needed.

5.3   Assumptions

List the major assumptions identified with the project to date. Examples include:

- There will be no legislative, business strategy or policy changes during this project
- Prices of raw materials will not increase during the course of the project
- Additional human resources will be available from the business to support the project.

5.4   Constraints

List the major constraints identified with the project to date. Examples include:

- The financial budget allocated is fixed and does not allow for over-spending
- There are limited technical resource available for the project
- The technical solution must be implemented after-hours to minimize the operational impact on the business.

6   Appendix

6.1   Supporting Documentation

Attach any documentation you believe is relevant to the Project Charter, including:

- Curricula Vitae (CVs) for key project staff
- Approved Business Case
- Approved Feasibility Study
- Research Materials
- External quotes or tenders
- Detailed financial planning spreadsheets
- Other relevant information or correspondence.

TIME AND MATERIALS EXHIBIT 1

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<tr><td colspan="2" align="center">

O R A C L E   C O N T R A C T   I N F O R M A T I O N

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Customer Name:
Ordering Document Number:
Exhibit Number:

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The University of Akron
US-PS1612-US-13-FEB-2012
Exhibit 1-TME-300338923

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This exhibit 1 incorporates by reference the terms of the ordering document specified above.

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1. <u>Description of Services:</u> Oracle will provide up to seven hundred three (703) person days of assistance with the implementation of PeopleSoft Enterprise Performance Management version 9.1 ("EPM"), Oracle Business Intelligence Enterprise Edition version 11.1.1.5 ("OBIEE"), and Fusion Campus Solutions Intelligence 11g ("Fusion Intelligence"). The services will be provided to you in three (3) phases as follows:

   A. **Phase 1 – Initial Installation & Implementation Proof of Concept**

      1) Inception & Elaboration
         a) Facilitate an Implementation Planning Workshop, four (4) days in duration, staffed by two (2) Oracle consultants.
         b) Conduct an Implementation Planning Workshop, four (4) days in duration, staffed by two (2) Oracle consultants, to define and document the project charter, project governance structure, project team roles & responsibilities, and create a draft Microsoft Project Plan ("MPP").
         c) Provide up to five (5) person-days of assistance in creating a Project Implementation Plan in MPP format.
         d) Configure Fusion Intelligence for connectivity and security in the Development environment.
         e) Facilitate up to three (3) workshops, staffed by two (2) Oracle consultants, of up to three (3) days duration each (up to eighteen (18) total person-days) to assist you in reviewing and validating your analytic reporting requirements and documenting the results so that you may prioritize requirements in a MoSCoW (Must-Have, Should-Have, Could-Have, Won't-Have) list.
         f) Facilitate up to three (3), three (3) day workshops, staffed by two (2) Oracle consultants, (Up to eighteen (18) total person days) of assistance with your fit/gap analysis to determine the degree to which Commercial Off –the-Shelf ("COTS") content and functionality aligns with your analytic reporting requirements, documenting the results in a Fit/Gap Summary.
      2) Construction
         a) Configure the COTS content and functionality of PeopleSoft EPM, including the following components, in the Development environment:
            i. Configure the PeopleSoft EPM Performance Management Warehouse foundation; and,
            ii. IBM InfoSphere DataStage 8.1 ("DataStage") Extract, Transform, Load ("ETL") tool that is bundled with PeopleSoft EPM.
         b) Configure COTS Fusion Intelligence (metadata repository and web catalog) to enable OBIEE to connect to the PeopleSoft EPM Data Warehouse.
         c) Configure and unit test COTS Fusion Intelligence OBIEE interactive dashboards and analysis reports.
         d) Using DataStage and the COTS ETL jobs, perform data loading and COTS configuration tasks needed to populate the Operational Warehouse Staging ("OWS") tables in the DEV instance with up to two (2) years of history from your PeopleSoft Enterprise Resource Planning ("ERP") application table required by the following PeopleSoft EPM data warehouse pillars:

