



**Faculty and Staff Information System (FASIS)  
Project Charter**

**Presented by:  
The Office of Human Resources  
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&  
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## Overview

Currently, Northwestern University's Central Administration and individual schools maintain faculty records in a variety of ways.

- Core employee information, such as personal demographics, appointments and tenure are captured using FASIS (formerly HRIS)
- The Office of the Provost and many schools track similar data using Microsoft Access databases and Excel spreadsheets. Faculty members enter additional information directly into these databases
- Some schools with technical staff have built their own independent faculty information systems. They import data from central enterprise systems (FASIS (HRIS), SES, InfoEd, and CTEC) and expand it to address the reporting needs of the dean and other administrators

Capturing faculty data in multiple ways results in data inconsistencies and raises questions about how best to enhance data quality, accuracy, security, ease and timeliness of reporting while increasing cost effectiveness.

In FY 2005 and 2006, a group of central and school administrators convened the Faculty Information System Initiative (FISI) to document a core set of faculty data fields and definitions as a step to future faculty system development. However, funding was not available at that time for this project.

In FY 2007, funding was identified to create a faculty reporting database for the Office of the Provost to consolidate several locally-maintained sources of data. In developing the reporting database, staff from several offices (including the Office of the Provost, Institutional Research, and FASIS (HRIS)) met with WCAS, McCormick and Feinberg to learn more about their faculty information systems. The School of Communications has a robust content management system for their faculty which has not yet been reviewed. Although those Schools upload data from central enterprise systems (FASIS (HRIS), SES, InfoEd, and CTEC) and capture additional information from faculty, they expressed the need for an enterprise solution for faculty information.

## Scope and Objectives

The scope of this project is to compile faculty information into a university-wide data management system, providing an accessible, secure environment that achieves the following objectives:

- Leverages collective knowledge of existing faculty systems to accommodate faculty information for all schools in FASIS (HRIS)
- Establishes policies and processes for hiring faculty
- Provides for seamless data sharing between schools and central administration
- Standardizes the processes of data integration and dissemination
- Establishes a centralized "system of record" that ensures legal compliance both for internal use and external reporting
- Creates a central repository of data, where schools can extract information from one source, the data mart
- Streamlines faculty data collection into a data mart in the enterprise system integrating transactional and reporting systems to take best advantage of the university's business intelligence tools and provide comprehensive reporting and analytics
- Uses the University Portal to create one place for faculty members to update information on their research, teaching, service and other activities. The Portal also allows faculty to view data (both centrally- and locally-generated) and reports for which they have role based security connected to FASIS (HRIS)

- Links to other enterprise systems, including SES, InfoEd, Maximus, and Blackboard, to provide a comprehensive view of faculty research, funding sources and teaching activities (Phase 2).

## **Proposed Faculty Information Project (FASIS)**

The Faculty Information System Project (FASIS) presents a means to expand on the 2007 faculty reporting database project and accomplish the FISI project team's objectives without the extensive costs of buying or building a new system, hiring a full implementation team, purchasing a software package to meet University needs, or adding new on-going maintenance costs.

As a result of the economic climate, we have redesigned the development into incremental phases. Incrementing these initiatives will stage development and utilize the project team more effectively, which will minimize costs.

### Current Development in 2008 and 2009

In the past fiscal year, HRIS focused on several projects for the Office of the Provost as a pre-cursor to building a Faculty Information System. Currently in development or planned for completion this fall are:

- A Retirement Panel
- An Enhanced Tenure Panel
- A Faculty Offer Form
- eRecruit enhancements to allow faculty job posting with automatic updates to GC HERC
- Updated 2009 faculty information in the reporting database
- Faculty appointment data updated/added in FASIS (HRIS) for the past 10 years. This will provide accurate historical reporting on faculty appointments
- FASIS (HRIS) data mart design for faculty reporting
- Expanded FASIS (HRIS) Department Page to capture academic departments and reporting hierarchies
- Expanded job title information to include faculty specific information, such as rank

Phase 1: Initiate the Faculty and Staff Information System (FASIS) and continue updating the FASIS (HRIS) Data Mart – Fall 2009

From an academic standpoint, this initiative will enhance faculty information in FASIS (HRIS) by combining FASIS (HRIS), Provost and schools' faculty data. It is intended to leverage the NUPortal to provide a secure single sign-on to select and view faculty information through enterprise and local management information systems (LMIS). Viewing faculty information in FASIS (HRIS) will be designed from an academic perspective vs. a payroll perspective.

