

PROFESSIONAL SERVICES AGREEMENT

Agreement entered into by and between College of Micronesia [Client], located at PO Box 159, Kolonia Pohnpei, FSM 96941 ("Client") and Nuventive, LLC, a Delaware limited liability company, located at 9800B McKnight Road, Suite 255, Pittsburgh PA 15237, USA ("Nuventive") as of the ___ day of _____, 20___ (the "Effective Date"). This Professional Services Agreement shall apply to additional Work Orders that may be entered into by and between Nuventive and Client from time to time. This Agreement relates to professional services to be performed for Client in connection with software licensed from Nuventive pursuant to one or more existing License Agreements between Client and Nuventive (the "License Agreement").

NOW, THEREFORE, the parties agree as follows:

Article 1 Definitions

- 1.1 The following capitalized terms used in this Agreement shall have the following meanings:
- 1.1.1 "Agreement" means this Professional Services Agreement and the relevant Work Order.
- 1.1.2 "Confidential Information" means this Agreement, the pricing and fees associated herewith, software, documentation, information, data, drawings, benchmark tests, specifications, trade secrets, and any other written or electronic information that is either (i) marked as confidential and/or proprietary, or which is accompanied by written notice that such information is confidential and/or proprietary, or (ii) not marked or accompanied by notice that it is confidential and/or proprietary but which, if disclosed to any third party, could reasonably and foreseeably cause competitive harm to the owner of such information.
- 1.1.3 "Deliverable" means any work product resulting from the Services that is specifically identified in a Work Order and delivered to Client by Nuventive, including but not limited to software programs, source and object code, specifications, designs, processes, techniques, concepts, improvements, discoveries, inventions and related documentation.
- 1.1.4 "Infringement Claim" means any claim by a third party that the Deliverables infringe or violate any intellectual property right of any third party.
- 1.1.5 "Intellectual Property Rights" means all rights in, to, or arising out of: (i) any patent or any application therefor and any and all reissues, divisions, continuations, renewals, extensions and continuations-in-part thereof; (ii) inventions, invention disclosures, improvements, trade secrets, proprietary information, know-how, technology and technical data; (iii) copyrights, copyright registrations, and applications therefor, and all other rights corresponding thereto throughout the world; and (iv) any other proprietary rights anywhere in the world.
- 1.1.6 "Services" means the services to be performed by Nuventive as specified in the applicable Work Order.
- 1.1.7 "Work Order" means any written statement of work executed by the parties specifically referencing this Agreement, generally in the form attached hereto as Exhibit A. In the event of any discrepancies between the terms of this Agreement and the terms as set out in a Work Order, the terms of the Work Order shall prevail.

Article 2 Services

- 2.1 During the term of this Agreement, Nuventive shall perform the Services, including if applicable, the provision of any Deliverables set forth on the applicable Work Order.
- 2.2 Nuventive shall use commercially reasonable efforts to perform all Services in a timely manner and in accordance with the schedule set forth in the Work Order.
- 2.3 Nuventive's ability to perform the Services and to meet any requirements related to these Services depends upon, among other things, Client providing, in a timely manner and at no charge to Nuventive, technical data, computer facilities, programs, files, documentation, test data, sample output, other relevant complete and accurate information and data, resources, assistance and cooperation reasonably required by Nuventive for the performance of the Services. Nuventive will not be responsible for any deficiency in performing Services if such a deficiency results from Client's failure to cooperate with Nuventive. Client is responsible for the content, accuracy, completeness and consistency of all such data, materials and information supplied by it.
- 2.4 Either party may at any time during the progress of the Work propose changes to the Services. The parties shall negotiate in good faith regarding any adjustment to the fees, if applicable, Deliverables and timetables for delivery occasioned by such change. Changes shall be confirmed by a signed written amendment to the Work Order.
- 2.5 Services will be provided for the release of the software as used by the Client on the effective date of the applicable Work Order. Nuventive is not responsible for the migration or re-implementation of the Services for later releases of the software, unless Client enters into a separate Work Order for such migration or re-implementation. If Client desires to receive support for any of the Deliverables, Client may enter into a separate agreement for such services pursuant to mutually agreed support terms and conditions.
- 2.6 Unless documented in a Work Order as a fixed price, fee estimates and any other estimates set out in a Work Order are intended only to be for Client's budgeting and Nuventive's resource scheduling purposes. Such estimates do not include applicable taxes. Nuventive will invoice Client for actual time spent performing the Services; such invoice may exceed amounts estimated in the applicable Work Order.
- 2.7 The relationship of Nuventive to Client is that of an independent contractor and shall not be deemed to create a partnership or joint venture by or between Client and Nuventive. Nothing in this

