

Application for: The Northwest Academic Computing Consortium - Joanne R. Hugi Excellence Award

Title: Enterprise Information Systems Governance

Institution: Central Washington University

Department: Information Technology Services

Category: IT Management and Administration

DESCRIPTION

Implementation of the integrated Oracle PeopleSoft - Human Resources, Financials and Student Administration systems significantly changed how information technology is managed at Central Washington University (CWU). Replacement of the stand-alone legacy enterprise systems with this highly integrated solution had numerous impacts:

- Support of information technology migrated from servicing a set of “islands” where changes to one system could be done without consideration of impact to the others... to an integrated system where changes to functionality must consider the impact to other users;
- Individual systems no longer can function independently, since uncoordinated operations are highly risky and will result in failed processes and missed delivery of key administrative services;
- Since the same CWU technical and functional resources support day-to-day operations, ongoing maintenance, major upgrades, plus requests for new functionality, resource planning requires the continuous coordination and communication with customers, management and staff;
- Information technology must support the University’s strategic goals and planning process through identification of key data, supporting business processes and ownership for quality assurance; and,
- Definition, agreement and on-going senior administration support of shared governance where the views and inputs of all groups associated with enterprise information systems are participants within the decision strategy and process.

CWU has responded by creating a shared governance structure, supported by management, with defined communication and decision process that is aligned with the University’s strategic goals and mission.

INNOVATION

Ten years ago, Central Washington University (CWU) faced major issues with maintaining its legacy administrative systems. After convening a campus-wide committee, a major review of the issues resulted in a recommendation to replace administrative systems with an integrated enterprise software “suite.” This resulted in an extensive Request for Proposal process with the eventual selection of Oracle PeopleSoft human resources, financials, and student administration.

The legacy systems that were replaced lacked integration thus were essentially stand-alone. Maintenance, upgrades, and modifications to one system generally had limited or no impact to the others. Technical resources generally supported a single system, so resource allocation and prioritization was simplified.

Each new PeopleSoft system was implemented separately; *Human Resources* (including Payroll) was implemented in 1999, *Financials* (including accounting and purchasing) was implemented 2001, and *Student Administration* was completed fall 2004. As one implementation was completed, and another started, the issues of interoperability, impacts of data and process integration, and scheduling of resources became an increasingly significant effort. While there was a “Project Office” assigned to manage planning, resourcing, communication and completion of each implementation, there was not an overall “governance” structure in place covering all PeopleSoft (and related) systems. With the conclusion of each of the first two implementations, the Project Office was dismantled, leaving a governance vacuum.

Projects end – but Systems are forever

When organizations undertake major projects such as implementing large software suites (also known as Enterprise Resource Planning (ERP) systems), typically significant resources are assigned to make the effort successful, including a project “governance” structure to provide a mechanism for identifying and resolving issues that arise. Typically, this structure identifies and involves key stakeholders, who assist project management in resolving issues in a timely manner, so the project remains on schedule and within budget. Often, when the project ends, the project office and governance structure are dismantled. A vacuum is created as to who directs the on-going systems maintenance effort, who determines what enhancements may be implemented, how are resources allocated between systems, what is the planning process and how do we coordinate efforts when a change to one system may negatively impact another.

Challenge

Implementation of a new administrative system should serve as a foundation for enabling future business and process improvements. With the closure of the “Project Office”, often the result is a return to the “maintenance” mode or status quo, as no other office or group will assume responsibility for seeking change. The return on investment is minimal or even seen as a net loss to the organization.