Leveraging Portal technology will allow faculty or school administrators to enter data and apply updates in multiple systems, including FASIS (HRIS) and LMIS. Such data includes publications, research interests and efforts, proposals, awards and course load. As a result, the Office of the Provost, school deans' offices and departments can review all academic information on a faculty member.

Phase 2: Enhance the Faculty Information System (FASIS) – Fall 2010

Building on the enhancement to FASIS (HRIS), the portal will link the SES, InfoEd, Blackboard, and Maximus databases to bring all information into a central repository for reporting. Linking the BI tools and enterprise systems will assist the LMIS to obtain information from one source, the data mart, instead of interfacing with many databases to collect information from the enterprise systems. The

schools will play a critical role in assisting to identify the requirements to create more robust reporting using the BI tools (Cognos).

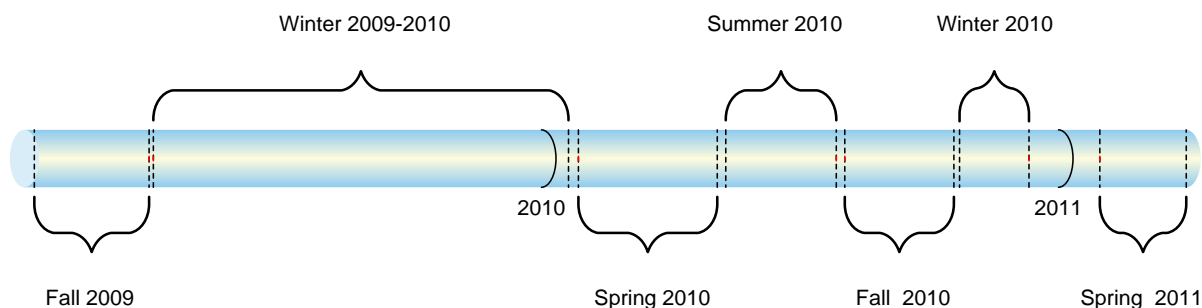
During this phase, the current business process will be reviewed. The faculty hiring process will be streamlined, including automating faculty recruiting using workflow and electronic approvals. This effort will eliminate paper processes and add online tools to facilitate the hiring process within and across schools and central administration. This effort will also result in one repository for staff applicants and faculty candidates for EEO and other reporting agencies. Since FASIS (HRIS) will be upgraded to Version 9.1 in the beginning of calendar year 2010, developing this process will be on hold in order to understand and take advantage of the new recruiting features in the upgrade. After the faculty enhancements are done in FASIS (HRIS), then the requirements gathering for the recruiting process for faculty, post docs, and staff will begin.

At the completion of Phase 1 and 2, we will have one University-recognized source for all faculty data. The initiatives will utilize FASIS (HRIS) to build out faculty academic pages and centralize information from the faculty reporting database, thus creating a Faculty and Staff Information System(FASIS) and a FASIS (HRIS) data mart to support enhanced information management and reporting utilizing current technology, security measures and resources.

## Project Timeframe

The success of this project is dependent on partnering. Schools, central administration and faculty must collaborate to identify the appropriate functional requirements and ensure regulatory compliance.

## Timeline



### Fall 2009

- Finalize Project Charter and form Committees, Work Groups, and Task Forces
- Kick off Faculty and Staff Information System (FASIS) meeting
- Finalize academic appointment rules already in progress
- Complete data updates/additions in FASIS (HRIS)
- Continue to review business processes for faculty to ensure consistency for reporting
- Begin the discovery process of collecting business requirements for IT school systems, faculty, administration
- Sign off, develop, implement, and administer training on FASIS (HRIS) changes to department, job code, rank, and endowed professorship information

### Winter 2010

- Complete discovery process of school systems and begin business requirements
- Begin FASIS (HRIS) upgrade to 9.1
- Identify NUPortal requirements with Task Force/Focus Groups
- Begin designing pages in FASIS (HRIS) that do not affect upgrade

### Summer 2010

- Develop and administer training on completed Faculty Pages and developed data definitions
- Develop and administer training on Faculty Reports for the Office of the Provost
- Go live with developed pages for Faculty Information System
- Enhance FASIS (HRIS) data mart to include new academic pages
- Develop Computer Based Training for FASIS (HRIS)
- Complete Portal design, including capturing transactions and applying updates to local management information systems

