

CCSD Project Governance Plan

Clark County School District

March 2013

Objectives:

Project Management and Control Structure

Project/Contract Deliverables

CCSD SIS PROJECT GOVERNANCE PLAN

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Document Change Control

The following is the control for revisions to this document.

Version	Date	Author(s)	Brief Description of Change
1.0	2/14/2013	Kelvin Beck	Original document
1.3	5/13/2013	Kelvin Beck	Updated inclusions under project scope
1.4	5/20/2013	Kelvin Beck	Updated project team diagram
Final	5/30/2013	Kelvin Beck	Made final tweaks for tollgate review
Revision 1	6/03/2013	Kelvin Beck	Added updates from tollgate review

Definition

The following are definitions of terms, abbreviations and acronyms used in this document.

Term	Definition
ICDE	Infinite Campus District Edition
SIS	Student Information System
CCSD	Clark County School District
SME	Subject Matter Experts

CCSD SIS PROJECT GOVERNANCE PLAN

Description

The Governance Plan will set the operating boundaries for the project and make very clear what is included in the project and how it will operate. The governance plan defines the scope of the project and identifies the operating aspects and relationships of the implementation. Included in the governance plan will be sections on approach, scope, assumptions, communications, staffing, change management, implementation strategy and risk management.

Responsibility Matrix

Task/Action	Executive Sponsors	CCSD SIS Project Executive Committee	CCSD Core Team	Project Managers
GOVERNANCE				
Implementation Strategy	A	R/I/A	R & I	C/R/I/A
Organizational Change Management and Communication Plan	A	R/I/A	R & I	C/R/I/A
Project Scope Change Management Plan	A	R/I/A	R & I	C/R/I/A
Risk Management Plan	A	R/I/A	R & I	C/R/I/A
STAFF DEVELOPMENT				
Professional Development and Delivery Plan	A	R/I/A	R	C/R/I/A
DATA CONVERSION				
Data Conversion Plan	A	R/I/A	R	C/R/I/A
SUPPORT				
Support Services Plan	A	R/I/A	R	C/R/I/A
INFRASTRUCTURE				
Hosting/Infrastructure Plan	A	R/I/A	R	C/R/I/A

- “A” means that the person (or role) **approves the task/action**.
- “R” means that the person (or role) **reviews the task/action**. This also may likely include providing any required updates.
- “C” means that the person (or role) **creates the task/action**. Usually there is only one person who is responsible for creating the deliverable although many people many provide input.
- “I” means that the person (or role) **provides input to the task/action**.

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Implementation Approach

Infinite Campus uses a well-defined and proven Product Implementation Methodology (PIM). Our continuous process improvement approach is driven by our experiences and customer feedback. This methodology is defined in the Infinite Campus PIM METHODOLOGY document. The specific schedule and scope of these projects will be governed by the CCSD Project Plan. A preliminary version of that plan has been provided.

Project Scope

The scope of this project is to successfully implement the Infinite Campus product as agreed in the contracts with the Clark County School District. The scope of effort will include: planning and execution of the project; managing Infinite Campus tasks and resources; data conversion, staff development, communication; guidance and support throughout the life of the implementation.

If any item is not included in the scope of the project it will not be considered as part of the project. If something is determined to be required after the project has started it will be added by way of a formal project change order that will need to be agreed upon by all parties by signature.

Inclusions/Deliverables

Deliverable	Description
Implementation	This includes: project management, data conversion (6 years), training, consulting, hosting and support
Campus Core Database and Application	Full Infinite Campus core database
Cloud Choice Hosting	All hosting hardware/equipment will be housed in the Infinite Campus data centers in Blaine, MN
Data Health Check	This is a tool that CCSD can use to review the condition of their data both during and post implementation.
Support	Full Infinite Campus Support Services

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Implementation Strategy

The prescribed deployment strategy for CCSD represents a hybrid of our common implementation methodology. For a district of this size, and in response to the stated requirements in the RFP we are presenting an approach that includes a detailed FIT/GAP analysis prior to the Implementation and Planning Phase.

Our strategy includes multiple phases and is documented herewith.

Summary of planning phases (occur serially):

- Pre-Implementation
 - FIT/GAP Analysis
- Project Initiation and Planning
 - Documentation
 - Organization Change Management and Communication Plan
 - Data Conversion Workshop
 - Conversion Layout and Dashboard Creation
 - Data Cleanup
 - Professional Development Planning Workshops
 - Mastering the Fundamentals of Campus
 - Fundamentals of the Campus Database
 - Train the Trainer Boot Camp
 - Risk assessment
 - Hosting/Infrastructure and Support workshops
- Implementation
 - Implementation/Plan Execution (data conversion, end user training, development, hosting and support)
- Go-Live
- Post Implementation
 - Transition to Maintenance & Support
 - Project Closeout

Follow-on projects (post go-live):

- Post Implementation

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Completion Criteria

The objective of the Completion Criteria section is to document the process of moving the CCSD from the implementation stage of their relationship with Infinite Campus to the operation stage. Infinite Campus will have fulfilled its obligations under this Governance Plan when a series of formal activities that are defined as Completion Criteria are completed.