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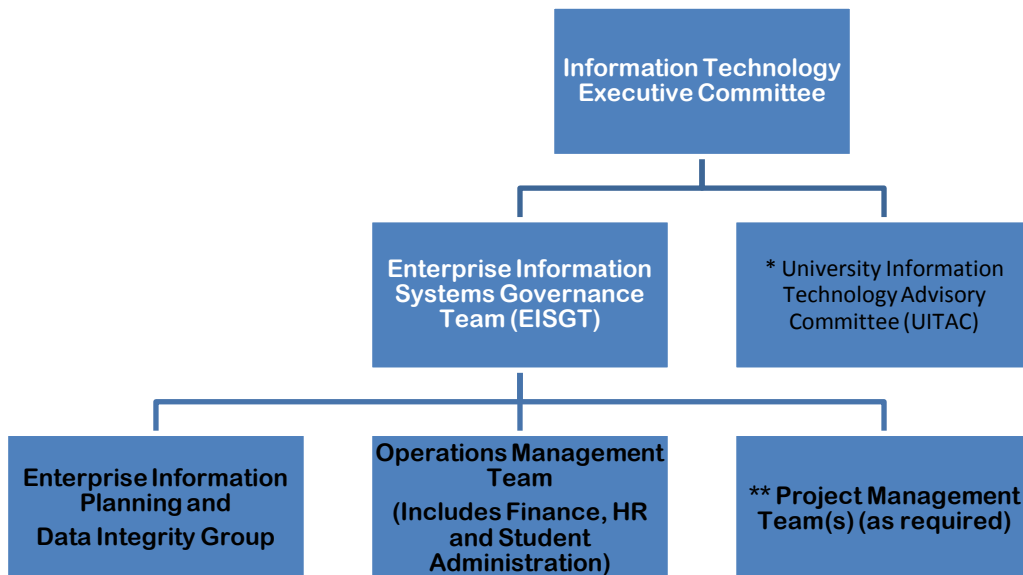
The “Enterprise” Governance Concept

Central Washington University (CWU) defined and implemented a new approach to shared governance of our “Enterprise Information Systems.” These systems include our “core” Human Resources, Financials, Student Administration and Data Warehouse systems, plus related systems. The following were defined as continuous needs for maintaining our administrative systems across the “enterprise.”

- Renewal – Operational tasks including maintenance and fixes, functional changes, regulatory updates, and testing (quality assurance).
- Enhancement – Tasks that improves existing functionality, increasing the University’s software return on investment.
- Projects – Implementation of new applications and/or major upgrades of administrative software where a project approach is required.

The goal was to define a permanent management and project structure for shared governance. The objective was to support the identification, prioritization, review, approval and accomplishment of all projects and initiatives related to enterprise systems, while assuring that the University mission and strategic plan is supported with assigned resources, documented procedures and processes, visibility and accountability. The success of Central’s approach to “enterprise” systems requires the regular participation in the governance process. Primary responsibility for governance is assigned to the:

- Information Technology Executive Committee
- Enterprise Information Systems Governance Team (EISGT)



* The UITAC provides guidance and direction for IT infrastructure investments, and helps to set priorities for major IT projects and initiatives. The focus of this committee is primarily toward initiatives which have a more direct impact on academics, thus the committee is primarily support by faculty and academic administration personnel.

Central Washington University

Information Technology Executive Committee

Members of the Information Technology Executive Committee are advocates and voices for all information technology recommending that appropriate resources are dedicated, decisions are timely and that support of enterprise systems and services remains a high priority for the University.

Membership

Member
Provost/Senior Vice President for Academic Affairs
Vice President for Student Affairs and Enrollment Management
Vice President for Business and Financial Affairs
Chief Planning Officer
Assistant Vice President for Information Technology
Director, IT Projects and Training Services

The following are the responsibility of the Information Technology Executive Committee.

- Strategic Direction - Direct the establishment and fulfillment of the University's information technology strategic plan.
- Communication and Sponsorship - Ensure accurate and timely dissemination of information to the Cabinet and other critical parties (Board of Trustees, campus constituents, legislators, state, etc.). Primary source of information will be the Enterprise Information Systems Governance Team and written updates.
- Organization Change - Create an open and supportive environment for change, resolving obstacles and barriers and facilitating the reconciliation of campus differences. This includes reviewing and approving major control changes, and recommending and/or informing the Cabinet of essential organizational changes.
- Scope, Goals, and Objectives - Providing direction to the Enterprise Information Systems Governance Team, by monitoring progress of projects, review of budget and priorities, facilitating resolution of major policy and other issues, affirming decisions to proceed with planned tasks and activities, and holding providers and users of IT services accountable.