Agreement is intended or shall be construed to create an employment relationship between Nuventive or its personnel and Client. Nuventive shall have sole control of the manner and means of performing the Services. Neither Nuventive nor its personnel shall be entitled to any Client benefits, including, without limitation, life insurance, death benefits, accident or health insurance, qualified pension or retirement plans or other employee benefits.

Article 3 Fees and Payment

- 3.1 Client will pay Nuventive the fees set forth in the applicable Work Order (the "Fees"). Fees will be on a time and materials basis (unless otherwise provided in the Work Order), and are payable net thirty (30) days from Client's receipt of invoice. Client will reimburse reasonable and necessary business travel expenses incurred by Nuventive in connection with the performance of the Services under this Agreement.
- 3.2 A minimum of one (1) hour per day will be charged for remote Services and a minimum of four (4) hours a day for onsite Services. Regular working hours are between 8:00 am and 6:00 pm, local time. For Services required to be performed outside of these hours, a surcharge may apply. Hourly rates set forth in the Work Order may be adjusted annually by Nuventive.
- 3.3 All amounts as set out in a Work Order are exclusive of any sales, value-added, or other similar taxes imposed by applicable law. Client shall pay or reimburse Nuventive for all such relevant taxes, except for taxes based on Nuventive's income.

Article 4 Term and Termination

- 4.1 This Agreement will take effect on the Effective Date and will remain in effect until terminated in accordance with this Agreement. Work Orders will take effect on the date signed by both parties and will remain in effect until the Services have been completed, unless earlier terminated in accordance with the provisions of the Work Order or this Agreement.
- 4.2 Either party may terminate this Agreement if the other party commits a breach of this Agreement, which breach, if capable of being cured, is not cured within thirty (30) days following its receipt of a written notice of such breach by the non-breaching party.

Article 5 Ownership of Deliverables

- 5.1 Client understands that Nuventive is in the business of providing services to a variety of clients that are the same as or similar services to the Services. Client and Nuventive agree that the relationship established between Client and Nuventive by this Agreement is non-exclusive.
- 5.2 Nuventive shall own (i) pre-existing program code authored or created by Nuventive, (ii) any modifications to any Nuventive proprietary software products licensed to Client, which code shall be and remain the property of Nuventive, and (iii) all right, title and interest (including all Intellectual Property Rights) in and to the Deliverables. Upon receipt of payment in full for all Services from Client, Nuventive grants to Client, with respect to program code owned by Nuventive as set forth in clauses (i) and (iii) above, a perpetual, worldwide, nonexclusive, nontransferable right and license (without right to sublicense) to use such Deliverables for its own internal purposes, and not for commercial resale, distribution or otherwise, subject to any other rights or restrictions set forth in the applicable Work Order. Client shall not sell, disclose or otherwise make the Deliverables available to any third party without the prior written consent of Nuventive. Except for the limited rights and licenses expressly granted hereunder, no other license is granted in

nor is any other use permitted with respect to any program code owned by Nuventive and which constitutes part of the Deliverables. Nuventive is the sole and exclusive owner of all right, title and interest in any and all any know-how, expertise, knowledge or experience possessed by Nuventive prior to the Effective Date or developed or learned by Nuventive in connection with providing the Services. Except as expressly set forth herein, no license is granted by either party to or the other with respect to any technical or business information or Intellectual Property Rights.