Phase Completion

The overall implementation of CCSD consists of many different implementation efforts indicated by the following references:

At the end of each implementation phase (see Tollgate and Signoff), a formal Toll-gate and Lessons Learned, Implementation sign off, Project Closure process will be conducted. In addition, at the end of the entire project, there will be a final implementation closeout process which includes the following:

Lessons Learned

A meeting will be scheduled between Infinite Campus and CCSD within approximately 30 days after the conclusion of a specific implementation phase to review lessons learned. This meeting should include all members of the CCSD Executive Committee, Executive Sponsors and Project Managers, as well as other invited guests as needed.

The purpose of lessons learned sessions is to hear what people are saying and to learn from those experiences. The intent is to understand perceptions and feedback about how the project/phase is/was executed and how it could be done better in the future.

The objective of the lessons learned discussion should be to take away insights from both CCSD and Infinite Campus that will contribute to a better working relationship for the future.

CCSD should be left feeling that the Infinite Campus Project Manager and Client Executive have heard any concerns raised and the remaining issues will be addressed in a timely fashion by the Client Executive.

It is very important to constantly communicate lessons learned to all participants and as needed to constituent groups.

Tollgate and Signoff

The tollgate will be used at the conclusion of each of the individual implementation phase. It is intended to be a simple document that outlines the objectives of the previous project phase and indicates that the associated tasks defined are now complete.

The Infinite Campus Project Manager is responsible for completing the tollgate report within 30-45 days of the conclusion of each implementation phase. The report will be sent to the CCSD Steering Committee for review and approvals before sending it on to the Executive Sponsors.

The Toll-gate and signoff denotes that while a phase has concluded, the next phase of the project has begun and has successfully been transitioned.

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Project Closure and Signoff

Project closure will be performed at the conclusion of the overall project. The project closure activities for the CCSD SIS implementation will be executed by the Infinite Campus Project Manager with the CCSD Executive Committee and Project Manager.

Any remaining open issues will be transitioned from the Infinite Campus Project Manager to the Infinite Campus Client Executive and documented on the Project Signoff Report. The remaining issues & tasks will then be discussed between the Infinite Campus Client Executive and Project Manager to determine how they will be managed going forward.

Once the Project Signoff is reviewed, approved, and received from CCSD, the Infinite Campus Project Manager will close out the applicable implementation project.

The Project Signoff Form and the closure process will be completed within 60 days after go live.

Key Assumptions

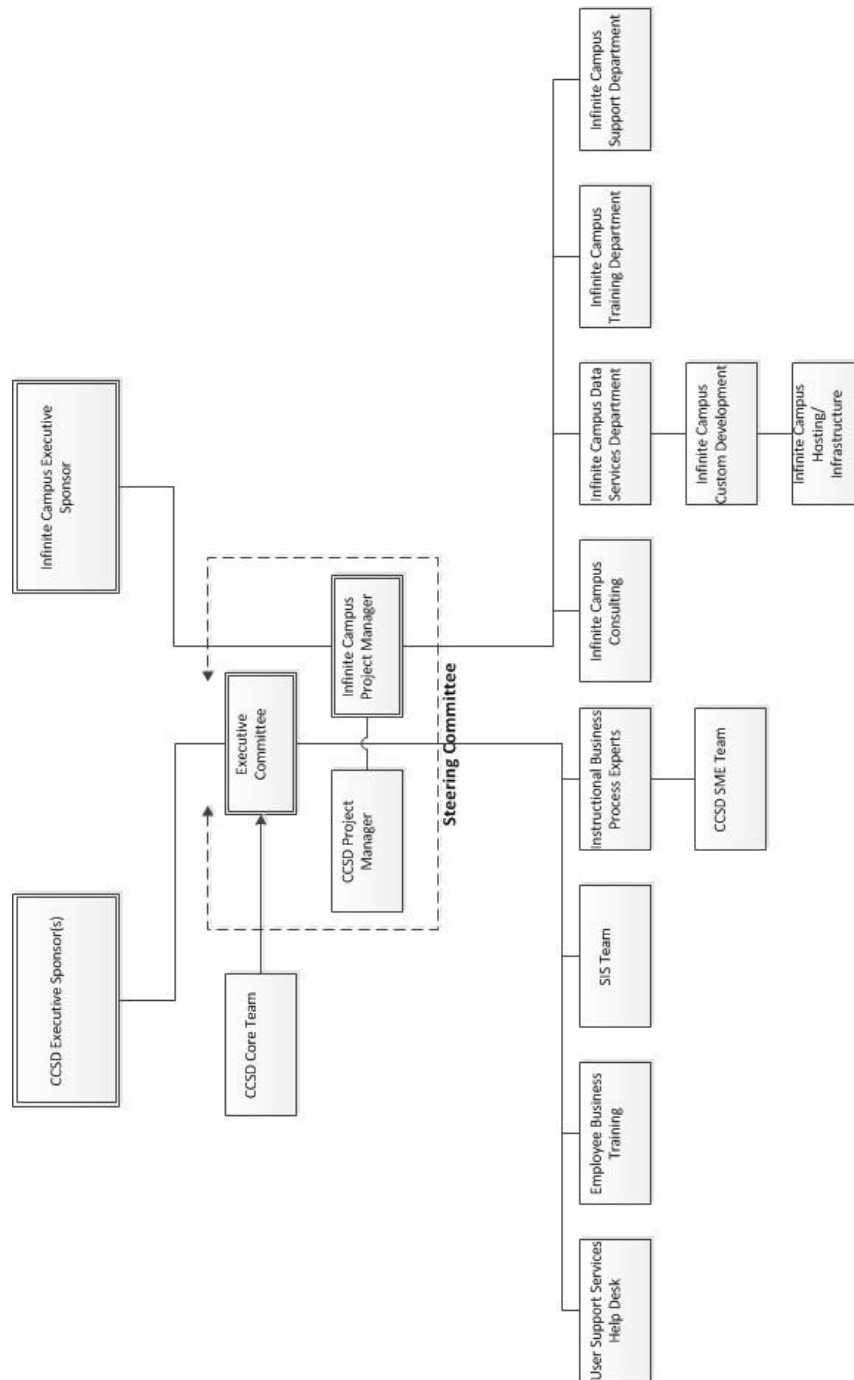
Key assumptions are items that both parties have used to build the plans for this project.

