



Crash Into Me: Lessons On Leading Through Chaos, Planning For The Unexpected, And Shifting From Survive To Thrive

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Session 2C

Learning Outcomes

- ▶ Greater understanding of contingency planning
- ▶ Awareness of the importance cross-institutional collaboration/communication
- ▶ Ability to identify red flags
- ▶ A template to bring back to your institution to ask the question, “**Would we be ready?**”



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Why are you here?

What was the reason you chose this session?

What do you hope to gain out of this?

Who We Are

- ▶ Bridgewater State University
 - ▶ 4 Year Public University in Bridgewater, MA
 - ▶ Roughly 11,000 total students (UG/GR)
 - ▶ Use Banner as SIS
 - ▶ Perform weblload testing (RadView) weeks before registration opens
 - ▶ Priority Registration Period spread out over the course of one week with each class year registering on their priority day beginning at 6:00 am
 - ▶ Prior to Spring 2018, 8 years of successful priority registration





Warning Bells

- ▶ **July 2017- Conversion of Oracle from 11G to 12C**
 - ▶ Testing revealed no major issues
- ▶ **August 2017- During our last round of orientations staff begin noticing system slowness, transactions that usually take a few seconds are taking 15-20 (Intermittent)**
 - ▶ Agreed to hold off on IT ticket as slowness may have just been related to increased load with orientation. Asked staff to continue to monitor
- ▶ **September 2017- Fall semester has now begun, still major system performance issues, instances of 30-45 seconds (now constant)**
 - ▶ Especially problematic for multiple step processes (Change of Major, Grade Changes, Complex prerequisites/registration)
 - ▶ Ticket placed with IT to investigate. Internal IT unable to tie issue back to certain problem, agrees to try to troubleshoot further before opening ticket with Ellucian
- ▶ **October 2017- Fall semester is now well underway, performance issues still severely slowing down processing, seeing lag in general navigation. IT opens ticket with Ellucian to investigate root cause**



Warning Bells cont.

- ▶ **October 2017- Ellucian working with IT, seems to think its something unique to BSU. Problem appears to be isolated to student module (not impacting student self-service), ticket given low priority by Ellucian**
- ▶ **Early November 2017- IT performs weblload testing**
 - ▶ **No signs of system performance problems on Student Self-Service Side**
 - ▶ **Based on this, green light registration to go as scheduled**

The Crash



**KEEP
CALM
I AM
JUST
KIDDING**

November 14, 2017-Registration begins at 6:00 am

- **6:03 am- After a successful registration for Graduate students (day prior), on the morning of Senior registration, the system crashes completely (6,000 active sessions open)**
 - **Any ideas how 1700 students had 6,000 active sessions?**
- **6:05 am- Social Media exploding, Registration email receives hundreds of frantic emails, no message has been communicated to the campus**
- **6:10 am- No Senior Leadership on campus (Provost, President, CIO etc.), Registrar makes decision to shut student self-service, communicate out to students**
- **6:25 am- CIO, President email to restore any registrations immediately and recommunicate out to students**
- **6:30 am- Emergency Registrar/IT team meeting**
- **6:45 am- Meeting with Cabinet to discuss what happened and where things are currently**
- **7:30 am- Message communicated out to Seniors that registration was delayed until further notice**
- **8:00 am-CIO gets on phone to Ellucian, ticket upgraded to Tier 1 (top emergency)/Oracle Tier 1**



Weathering the storm

- ▶ **Developed a game plan with the leadership core in office**
 - ▶ **Map out every possible communication point that needs be updated:**
 - ▶ **Email, Web, Phone Message, Social Media, Flyers on campus, Portal, Digital Sign**
 - ▶ **Courtesy heads-up notification**
 - ▶ **Team Huddle**
- ▶ **Effective Communication-beginning with your staff**
 - ▶ **Immediately crafted and distributed canned questions/responses so staff were ready for onslaught of calls**
 - ▶ **Communication Toolbox**
 - ▶ **Ensures a consistent answer is being given during a chaotic time**



Weathering the storm cont.