Article 6 Warranties and Limitation of Liability

- 6.1 Nuventive shall perform its duties and responsibilities under this Agreement in a professional and workmanlike manner, in accordance with performance standards generally prevailing in the industry, the terms of this Agreement and the applicable Work Order. Nuventive shall use commercially reasonable and industry standard methods to prevent the Services from introducing any malicious code or viruses into any Client computer system or network. Nuventive's indemnification obligations in the applicable License Agreement(s) shall apply with respect to any Deliverables provided to Client by Nuventive under this Agreement.
- 6.2 EXCEPT AS SPECIFICALLY STATED IN SECTION 6.1 ABOVE, NUVENTIVE MAKES NO OTHER WARRANTIES, EXPRESS, IMPLIED, OR STATUTORY, REGARDING OR RELATING TO ANY MATERIALS OR SERVICES FURNISHED OR PROVIDED TO CUSTOMER UNDER THIS AGREEMENT. NUVENTIVE DISCLAIMS ALL IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE, EXCEPT TO THE EXTENT THAT ANY WARRANTIES IMPLIED BY LAW CANNOT BE VALIDLY WAIVED.
- 6.3 NUVENTIVE, ITS MEMBERS, DIRECTORS, EMPLOYEES, LICENSORS OR AGENTS WILL NOT BE LIABLE TO CLIENT FOR ANY INCIDENTAL, CONSEQUENTIAL, OR SPECIAL DAMAGES (INCLUDING DAMAGES FOR LOSS OF PROFITS, BUSINESS INTERRUPTION, LOSS OF INFORMATION, AND THE LIKE) ARISING OUT OF THIS AGREEMENT, EVEN IF NUVENTIVE AND/OR ITS AGENTS HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.
- 6.4 CLIENT'S SOLE REMEDY IN THE EVENT OF ANY BREACH OF WARRANTY OR COVENANT IN THIS AGREEMENT SHALL BE NUVENTIVE'S REPERFORMANCE OF THE DEFICIENT SERVICES, OR IF SUCH REPERFORMANCE DOES NOT CURE THE DEFICIENCY, CLIENT SHALL BE ENTITLED TO RECEIVE A REFUND OF ANY AMOUNTS PAID BY CLIENT FOR THE DEFICIENT SERVICES. EXCEPT FOR NUVENTIVE'S GROSS NEGLIGENCE OR WILLFUL MISCONDUCT, IN NO EVENT SHALL NUVENTIVE'S TOTAL AGGREGATE LIABILITY PURSUANT TO THIS AGREEMENT EXCEED THE FEES PAID BY CLIENT UNDER THE WORK ORDER GIVING RISE TO THE CLAIM.

Article 7 Confidentiality

- 7.1 Neither party shall, without the prior written consent of the other party, disclose or use (except as expressly permitted by, or required to achieve the purposes of, this Agreement) the Confidential Information of the other party, during the term of this Agreement and following the expiration or termination hereof. Each party agrees that it will treat all Confidential Information with the same degree of care as it accords to its own Confidential Information, but in no event less than reasonable care. Each party may only disclose Confidential Information to its employees on a need-to-know basis solely for the purpose of fulfilling its obligations under this Agreement. The receiving party may disclose Confidential Information if required by a governmental agency, by operation of law, or if necessary in any proceeding to

establish rights or obligations under this Agreement, provided that the receiving party gives the disclosing party reasonable prior written notice sufficient to permit the disclosing party an opportunity to contest such disclosure. Confidential Information does not include information that (i) is known to the receiving party prior to its disclosure by the disclosing party hereunder, (ii) is or becomes publicly available or known in the industry through no act or omission of the other party, (iii) is developed independently without violation of this clause, or (iv) is obtained from a third party without restrictions on disclosure.

Article 8 Miscellaneous

- 8.1 This Agreement is the entire agreement between Client and Nuventive with respect to the subject matter hereof and supersedes all prior and/or contemporaneous agreements and understandings, written or oral, between Client and Nuventive with respect to the subject matter hereof. No terms, provisions or conditions of any request for proposal, purchase order, acknowledgement, or other business form that Client may use in connection with this Agreement will have any effect on the rights, duties or obligations of the parties hereunder, or otherwise modify, this Agreement, regardless of any failure of Nuventive to object to such terms, provisions, or conditions.
- 8.2 Neither party will incur any liability to the other party on account of any loss or damage resulting from any delay or failure to perform all or any part of this Agreement to the extent such delay or failure is caused by events, occurrences, or causes beyond the control of such party, but the inability to meet financial obligations is expressly excluded. In the event of any such occurrence, the delayed party shall provide written notice to the other, and shall use reasonable efforts to remedy its inability to perform.