1. RFP Responses (Fit/Gap Results)
2. Agreements (Contract)
3. Below are additional assumptions used to create the detailed plans:
 - a. The district will provide an experienced project manager to handle district tasks and resources.
 - b. The district has appropriate labs with equipment to sustain all on-site training for the duration of the implementation.
 - i. The labs have internet connection to access remote training databases
 - c. The district desktop equipment meets the minimum OS and Browser standards as required in the Infinite Campus minimum requirements document provided during the Services Introduction.
 - d. The district will provide a project team member to be at each staff development session to introduce the Infinite Campus Training Specialist and to address district specific Practice and Procedure issues.
 - e. The district will assign resources and ensure the review of data in each trial data conversion.
 - f. The district will commit the required resources to the project and establish an escalation path to the executive sponsor.

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Implementation Project Team Organization

The organizational diagram below represents the project implementation teams that will be working together to plan, oversee and execute project tasks.



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Engagement Teams

The Infinite Campus methodology promotes the concepts of interconnecting teams with specific purposes engaged at the appropriate times/phases in the project for maximum impact and respect for valuable human resources.

Infinite Campus Teams

- **Executive Sponsor** – The individual is ultimately the owner of the project. The Executive Sponsor approves tollgates and project completion, advocates for the project at the highest level in the company as well as serves as an escalation point if the teams planning and executing the project require a decision or reach an impasse.
- **Project Management (PM)** – Under the guidance of the Executive Sponsor the PM works with Infinite Campus resources to plan, coordinate, oversee and manage the overall execution of the project implementation to ensure delivery of contractual deliverables.
- **Technical Team** – This team is comprised of the technical departments (Hosting, Data Conversion, Development, Custom Development and Support) based out of the Blaine, MN office. The membership of this team will be dynamically assigned based on project requirements and plan.
- **Staff Development & Process Management Team** – This team brings together the expertise of the Infinite Campus Training, Knowledge Management and Consulting departments based out of the Blaine, MN office. These resources will engage with CCSD to develop the user role specific training plan, assist in the development of CCSD specific processes for Infinite Campus and assist in the creation of CCSD specific content. This team will also be responsible for the planning and execution of training during the implementation phases.