Enterprise Information Systems Governance Team

The Enterprise Information Systems Governance Team (EISGT) is the primary university-wide advisory group to the Information Technology Executive Committee. The EISGT meets monthly(or as required) to review and remain informed of the status of renewal, enhancement and project activities, provide input and recommendations, set priorities and offer a campus-wide perspective to issue resolution. The Committee must reach agreement as a group. If agreement is not possible, then the issue is escalated to the Information Technology Executive Committee for resolution. In practice, the need for escalation is rare!

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Membership

Member	Name	Representing
AVP for Undergraduate Studies	Tracy Pellet	Academic Affairs
AVP Business & Finance	Kevin Kimball	Financial Systems
AVP Enrollment Management	John Swiney	Student Systems
Director, Institutional Research	Mark Lundgren	Office of the President
AVP Human Resources	Sherer Holter	Human Resources Systems
AVP ITS (Facilitator)	Carmen Rahm	Information Technology Services
Ex-Officio Support		
Mgr., Enrollment Mgt. Tech.	Tamara Morrill	Student Systems
Mgr., Student Financials Services	Jana Kruckenberg	Student Systems
Assoc. Dir., Technology, Fin. Aid	Adrian Naranjo	Student Systems
Director, Benefits & HRIS	Wendy Rittreiser	Human Resource Systems
Administrator, HRIS	Marie McGowan	Human Resource Systems
Mgr., Financial Mgt. Systems	Tim McGuire	Financial Systems
Director, Project & Training Srvcs.	Don Diebert	Project Management
Director, Networks & Operations	Roland Tollefson	Networks and Operations
Director, Applications Services	Gene Rau	Applications
Supervisor, DB/PS Admin.	Tiffany Price	Applications

The following are the responsibilities of the Enterprise Information System Governance Team:

- Support of the University Strategic Plan - Support the University's strategic plan and initiatives by maintaining consistent, accurate and non-duplicated information/data.
- Integration and Coordination - Maintaining data integrity and quality by appropriate use of and access to data, setting project and task priorities, and resolving integration issues, where information decisions cross administrative boundaries.
- Scope, Goals, Objectives - Providing input to the Information Technology Executive Committee on suggested changes to scope, goals, and objectives concerning renewal, enhancement and project management activities.
- Communication - Assist with communication of activities so the campus community is informed. Serve as key communication and feedback link to faculty, staff, students and others about various issues and concerns.
- Organization Change - Serve as champions and facilitators to the campus by working with the Information Technology Executive Committee and Enterprise Information Systems Governance Team to assist resolution of issues so work can progress, while addressing campus concerns about change.
- Issue Management – Taking the lead resolving issues, especially those that cross organizational lines; provide input on policy and procedural issues, while championing business process change across the University.

Governance Staffing Support

The Project and Training Services (PTS) unit of Information Technology Services provides staff support (Project Coordinators and Managers) to the governance process and day-to-day support of renewal, enhancement and project assignments. Assignments include:

- Support – Assisting functional users and technical staff with tasks and projects, operational assistance, trouble-shooting, testing support, and coordination of operational tasks;
- Communication – Regularly meeting with functional users, technical staff, system and technical managers, etc., to assist with development of work requests, specifications and documentation, analysis, and continuous update of project status on the Trakker system;
- Reporting – Each month, provide detailed Project Status reports to the EIS Governance Team, report status on Work Requests, presentation of new Work Requests, and other informational updates. This effort includes maintaining up-to-date progress reports and document on the CWU Web site; and,
- Planning – Applying project management tools and techniques to small and large projects.