- 8.3 This Agreement shall be governed by and construed in accordance with the laws of the State as designated in the License Agreement. The United Nations Convention on Contracts for the International Sale of Goods is expressly excluded from applicability to this Agreement.
- 8.4 This Agreement may not be amended, modified, or supplemented by the parties in any manner, except by a written instrument signed by an authorized representative of Nuventive and Client. No provision hereof shall be deemed waived (by any act or omission) unless such waiver is in a writing signed by an authorized representative of the party granting such waiver.
- 8.5 Neither party may assign or transfer this Agreement, in whole or in part, without the prior written consent of the other party, except in connection with a merger, consolidation, or transfer of all or substantially all of its assets or business. This Agreement will bind and inure to the benefit of each party's successors and permitted assigns.
- 8.6 Any notice required or permitted under the terms of this Agreement or required by law must be in writing and must be (i) delivered in person, sent by registered mail return receipt requested, or sent by overnight courier to the appropriate address set forth herein, or (ii) sent by email or facsimile, subject to confirmation of actual receipt.
- 8.7 This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which, when taken together, shall constitute one and the same instrument.

IN WITNESS WHEREOF, authorized representatives of the parties have signed this Agreement as of the Effective Date.

Nuventive Inc.

College of Micronesia

By (signatory): _____

By (signatory): _____

Title: _____

Title: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

EXHIBIT A

NUVENTIVE

1. Administration	
Customer:	College of Micronesia
Address:	PO Box 159
Customer Contact:	Shaun Suliol Phone: 691-320-2480 x193
Customer Purchase Order number:	
Nuventive Professional Services Contact:	David Choban, Director of Services Phone: 412-414-5940
Nuventive Sales Contact:	Scott Johnson Phone: 650-924-9258

2. Work (Provided on Time and Material Basis unless otherwise noted)	
<u>Nuventive Professional Category:</u>	
Core TracDat Implementation	<i>Included</i>
TracDat Implementation Product Expansion	\$4,000.00

3. Work Details	
High level description of work to be provided: <i>Please see attached document</i>	
Project assumptions, constraints: <i>Please see attached document</i>	
Location(s) where the Services will be rendered:	

4. Additional Terms & Conditions	
<i>If there is associated travel, then, travel & expenses related to the on-site delivery of professional services and/or training will be billed at actual expense incurred.</i>	

5. Compliance	
<i>Acceptance by authorized Customer representative</i>	
<i>College of Micronesia</i>	
Print Authorized Representative:	
Authorized Representative Job Title:	
Date:	
Authorized Representative Signature:	



Core TracDat Implementation

The Core TracDat implementation helps customers quickly install and configure the software to meet their goals in one of three areas; academic assessment, non-academic/operational assessment, or strategic planning. Nuventive's consultants work closely with the customer's team to understand existing planning and assessment processes, configure the system to align with those processes, train internal staff to serve as TracDat administrators, and provide ongoing guidance as the customer deploys the system.

Service Detail

The Core TracDat implementation includes the following activities and deliverables:

1. Engagement Planning

Engagement planning activity sets the foundation for a successful TracDat implementation by clearly articulating the scope, timeline, and process participants. Nuventive consultants collect necessary information and review it to tailor the implementation to the customer's specific situation.

- a. **Initial Planning Call:** Engagement planning begins with a conference call that includes the customer and the Nuventive consultant. Customer participants should include the executive sponsor and project manager, along with other customer leaders as desired. The goals of this call are to introduce key players, determine the initial focus (if not already known) and project scope, gain a high-level understanding of the customer's current process and maturity, lay out the schedule and format (onsite or remote) for subsequent activities, and determine the customer

personnel who will participate. This call also serves as a forum for explaining the implementation process and answering any questions about the product or the process.

- b. **Documentation Review:** The Nuventive consultant will submit a request for documentation to the customer, which will include samples of existing plans, planning processes, and roles and responsibilities. The consultant will review this documentation and address any questions with the customer's project manager.