### Fall 2010

- Sign off, develop, implement, and administer training on Faculty Reports for faculty, schools and Central Administrators
- Complete Data Definitions Manual
- Begin reviewing eRecruit business processes for faculty, post docs, etc.
- Activate NU/FASIS Portal
- Collect and sign off on reporting requirements from enterprise systems

### Spring 2010

- Sign off on Portal requirements
- Continue collecting data definitions - ongoing
- Complete initial rollout of FASIS (HRIS) data mart – development already in process
- Sign off, develop and implement Faculty Reports for the Office of the Provost
- Complete functional and technical analysis of school systems, including reporting requirements
- Continue to get sign off and design additional FASIS (HRIS) pages

### Winter 2011

- Complete Faculty Appointment Manual
- Begin linking other enterprise system and data marts through the NU/FASIS Portal
- Extend the FASIS data mart with enterprise data

### Spring 2011

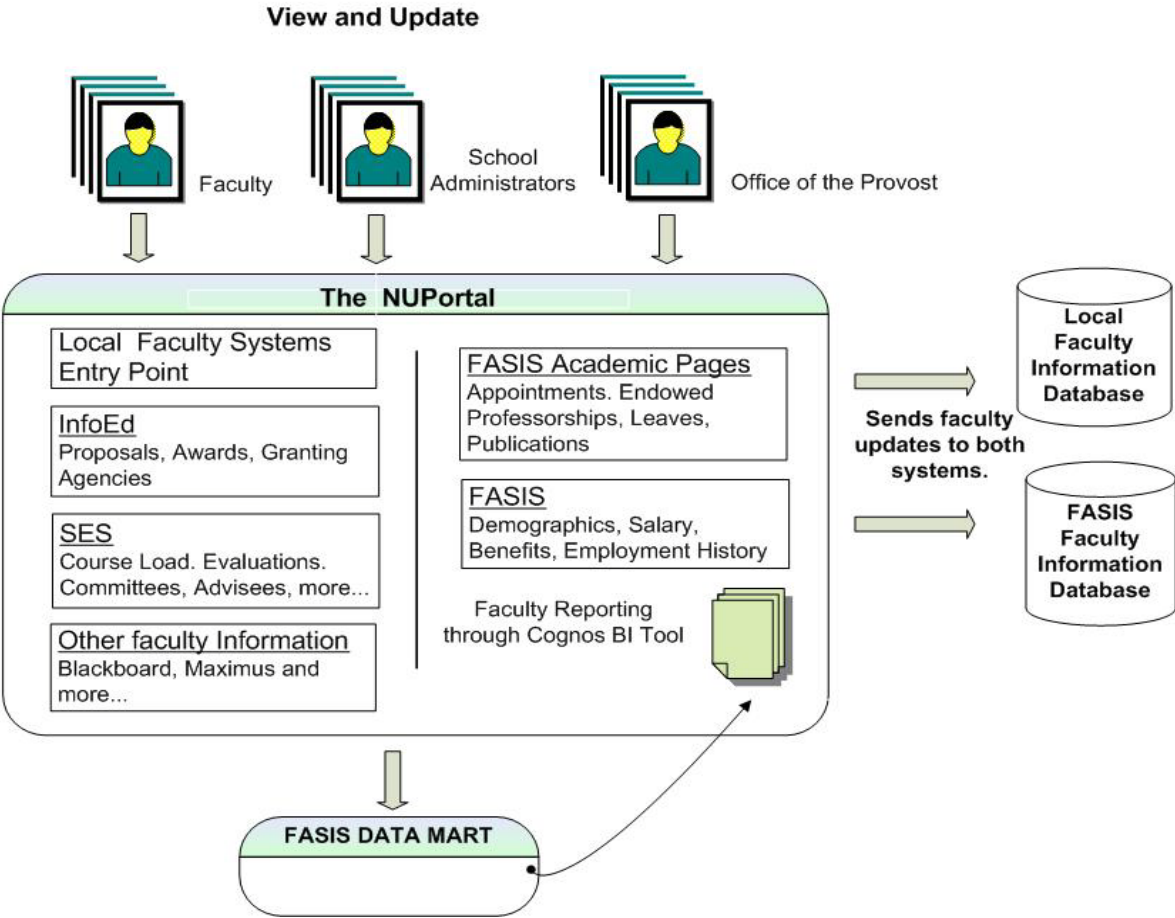
- Roll out information to the NU/FASIS Portal from FASIS (HRIS) SES, InfoEd, Blackboard, and Maximus
- Implement additional enterprise Faculty Reporting
- Modify eRecruit for faculty, post docs, staff.

