



spectrum

NEWSLETTER

WTE implementation goes smoothy – and quickly

By now, everyone on campus has interacted with Spectrum. When the Web Time Entry (WTE) system went live last month, each University of Memphis employee had to log in to the Spectrum portal and find their way to the appropriate page in order for them to get paid.

Once there, bi-weekly employees entered hours worked and monthly employees entered leave, managers or proxies approved the timesheets, and the result was a successful distribution of paychecks for all.

It marked the end of the fastest implementation since the Project was launched. In the span of only three months, WTE team members learned how the system worked, trained employees and then went live with the module.

"It really is sort of miraculous that it happened," said team lead Danny Linton, a U of M Web administrator.

Actually, it was the result of extremely hard work. Linton and his team members – Christine McDonald, Debbie Wooddell, Russ Teague and Mary Mansour – devoted almost round-the-clock time and energy to WTE, which required weekend and holiday work to ensure its implementation.

"There was no way this was going to go live by July 1 unless we were 100 percent on it," Linton said.

Linton's duties as team lead included training employees how to use the new system, which is a faster and more efficient way of entering time and leave. Instead of the old way, which required the cumbersome pen and paper, WTE takes just a few clicks of the mouse.

Still, there was a learning curve for employees, who needed guidance when it came time to navigate WTE.

Time and Leave Reporting

Select the link under a date to enter hours or days. Select Next or Previous to navigate through the dates within the period.

** I certify that the time and/or leave entered represents a true and accurate record of my time and/or leave. I am responsible for any changes made to this record using my ID.*

Leave Report

Title and Number:
Department and Number:
Leave Report Period:
Submit By Date:

Earning	Total Hours	Total Units	Tuesday Aug 01, 2006	Wednesday Aug 02, 2006	Thursday Aug 03, 2006	Friday Aug 04, 2006	Saturday Aug 05, 2006	Sunday Aug 06, 2006	Monday Aug 07, 2006
Annual Leave	4		Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours
Sick Leave	7.5		Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours
Inclomont Weather - Leave Rptg	0		Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours
Bereavement - Leave Rptg	0		Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours
Military Leave - Leave Rptg	0		Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours
Jury Duty - Leave Rptg	0		Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours
Voting Leave - Leave Rptg	0		Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours	Enter Hours
Total Hours:	11.5		0	0	0	0	0	0	0
Total Units:		0	0	0	0	0	0	0	0

Position Selection Comments Preview Submit for Approval Restart Next

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Spectrum Portal turns 1

What a difference a year makes.

Twelve months after the Project Spectrum portal debuted, the people who developed it are excited about its enhancements and its evolution.

"There's pretty good stuff out there," said Steve Terry, the University's director of University IT Projects and Technology Utilization. "We've developed some channels and tabs and populated it with content we think is appropriate for students, faculty and staff."

The portal, which serves as the campus's gateway to Spectrum, experienced the most traffic to date when U of M employees began entering their time or leave earlier this summer. With the University's nearly 3,000 staff now visiting the portal at least once or twice a month for time/leave reporting purposes, the portal team envisions those employees sticking around to see what else Spectrum has to offer.

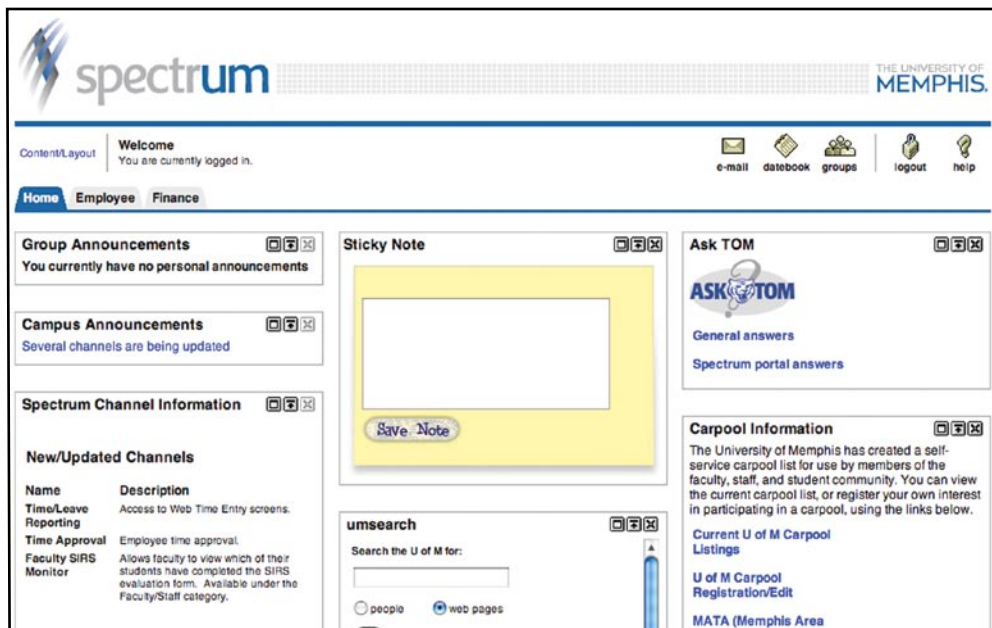
"We hope that the portal will be *the* place where people will start out in the morning and stay all day," said portal team lead Joe Matesich, the University's interim director of Web and Portal Services. "The idea is a single-stop shop."