Deliverables: Engagement planning activity will generate the following deliverables:

- *Project Scope:* A document that briefly describes the agreed-upon project scope and sets the boundaries for subsequent implementation activities.
- *Project Schedule:* A document that provides agreed-upon dates, locations, and participants for implementation activities.

Customer Participation: The initial planning call will take approximately two hours. Additional phone conversations with the project manager may be required to schedule meetings and address documentation-related questions.

2. Implementation

Implementation activity focuses on setting up the TracDat system to reflect the customer's goals, planning process, organization, and terminology. The Nuventive consultant will pre-configure the system based on a review of the customer's plans, and will work with customer team members to complete and test the configuration.

- a. **Pre-configuration:** Based on a review of the customer's existing plans and conversations with customer team members, the Nuventive consultant will pre-configure the system prior to formal meetings. Nuventive will then work with the customer's IT department to install the pre-

configured software on their servers (assuming a non-hosted customer).

- b. **Situational Analysis:** In this initial meeting with the customer's leadership and project team, the Nuventive consultant will facilitate a discussion of the customer's overall objectives and expectations for use of the TracDat system. Focusing on those objectives, the consultant will provide an overview of TracDat's capabilities to familiarize the team with the system. To ensure that configuration decisions were correct and understandable in the customer's context, the consultant and the customer team will review the pre-configured system.
- c. **Configuration:** The Nuventive consultant will guide the customer's core project team through additional system configuration, incorporating information discovered during the situational analysis. This will include custom labeling, defining assessment units and reporting units, creating list options for drop-downs, defining custom fields if needed, creating user accounts, modifying on-line text, and determining navigation settings.
- d. **Testing:** The Nuventive consultant will guide the core project team as they enter a small set of existing plans into the system. This activity validates decisions made during configuration. Additional changes to the configuration will be made as necessary if the team uncovers other issues.
- e. **Administrator Training:** *Configuration and Testing* activities are conducted in a hands-on manner with core project team members who will serve as TracDat administrators. The Nuventive consultant focuses not only on properly configuring the system, but also on ensuring that customer personnel learn how to configure the system and enter plans themselves. By the end of administrator training, TracDat administrators will know how to perform all tasks needed to continue system deployment and migration of existing plans into TracDat.

Deliverables: Implementation activity will generate the following deliverables:

- *Pre-Configured System:* Prior to beginning meetings with the customer's team, TracDat will be pre-configured and installed based on Nuventive's understanding of the customer's needs, providing a starting point for in-depth configuration activities.
- *Operational System:* At the conclusion of implementation activity, the customer will have a working TracDat installation configured to their needs and ready to accept customer-generated plans.
- *Trained Administrators:* Customer personnel who will serve as TracDat administrators will be trained to configure the system and load customer-generated plans, and will know how to access Nuventive's library of training and support materials.

Customer Participation: Onsite implementation activities are consolidated into a focused, two-day working session. The customer's project manager and core project team members should expect to spend two full days working with the Nuventive consultant. Other customer personnel will be asked to attend specific sessions, but will not be needed for the full two days. For implementation activities conducted remotely, a series of smaller sessions might be spread over a longer timeframe.

3. Deployment Planning

Deployment planning activity provides the customer with system configuration documentation, and a high-level plan for completing system deployment.

- a. **Implementation Wrap-Up:** The Nuventive consultant will facilitate a meeting with the customer's project team to review progress to date, and walk the team through any remaining steps required to complete deployment. This meeting also will include an overview of TracDat's advanced features and how they might be used to support customer objectives.

- b. **Deployment Plan Development:** The Nuventive consultant will create a deployment plan for the customer, which documents project objectives, system configuration decisions, and other relevant information from previous activities. It also will include a roadmap and general timeline of customer activities required to fully enter plans into the system and place TracDat in production. In addition, the plan will highlight any project risks uncovered by the Nuventive consultant, along with suggestions for mitigating them. This plan will be reviewed with the customer's project manager.

Deliverables: Deployment planning activity will generate the following deliverables:

- *Deployment Plan:* Written documentation of key implementation activities and decisions, a roadmap for deployment, and a risk-mitigation plan.