Table 1 – Phase 1 EPM Modules to be Implemented

PeopleSoft EPM Data Warehouse Pillar	PeopleSoft EPM Data Mart	PeopleSoft ERP Source
Financial Warehouse	GL Mart	PeopleSoft Financials
	Payables Mart	
	ESA Mart	

PeopleSoft EPM Data Warehouse Pillar	PeopleSoft EPM Data Mart	PeopleSoft ERP Source
HCM Warehouse	Workforce Profile Mart	PeopleSoft HCM
Campus Solutions Warehouse,	Student Records Mart	PeopleSoft Campus Solutions
	Admissions & Recruiting Mart	

e) Perform ETL data loading and COTS configuration tasks needed to populate the Multi-Dimensional Warehouse ("MDW") fact and dimension tables of the data marts within PeopleSoft EPM data warehouse pillars listed in Table 1 above. MDW tables are to be loaded from OWS staging tables and provide knowledge sharing of the ETL process.

f) Configure the DataStage ETL job sequencer to run the ETL sequences necessary to populate the OWS and MDW tables and subject areas in the marts in Table 1.

g) Configure OBIEE security within the DEV instance in the Development environment to inherit up to ten (10) Users and up to five (5)User Roles from your current PeopleSoft ERP applications.

h) Configuration of EPM row-level security based upon up to one (1) Campus Solutions Warehouse dimension, up to one (1) HCM Warehouse dimension, and up to one (1) Financial Warehouse dimension.

i) Provide up to five (5) person-days of assistance in system testing the configuration and COTS PeopleSoft EPM and Fusion Intelligence functionality in the Development environment.

j) Provide up to fifteen (15) person-days of assistance in designing and developing custom OBIEE/Analysis reports and interactive dashboards as summarized below.

Financial Warehouse
   i. Up to two (2) OBIEE/Analysis reports of easy complexity based upon COTS content from subject areas within the General Ledger ("GL") Mart and/or Payables Mart and/or Enterprise Service Automation ("ESA") Mart of the Financial Warehouse
   ii. Up to one (1) OBIEE interactive dashboard of very easy complexity based upon COTS OBIEE/Analysis reports (or the two custom reports developed above) for subject areas within the GL Mart and/or Payables Mart and/or ESA Mart of the Financial Warehouse

HCM Warehouse
   i. Up to two (2) OBIEE/Analysis reports of easy complexity based upon COTS content from subject areas within the Workforce Profile Mart of the HCM Warehouse.
   ii. Up to one (1) OBIEE interactive dashboard of very easy complexity based upon COTS OBIEE/Analysis reports (or the two custom reports developed above) for subject areas within the Workforce Profile Mart of the HCM Warehouse.

Campus Solutions Warehouse
   i. Up to two (2) OBIEE/Analysis reports of easy complexity based upon COTS content from subject areas within the Student Records Mart and/or Admissions & Recruiting Mart of the Campus Solutions Warehouse.
   ii. Up to one (1) OBIEE interactive dashboard of very easy complexity based upon COTS OBIEE/Analysis reports (or the two custom reports developed above) for subject areas within the Student Records Mart and/or Admissions & Recruiting Mart of the Campus Solutions Warehouse.

k) Create the User Assistance ("UA")/Data Warehousing ("DW")/Business Intelligence ("BI") configuration document and update it with details of the above development activities.

3) Transition
   a) Create the "UA/ DW/BI ETL Production Run Book document" with details related to the data warehouse staging, dimension, and fact tables and the DataStage ETL jobs developed to populate the new data warehouse tables.
   b) Finalize the "UA/DW/BI configuration document" -
      i. Provide up to ten (10) person-days of assistance in production ("PROD") environment preparation and migration of configuration parameters, database objects, and ETL & OBIEE repositories from DEV to PROD.

4) Production
   a) Provide up to ten (10) person-days of post go-live assistance.