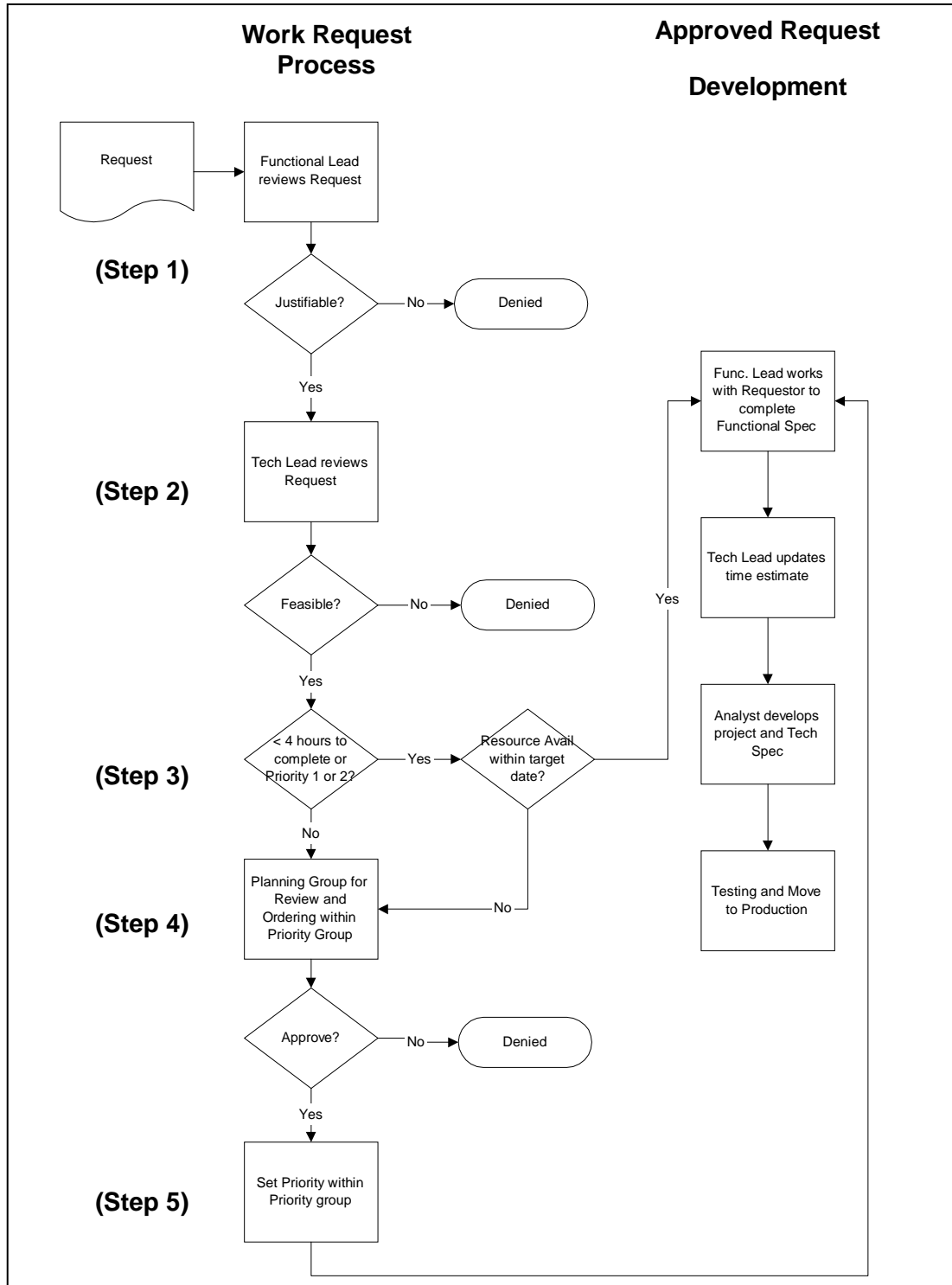
Maintaining and Reviewing Work Requests

The EISGT will regularly review new or revised Work Requests and Projects. The goal is to share information as to current work requests, providing a forum for coordination between offices and systems. Based on information from the Work Request, a prioritization schema is applied:

