

Oracle Applications
for Higher Education:
Committed to Your Success

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FOREWARD BY CHARLES PHILLIPS

Before I joined Oracle, I spent many years analyzing the enterprise software market. Like many of you, I witnessed those heady days of the 1990s when IT capital budgets seemed unlimited, and organizations spent millions to develop their own in-house applications. I also saw firsthand what happened when the dot-com bubble burst and enthusiasm for IT investments dried up. Faced with tight budgets, colleges and universities turned to packaged-application vendors and “plain vanilla” implementations that were less expensive but which, unfortunately, lacked the flexibility for adapting to institutional or industry-specific requirements. Even worse, many CIOs were forced to support large-scale change management initiatives with packaged applications that often required expensive customizations.

Having lived through all the pain and expense of the past decade, I believe it’s going to take something special to get Presidents, Chief Academic Officers, CFOs and CIOs excited again about investing in technology. It’s going to take a vendor with a vision compelling enough to erase all those old assumptions about enterprise software, and the resources necessary to execute on that vision. And it’s going to take technology worth investing in, with applications that are flexible enough to adapt to an organization’s unique needs, open enough to integrate into existing infrastructures, and cost-effective enough to add real value to the bottom line.

Oracle is that vendor, and “Project Fusion” is that vision. Far from being a product road map, Fusion is Oracle’s long-term commitment to providing customers like you with access to the technologies, services, and resources that can revolutionize the business of higher education. Fusion is also an architecture, one that is being developed *right now* in order to give you the enterprise-wide business intelligence you need for improved decision making, the adaptive business processes that can help you adjust to changing market conditions and competitive threats, and the lowest total cost of ownership by any enterprise software provider. Most importantly, Fusion is not a concept but a reality, based on technologies such as Java, composite applications built on service-oriented architectures, master data consolidation, and grid computing. Combine those technologies with PeopleSoft advances in areas like the total ownership experience, and you’ll get a sense of just how powerful this platform is.

Because both Oracle and PeopleSoft have been leaders in developing and deploying these technologies, we've been able to incorporate many of these core Fusion building blocks into the next releases of Oracle E-Business Suite 12, and PeopleSoft Enterprise 9.

The bottom line is this: *You can begin to benefit immediately from these technology advances in your next upgrade, while putting into place the architectural foundation you'll need for subsequent Fusion upgrades.*

And because customer satisfaction is vital to our long-term success, our goal is to make your transition to a Fusion-based business platform as seamless and inexpensive as possible.

There's no better time to be an Oracle customer, and we're committed to proving it to you every day. As you read through this white paper, you'll learn more about our commitment to customer continuity, along with the industry-leading technologies and programs we have put into place right now to ensure that you derive the maximum benefit from your strategic partnership with Oracle, now and into the foreseeable future.

Charles Phillips

President, Oracle Corporation

COMMITMENT NO. 1: CONTINUITY AND CHOICE

As an executive, you want what's best for your institution. If you're a CIO, that means choosing the right vendor and technology platform that can transform IT into a strategic enabler of success. If you're a CFO, that means making sure that your technology investment provides benefit and value while not distracting or diverting resources away from the academic mission of your institution. If you're a CEO, you need to do what's right for delivering long-term value to all your constituents—students, faculty, alumni, parents, board members, and the larger community you serve.

At Oracle, we understand the pressures that administrators like you face every day when it comes to choosing the right technology partner and investing in that partnership for long-term success. We acquired PeopleSoft to demonstrate our level of commitment to become your technology partner of choice and bring together the best and brightest industry talent, advanced technologies, and state-of-the-art products that will become the foundation of the next generation of enterprise business-applications software. Now it's up to us to show you that we *do* have a better plan for customers like you, whether you're running Oracle applications, PeopleSoft applications, or both.

If there is one thing Oracle has learned as an applications-software provider, it's that wholesale changes to a customer's applications portfolio are not only expensive, they are also disruptive to operations. Transitions are painful for faculty, staff and students, and often result in IT inertia and constituent alienation.

Our goal is to change those old assumptions by giving you an alternative that lets you, not the vendor, dictate the upgrade schedule you want and that best meets your current needs and future investment strategies. The technologies supporting Fusion give us the ability to extend these choices to you—and to help you make the right decision for your institution.

The underlying principle for Fusion is simple: We will take the best ideas on high-productivity and the total ownership experience from PeopleSoft, and merge those competitive differentiators with Oracle's own industry-leading breakthroughs in technologies like Business Process Management, Java, XML, and Web services. The result will be a revolutionary, new, service-oriented, Java-based architecture for enterprise software that will deliver superior usability, scalable business-process automation, metadata capabilities, built-in business intelligence, and industry-specific capabilities—not to mention the lowest TCO (total cost of ownership) of any software vendor, bar none.

Using a service-oriented architecture (SOA) and a centralized data model provides the consistency and continuity customers like you need in order to adopt specific business solutions, regardless of whether your organization runs on an Oracle or a PeopleSoft platform. Those same technologies will enable you to migrate those

Maricopa Community College

"I've enjoyed a very good relationship with both PeopleSoft and Oracle at all levels—from product development and support up to executive management. The PeopleSoft Enterprise applications we use will be supported through 2013, so I take comfort that I have time to think it through, understand the road map, and understand what makes the most sense for our institution."