## Project Benefits

The Faculty Information System projects are expected to improve the planning, recruiting, hiring and reporting of current and historical data. The following benefits are anticipated for both central administration and schools:

- **Integration of faculty data.** This project will integrate enterprise and LMIS faculty information into a database, providing better access to comprehensive faculty reporting for both schools and central administration. Historical data will be maintained in one place allowing for easier queries and review of trends over time. In addition, schools can leverage the Faculty Data Mart to enhance and customize reporting specific to their needs. To create a seamless process to faculty members, the use of the University Portal will allow access to all systems from one entry point.
- **Improved system integration.** This project will capitalize on existing faculty information systems such as McCormick, WCAS and Feinberg, who currently extract data from HRIS, and build a system that allows all Schools to enter and maintain information on faculty. This will ensure greater data consistency and improved data integrity as well as support best practices for faculty information throughout the University. Collaborative efforts with and between schools will ensure success.
- **Compliance with OFCCP and EEO in gathering data for faculty applicants regarding ethnicity and gender.** Automating the self identification process for faculty hiring will ensure greater regulatory compliance.
- **Consistent policies and procedures for faculty appointments across the University.** Enhancing FASIS (HRIS) to capture faculty appointments will track adherence to defined practices.
- **Reduced implementation costs by leveraging the existing FASIS (HRIS), SES, and Portal teams and using the Enterprise Systems as a Central Repository.** Implementation costs will be absorbed by HRIS. We will utilize existing systems (such as the University BI Tool) and leverage current staff to avoid investing in new software with ongoing maintenance charges and hiring an implementation team.
- **Expanded support for faculty hiring and career tracking.** eRecruit will provide improved automated workflow to reduce manual processes, eliminate paper processing and streamline approval.

Faculty Information in the NUPortal



## Project Resources

The initiative will require participation and collaboration from members of our schools, central administration and faculty for its success. Included below is a list of Steering Committee, Project Team and Task Force members. Appendix A describes the Task Force Charter and Direction.

School/Unit	Steering Committee	Project Team	IT School Task Force	Functional/Academic	Enterprise
Feinberg	Rebecca Cooke			Warren Kibbe	
Feinberg	Bill Lowe			Cynthia Csernansky	
Feinberg		Marcie Weiss			
Feinberg			Jonathan Lewis		
Kellogg			David Keown		
Kellogg				Vicki Dekker	
Law				Cristina Barragan	
McCormick	Rich Lueptow			Alice Kelley	
McCormick			Alan Wolff		
Medill				Douglas Troutman	
Music				Rene Machado	
School of Communication			James Webb	Rick Morris	
SESP				Coleen Coleman	
SESP				Anne Kerins	
The Graduate School				Ruth Allee	

## Project Resources – Continued



School/Unit	Steering Committee	Project Team	IT School Task Force	Functional/Academic	Enterprise
Weinberg	Cathy Grimsted			Monica Russel y Rodriguez	
Weinberg			Ruth Reingold	Erin Denney	
Weinberg				Marie Jones	
NUIT		Luna Rajbhandari – Add Hoc			Luna Rajbhandari
NUIT		Craig Linderth – Add Hoc			
NUIT		Tim Huckabay – Add Hoc			
NUIT		Tim Tiernan	Tim Tiernan	Tim Tiernan	
NUIT					Maureen Knight
NUIT					Phil Tracy
NUIT		Peg O'Neil	Peg O'Neil	Peg O'Neil	
NUIT			Vivek Pavle	Vivek Pavle	Harry Samuels
NUIT	Betty Brugger				
NUIT		Ronn Cruz	Ronn Cruz	Ronn Cruz	
Enterprise system (AIMS)					Linda Bennett
Enterprise system (Maximus)					Jennifer Wei
Enterprise system (SES)					Ann Dronen
Enterprise system (SIMS)					Kevin Grzyb
Enterprise system (InfoEd)					Alan Garbarino
Institutional Research		Debbie Crimmins		Debbie Crimmins	
Library				Stu Baker	
Office of Budget Planning					
Office of Business and Finance					Jason Schober
Office of Change Management	Jake Julia	Tim Sanker	Tim Sanker	Tim Sanker	Tim Sanker