- **Broader message to the campus community**
 - **President sent email to students**
 - **Provost sent email to Faculty/Staff**
- **Two weeks of Ellucian on-site-CIO immediately gets VP of Customer Success**
 - **Everything but the kitchen sink**
 - **“Isolated” to our environment”, or is it?**



So what happened?

- ▶ Ticket not pushed hard enough
- ▶ Banner settings had not been touched since 2004 when SIS implemented, didn't match Ellucian recommended settings.
- ▶ Change to Oracle 12C presented the actual problem (Ellucian code did not jive!)
- ▶ Trigger not turned off which caused actual crash (6,000 active sessions)
- ▶ Webload testing was only looking at successful transactions
- ▶ No contingency plan
 - ▶ Chain of command/decision making
 - ▶ Lack of communication-internally & externally



Marching Onward

- ▶ **Performed 5 Banner upgrades to get to latest version prior to the Conversion to Banner 9 (8.9->8.14)**
 - ▶ Fixed some of performance issues
 - ▶ Broke other things that then needed to be fixed
 - ▶ All in 3-day period which needed to be fully tested each time
 - ▶ Spent an entire weekend in the office testing with Ellucian, (20 hours between the two days)
 - ▶ Had Ellucian on-site for 1 ½ weeks, testing all day, every day
- ▶ **Changed every requested setting in Banner to Ellucian recommendations**
 - ▶ Unleashed power of servers-Initially set to a certain space maximum, removed that barrier
 - ▶ Deleted data in temporary tables, one of which had 560 million lines
 - ▶ Job submission
 - ▶ Fee Assessment tables (hit every single registration attempt)
 - ▶ Long term process & policy

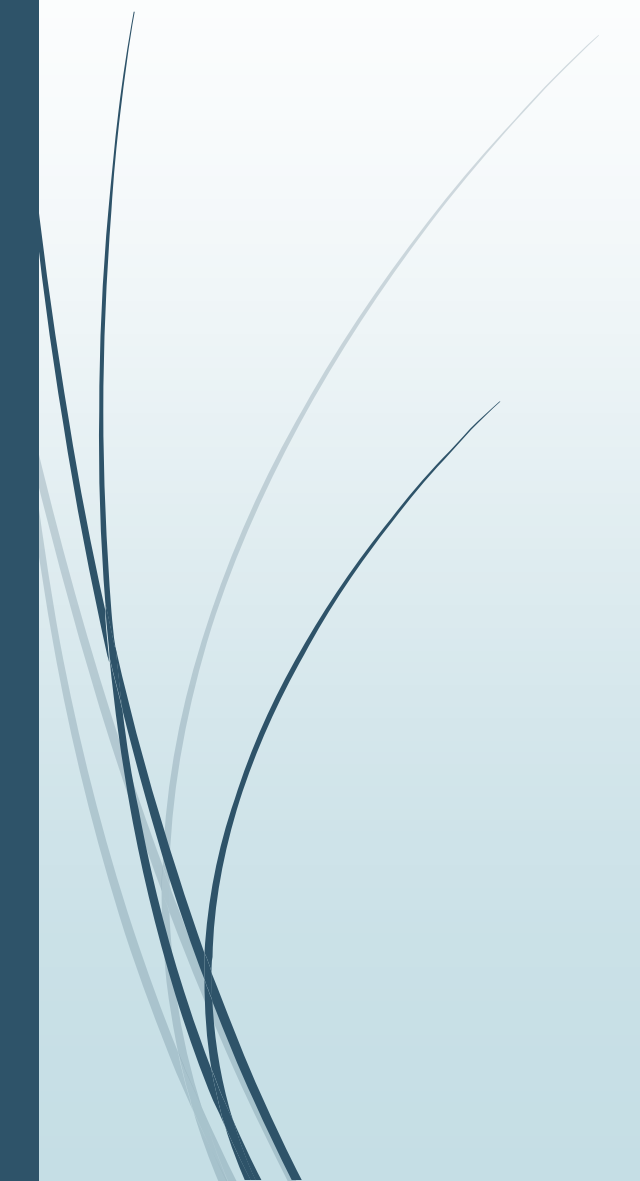
Marching Onward cont.