—Ron Bleed
CIO

applications to the Fusion architecture when you decide you are ready to upgrade to this new platform.

In short, our commitment to customer continuity is unwavering and is based on the following six principles that you can count on when you are planning your short- and long-term IT investment strategies.

Customer-Paced Upgrades

We've said it from the beginning, but it bears repeating here: Oracle intends to protect and increase the value of your technology investment. Our plan is to continue to enhance and support the PeopleSoft major product lines until at least 2013, based on the upgrade schedule published in this whitepaper. This is full product support and product evolution that includes new features, major enhancements, patches and fixes, upgrade scripts, tax and regulatory updates, and technical support. And Oracle will continue in its commitment to new releases and support of Oracle applications.

To ensure that these new releases and enhancements reflect the real-world requirements of our customers in education, we will broaden and strengthen our customer-outreach efforts through activities such as our customer advisory boards and user groups. We also plan to embed many key Fusion technologies into our PeopleSoft Enterprise 9.0, and Oracle E-Business Suite 12.0 releases to ensure that your upgrade path adds real value every step of the way.

No Disruptions That Erode Your Investment

A key implementation issue that customers face when upgrading is the preservation of customer-specific customizations, and our goal is to keep those disruptions to an absolute minimum. To do that, we are continuing to invest in automated tools for patching and upgrades, a strategy both Oracle and PeopleSoft have followed over the past few years. Customers wishing to upgrade to any new Oracle or PeopleSoft release will be provided with automation tools that isolate data and customizations, making the upgrade as seamless as possible. Over time, as the combined companies invest in migration technologies, it will become even easier to upgrade.

Another way we plan to minimize disruptions to your institution and to ensure upgrade value is to cross-pollinate the best functionality and technology from all product lines into each of our upcoming releases. This process has already begun, and will intensify as we roll out subsequent product suites. For example, PeopleSoft CRM is now integrating and leveraging Oracle Data Hubs. PeopleSoft Enterprise Performance Management is building packaged integration with Oracle's Discoverer solution. Oracle is leveraging PeopleSoft's Rapid Implementation Workbench in order to streamline your upgrades and help your institution realize immediate value from its technology investments.

Product Release Upgrade Schedule

- PeopleSoft Enterprise 8.9 in 2005
- Oracle E-Business Suite 12.0 in 2006
- PeopleSoft Enterprise 9.0 in 2006
- Upgrade to Fusion from PeopleSoft 8.9 and 9.0, and Oracle 11i.5.10 and 12i

National University

“Having attended the HEUG (Higher Education User Group) conference in March and heard the strategy for the Fusion project, I feel that Oracle has both a vision for its products and a commitment to this industry. I believe that the support from Oracle’s strategy and development organizations will remain strong and the ongoing dialog with Higher Education customers will continue as always.”

—Eileen Heveron,
Associate Vice President, IT

Finally, we are minimizing disruptions by increasing the level of interoperability among Oracle and non-Oracle applications. We’re aware that most of our customers run hybrid environments, even within the applications product lines that Oracle provides. To facilitate the highest degree of interoperability, Oracle will provide new integration points for each product line and document these integration points in a new integration repository. This repository will be a standards-based, UDDI-compliant services registry consisting of all integration APIs and services to simplify integration. In addition, we will integrate this repository with Oracle BPEL Process Manager for business-process orchestration across multiple product lines. Since this is a key element of our evolution to Fusion, we will provide support for this in pre-Fusion releases.

Enhanced Data Continuity

Oracle Data Hubs and their associated integration technology are one of the cornerstones in the evolutionary approach of the Fusion project. Oracle Data Hubs protect one of your organization’s most valued assets—data—so that new application modules can be introduced and mature modules retired with minimum disruption. College’s and universities will be able to take advantage of consistent semantic definitions of core data entities such as student, faculty, graduating class, and supplier; and extend them to suit their individual needs. All these unique definitions will be preserved while maintaining the business processes of existing systems built internally or by other software suppliers.

Greater Technology Platform Choice

Whether you own just one Oracle product line or a combination of Oracle and a third-party product, we will offer you the opportunity to simplify your IT operations. For customers who use the PeopleSoft Enterprise products, Oracle will certify its middleware products to operate in place of BEA WebLogic or IBM WebSphere as a third alternative for customers. If you choose to take advantage of this offer, you will realize substantial benefits by having both your database and application server running on a single platform—saving money, simplifying your internal support requirements, and reducing support interactions to a single vendor. Oracle is not mandating any change on your part, but will help you realize the value of a unified technology infrastructure.

Should you choose to stay with your current infrastructure partner, Oracle is committed to maintaining all currently supported hardware platforms, databases, and operating systems, including IBM DB2 and Microsoft SQL Server databases, and IBM and BEA Systems middleware. Oracle is also committed to moving to newer versions of these third-party systems as they reach the market in exactly the same way that PeopleSoft supported its customers before the acquisition.

