

VII. STANDING COMMITTEES**B. Finance, Audit and Facilities Committee**Student Administration System Development – Kualu ProjectRECOMMENDED ACTION:

It is the recommendation of the administration and the Finance, Audit and Facilities Committee that the President or the President's authorized representative be delegated authority to enter into appropriate contracts and related expenditures in an amount not to exceed \$6,250,000 to become a Kualu Foundation Partner and to participate in development of student administration systems software.

This commitment includes \$5,000,000 to become a Kualu Foundation Partner (\$1,000,000 per year over five years). In addition, the University of Washington (UW) has budgeted \$1,250,000 in operating expenses to support the project, (\$250,000 per year over five years). This includes funding for staff training, travel, equipment, and contingency funds.

BACKGROUND:

The UW has been invited to be a founding partner in the Kualu Student Services System, a consortium of leading higher education institutions that is developing a next-generation student system.

The UW's current student administration system is an inflexible, 26-year-old, homegrown, legacy mainframe application that does not collect the information critical to effective operations and decision-making. Many other leading higher education institutions have a similar problem and several have joined together to develop a modern student administrative system called Kualu Student. The consortium consists of six other founding partners:

- The University of British Columbia
- The University of California (Berkeley)
- The University of Maryland (College Park)
- Florida State University
- San Joaquin Delta College
- University of Southern California

A next-generation student administrative system has the potential to radically improve the educational quality and experience for students. With better tracking of educational outcomes against expected performance, the UW will be able to raise the bar on developing new types of educational programs and new methods of instruction. The UW needs a student administrative system that includes the

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flexibility to define and measure educational programs and outcomes in a variety of ways. The current legacy system does not provide that flexibility.

Joining the Kualii Student partnership now will allow the UW to have a voice in deciding critical design issues, so that the final product has a high probability of meeting the UW's needs. The UW's early involvement will also enable the University community to leverage the resources of partner institutions in redesigning student administrative processes to maximize efficiencies and flexibility.

The Kualii Student Project

The Kualii Student project will deliver a flexible, scalable, cost-effective system that can be configured to meet the business requirements of many institutions. It will be modular, open-source, and standards-based with a full service-oriented architecture. Kualii Student plans to deliver functional systems in two phases:

Phase One includes:

- Curriculum development
- Customer contact
- Enrollment, grades and official academic record
- Degree audit and academic evaluation
- Student financials (tuition, billing, payment)

Phase Two includes:

- Admissions
- Scheduling (curriculum resources, faculty, room availability)
- Awards and financial aid

Student-related functions that are outside the scope of the Kualii project include:

- Recruitment
- Housing applications
- Alumni

Becoming a Founding Partner

As a founding partner, the UW is required to commit \$1,000,000 per year for five years, which includes a combination of staff resources dedicated to Kualii work and cash paid to the Foundation. In addition, the UW has budgeted \$250,000 per

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year for five years for support and operating costs including hardware, travel by participating staff to Kualu meetings, staff training, and contingency funds.

The University will continually assess its participation in Kualu to assure that UW needs are being addressed in functional design. The University's commitment is to the Kualu student development effort. Any recommendation to implement Kualu systems will be treated as a separate investment decision and assessed for its cost-benefits, level of risk, and likelihood of success.

Funding for the UW's participation is available from University operating funds. The Washington State Department of Information Services and the Information Services Board, which has oversight for information technology investments by state agencies and institutions, will consider this proposed development plan once it is approved by the Regents. This request has been approved by the Chief Technology Officer, the Vice Provost for Information Management, the Vice Provost for Student Life, the Senior Vice President for Finance and Facilities, and the Provost and Executive Vice President.

More information about Kualu Student is available at: <http://student.kualu.org/>

Other Successful Consortium Efforts

Higher education institutions have a demonstrated track record of successfully collaborating on large-scale, multifaceted projects to solve complex technology problems. A few of the numerous examples of successful collaborations are listed below. These higher education consortiums offer many advantages, which is why they have attracted the participation of leading institutions nationally, but there are also risks.

Advantages:

- Consortiums offer a forum where several institutions can join together; share resources, knowledge and expertise; and produce a better, more cost effective product than any one of them could have alone.
- Consortiums offer an opportunity for institutions to design solutions that fit their unique needs while also avoiding becoming locked into a particular vendor package and its required upgrades, or being subject to the churn of the vendor marketplace, where mergers and acquisitions are common.
- Once core systems and modules are released, other institutions adopt them and develop additional modules, which in turn spurs further adoption and

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development, and innovation flourishes, which benefits the entire consortium.