Clark County School District Teams

- **Executive Sponsors** – These individuals are ultimately the owners of the project. The Executive Sponsors approve tollgates and project completion, advocate for the project at the highest level in the district and in the community as well as serves as an escalation point if the teams planning and executing the project require a decision or reach an impasse.
- **Executive Committee** – This team is made up of representatives from several executive level departments in the district and come together to coordinate, plan and approve the implementation activities with both the CCSD and Infinite Campus Project Managers.
- **Steering Committee** – The Steering Committee for this project is the combination of the Executive Committee and the CCSD and Infinite Campus Project Managers. This team collectively works together to plan and see that all project tasks and activities are executed.
- **Employee Business Training** – This organization is responsible for overseeing, planning and coordinating all CCSD staff training for various systems used by CCSD. The team will work with the Infinite Campus Training Manager to plan the training activities for this implementation.
- **Project Management** – Under the guidance of the Executive Sponsor and Executive Committee the CCSD PM works with the Infinite Campus PM to plan, coordinate, oversee and manage the overall execution of the project implementation to ensure delivery of contractual deliverables.
- **Core Team** – The core team is comprised of school-based principals, deans and counselors; central office administrators representing various business functions within the system, and Technology Division leaders. Members of this team will provide leadership and input into key decisions and core business processes throughout the project.
- **Subject Matter Experts (SME)** – Similar to the Core Team, SME groups directly impacted by business functions with the system are included in various aspects of the project for input into core business process definitions. These groups include registrars, elementary school clerks, counselors, teachers,

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- parents, students, etc. (please include all the groups).
- Student Information System (SIS) Team – This team is made up of technical staff that is responsible for provide technical support such as queries, custom reports, data extracts, etc. This team will work closely with the Infinite Campus Data Conversion team to coordinate the conversion of data from the legacy student information system to Infinite Campus.

Establish Requirements and Set Expectations Early

Team organization, interaction, and communication have a great influence on the quality of results of any project implementation. Therefore, the CCSD Executive Committee and Project Manager will set operating guidelines for working together as a team and for team meetings:

- Create and distribute a contact list of all core team members.
- Require attendance at team meetings.
- Create agendas for each meeting and record minutes via notes. Distribute within a timely manner to the core team.
- Grant each team member an equal voice.
- Make decisions - after ideas are presented, justified, and discussed. If a majority decision cannot be reached, the decision will be escalated to the executive sponsor.
- In meetings where possible, solve previous issues before moving on to new issues.
- Hold team members accountable for finishing work on time and making weekly reports on specific progress made.
- Establish a communication process for calling each team meeting and arranging a satisfactory time, place, and date.
- Encourage all team members to participate in discussion and to prevent anyone person from dominating discussion.
- Cover any other organizational matters considered important.
- Discussion of organizational issues should be discussed until agreement is reached. It is recommended to not move on to project content and work assignments before then.
- Set realistic expectations, both for the efforts expended by the project team members, as well as for the overall implementation effort and end results.
- Send time and location to team members for meetings.
- Set meeting starting times and time limits and keep to them.
- Establish incremental measures that show progress for all project activities.

Review Team Process and Progress Regularly

Each meeting should include a brief review and evaluation of team relationships and project progress.

- Check if everyone understands what is happening. Rework ideas that seem to be unclear or misunderstood. Summarize key facts, problem issues, decision choices, and advantages and disadvantages affecting decisions.
- Ask questions to determine if the meetings are satisfying the needs of team members. If not, seek suggestions for improvement.
- Show concern for any persons not being heard from or hesitant to speak out on issues. Directly ask for their viewpoints. Many quiet people have excellent ideas. Different personality types have different talents to contribute.
- Take prompt corrective action when a problem develops in team relationships. If any person is

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dominating meetings, unprepared at meetings, or skipping meetings, discuss what corrective action should be taken. Then, make a decision and act on it.

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Clark County School District

Roles/Responsibilities

The successful completion of the ICDE implementation depends on the full commitment and participation of CCSD management and personnel.

The responsibilities listed in this section are in addition to those responsibilities specified in the End User License Agreement. The performance by Infinite Campus is predicated upon the following responsibilities being fulfilled by CCSD, as scheduled in the project plan. Delays in performance of these responsibilities may result in reduced quality, additional cost and/or delay of the completion of the project, and will be handled in accordance with the agreed upon change management procedure.

Roles are highly recommended and necessary for the success of the project implementation. Roles and responsibilities may be changed based upon the size and complexity of the project. Large projects sometimes require dedicated full-time individuals to fulfill specific functions. For the CCSD SIS Project, the recommended staffing functions are listed below:

CCSD Executive Sponsor

The Executive Sponsor:

- Owns the CCSD SIS Project,
- Has the vision regarding what the application should ultimately be and the authority to implement the vision,
- Provides the budget to fund the implementation and operation of the application,
- Accepts project deliverables (this responsibility may be delegated to the product manager),
- Determines when business processes should or could change and has the authority to enact change, and
- Determines whether the project team succeeds or fails.

The Executive Sponsor will exist throughout the life of the project. Their involvement in the CCSD project is a natural extension of their day-to-day responsibilities. The effective delivery of the CCSD project demands a commitment of time and attention from the business owner, particularly as applications and enhancements are developed, implemented, and stabilized.

CCSD Executive Committee

Large, complex, highly visible, or mission-critical projects, such as the CCSD SIS Implementation Project, benefit from the formation of an executive steering committee. The creation of an executive committee does not replace the need for an application or business owner, but spreads the support and buy-in to a larger portion of the organization.