## Project Resources – Continued

School/Unit	Steering Committee	Project Team	IT School Task Force	Functional/Academic	Enterprise
Office of Human Resources	Pam Beemer				
Office of Human Resources	Kathy Tessendorf	Kathy Tessendorf	Kathy Tessendorf	Kathy Tessendorf	Kathy Tessendorf
Office of Human Resources	Sonia Cohen	Sonia Cohen	Sonia Cohen	Sonia Cohen	Sonia Cohen
Office of Human Resources	Kathy de la Cruz	Kathy de la Cruz	Kathy de la Cruz	Kathy de la Cruz	Kathy de la Cruz
Office of Human Resources	Kristin McLean	Kristin McLean	Kristin McLean	Kristin McLean	Kristin McLean
Office of the Provost	Jean Shedd				
Office of the Provost	James Young	James Young	James Young	James Young	James Young
Office of the Provost		Laura Koepele-Tenges	Laura Koepele-Tenges	Laura Koepele-Tenges	Laura Koepele-Tenges
Office of the Provost		Gretchen Oehlschlager			
Office of the Provost		Celina Flowers			
Office of the Provost (proxy)		Andrea Gurr			
Research				Meg McDonald	

## Communication Plan

What	Who/Target	Purpose	When/Frequency	Type/Method(s)
Meet with Steering Committee	All Steering Committee members	Review project overview to identify Academic, Functional, IT School Administrator, and Enterprise System representative task force members and review roles/responsibilities	Before kick-off meeting	Meeting
Distribute Project Initiation	Steering Committee, Project Team, and Task Force Members	Distribute project overview and letter from Provost	Before kick-off meeting Before project start date	Email
Project Kick Off	Steering Committee	Communicate plans and roles/responsibilities.	At or near project start date	Meeting
Status Reports	Steering Committee and Task Force Members	Update Stakeholders, Task Force Members, and Project Team Members on progress of the project.	Regularly scheduled – monthly	Email
Project Team Meetings Meeting	Entire Project Team or individual meetings for Project Team, Technical Team, Functional teams and Task Force as appropriate	To review detailed plans (tasks, assignments, and action items).	Regularly scheduled – weekly /monthly or every other month depending on Task Force, plan and topic.  As needed when issues cannot be resolved or changes need to be made to Project Plan.	Meeting
Task Force Meetings	Task Force Teams	To review detailed plans (tasks, assignments, and action items).	Regularly scheduled – monthly or every other month depending on Task Force, plan, and topic	Meeting
Steering Committee Meeting	Steering Committee members, Project Lead, and Project Manager(s)	Update Steering Committee on status and discuss critical issues. Seek approval for changes to project plan.	Regularly scheduled – every other month  As needed when issues cannot be resolved or changes need to be made to project plan.	Meeting
Project Web Page	Steering Committee, Project Team, Task Force Members, and University	General communications Project updates, charter, project plans, rule changes, data dictionary, announcements, etc.	Periodic updates with status of project	Web Page

## **Appendix A - Task Force Charter and Direction**

The focus of the Task Force is the Faculty Information System Proposal and the Faculty Executive Summary. Three task forces have been identified:

- Functional
- School IT Representatives
- IT Enterprise Systems

The Task Force will address process and requirement related issues for faculty information and reporting. They represent the views and seek input from the academic community and central administrators regarding requirements. These Task Force members may meet individually on specific topics or together, depending on the area of discussion. They will provide direction and resources as needed, as well as subject matter expertise as required. Part of their mission is to formulate workgroups for specific tasks and deliverables.

### **Functional/Academic Task Force**

This Task Force will be comprised of school administrators and faculty members. They will focus on reviewing functional requirements and reporting on an ongoing basis. Part of their mission is to provide insight from the user perspective on the usability of the Portal, data and reports needed by administrators and faculty.

### **IT School Administrators Task Force**

This Task Force will be comprised of IT representatives from the schools. The focus of this group is to review Local Management Information System (LMIS) features and identify key data elements and reports within their respective schools that should be incorporated in to the enterprise Faculty Information System.

### **Enterprise System Representatives Task Force**

This Task Force will be comprised of representatives from enterprise systems that contain faculty information. This group will determine what information in their respective systems is needed for the Faculty Information System and how the information should be accessed.