Priority	Definition
PRIORITY 1 (Mandatory)	Work must be done to comply with State/Federal regulations and/or audit requirements, resolve a security risk, or in support of an accreditation find/requirement.
PRIORITY 2 (High)	Work is not required to meet regulatory or audit requirements. Request has a substantial and documented return on investment to CWU, which will benefit the university and assist it in achieving its long term objectives. No “work-around” exists.
PRIORITY 3 (Medium)	Request has a substantial and documented return on investment to CWU, which will benefit the university and assist it in achieving its long term objectives. A known “work-around” is in place.
PRIORITY 4 (Low)	Work does not result in a significant return on investment to CWU. Primary benefit is qualitative in nature (nice to have), and may assist users in accomplishing their job.
PRIORITY A (Assessment)	Prior to determining if work should be done, an assessment is required to determine the overall benefit that will result from implement the request.
PRIORITY V (Vendor)	Vendor will be requested to provide enhancement, fix and/or update

Work Request Process Flow Chart

EIS Governance Team along with functional and technical users of enterprise systems use the following process to propose, analyze, review and reach a decision on Work and Project requests.



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BENEFITS

At Central Washington University, the benefits of the Enterprise Information Systems Governance approach are many. Most important is having in place a documented governance plan and structure that has:

- Defined roles and expectations for functional users, technical staff and management;
- A planning and resource scheduling process that includes both long-term (major projects) and short-term work (see Five Year Roadmap – page 13);
- Staff support to functional users, technical staff, management and governance team members that provide regular updates on tasks and projects, so plans and resources can be adjusted as necessary (see Project Status Report – page 14);
- Regular communication with functional and technical staff, management and governance that is publically available; and,
- A process for planning and communicating resource needs.

Support of the University Strategic Plan

Enterprise Information System Governance supports renewing, extending and implementing enterprise software that is critical to the University Strategic Plan including:

- “Quality, integrated academic advising and career development support to all students from pre-admission to graduation,” and, “easy access to accurate information;”
- “An outstanding academic and student life at the university centers,” by improving student information access regardless of physical location;
- Expanding, “Central Washington University’s student base through recruiting and retention,” through state-of-the art, Web-based application and registration access;
- Expanding, “sources of revenue to support university initiatives,” through easier student registration statewide and elsewhere;
- Improving, “accuracy and timeliness of data to support academic and personnel decision-making,” through improved human resources data; and,
- Supports, “education and monitoring efforts that ensure reliable financial accounting and reporting,” in conjunction with the financial system.

Allowing for Escalation of Issues

Regardless of the task, whether operations, renewal, enhancement or management of a major project, issues will arise related to changing business processes, responsibilities and authority. The role of the System Governance is to assist with identifying, analyzing, and developing solutions to issues that arise, in a timely manner.

The following guidelines apply to the issue escalation process:

- All participants in System Governance and others will seek to resolve issues at the lowest organizational level.
- An issue is escalated only if it cannot be resolved at the lowest organizational level to the next level within System Governance.
- All appropriate units, which are impacted by an issue, must be notified of the escalation process.
- At the highest level, the Information Technology Executive Committee will review and resolve the issue and may inform the Cabinet of the solution.
- Issue escalation will always be more an art than a prescribed process. Depending on the circumstance, the exact route to resolution may vary greatly from issue to issue.

Managing Work Requests and Projects in an Open and Coordinated Manner

Key to system governance is the process supporting identification, prioritization, review and approval of work requests. Any system user may request a project/task. The following goals are defined to facilitate entry, tracking and a response to work requests:

- Systems/processes will support ease of request and feedback;
- Each request will include descriptive information, plus profile information in a standard format for ease of review;
- Status of a request will be published, preferably online;
- Each phase of a request will be tracked and reported; and,
- All requests will result in a response to the requestor whether approved or not.