The Executive Committee:

- Will have the role that of a true executive committee,
- Will provide direction to the CCSD Core Team, SMEs and Project Manager
- Will get involved and help resolve issues not resolved by the CCSD Core Team, SMEs, Project Manager and Executive Sponsor

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- Will be notified of any deviation from the plan i.e., dates, scope, issues, etc.
- Is not directly responsible for managing project activities but provides support and guidance for those who do
- Advises project and executive management regarding the conduct of the project,
- Ensures that project goals, objectives, and requirements are consistent with their strategic initiatives,
- Supports and approves funding requests to ensure that the project is completed and successful,
- Facilitates organizational support and buy-in for the implementation of the application and associated business process changes,
- Monitors project direction to ensure agreement with business goals and objectives,
- Monitors project risk identification and mitigation strategies,
- Assists with minimizing risks that threaten to compromise project success, and
- Assigns priority to functionality to be delivered in each release.

CCSD Project Manager

The Project Manager is:

- Responsible for the processes required to deliver the work requested by the application/business owner (“plans the work”),
- Oversees the project budget and work plan,
- Reports project issues and status to Executive Sponsor and Executive Committee,
- Facilitates all project participants to ensure project activities are completed on time, within budget and according to the quality expectations established in this governance plan and its supporting plan documents,
- Coordinates closely with the Infinite Campus project manager and other implementation and support resources as required, and

The role of the CCSD project manager is a temporary but full time assignment and will be one who manages the CCSD project along with the Infinite Campus project manager. As the project concludes, so does the involvement of the project manager.

CCSD Steering Committee

- Plan all project tasks and activities,
- Review project plans and provide input,
- Maintain the project calendar,
- Act as the communication focal point throughout the conduct of the project,
- Accountable to the application or business owner for the delivery of a work product that meets the expectations established by the business owner,
- Review the District Practice and Procedure documents, Ensure logging and management of project issues and assignments.

CCSD Instruction Business Process Experts

- Is the day-to-day owner of the non-IT aspects of the business or program,
- Responsible for business rules and functional requirements for the application and each software release,
- Advises the project manager regarding the acceptance or approval of project requirements,
- May serve as the CCSD project manager’s designee to accept project deliverables;
- Will co-author District Practice and Procedure documents,
- Works with the project manager to remove obstacles or roadblocks to project success,

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- Recommends when business processes could/should change.

CCSD Core Team

The CCSD Core Team:

- Participates in Practice and Procedural meeting to provide input and recommendation for the Executive Committee and SME groups
- Possesses competencies that are critical for project success,
- Members will vary based on project size and complexity (the composition and level of involvement may change throughout the duration of a project),
- Is composed of both IT and business experts,
- Acts as the champions and advocates for the CCSD SIS Implementation throughout the district
- Serves as a communication conduit to/from the field,
- Will contribute to the Practice & Procedure (P&P) document which is designed to outline the procedural decisions and changes for the use of ICDE for the district.

Participation on the CCSD core team is a temporary responsibility to complete specific tasks necessary to achieve the goals of the CCSD project.

CCSD Subject Matter Experts (SME)

Project key stakeholders include representatives of those impacted by and who will benefit from the CCSD project implementation.

- Are not responsible for the execution of the project but will be positively or negatively affected during the project or upon successful completion of the project,
- Advises the business/application owner and project manager regarding the content and implementation of the IT project,
- Assists to define, clarify, or change project scope as necessary,
- Provides content and information to the project sponsor and team,
- Provides buy-in to the solutions that are generated by the project, and
- Implements the organization or procedural changes that result from the project.
- Will contribute to the Practice & Procedure (P&P) document which is designed to outline the procedural decisions and changes for the use of ICDE for the district.

Participation on the CCSD SME team is a temporary responsibility to complete specific tasks necessary to achieve the goals of the CCSD project.

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Infinite Campus Roles/Responsibilities

During the implementation effort, the following role definitions are intended to clearly define what the customer can expect Infinite Campus will do during the implementation.

Infinite Campus Executive Sponsor

The role of the Executive Sponsor is:

- Owns the CCSD SIS Project,
- Has the vision regarding what the application should ultimately be and the authority to implement the vision,
- Accepts and oversees project deliverables (this responsibility may be delegated to the Infinite Campus Project Manager),
- Determines when business processes should or could change and has the authority to enact change, and
- Determines whether the project team succeeds or fails.
- To partner with CCSD's Executive Sponsor, Executive Committee and Project Manager to define, coordinate, and enforce all aspects of the project,
- To assist in planning and scheduling project activities,
- To assist in risk management,
- To oversee Infinite Campus project resources,
- To communicate in accordance with the project communication plan,
- To determine how to ensure success of the project.