B. **Phase 2 – Research Reporting Deployment: The Research & Grants Top 20 Reports**
   1) Inception & Elaboration

a) Provide UA with up to ten (10) person-days assistance in reviewing and validating UA analytic reporting requirements with respect to research & grants and documenting the results so that UA may prioritize requirements in its MoSCoW list; and,

b) Provide UA with up to ten (10) person-days assistance in fit/gap analysis to determine the degree to which COTS content and functionality aligns with your research & grants analytic reporting requirements, documenting the results in a Fit/Gap Summary.

2) Construction

   a) Provide assistance to UA in designing the extensions to the PeopleSoft EPM data warehouse dimensional model which pertains to the ten (10) research & grants analytic reporting requirements deemed by UA to be of the highest priority (i.e. the Research & Grants Analytics Top 10).

      i. Up to five (5) new data warehouse staging tables;

      ii. Up to three (3) new data warehouse dimension tables;

      iii. Up to two (2) new data warehouse detailed fact tables; and,

      iv. Up to two (2) new data warehouse aggregate fact tables.

   b) Provide assistance to UA in using MS Excel to create ETL logical mappings and specifications pertaining to the Research & Grants Analytics Top 10.

   c) Provide assistance to UA in developing and unit testing DataStage ETL jobs that will populate custom and/or customized data warehouse OWS staging tables and MDW fact & dimension reporting tables as indicated below:

      i. Up to four (4) ETL jobs that are considered to be of Very Easy complexity;

      ii. Up to three (3) ETL jobs that are considered to be of Easy complexity;

      iii. Up to two (2) ETL jobs that are considered to be of Moderate complexity; and,

      iv. Up to one (1) ETL jobs that are considered to be of Complex complexity.

   d) Provide assistance to UA in configuring extensions to the Fusion Intelligence OBIEE metadata to incorporate the extensions of custom and/or customized data warehouse MDW fact & dimension reporting tables; Provide assistance to UA in designing and developing custom OBIEE/Analysis reports and interactive dashboards as summarized below:

      i. Up to nine (9) OBIEE/Analysis reports based upon the custom and/or customized data warehouse MDW fact & dimension reporting tables pertaining to research and grants analytics:

         (a) Up to two (2) reports are considered to be of Very Easy complexity;

         (b) Up to three (3) reports are considered to be of Easy complexity;

         (c) Up to two (2) reports are considered to be of Moderate complexity;

         (d) Up to one (1) reports are considered to be of Complex complexity; and,

         (e) Up to one (1) reports are considered to be of Very Complex complexity.

      ii. Up to one (1) OBIEE interactive dashboards of very easy complexity for subject areas within the custom and/or customized Research and Grants analytics content.

   e) Update the DataStage ETL job sequencer.

   f) Provide UA with up to ten (10) person-days of assistance in system testing the configuration and COTS PeopleSoft EPM and Fusion Intelligence functionality in the Development environment.

   g) Provide UA with up to ten (10) person-days of assistance in testing ("TEST") environment preparation and migration of configuration parameters, database objects, and ETL & OBIEE repositories from DEV to TEST.

3) Transition -

   a) Provide UA with up to fifteen (15) person-days of assistance in User Acceptance testing the custom and/or customized PeopleSoft EPM data warehouse objects and OBIEE metadata, interactive dashboards, and Analysis reports in the TEST environment.

   b) Update the "UA DW/BI ETL Production Run Book document" with details of the above development activities.

   c) Update the "UA DW/BI configuration document" with any updates to configuration settings.

   d) Provide UA with up to ten (10) person-days of assistance in production ("PROD") environment preparation and migration of configuration parameters, database objects, and ETL & OBIEE repositories from TEST to PROD.

4) Production -

   a) Provide UA with up to ten (10) person-days of post go-live assistance.

C. **Phase 3 – Other Reporting Deployment**

1) Inception & Elaboration -

   a) Provide UA with up to twenty-five (25) person-days of assistance in planning next steps including:

      i. Reviewing remaining COTS PeopleSoft EPM data warehouse pillars and data marts that UA may elect to implement.

      ii. Reviewing remaining COTS Fusion Intelligence dashboards and reports that UA may elect to implement.

     iii.   Review other data sources, beyond PeopleSoft ERP applications, for which UA may elect to include in future data warehouse and business intelligence ("DW/BI") extensions.

     iv.   Create the "UA/DW/BI Next Steps document" with details of the above activities.