Customer Participation: The implementation wrap-up meeting will take place as part of the two-day, intensive implementation process if held onsite, or as a remote session. The project manager must participate in a phone call to review the deployment plan.

4. Deployment Checkpoints

Scheduling deployment checkpoints as part of the deployment planning activity provides an opportunity for the Nuventive consultant to review progress with the customer, provide advice, and address questions that may arise.

Customer Participation: Several one- to two-hour checkpoint meetings will be held over the course of the deployment. At a minimum, these meetings should be attended by the customer's project manager. Other customer personnel also may choose to attend.

Customer Requirements

To properly configure the system to reflect customer needs, and to create a team that can support the product following implementation, the customer must provide access to appropriate personnel and information over the course of the project. The implementation plan assumes that the customer will fill the following roles. Note that a single individual may assume multiple roles.

- **Executive Sponsor(s):** One or more executives who will serve as the customer's overall project leader(s), and will be responsible for ensuring staff participation, making key decisions, and setting overall project direction.
- **Project Manager:** The customer will provide a project manager who will be responsible for coordinating internal staff, scheduling meetings, assembling documentation, and serving as the Nuventive consultant's primary contact. The project manager will participate in key meetings, review all deliverables, and will coordinate the deployment of TracDat following its implementation.
- **TracDat Administrators:** The customer should designate at least two staff members to serve as TracDat administrators. Each will be trained to manage the system and will serve as key resources to support deployment and answer end-user questions. These personnel usually come from the customer's institutional research/planning function, and typically are not IT staff.
- **Existing Documentation:** The customer will provide the Nuventive consultant with a sampling of existing plans, an overview of the planning process, roles and responsibilities in the planning process, and other information as requested.
- **Workspace:** The customer will provide the Nuventive consultant with appropriate onsite workspace to conduct group meetings and presentations, including a conference room large enough to accommodate the project team, a computer projector, a white board, and access to TracDat for the consultant and all participants.



TracDat Implementation Product Expansion

TracDat Product Expansion implementation helps existing customers expand their use of TracDat to meet goals in one additional focus area such as academic assessment, non-academic/operational assessment, or strategic planning. Nuventive's consultants will work closely with the customer's team to understand existing planning and assessment processes in the new focus area, help the customer configure the system to align with those processes, and provide ongoing guidance as they deploy TracDat in the new area.

Service Detail

TracDat product expansion implementation includes the following activities and deliverables:

1. Engagement Planning

Engagement planning sets the foundation for a successful product implementation by clearly articulating the project's scope and timeline, and identifying participants. Nuventive consultants collect and review necessary information to tailor implementation to the customer's specific needs.

- a. **Initial Planning Call:** Engagement planning begins with a conference call between the customer and the Nuventive consultant. Customer participants should include the executive sponsor and project manager, and may include other customer leaders as desired. Both parties will use this call to meet any new players, determine project scope, gain a high-level understanding of the customer's current process and maturity, lay out the schedule and format (onsite or

remote) for subsequent activities, and determine which customer personnel will participate.

- b. **Documentation Review:** The Nuventive consultant will submit a documentation request to the customer, which will include samples of existing plans, planning processes, and roles and responsibilities. The consultant will review this documentation and address any questions with the customer's project manager.

Deliverables: Engagement planning activity will generate the following deliverables:

- *Project Scope:* A document that briefly describes the agreed-upon project scope, setting the boundaries for subsequent implementation activities.
- *Project Schedule:* A document providing agreed-upon dates, locations, and participants for implementation activities.

Customer Participation: The initial planning call will take approximately 90 minutes. Additional phone conversations with the project manager may be required to schedule meetings and address documentation-related questions.

2. Implementation

Implementation sets up TracDat based on the customer's goals, planning process, organization, and terminology. The Nuventive consultant will work with a customer team to complete and test the configuration.

- a. **Situational Analysis:** In this initial meeting with the customer's leadership and project team, the Nuventive consultant will facilitate a discussion of customer objectives for use of TracDat in the specific focus area. The consultant will provide an overview of TracDat's capabilities emphasizing those objectives to familiarize the team with the system. The consultant will present options on best approaches to meet the objectives, which will be based on Nuventive's experience with similar implementations.