- Added performance metrics to Banner test plan
- Used every single time testing is done
 - In addition to patch/upgrade testing, would also do registration testing every semester moving forward

Process	Test	Forms	Description	Owner	Expectations	Codes Created/Entered	Performance Time	IDs /CRNs used	Results	Test Date
Reports/ Processes	RT-R01	SFAREGS	Baseline Registration - Register students in courses without any prerequisites or restrictions in INB. Use the ▼ feature to search for sections within SFAREGS, enter crns directly and enter subject, course, section directly. See video in shared drive - Reg Testing Video Folder for video titled 'BanP Reg Test no prereq.mp4'.	Lois, 2 additional staff members	Correct registration (success and failure) based on prerequisite	CRN, Course Subject, Search feature use	Standard: 0-3 seconds for transaction complete message, with or without errors.	List banner ids/crn/sections used:		



Guiding Question: Test Plans

- ▶ **Do you have a test plan for upgrades?**
 - ▶ **Who is responsible for testing in your area?**
 - ▶ **Do you have performance metrics?**
- 

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Marching Onward cont.

- ▶ **Formed a registration readiness team**
 - ▶ Firmed up all communications to go to students/campus community
 - ▶ Immediate Communication if needed
 - ▶ Short term delay
 - ▶ Indefinite delay
 - ▶ Class specific reminders
 - ▶ Met regularly through relaunched registration
 - ▶ Established/clarified decision making chain of command

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Guiding Questions: Registration Team

- ▶ **Do you have a registration core team?**
- ▶ **Who is on that team?**
- ▶ **What are the responsibilities of that team?**



Spring Registration 2.0

- ▶ **After a two week delay, we did successfully hold registration**
 - ▶ **No system issues**
 - ▶ **Effectively communicated**
 - ▶ **Had registration readiness team on standby every morning**

“Learning from the mistakes of the past can only improve our chances of success in the future.”



Registration Readiness: A project approach

- ▶ CIO/Provost submit emergency project through PMO
 - ▶ Timeline: January-March

Goals:

Rebuild Webload testing

Test Webload

Develop Contingency Plan

Develop Communication Plan

Project team met weekly as webload rebuilt

Performed 5 full webload tests



Registration Readiness: Contingency Plan

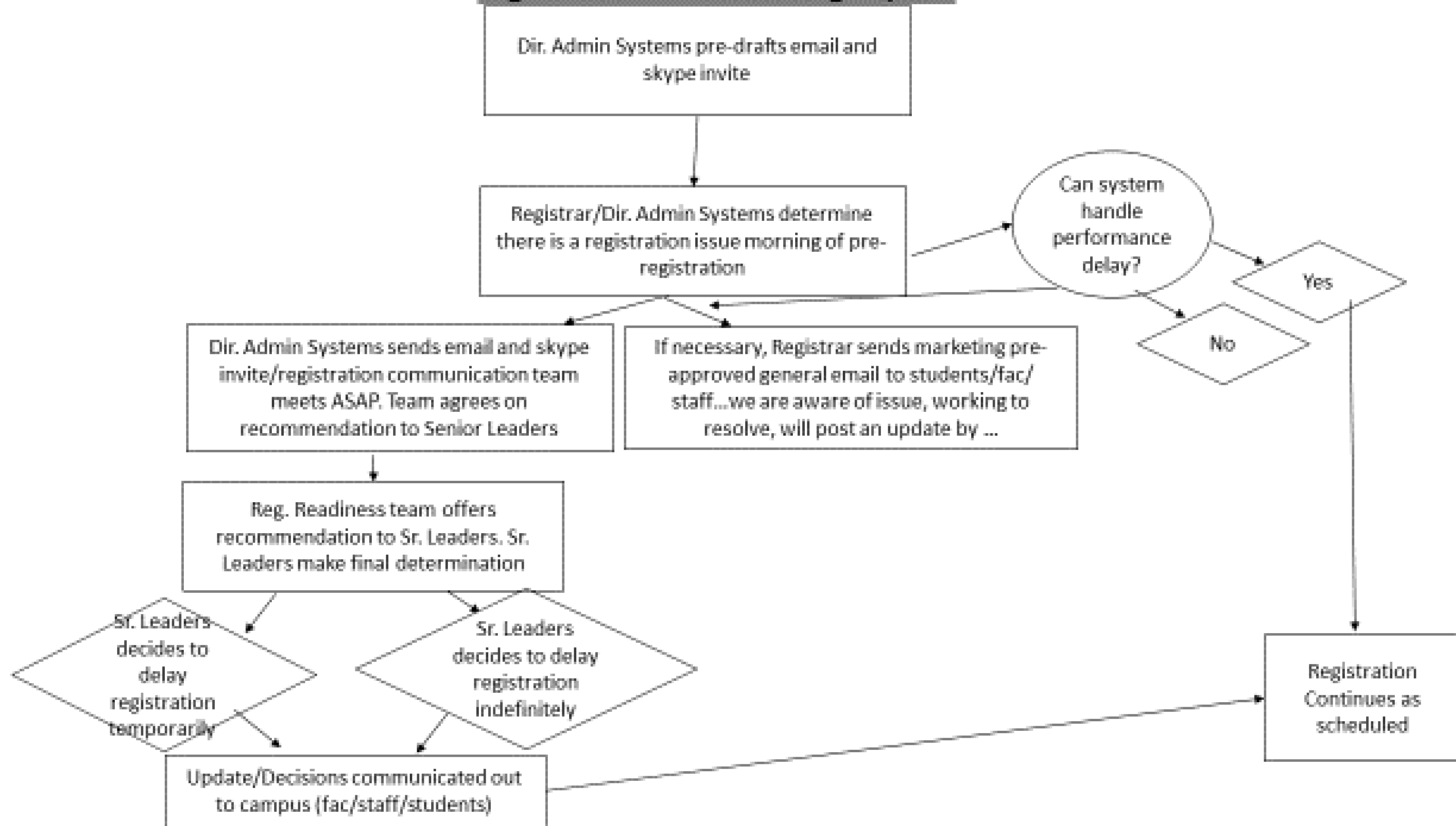
- ▶ **Met with President, Provost, VP Marketing, CIO to discuss chain of command**
 - ▶ **Agreed on process, aware of how decision flows in time of crisis**
- ▶ **Mapped out Contingency plan: Decision Making, Communication, Proactive measures**
- ▶ **Submitted final draft of contingency plan for review/approval**
 - ▶ **Once approved, communicated out to university leaders, within our departmental Communication Toolbox, & Registration Readiness team**

Contingency Planning

- ▶ **Decision Making**
 - ▶ Map it out (Example on next slide)
- ▶ **Communication**
 - ▶ Students
 - ▶ Campus Community
 - ▶ Different communication channels to update
- ▶ **Proactive Measures**
 - ▶ Webload testing
 - ▶ Pre-registration testing in Banner
 - ▶ Registration tips poster (example in two slide)
 - ▶ Registration Readiness Team meetings
 - ▶ Email to students day prior to registration as reminder with tips for a successful experience



Registration Readiness Contingency Plan





Registration Readiness: Communication Plan

- ▶ Formalize list of all communication channels to be updated
- ▶ Understand who controls each communication channel/responsible for updating (
- ▶ Ensure access to class year email distribution lists
- ▶ Have all messaging pre-approved by Chief Marketing Officer
 - ▶ Targeted message based on audience (i.e. student, faculty, campus communit
- ▶ Registration Tips
- ▶ “Registration Do’s & Don’ts”

Proactive Registration Tips

- ▶ Sent out 24 hours prior to each class year's registration day
- ▶ Explains tips to ensure a smooth registration experience for all

Seniors/Honors Program student communication - send Friday, April 13

Dear Student,

In preparation for your registration session on Tuesday, April 17, beginning at 6:00 am I thought it would be helpful to send along several important tips to remember to ensure a successful experience as you register for [Fall 2018](#) classes.