2.   <u>Your Obligations and Project Assumptions.</u>

You acknowledge that your timely provision of and access to office accommodations, facilities, equipment, assistance, cooperation, complete and accurate information and data from your officers, agents, and employees, and suitably configured computer products (collectively, "cooperation") are essential to the performance of any services as set forth in this exhibit. Oracle will not be responsible for any deficiency in performing services if such deficiency results from your failure to provide full cooperation.

You acknowledge that Oracle's ability to perform the services and any related estimate depends upon your fulfillment of the following obligations and the following project assumptions:

A.   <u>Your Obligations.</u>
1) Maintain the properly configured hardware/operating system platform to support the services if not already required or provided for by your contract with Oracle On Demand as they relate to the services provided under this exhibit;
2) Obtain licenses under separate contract for any necessary Oracle programs and hardware before the commencement of services;
3) Maintain annual technical support for the Oracle programs and hardware under separate contract throughout the term of the services;
4) Provide Oracle with full access to relevant functional, technical and business resources adequate with adequate skills and knowledge to support the performance of services;
5) Provide any notices, and obtain any consents, required for Oracle to perform services;
6) Limit Oracle's access to any production environment or shared development environments to the extent necessary for Oracle to perform services;
7) As required by U.S. Department of Labor regulations (20 CFR 655.734), you will allow Oracle to post a Notice regarding Oracle H1-B employee(s) at the work site prior to the employee's arrival on site;
8) UA will procure licenses for any software and/or hardware that are deemed to be required to fulfill requirements with respect to data warehouse content acquisition and/or access;
9) Provide, for all Oracle resources performing services at your site, a safe and healthful workspace (e.g., a workspace that is free from recognized hazards that are causing, or likely to cause, death or serious physical harm, a workspace that has proper ventilation, sound levels acceptable for resources performing services in the workspace, and ergonomically correct work stations, etc.);
10) Perform all data conversion related activities, including data cleansing and data validation;
11) Ensure source data quality and provide the resources required to make timely corrections of any anomalies that will affect the loading of data warehouse staging, fact, and/or dimension tables;
12) Populate the PeopleSoft FSCM tables that will serve as the source of the Financials Warehouse GL Mart and ESA Mart fact and dimension tables;
13) Populate the PeopleSoft HCM tables that will serve as the source of the HCM Warehouse Workforce Profile Mart fact and dimension tables;
14) Populate the PeopleSoft Campus Solutions tables that will serve as the source of the Campus Solutions Warehouse Student Records Mart and Admissions & Recruiting fact and dimension tables;
15) Implement a post production support infrastructure;
16) Complete a review of all your networks, including local area networks, wide area networks, and communication hardware and software to support reasonable performance response;
17) Procure, configure and test any project hardware if not already required or provided for by your contract with Oracle On Demand as they relate to the services provided under this exhibit;
18) Provide environments for development, test, user acceptance test, and production as per the project timelines if not already required or provided for by your contract with Oracle On Demand as they relate to the services provided under this exhibit;
19) Provide a network monitoring and maintenance strategy;
20) Authorize approved Oracle Project Team members to have access to selected client servers, systems, and data necessary to complete project tasks;
21) Test the configuration of your repository data before it is migrated;
22) Correct any underlying source system data issues that may prevent the DataStage ETL maps from running successfully as delivered;
23) Maintain the PeopleSoft EPM environments and provide DBA support for the project if not already required or provided for by your contract with Oracle On Demand as they relate to the services provided under this exhibit;