- b. **Configuration:** The Nuventive consultant will work with the customer's core project team, guiding it through system configuration to accommodate the additional focus area and incorporating information discovered in the situational analysis. This may include custom labeling, defining assessment units, defining reporting units, creating list options for drop-downs, defining any needed custom fields, modifying on-line text, and determining navigation settings.
- c. **Testing:** The Nuventive consultant will guide the core project team through the process of entering a small set of existing plans into the system to validate configuration decisions. If issues arise, the team will make additional changes to the configuration.

Deliverables: Implementation activity will generate the following deliverables:

- *Operational System:* At the conclusion of implementation activity, the customer will have installed TracDat software that is modified to meet the requirements of the new focus area, and is ready to accept customer-generated plans.

Customer Participation: Expansion engagements often can be conducted remotely, with sessions scheduled at the customer's convenience. If the customer and consultant decide to conduct the engagement onsite, implementation will be consolidated into a focused, two-day working session. The customer's project manager and core project team members should expect to spend the full two days working with the Nuventive consultant. Other customer personnel will be asked to attend specific sessions, but will not be needed for the full two days.

3. Deployment Planning

Deployment planning provides the customer with documentation of the system configuration and a high-level plan for completing system deployment in the new focus area.

- a. **Implementation Wrap-Up:** The Nuventive consultant will facilitate a meeting with the customer's project team to review progress, and walk the team through the steps

required to complete the deployment. This meeting also will include an overview of TracDat's advanced features and how they might be used to support customer objectives.

- b. **Deployment Plan Development:** The Nuventive consultant will create a deployment plan, including documentation of project objectives, system configuration decisions made, and other relevant information. It also will include a roadmap and general timeline for activities the customer must complete in order to enter plans into the system and put TracDat in production in the new area. In addition, the plan will highlight any project risks uncovered by the Nuventive consultant, along with suggestions for mitigating them. The consultant and the customer's project manager will review the plan.

Deliverables: Deployment planning will generate the following deliverables:

- *Deployment Plan:* Written documentation of key implementation activities and decisions, a roadmap for deployment, and a risk mitigation plan.

Customer Participation: The implementation wrap-up meeting will take place as part of the two-day, intensive implementation process if held onsite, or as a remote session otherwise. The project manager must participate in a phone call to review the deployment plan.

4. Deployment Checkpoints

The Nuventive consultant will schedule checkpoints as part of deployment planning activity, which provides opportunities to review progress with the customer, offer advice, and address any questions that arise during deployment.

Customer Participation: Several one- to two-hour checkpoint meetings will be held over the course of the deployment. At a minimum, these meetings should be attended by the customer's project manager. Other customer personnel also may attend.

Customer Requirements

To properly configure the system and to create a team that can support the product following implementation, the customer must provide access to the appropriate personnel and information throughout the project. The implementation plan assumes that the customer will fill the following roles. Note that a single individual may assume multiple roles on the project.

- **Executive Sponsor(s):** One or more executives who will serve as the customer's overall project leader, and will be responsible for ensuring staff participation, making key decisions, and setting overall project direction.
- **Project Manager:** The customer will provide a project manager who will be responsible for coordinating internal staff, scheduling meetings, assembling documentation, and serving as the primary contact for the Nuventive consultant. The project manager will participate in key meetings, review all deliverables, and be responsible for coordinating TracDat deployment following implementation.
- **TracDat Administrators:** The customer should designate at least two staff members to serve as TracDat administrators. Each will be trained to manage the system and will serve as key resources, supporting deployment and answering end-user questions. These personnel typically come from the customer's institutional research/planning function not the IT staff. It is assumed that the same administrators who support the existing TracDat system also will be responsible for supporting the expansion into the new focus area.
- **Existing Documentation:** The customer will provide the Nuventive consultant with samples of existing plans, an overview of the planning process, roles and responsibilities in the planning process, and other information as requested.
- **Workspace:** The customer will provide the Nuventive consultant with appropriate workspace to conduct group meetings and presentations while on-site, including a conference room large enough to accommodate the project team, a data projector, a white board, and access to TracDat for the consultant and all participants.