Infinite Campus Project Manager

The role of the Project Manager is:

- To partner with CCSD's Executive Committee, Project Manager to define, coordinate, and enforce all aspects of the project,
- To manage closely all project deliverables with the CCSD Executive Committee and Project Manager, Infinite Campus Executive Sponsor, Training Manager, Data Conversion Manager, and other implementation and support resources as required to successfully implement the CCSD project,
- Is responsible in managing the processes required to deliver the work requested by the CCSD contract ("plans the work"),
- To oversee the project budget,
- To develop and maintain the overall project plan and timelines,
- To manage Infinite Campus resources,
- To plan and schedule project activities in coordination with the Executive Committee,
- To assist in risk management,
- Partner with the CCSD Project Manager to manage and report project issues, status, and progress to both CCSD and Infinite Campus teams,
- To communicate in accordance with the project communication plan,
- To facilitates all project participants to ensure project activities are completed on time and within budget, and
- Acts as the communication focal point throughout the conduct of the project.

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Infinite Campus Teams

The CCSD Engagement Model identifies two Infinite Campus role based teams. These role based teams represent internal Infinite Campus teams and Infinite Campus departmental organizations that may become engaged to work toward the successful implementation of CCSD.

- Technical Teams:
 - Data Services Department
 - Support Department
 - Hosting Department
 - Custom Development
 - Product Development Department (Core and Localization)
- Training and Process Management Teams:
 - Training Department
 - Knowledge Management Department
 - Process Consulting Department

Technical Teams

Data Services Department

The Infinite Campus data conversion team will be comprised of members of the Data Conversion department. Responsibilities of this team include:

- Development and management of the detailed data conversion plan
 - Trial conversion A – Data elements essential for scheduling for the 14-15 school year.
 - Trial conversion B – Full set of data essential for summer go-live and use at beginning of the 14-15 school year.
- Definition of what is standard in the conversion estimate (6 years)
- Discussion around systems other than the core SIS that the district wishes to include in the data conversion
- Additional full or partial trials as needed for year-round schools and summer schools.
- Live conversion – Final mass conversion in a readiness for go-live
- Historical data – Additional data as agreed to by the district and Campus to be brought into the production database subsequent to the live conversion (possible additional cost).

Support and Hosting Departments

The Infinite Campus support and hosting departments will engage as needed throughout the CCSD implementation project.

Custom Development Department

The Infinite Campus custom development team will be comprised of members of the custom development department. Responsibilities of this team include:

- Creation and control of enhancement specifications that are deemed to be custom development (enhancements made for CCSD that are not common to Nevada localizations or the ICDE product).

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- Development of custom enhancements relative to approved specifications
- Communication of custom programming development schedules and schedule changes
- Facilitate testing of enhancements in accordance with Infinite Campus standard policy.

Product Development (Core and Localization)

- Enhancements to ICDE that are derived by gaps and agreed upon by both parties will be scheduled into the standard development activities of Infinite Campus. Enhancements that are essential to the CCSD model will be incorporated into the project plan.

Professional Development and Process Management Teams

Training Department

This team will be an integral resource throughout the life of the project implementation. Responsibilities of this team include:

- Working with the CCSD Employee Business Training Department to plan all training activities for the staff development related to Infinite Campus,
- Providing resources to assist the CCSD Employee Business Training Department personnel to prepare for delivering training to CCSD staff,
- Facilitate Data Conversion review sessions to assist CCSD in the capture of feedback for each trial conversion.
- Provide a primary training resource for the project
- Assign knowledgeable training specialists to deliver training sessions defined in the agreed upon staff development plan
- Provide opportunities for feedback surveys from users being trained
- Assist district training personnel with agendas and documentation that corresponds to the training delivered and assist in preparing them for training district staff.
- Co-facilitate P&P sessions with the Infinite Campus Process Consultant

Knowledge Management Department

The Infinite Campus Knowledge Management Department works in conjunction with the Training Department to develop tools to assist in the Infinite Campus knowledge transfer process for customers. This team is responsible for:

- Maintaining the Infinite Campus Content Standards (ICCS),
- Work with the Support Department and the Campus Community team to align knowledge base, forum and hands on virtual labs to ICCS,
- Maintaining tools for self-paced learning,
- Creating Knowledge checks to allow customers to understand the Infinite Campus knowledge level of their staff,
- Assist the Training Department in the management of self-paced learning tools, and
- Collaborate with Product Development to ensure that new features and functions have learning content created in-line with product updates and release cycles.