24) Provide all end user training;
25) Perform all system testing, user acceptance testing and performance testing and tuning;
26) Provide knowledge of your systems;
27) Coordinate handling of any issues that arise from your network infrastructure and be responsible for any additional consulting time due to network infrastructure issues;
28) Manage all network system administration activities
29) Provide database administration activities for all environments and implement backup, recovery, and disaster recovery approaches if not already required or provided for by your contract with Oracle On Demand as they relate to the services provided under this exhibit;

B. Project Assumptions
1) A person day is defined as one person working for up to eight (8) hours.
2) The project will be conducted at your location in Akron, OH.
3) Oracle will use the Oracle Unified Method (OUM) methodology to implement the PeopleSoft EPM Campus Solutions Warehouse. Obligations imposed upon UA by the OUM methodology will be documented in the Program Management Plan, Risk and Issues Logs, the MS Projects Schedule and other project management related tools that UA and Oracle project managers work on together.
4) The project work will be done at one specified site that will be identified prior to the start of the engagement;
5) The source PeopleSoft FMS, HCM, and Campus Solutions ERP system and target PeopleSoft EPM system data models will be unchanging by other projects' efforts during this project;
6) A change control process will be employed to govern any data warehouse and/or BI content/functionality not described in the "In Scope" section of this document that UA subsequently identifies as a requirement. The change management process will include the following steps:
    a) Only the UA Project Manager and the designated Oracle Project Lead can submit a written request for a change when there is a change required to address additional UA requirements after the approval of functional designs, the failure of a party to meet their obligations under this Exhibit (e.g., due to a delay on the part of a party), assumptions that prove to be incorrect, out of scope issues, or there is a perceived material improvement that can be made to the project.
    b) For UA-generated change order requests, the UA and designated Oracle Project Lead will provide written notice to UA within five (5) business days if such person determines that Oracle does not have available resources to prepare a response to the request in a timely manner. For simple, non-complex requests, the time period to respond to the change order request will generally be within four (4) business days, and the time period for more complex change orders will be ten (10) business days. If Oracle notifies UA that it does not have sufficient resources currently to respond to the change order request, then Oracle shall indicate when it will respond, not to exceed fourteen (14) business days or longer period as agreed by the UA PM.
    c) For UA-generated change order requests, Oracle will analyze and report back to the UA Project Manager on the impact of the change order request relative to project timing, cost, resource allocation and other aspects that may adversely affect or help the project. If there is agreement on the response, the parties shall execute a change order to reflect the change and amend the Exhibit if there is a change to the scope, schedule or resources. If there is not agreement, the matter will be referred to the change control board, and the change control board will evaluate the request. The change control board will be comprised of Your project Executive Sponsor, the UA Project Manager, the designated Oracle Project Lead and one other person designated by Oracle who is associated with the project, and may be the Oracle Executive Sponsor. If the change control board wants to accept the change order request and Oracle is not in agreement, the matter shall be referred to dispute resolution.
7) Source data for the PeopleSoft EPM Financials Warehouse subject areas will come from a single PeopleSoft FMS ERP application instance;
8) Source data for the PeopleSoft EPM Campus Solutions Warehouse subject areas will come from a single PeopleSoft Campus Solutions ERP application instance;
9) Source data for the PeopleSoft EPM HCM Warehouse subject areas will come from a single PeopleSoft HCM ERP application instance;
10) Oracle will be given access to the data structures, documentation, applications, databases and appropriate business users and technical staff during the project;
11) Full participation of appropriate customer staff is critical to meeting the business and technical objectives and schedule for this engagement;
12) Deployment will be in one (1) language (US English), and require no more than three (3) currencies for reporting of financial measures;
13) Each logical dimension hierarchy will correspond to a single dimension table in the PeopleSoft EPM data warehouse;
14) Dimensional hierarchy configuration in the logical layer of OBIEE will not require changes to the data model;

15) Client technical staff including Data Architect, ETL Administrator/Developer, and OBIEE Administrator/Developer will gain sufficient facility with architecture and technology to be able to assume 50% of development tasks in Phase 2 Construction activities;

16) The installation of Peoplesoft EPM and OBIEE will be conducted by Oracle OnDemand. This work is outlined and governed under a separate ordering document.