That day may be a ways off, but the portal team has been working tirelessly to make it a reality.

Project Spectrum will make the U of M a more efficient workplace by integrating all of the University's administrative systems into product suite called Banner, which combines and streamlines student, financial aid, finance, HR and advancement systems.

And for the University's roughly 25,000 students, faculty and staff, Spectrum means an easier way of doing business. Whether entering timesheets, approving budgets, applying for admission or registering for classes, Spectrum, which is about halfway complete, will live up to its billing as "Every Resource, One Source."

That one source is the portal, and it's changing every day. The portal was recently upgraded to the latest version, providing a faster, more robust site.



"The upgrade enhanced the portal so that more people can login in a shorter period of time," Matesich said. "Each user is getting a better experience. The individual login takes a shorter period of time as well. People should see a significant increase in speed."

Once logged into the Spectrum portal, people will find a number of useful utilities such as Group Studio. Users can join or form groups, including academic, athletic, service and social communities where people can congregate by creating message boards, uploading file links and posting group announcements.

Campus-wide announcements will also appear on the portal whenever a user is logged in, giving someone immediate access to important notices, such as the closing of campus due to inclement weather. Also, every academic course at the University will soon have its own group, so professors and students can communicate classroom news and notes through the portal.

But that's not all. The portal team has been adding a number of new channels each month and will continue to do so.

"We hope to have more and more channels," Matesich said. "We're always adding more channels for general information, like links to news sites, podcasts, significant

newspapers that have RSS (rich site summary) feeds, like *The New York Times* or CNN. People are interested in seeing a headline and then linking to the site. We're always adding some of those."

Moving forward, the portal team is diligently working toward a single sign-on authentication, meaning users will have to login to the portal just once and be able to find every U of M system, including e-mail, at their fingertips. As it stands now, there are still several instances where users must sign on separately, but the concept of a single sign-on to all primary web-based services isn't far away.

"When you won't have to keep on typing username and password over and over again like you do now, people will want to go to the portal because it's convenient and easy to use," Matesich said.

And when it's so easy to use, then people – students, faculty and staff – can concentrate on things other than the portal.

"At best, the Spectrum portal is a really useful utility," Terry said. "What's special at the University of Memphis is the teaching and learning and the experience of going to college – not a piece of software."

Committee to ensure data security

Any transition to a new software system could raise security issues among data users. With the University of Memphis switching to Banner, project managers at the U of M have formed a Security Team charged with identifying certain key areas of concern for information sharing within the Data Warehouse. Many of these issues are also critical to data collected within the Banner Software.

Besides making recommendations on levels of security, the Spectrum Security Committee will evaluate the impact that shared information (e.g., name and address tables) will have on release of financial, human resources, student and advancement information. It will also make recommendations about employee access to information that appropriately balances federal, state and University laws or guidelines with the employee's ability to perform essential tasks. Also, the committee will consider the types of training and devise training programs that will be needed to provide users with an understanding of the data accessed.

Security Team members are:

Melanie Murry -
Office of Legal Counsel (lead)

Wattine Baker - Advancement

Amy Cable - Financial Aid

Pam Jenkins - Academic Affairs

Kim Josh - Business and
Finance Technology

Charlotte Knowles -
Human Resources

Danita Macon -
ITD Data Administration

Harriet Montgomery -
Human Resources

Donna Van Canneyt - Registrar

Deborah Wooddell - Business and
Finance Technology



WTE ...