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Process Consulting Department

The Infinite Campus Process Consulting Department is responsible for working closely with customers to help in the mapping of district defined processes and to assist in determining the best way to get the most out of Infinite Campus. The Process Consultant assigned to this project will:

- Provide insight and direction to guide CCSD staff through defining Infinite Campus business processes specific to CCSD
- Assist in the FIT/GAP Analysis,
- Advise/recommend ideas to the Development Department(s) on FIT/GAP deliverables that require development enhancements/modifications,
- Facilitate P&P sessions with the assigned primary Infinite Campus Trainer,
- Facilitate discussions to assist CCSD staff with making process related decisions throughout the project.

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Phases of Implementation

The overall implementation of CCSD consists of many different implementation efforts indicated by the following references:

- Pre-Implementation
 - FIT/GAP Analysis
- Project Initiation and Planning
- Implementation
- Go-Live
- Post Implementation

Pre-Implementation Phase

Pre-Implementation is a transition period from sales and includes activities where knowledge, information is gathered to allow the Infinite Campus Manager to make preparations to implement the core product of Infinite Campus along with any other items that may be within the scope of the project. For this implementation those activities will occur in addition to a Fit/Gap Analysis.

Pre Implementation Phase Activities:

- Hardware planning and acquisition
- Confirmation of Initiation and Planning phase schedule
- Fit/Gap Analysis

FIT/GAP Analysis

The activity is a process by which CCSD and Infinite Campus will work together to review all RFP responses to either gain more clarification to items that will need to be delivered via development or to provide further explanation on core product functionality that will clearly explain any RFP responses that may not have been clear. In this process, several RFP items may be cancelled or identified as fully met by the core product and no further development work is needed.

This Phase will be to establish an understanding of the To-Be state by analyzing the ICDE product with a view to the AS-IS state and the RFP.

Analysis Report

The proceedings of the FIT/GAP analysis will be documented and in a detailed report.

Practice and Procedure Workflow

Decisions regarding common usage and recommendations for CCSD processes will be documented for use during the implementation of the product.

High level specifications

All identified gaps that have a potential remediation through changes to the ICDE product, custom development or

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through interface with external applications will be documented. This approach to documentation begins a process of technical remediation which may flow through one of three possible conduits in the Infinite Campus or CCSD. The three paths through which enhancements may flow are identified as follows:

- Localization – Enhancements required in support of state law.
- Development – Enhancements made to the standard ICDE product.
- Customization – Enhancements made to the ICDE product specifically to support CCSD business practice. Customizations are performed on a fee for service basis if completed by Infinite Campus.

FIT/GAP phase activities:

- Training
 - Mastering the fundamentals
- FIT/GAP workshop(s) (P&P)
 - Must be aligned to the RFP
- FIT/GAP analysis
 - Determine remediation for all documented gaps
- FIT/GAP documentation
 - Document and sign off
- Tollgate (objectives below)
 - All RFP Items accounted for as:
 - Accepted and in product (or)
 - Accepted, not required (or)
 - Gap identified and urgency scaled
 - Remediation confirmed
 - All subordinate plan documents updated

Project Initiation and Planning Phase

The Project Initiation and Planning phase is to establish the detailed plan for implementation of ICDE.

Initiation and Planning Phase Activities:

- Educating CCSD district staff on all primary aspects of ICDE
- Educating CCSD district staff on the required activities of implementation
- Adoption of Governance and subordinate plans
- CCSD Training Staff and Help Desk Instruction and Coaching
- Planning each aspect of the implementation phase including:
 - Hardware environments and installation
 - Installation of software
 - Incorporation of product and custom development schedules
 - Data Conversion
 - Staff Development

Initiation and Planning phase training:

- Train the Trainer Boot Camp
- Mastering the Fundamentals of Campus
- Fundamentals of the Campus Database

CCSD SIS PROJECT GOVERNANCE PLAN

- System Administration
- User Security Review

Implementation Phase

In this phase the focus is on execution of the rollout plan that was created during the previous phase. Activities include but are not limited to:

- Project Execution
- Hardware environment and installation
- Infrastructure Setup
- Finalization of...
 - Practice and Procedure
 - Requirements Workshops and Development
 - To Be Business Processes (defined via P&P)
- Data Conversion (includes data review by CCSD)
- Staff Development/Training
 - Mastering the Fundamentals
 - Fundamentals of the Campus DB
 - Support Staff Training
 - System Admin
 - User Security Review
- Tollgate Approval

Go Live

After intense rollout and execution of the plan, CCSD and Infinite Campus will collaborate and verify the processes for the go live phases. There will be two go lives; one for Track A Conversion and the other for Track B Conversion.

Track A Go Live – once the URL for this track is made available, the process to schedule students for the 2014-2015 school year can begin. District staff will receive scheduling training and consulting until the June 2014 cutoff when Track A and B are merged.

Track B Go Live – this go live will extend from July 2014 thru September 2014 (approximately one month after the first student day). During this time CCSD and Infinite Campus will work to make the final adjustments to Infinite Campus in preparation for the first day of school.