Communication and Reporting Documents

Included in this document are some of the reporting documents used to achieve the goal of open and regular communication. Key documents include:

- Work Request Status (see page 12) – a report which is provided to monthly to the EIS Governance Team and providing a current status of operational and enhancement working progress or complete, plus new requests;
- ITS Projects – Five Year Roadmap (see page 13) – a report displaying a long-term view of major projects and initiatives scheduled or anticipated; and,
- Project Status Report (sample) (see page 14) – an example of an update given to Governance on major projects in progress, typically on a monthly basis. These reports tie back to the “Five Year Roadmap”.

Direct access to CWU’s – Project and Training Services Web Site is found on page 11 under *Contacts & Supporting Information*.

Efficiency

Effective system governance requires an investment of resources. It takes a dedicated effort to maintain the structure, membership, and reporting and decision processes. The payback is increasing efficiencies including reduction of duplicated work efforts, lessening the chance of project and operational failures due to lack of coordination, better assignment of scarce resources, decisions based on organization mission and goals, and transparency of the process.

COSTS

Implementation of EIS Governance at CWU did not involve any direct costs. Indirect costs such as support staff are funded by redefining existing IT staff responsibilities and assignments. System support (Trakker) is provided by a simple in-house developed database. Probably the most significant cost is the commitment of time by members of the governance committee, but these costs are more than offset by the benefits that are realized from a structured and professional governance process.

REPLICABILITY

The system governance process developed and implemented by Central Washington University can be replicated in most organizations. Key is a commitment by governance participants, including management, to support the agreed upon process. Long-term success will be achieved when the process and procedures are consistently applied and the governance structure maintained.

CONTACTS & SUPPORTING INFORMATION

Links

- Project and Training Services:
<http://www.cwu.edu/~pmits/>
- Enterprise Information Systems Governance Page: (see sample – page 12)
<http://www.cwu.edu/~pmits/EISGovernance.html>
- EIS Governance Charter:
<http://www.cwu.edu/~pmits/SystemGovernanceDecember2007.pdf>
- Project Portfolio:
<http://www.cwu.edu/~pmits/ProjectPortfolioJan2009.pdf>
- ITS Projects – Five-Year Roadmap: (see sample – page 13)
<http://www.cwu.edu/~pmits/statusreports/GovernanceStatusReports.pdf>
- Project Status Report: (see sample – page 14)
<http://www.cwu.edu/~pmits/statusreports/FMSUpgrade8.8to9/GovernanceStatRep09/FMSUpgrade8.8to9.0GovernanceStatusReport04-02-09.pdf>

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Work Request Status Report (sample)