Risks:

- The biggest risk of a consortium is that it will not be able to sustain its initial momentum, and the project will flounder. This risk can be mitigated in several ways, including through developing a strong governance and project management framework and by involving commercial vendors who can help provide the ongoing structure and support required to maintain and evolve the product. Even if the consortium does fail, consortium members still walk away with increased knowledge and expertise. The alternative is to invest in a vendor package, which carries its own array of associated risks, or for an individual institution to develop the product on its own, which would be cost prohibitive.

The Kualii Foundation has learned the lessons of other consortium efforts and has developed a strong governance and project management framework and has attracted commercial firms as affiliates.

The following provides some examples of successful higher education consortiums.

Kualii Foundation

The Kualii Foundation is a non-profit organization responsible for developing and sustaining a comprehensive suite of administrative software that meets the needs of all higher education institutions. The Kualii Foundation manages a portfolio of enterprise software applications for colleges and universities including Kualii Financial System, Kualii Research Administration, and Kualii Student. Consortium members are colleges, universities, commercial firms and interested organizations that share a common vision of open, modular, and distributed systems for their software requirements.

Kualii began as a collaborative effort among a few universities to develop an enterprise-level financial system. Based upon its initial success, the project was able to secure grant funding from the Andrew W. Mellon Foundation. This support has allowed the founding partners to expand the development community to more schools. Foundation members currently include Cornell University, Indiana University, Massachusetts Institute of Technology, Pennsylvania State University, University of California (Berkeley), University of California (San

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Diego), among others. As the partnership has grown, it has attracted commercial affiliates including IBM, Sun Microsystems, and Syntel.

More information on the Kuali Foundation: www.kauli.org

Kuali Financial System

As noted above, the Kuali Financial System project was the first undertaken by the consortium. The Kuali Financial Systems project is working to create a comprehensive suite of financial software that meets the needs of all Carnegie Class institutions. The project started in 2005 and is focused on developing an enterprise-level financial system based on Indiana University's Financial Information System.

The Kuali Financial System project includes a collaborative approach to design, an open development platform, and a Web-based operating environment. Kuali has had three releases to date, with the final release of the functionality scheduled to be completed and available December 2008.

The following higher education institutions plan to implement the Kuali Financial System:

Institution	Expected Start Date	Estimated Completion Date
Cornell University	January 2007	2012
Colorado State University	Fall 2007	July 2009
Indiana University	Spring 2008	2011
University of Arizona	Spring 2008	July 2009
Michigan State University	Fall 2008	October 2009
University of California (Davis)	2008	2012
University of Hawaii	2008	2010-2011
San Joaquin Delta Community College	Fall 2009	July 2010
University of California (Irvine)	2009	2011
University of Southern California	2010	Undetermined

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For more information about the Kualii Financial project see:

<http://www.kualii.org/communities/kfs/>

Sakai

Another example of a successful software consortium effort in higher education is the Sakai project. Sakai is an open source Courseware Management System that features a set of software tools designed to help instructors, researchers, and students collaborate online in support of their work. The project was started in 2004 when Stanford, Michigan, Indiana, MIT, and Berkeley decided to collaborate on developing a common Courseware Management System rather than continuing their homegrown systems or licensing software from a commercial vendor. Sakai now has over 100 members including the UW.

More information about Sakai: <http://www.sakaiproject.org/portal>

UPortal

uPortal is a free, open-standards, and sharable portal that was developed by a consortium of higher education institutions. The portal was developed to be an abridged and customized version of an institution's Web presence, or a "pocket-sized" version of the campus Web.

uPortal is a collaborative development project that began in 2001 when a group of 20 institutions, including Princeton, Yale, Cornell, the University of British Columbia, Georgetown University, and Boston College recognized the need to leverage the potential of the portal for their institutional Web presence, to project the institutional image, and to promote the use of Java technology. The project was sponsored by Sun Microsystems and supported with a grant from the Andrew W. Mellon Foundation. The project has enjoyed considerable success with more than 600 production deployments, and it remains the most widely used open source portal in higher education.

More information about UPortal: <http://www.uportal.org/>