Continued from page 1

So Linton held training classes five times a day, from May 30 to June 30. That presented some challenges.

"We were just able to teach a handful of people per area," Linton said. "If we had more time, I would love to have every person on campus come to training, but that wasn't going to happen with only a month to put it up. People were supposed to come to training and go back and teach other people in their departments what to do, but there were some people where nobody from the department came, so who is going to teach them?"

As far as he could tell, everyone eventually discovered how it worked. July 21 was the final day for bi-weekly employees to submit their time, and though it was a "crazy" day, according to Linton, all timesheets were submitted by the deadline, and everyone received

their paycheck the following week.

Payroll, which had been live in Banner since April, was able to successfully integrate WTE data and distribute all 1,721 bi-weekly checks. When the monthly payday rolled around soon after, payroll distributed another 1,032 checks, completing a full WTE cycle.

While employees might not have noticed any changes — after all, their paychecks were deposited as usual — the WTE team members waited with bated breath for payday to come off without a hitch.

"It made you nervous because this is serious stuff," Linton said. "If this doesn't work, people don't get paid. It's one thing to work on a project where it's just a convenience to somebody, but this was serious. If this didn't work, there would be repercussions. But it all worked just fine."

WTE's end product was a success because the team members got along well and worked diligently toward reaching their goal. Despite the short turnaround to get this latest module implemented, Linton and his crew were finally able to exhale once everything was up and running.

"It's in theory for so long while you're working on it, then all of a sudden people are actually getting paid out of it," Linton said. "It's kind of a nice feeling."

Moving forward, Linton and his team will have minimal duties, namely training new employees how the WTE system works. He figures that will happen once a month, once a quarter or during orientation. But training new employees should be a breeze.

"They don't know the old way of doing it," Linton said.

Why is Spectrum succeeding?

As co-leads of the Spectrum Project, Marie Dockter and I are continually searching for ways to assure project success. As part of this effort, we have focused our attention on publications that suggest “why projects fail?” and “why projects succeed?”

It was not too surprising to find that studies conducted over the past 10 years have consistently shown that *most* projects of this magnitude (i.e., Enterprise Resource Planning technology implementations, or ERPs) are not as successfully implemented as they might be.

In fact, the Meta Group, a well-respected technology strategic information group much like Gartner (an information technology consulting group), reported that in 2001, 70 percent of such projects were considered to be failures, although in almost every case the projects were “recoverable.” Likewise, the Computer Associates 1998 survey of over 800 ERP projects yielded a failure rate of 65 percent.

Such reports are of great concern to public sector colleges and universities. These findings are of particular note since Gartner estimated in 2002 that more than 80 percent of American colleges and universities would undertake the implementation of new ERP systems before 2005. Of course, the schools of the Tennessee Board of Regents system are among the schools electing to take this seemingly precarious journey.

The reasons most frequently cited in the literature for project failures are:

- Failure to adequately plan the project (including unrealistic scope and scheduling)
- Lack of executive management support
- Failure to plan for the “cultural shock” of new systems
- Lack of adequate technology to support the new systems

The equally important flip side of failure, of course, is success. Here the literature shows that there is little overlap among the reasons cited for success. Schools such as University of



California-Berkeley, Indiana University, Purdue University, Rice University and others listed more than 36 reasons for the “successes” (some of the universities responding indicated a mixture of success and failure) of their ERP projects.

It should also be noted that all schools comparable to us, or larger, have larger budgets and more staff to assign to their ERP projects.

In addition to the staunch support of the Executive Team, I am certain that, at the University of Memphis, the single most important element of our success has been “The determination and dedication of our employees working in teams to achieve things beyond any reasonable expectation.”

All of the leaders and team members have created what we like to think of as “manufactured genius” in solving problems that have stopped other implementation efforts. Each person has reached deep within him- or herself to find the personal strength to work well-beyond “normal” hours and make certain that we are implementing a system with a solid foundation that will serve all constituents of the U of M for many years to come.

They have given up vacations, doctors’ appointments and time with family and friends to

assure our success and, in doing so, they are facilitating a hugely successful project. Among institutions generally, we have achieved in a year-and-a-half what most universities have spent three years or more doing. We are the only school in TBR’s Cohort IA that has completed all parts of the original project plans, including going live with Web Time Entry on time.