SA Work Request Report for EIS Governance

March 2009

Priority	Task #	Title	Module	Expected Date	Work Stage	Type	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09	Jan 10	Feb 10	Mar 10	Apr 10	May 10	Jun 10	Jul 10	Aug 10
Assigned																								
P1	1725	Ethnicity Data Clean up	SR Std Records	3/1/2009	On-Hold Submitted	OP	■																	
P1	1763	Ethnicity Data Validation at Entry Point	SR Std Records	3/31/2009	On-Hold Submitted	OP	■																	
P1	1784	CWSAD023 - Report Update/Modification	AD Admissions	3/31/2009	Testing Submitted	EN	■																	
P1	1840	CollegeNET App Load	AD Admissions	4/1/2009	Testing Submitted	OP	■																	
P2	1759	Email Notifications (see also #661 - Forms Engine)	FA Fin Aid	4/30/2009	Testing Not Submitted	EN	■																	
P2	1820	Guest Login for Schedule of Classes	SR Std Records	3/30/2009	Development Submitted	EN	■																	
Pending																								
P1	1785	Admissions report cancelled applicants	AD Admissions	5/1/2009	Specification Not Submitted	EN			■															
P1	1839	Accept/Decline Admissions in Self Service	AD Admissions	6/1/2009	Specification Not Submitted	OP				■														
P1	1855	QAS Address Cleanup	CC Campus Comm	3/31/2009	TBA Submitted	OP	■																	
P1	1857	Conversion of NSC Client Side to Server Side	SR Std Records	5/1/2009	Discovery Not Submitted	OP			■															
P1	1859	Existing Processes for Ethnicity Validation	CC Campus Comm	5/1/2009	Specification Not Submitted	OP			■															
P1	1875	PeopleSoft Query Security	Security	6/1/2009	Specification Not Submitted	EN				■														
P1	1876	Externa Test Score Processing/Test Score Temp Tbl	AD Admissions	4/30/2009	Specification Pending	OP		■																
P1	1877	CollegeNET Ethnicity Cleanup	AD Admissions	4/30/2009	Initiation Not Submitted	OP		■																
P1	1883	Mini Stats Report Update	SR Std Records	5/6/2009	Initiation Not Submitted	OP			■															
P2	671	Housing Deposits Report	SF Std Finance	3/1/2009	On-Hold Not Submitted	EN	■																	
P2	1454	Acalog Catalog Interface	SR Std Records	5/1/2009	Specification Not Submitted	EN			■															

Legend: In Process
 Planned Schedule

Friday, April 03, 2009

Work Request Report for EIS Governance

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Central Washington University


ITS Major Projects - Five-Year Roadmap

ITS Major Projects
Five Year Roadmap

Project	Funded	Lead Dept	2009					2010					2011					2012					2013					2014				
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
Enterprise Software																																
Operating Systems																																
IT/HR Operating System Conversion	Yes	ITS	[Project Work]																													
Human Resources/Student Admin (HRSA)																																
HRSA Upgrade 8.0 to 9	No	ITS	[End of Support]																													
HRSA Upgrade 8.0 to X	Yes	ITS	[Project Work]																													
Academic Advising Project	Yes	ITS	[Project Work]																													
Adviser/Advisor Control	Yes	ITS	[Project Work]																													
Adviser/Advisor Control Phase II	Yes	ITS	[Project Work]																													
Time and Labor Analysis Alternative	No	ITS	[End of Support]																													
Financials (FMS)																																
FMS Upgrade 8.0 to 9	Yes	ITS	[Project Work]																													
Oracle Remediation	Yes	ITS	[Project Work]																													
FMS Upgrade 9.0 to X	No	ITS	[End of Support]																													
Other Oracle/PeopleSoft																																
PeopleTools 8.48 in HRSA	Yes	ITS	[Project Work]																													
Oracle 10.2.0.4 Upgrade	Yes	ITS	[Project Work]																													
Oracle 11 Upgrade	Yes	ITS	[Project Work]																													
Data Warehouse																																
SA Data Warehouse	Partial	ITS	[Project Work]																													
Business Intelligence/Reporting Tool	No	ITS	[End of Support]																													
Finance Data Warehouse	No	ITS	[End of Support]																													
HR Data Warehouse	No	ITS	[End of Support]																													
Security																																
SQL Query Access (Groups/Query Views)	Yes	ITS	[Project Work]																													
Oracle Data Masking	Hold	ITS	[End of Support]																													
Oracle Data Encryption	Hold	ITS	[End of Support]																													
Other Enterprise Applications																																
Campus Loan Manager (CLM)	Yes	ITS	[Project Work]																													
Jobcost Customer Relationship Mgmt (CRM)	Yes	SAEM	[Project Work]																													
Electronic Document Mgmt System (EDMS)	No	ITS	[End of Support]																													
Academic Assessment System	No	Provided	[End of Support]																													
Learning Management System (Blackboard)	Yes	MTR	[Project Work]																													
Blackboard 9 review	Yes	MTR	[Project Work]																													
Learning Mgmt System Upgrade/Replace	No	MTR	[End of Support]																													
Auxiliary Applications																																
Housing																																
Web Apps Cold Fusion upgrade	Yes	ITS	[Project Work]																													
Judicial Officer 3-tier application upgrade	Yes	ITS	[Project Work]																													
Housing Director 3-tier application upgrade	Yes	ITS	[Project Work]																													
Dining																																
Kronos 5.4 to 6.0 upgrade	Yes	ITS	[Project Work]																													
Kronos 6.0 to X upgrade	No	ITS	[End of Support]																													
Micros Cash Register upgrade	Yes	ITS	[Project Work]																													
Health																																
Develop custom Health application	Yes	ITS	[Project Work]																													
Convert application database to Oracle	Yes	ITS	[Project Work]																													
Parking																																
Flex 6.1 to 6.4 upgrade	Yes	ITS	[Project Work]																													
Flex 6.4 to 6.6 upgrade	Yes	ITS	[Project Work]																													
ResNet																																
ResNet Portal	Yes	ITS	[Project Work]																													
Computer Support Services																																
Develop custom HelpDesk application	No	ITS	[End of Support]																													
Productivity/Office																																
Learn/Innovation	No	ITS	[End of Support]																													
Word/Visio 8.0 Upgrade	Yes	ITS	[Project Work]																													
Office 2007/08 - Windows 7 Upgrade (OWD)	Yes	ITS	[Project Work]																													