Track C – in this track, CCSD SIS Team and Infinite Campus Data Services will work together to convert the final data sets for the year-round schools and summer schools. No new URL will be provided in this track. All data will be converted into the URL issued in Track B.

Once school starts, CCSD and Infinite Campus will work closely together to monitor and issues that arise. Infinite Campus is willing to provide appropriate resources (on-site if necessary) to triage and address issues quickly. Go live activities include:

- Project Execution
- Legacy SIS Cutover
- Refresher training
- Live database prep

CCSD SIS PROJECT GOVERNANCE PLAN

- Support (help desk and on-site)
- Tollgate Approval

Post Implementation

This is the point in the implementation in which the transition to maintenance begins. CCSD and Infinite Campus will initiate project closure which will conclude with a final tollgate. As the transition to maintenance occurs, remaining cases will be either addressed or transitioned for follow-up by the Infinite Campus Client Executive for NV.

CCSD SIS PROJECT GOVERNANCE PLAN

Work Plan

The work plan for the CCSD project will be one of centrality. The tactics that will be used to manage the resources, time, project documents, issues, tasks, and assignment of tasks for the work plan, which are also represented in the schedule, will be managed within Infinite Campus tools.

Infinite Campus will work with CCSD to plan and coordinate the use of any CCSD specific project portal technology.

Task Management

Project tasks will be logged and assigned to the appropriate resource for execution by Infinite Campus. The Infinite Campus Project Managers are responsible for logging all project tasks.

Project tasks will be logged via each implementation project phase. These tasks are then assigned by the Infinite Campus Project Manager to the appropriate resource.

Managing project tasks is the responsibility of both the CCSD and Infinite Campus Project Managers.

Issue Management

Project issues will be logged and tracked utilizing Infinite Campus Issue Tracking. Issues will be logged and assigned by the Infinite Campus Project Manager, the CCSD Project Manager, or any member of the CCSD Core Team.

Project issues will be logged in Infinite Campus Issue Tracking. These issues are then assigned by the person who entered the issue. Project issues can be viewed at any time through the life cycle of the project by CCSD Core Team members.

Managing project issues is the responsibility of both the CCSD and the Infinite Campus Project Manager. Open project issues will be reviewed and discussed at regular CCSD project meetings.

Status Reporting

Status reporting is another communication mechanism that will be used to keep stakeholders updated on the status on project activities. Status reports will be generated weekly by both the CCSD and Infinite Campus Project Managers and distributed to the CCSD Executive Committee and all CCSD and Infinite Campus Executive Sponsors.

The status report will focus on reviewing activities planned for the past week, the progress on those tasks and any issues related to completing planned tasks. Finally, the status report is also reviewed for the upcoming week to identify any potential roadblocks or logistics needing to be addressed.

CCSD SIS PROJECT GOVERNANCE PLAN

Project Costs and Billing

Project costs will be billed by Infinite Campus to CCSD monthly and aligned with the phases of the project. A purchase order (PO) number will be provided by CCSD to Infinite Campus for each phase based on the budget projects provided by the Infinite Campus Project Manager.

Travel Expense Management

This is a per diem project. The daily per diem rate for CCSD non-continuous engagements is \$71/day. Travel days will be considered a partial day and will be 75% of the daily allowed expense.

Per diem only applies to meals and incidental expenses and a daily dollar amount is derived by going to the GSA Domestic Per Diem Rates website and selecting the state and region where the district is located.

<http://www.gsa.gov/portal/category/21287>

All other expenses will be billed at actual expense. These expenses include: transportation (airfare, train, taxi, rental car or mileage using the consultant's personal car); hotels; etc. Infinite Campus project resources will do all possible to minimize expenses by planning site visits to the district allowing for airfare to be established at least two weeks prior to the trip to obtain the best possible ticket price.

CCSD SIS PROJECT GOVERNANCE PLAN

Signature Page

It is agreed that language in this document represents the work to be completed by both the Clark County School District and Infinite Campus. Any changes to the scope of the project may require a change request depending on the nature of the change.

Reviewed and Accepted

Project Steering Committee Signature/Date

Dr. Greg Halopoff, Director, Central Student, HR and Payroll Information Services

Ruth Joseph, Instructional Business Process Expert

Kim Boyle, Instructional Business Process Expert

Faustine Czerniawski, SIS Project Manager

Wes Lockhart, Coordinator, Employee Business Training

Susan Mirc, Information Systems Help Desk Manager

Kelvin Beck, Infinite Campus Project Manager

Approval

Project Executive Sponsors

X

Jhone Ebert
CCSD Chief Technology Officer

X

Jeff Weiler
CCSD Chief Financial Officer

Date Signed: _____

Date Signed: _____

X

David Van Meter
Infinite Campus Chief Knowledge Officer

Date Signed: _____