Registration Dos and Don'ts

Do NOT open more than one registration session at a time

Do BE patient

Do NOT click the refresh button while on registration page

Do ENTER your CRNs and click on Submit pages accordingly

Do KNOW that registration sessions time out after 5 minutes

If your record becomes locked, DO exit fully out of your record, wait at least five minutes and try again

I wish you a successful registration day and send along best wishes for the remainder of the [Spring](#) semester.

Regards,

Joseph Wolk,
Registrar

Proactive Registration Tips 2.0

Good Morning,

In preparation for your upcoming registration for [Spring 2019](#), I thought it would be helpful to send along several important tips to remember to ensure a successful experience as you register for classes.

Registration Dos and Don'ts

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Students who have earned* 84+ credits are considered a [Senior](#), and are eligible to register on Tuesday, November 13th beginning at 6:00 am

Students who have earned* 54-83 credits are considered a [Junior](#), and can register Wednesday, November 14th beginning at 6:00 am

Students who have earned* 24-53 credits are considered a [Sophomore](#), and can register Thursday, November 15th beginning at 6:00 am

Students who have earned* 0-23 credits are considered a [Freshman](#), and can register Friday, November 16th beginning at 6:00 am

***Please remember, total earned credits does not include any Fall 2018 courses. Please check your [Degreeworks](#) prior to your registration day to confirm your Classification (i.e. [Freshman](#), [Sophomore](#)).**







I wish you a successful registration day and send along best wishes for the remainder of the [Fall](#) semester.

Thank you,

Joseph Wolk
Registrar

FALL 2018 REGISTRATION







DO'S & DON'TS

-  **DO NOT** OPEN MORE THAN ONE REGISTRATION SESSION AT A TIME
-  **DO** BE PATIENT
-  **DO NOT** CLICK THE REFRESH BUTTON WHILE ON REGISTRATION PAGE
-  **DO** ENTER YOUR CRNs AND CLICK ON SUBMIT PAGES ACCORDINGLY
-  **DO** KNOW THAT REGISTRATION SESSIONS TIME OUT AFTER 5 MINUTES
-  IF YOUR RECORD BECOMES LOCKED, **DO** EXIT FULLY OUT OF YOUR RECORD, WAIT AT LEAST FIVE MINUTES AND TRY AGAIN

REGISTRAR'S OFFICE

FALL 2018 REGISTRATION

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REGISTRAR'S OFFICE

REGISTRATION

DO'S & DON'TS

SPRING 2019

DO enter your CRNs and click on Submit pages accordingly

DO be patient

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DO NOT click the refresh button while on registration page

DO know that registration sessions time out after 5 minutes

If your record becomes locked, **DO** exit fully out of your record, wait at least five minutes and try again

REGISTRAR'S OFFICE



Fall 2018 Pre-registration

- **After having all contingency planning in place, webload rebuilt, communication plan followed had an excellent Fall 2018 pre-registration**
- **No lag times, considerable system performance improvements**
- **0 locked accounts**
- **Lower email/phone volume**
- **Significantly reduced foot traffic**
- **0 calls to the President's Office**
- **More students registered in first three minutes than in years past**

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Why things seemed to go so well

- ▶ **Well established, agreed upon plan**
- ▶ **Over communication**
- ▶ **Rebuilt webload system**
- ▶ **Current recommended parameters implemented in Banner**
- ▶ **Pre-registration testing**
- ▶ **Activation of full server potential**
- ▶ **Never assume success**
- ▶ **Continuous Assessment**



Key questions for you to bring back

- ▶ **Do we have a contingency plan (who, what, when)?**
 - ▶ What would we do???
- ▶ **Do we have a test plan?**
 - ▶ If so, do we have performance metrics integrated?
- ▶ **Do we have a communication plan**
 - ▶ Do we know every place a communication update needs to go
- ▶ **Do we have any red flags we need to be mindful of?**
- ▶ **Do we need to look at our preregistration model?**

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Questions?

Thank you!

Joseph Wolk

Registrar

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Session # 2C



Please be sure to fill out the session
evaluation at:

neacrao.org/feedback/

Thank you!