Our Student Module Teams are “ahead of the curve” in moving very large volumes of data in preparation for this fall’s admissions go-live. We have solved technical problems and worked across traditional “boundaries” with each team helping to assure the success of the other teams. We are learning not only new software but also new ways to work together for the betterment of the University.

Marie and I echo the pride of our Executive Team in your accomplishments and wish to use this issue of the Spectrum newsletter to express our gratitude and thank each of you individually and collectively for your outstanding accomplishments!

— John S. Wasileski

Student module gets rolling with admissions

The University of Memphis rolled out the red carpet for students in August — and Project Spectrum will soon do the same.

Since students comprise an overwhelming majority of the U of M community, Spectrum will reach its largest audience when the first component of the student module goes live this fall.

It all starts this month with the launch of admissions for the 2007-08 school year.

"That's a major milestone," said Steve Terry, the director of University IT Projects and Technology Utilization.

The admissions milestone will be followed by another important piece of the student module when registration goes live in March 2007 for the fall 2008 semester.

Registration has Spectrum team members excited, especially when they consider how the process used to be when they were in college.

"In my first two years I didn't even know what I was doing," Terry said. "There was no rhyme or reason to it. You just showed up to this arena, they gave you some punch cards, it was a nightmare."

"This on-demand, one-stop shopping availability anytime, anywhere is what's driving higher ed, and the customers are looking for that."

In the meantime, students will begin to interact with Spectrum immediately by participating in online groups and completing SIRS (Student Instruction Ratings), the faculty evaluation process.

"It's been coming up to speed," Joe Matesich, the University's Interim Director of Web and Portal Services, said of SIRS. "Faculty is learning about it now."

Project Spectrum, slated for completion at the end of 2007, will make the U of M a more efficient workplace by integrating all of the University's numerous databases into an administrative product suite called Banner, which combines and streamlines student, financial aid, finance, HR and advancement systems.

When the project is complete, students will



be able to do everything through the Spectrum portal, from viewing their grades and courses online to checking e-mail.

Even those who aren't yet on the U of M campus may feel Spectrum's impact. It's possible that high school and transfer students who are accepted by the University will be given a username and password and can join the realm of Spectrum like everyone else. The leaders responsible for Spectrum's implementation are debating the moment someone officially becomes a part of the University — either when they are accepted, or when they are registered for classes.

"We haven't figured that out yet," Terry said. "Some of us believe it should be early in the process. Some people believe it should be further down the line. There's benefits for both those arguments."

Regardless, the benefits of Spectrum for U

of M students will be experienced each time they easily navigate Spectrum's ability to provide Every Resource, One Source.

But the University may benefit as well by using Spectrum's powerful, unifying administrative suite as a recruiting tool for prospective students.

"Kids are not making decisions on whether to go to Harvard or Memphis based on how their administrative systems work — but it sure is a factor for their parents when it's between two like institutions," Terry said. "If there's really no difference between this institution and that, then you start looking at factors like that. It really is a big deal. When they're similar, you're going to pick the one that's easier to deal with or be flexible or adaptable for your lifestyle and needs."

"The University of Memphis will be way ahead."

Campus mourns Crafton's death

The University of Memphis and Project Spectrum lost a good friend and treasured employee when Dr. Thomas Crafton died unexpectedly June 26 while vacationing in Guadalajara, Mexico.

Tom, who was 58, served as associate vice president and deputy chief information officer in the U of M's IT department. Tom came to the University in 2004 and was instrumental in the budget side of Spectrum.

Born Oct. 6, 1947, in San Angelo, Texas, Tom was the son of Donald and Billie Crafton. Tom is survived by his daughter, Cherish; mother, Billie Maxine Crafton of Meadowlakes, Texas; sister, Betty Garnett and her husband, Eddie of Marble Falls, Texas; brother, David Crafton and his wife, Kathy, of Jackson, Tenn.; a nephew; two nieces; and other relatives and close friends. His father, Donald Crafton, passed away in 1999.

Tom received his BS in 1976 from Harding University in Arkansas and his MBA in 1981 from Pepperdine University in California. He also received a degree in Finance from The New York Institute of Finance and just last



Dr. Thomas Crafton

month was awarded posthumously his PhD from Capella University, an e-learning institute.

Visibly shaken by their colleague and friend's death, U of M employees were understandably reticent when asked to share their thoughts

about losing Tom. Steve Terry, the director of University IT Projects and Technology Utilization, summed it up this way.

"Collectively," Terry said, "we'll all miss him."



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