LEGEND: RFP/Prop [Grey Box] Project Work [Blue Box] End of Support [Light Blue Box]

Project Status Report (sample)



CENTRAL WASHINGTON UNIVERSITY

Project:	FMS Upgrade 8.8 to 9.0	Report Date:	April 2, 2009
Submitted by:	Tina Short	Program / Portfolio:	Financials (FMS)
Project Start Date:	October 2009	Planned Completion Date:	April 2009
Project Overview:			
Central Washington University is upgrading from PeopleSoft's Financials 8.8 to version 9.0. The project is an effort between Financial Affairs and Information Technology. CWU needs to upgrade to current releases to achieve and maintain technological and functional improvements. PeopleSoft/Oracle will not support the current version of financials after 12/09.			
Status Item:	Status:	Status Notes:	
Overall Project Status	Green	The overall status of the FMS Upgrade is in a category of "GOOD". Project scope, effort, and resources are in line with the project schedule.	
Schedule	Green	The timeline for this project is reasonable. The project resources need to be kept on task and decisions will still need to be made quickly.	
Scope	Green	The project scope is fairly narrow and scope creep will be kept to a minimum. Increases in scope would put the project at risk of budget overruns.	
Budget	Green	This project has been funded.	
FMS Upgrade 8.8 to 9.0 Project Summary:			
Overall Status:			
The project is in a category of "GOOD". April is Go Live! The schedule for the implementation for FMS 8.8 to 9.0 is as follows:			
<ul style="list-style-type: none"> ▪ FMS Production unavailable starting 5 a.m. Thursday, April 23 and returning to use noon on Tuesday, April 28th with the new 9.0 version. ▪ FMS Report will be available during Thursday, April 23 to 5 p.m. on Monday, April 27th. It will be unavailable from on Tuesday, April 28th and Wednesday, April 29th. Financial information for users will be made available as needed. The new 9.0 FMS Report will be available on Thursday, April 30th. 			
Accomplishments:			
<ol style="list-style-type: none"> 1. Pass III data validation and technical upgrade. 2. Integration Broker testing was completed for Pass 2 by HR/SF staff. 3. Recommendation Deliverable provided by CedarCrestone. 			
Current and Upcoming Activities:			
<ol style="list-style-type: none"> 1. Pass III testing. 2. Pass IV technical upgrade, data validation and testing. 3. Functional user training and Demo Information sessions. 4. Go Live! To view more info see website: http://www.cwu.edu/~pmits/FMS_UpqgradeProject.html 			

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