17) Complexity of custom development of OBIEE Analysis reports and OBIEE Interactive dashboards is defined as:
   a) Very Easy - Report with single query, No formulae / expressions, No parameters
   b) Easy- Report with simple query with 1-2 tables joined, Up to three (3) formulae / expressions.
   c) Moderate - Report with queries up to 3-5 tables joined, Up to five (5) input parameters, Up to six (6) formulae / expressions.
   d) Complex - Report with queries up to 5-7 tables joined, Having group sorting, calculations, conditions, summaries, and parameters, up to ten (10) formulae / expressions, Includes graphics chart.
   e) Very Complex - Report with data from queries more than 7 tables joined, having complex group sorting, calculations, conditions, summaries, parameters, up to five (5) input parameters, More than ten (10) formulae.

18) Complexity of custom development of DataStage ETL jobs is defined as:

Complexity	Description
Very Easy (VE)	Can be developed in two (2) person-days or less
Easy (E)	Can be developed in four (4) person-days or less
Moderate (M)	Can be developed in six (6) person-days or less
Complex (C)	Can be developed in eight (8) person-days or less
Very Complex (VC)	Can be developed in ten (10) person-days or less

3. Rates, Estimated Fees and Expenses.
The services specified above are provided on a time and materials ("T&M") basis; that is, you shall pay Oracle for all of the time spent performing such services, plus materials, taxes and expenses.

A. For a period of one (1) year from the effective date of the ordering document, the services described above shall be provided at a thirty five percent (35%) discount off Oracle's standard consulting rates in effect when such services are performed. Oracle's standard consulting rates are listed in Oracle's US price list; those rates which are in effect as of the effective date are listed below for your convenience. Thereafter, unless otherwise agreed by you and Oracle in writing, services performed under this exhibit will be provided at Oracle's standard consulting rates in effect when services are performed.

Consultant Level	List Hourly Rate	35% Discount	Extended Hourly Rate
Senior Practice Director	$506.00	$177.10	$328.90
Senior Technical Director	$506.00	$177.10	$328.90
Practice Director	$460.00	$161.00	$299.00
Technical Director	$460.00	$161.00	$299.00
Practice Manager	$396.75	$138.86	$257.89
Technical Manager	$396.75	$138.86	$257.89
Managing Principal	$368.00	$128.80	$239.20
Senior Principal	$368.00	$128.80	$239.20
Principal	$322.00	$112.70	$209.30
Senior	$264.50	$92.58	$171.93
Staff	$230.00	$80.50	$149.50

B. All fees and expenses will be invoiced monthly. The fee estimate for labor performed under this exhibit is one million two hundred ninety seven thousand six hundred forty two dollars ($1,297,642.00); the estimate for travel and out of pocket expenses is an additional two hundred ten thousand eight hundred seventydollars ($210,870.00). These estimates and any other estimates related to this exhibit are intended only to be for your budgeting and Oracle's resource scheduling purposes; these estimates do not include taxes. Oracle will invoice you for actual time spent performing the services, plus materials, taxes and expenses; such invoice may exceed the total estimated amount documented above. Once fees for services reach the estimate, Oracle will cooperate with you to provide continuing services on a T&M basis.

C. The parties acknowledge that temporary living reimbursements to Oracle provided consultant(s)may be deemed compensatory under federal, state, and local tax laws if a consultant's assignment in a particular location will exceed or has exceeded one

year. Where reasonably possible, Oracle will plan with you to limit the duration of a consultant's assignment in a particular location to less than one year. If the requirements of the services are such that it becomes necessary for a consultant's services in a particular location to continue for a year or more and as a result, the reimbursement of such consultant's living expenses are deemed compensatory for tax purposes, then, you agree to pay Oracle the amount of additional compensation provided to such consultant to compensate for taxes imposed.

4. <u>Project Management.</u> You and Oracle each agree to designate a project manager who shall work together with the other party's project manager to facilitate an efficient delivery of services.

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