Oracle Customer Advisory Boards

“I have always found tremendous value in maintaining strong executive relationships with technology partners, which is why I have served on the PeopleSoft Higher Education User Group (HEUG) board for several years. Through the acquisition, I have had the chance to work closely with the Oracle strategy and development team as well. Both have been extremely rewarding experiences and I absolutely recommend that other customers do the same thing. Get involved. Figure out how you’re going to play in this journey that we’re about to take.”

—Mike TenEyck
CIO, Texas Christian University and
President, Higher Education User Group

Visibility into Product-Development Plans

We know colleges and universities need information as far in advance as possible to plan their capital and IT budgets. We also know that having product feedback from customers like you is critical to our success. Oracle is committed to strengthening that dialogue. In addition to reaching out to customers through channels like this white paper and customer meetings, we’re inviting former PeopleSoft customers to participate in all our user group activities that include Oracle-sponsored customer advisory boards and a global network of independent user-group organizations. By participating in these activities you will learn more about Oracle’s products and best practices, have a forum for exchanging ideas with other Oracle users, and gain a direct communications channel into Oracle’s product development organizations.

Partners You Trust

Over the past decades Oracle and PeopleSoft have built a strong ecosystem of partners. This partner network includes independent software vendors using and extending Oracle’s technology platform, application partners offering specific industry solutions, and system integrators to implement the software solutions. Oracle’s service-oriented architecture of our future releases will continue this tradition. By building all our applications on industry standards, partners of all types can build, extend, and implement Fusion solutions of their own. Solutions built on existing Oracle Application Server technology will interface optimally and automatically to Fusion-based applications built by Oracle.

For Fusion, Oracle will work with a growing ecosystem of partners to develop an increasing number of education industry-specific applications in addition to the ones already provided. We will also provide integrated access to information not managed and stored in Oracle applications.

COMMITMENT NO. 2: PRODUCT EXCELLENCE

With the PeopleSoft merger, the combined companies now have more applications and database customers in the education industry than any other vendor worldwide. Oracle has the leading database product—more than 60 percent of PeopleSoft education customers use it today—and the fastest-growing applications server, portal, and business-intelligence products. With the retention of 95 percent of PeopleSoft’s development and support staff, Oracle now has more than 58,000 employees, many of whom are focused on supporting education institutions worldwide, regardless of location, number of campuses, number of students, operating budget, or technology platform.

William Rainey Harper College

“Harper College selected Oracle because their solutions for higher education best met our needs for an open, adaptive system that will allow us to grow, provide immediate feedback, allow for easy access, and meet the unique requirements of a community college. We are pleased with the direction they are taking the company and confident about their commitment to the higher education community.”

—David McShane,
CIO and Vice President of IT

Oracle knows that business-applications software is not about accumulating raw technologies and stitching them together. Rather, Oracle works with customers like you to gain the insight and design skills necessary to build a unified platform of common services that can help you tackle today’s most challenging issues: the need for institutional-wide business intelligence for informed, improved decision-making, the requirement for adaptive business processes that enable you to respond with agility to a changing education environment and global competition, and the pressure to lower the high cost and complexity typically associated with installing and maintaining most software applications.

Information-driven applications, adaptive business processes, and total cost of ownership are the three guiding design principles that frame our work in producing successive releases of Oracle and PeopleSoft product lines. These design principles are explained in greater depth below.

Design Principle No. 1: Information-Driven Applications

Oracle believes that information matters. We also believe that colleges and universities can achieve lower costs, improve decision-making abilities, and gain clear competitive advantages through access to accurate, consistent, and timely information that is managed centrally and embedded in the applications used at every level of an organization. Oracle’s information-driven applications are engineered to work together by using a single information repository that gives you a clear, accurate picture of every constituent, every class, every service, and every transaction. It’s information simplified and on demand—when, where, and how you need it.

Oracle’s Technology Advantage

Oracle has been providing customers with an information advantage for a number of years, through the Oracle Daily Business Intelligence products offered in the Oracle E-Business Suite. In the near term, we will incorporate similar functionality in our PeopleSoft Enterprise product line, to provide customers with role-specific operational dashboards that will increasingly deliver education industry-specific intelligence. Fusion will take this advantage to the next level, delivering to education institutions true insight, cost savings and performance measurements by leveraging technology leadership in areas such as global single schema, embedded business intelligence, and embedded collaboration.

Global Single Schema. Oracle’s competitors attempt to harmonize data as it flows across business processes by transforming the data to fit the requirements of each application module. They call this “master data management,” although the data itself remains scattered throughout the IT environment. The burden of managing all that data complexity falls squarely on the shoulders of an organization’s IT department.

Oracle’s business is information, so we have a better architectural approach to master data management. We call it a Global Single Schema (GSS), an approach

already used in the Oracle E-Business Suite. With Oracle GSS, consolidated central data can be cleansed and enhanced, creating a single master data set used for all operational applications, even those running in a heterogeneous IT environment. Institutions can use this single version of the truth for both transaction automation and business intelligence, eliminating data complexity and freeing up the institution's IT organization to support the more strategic goals of your college or university.

Having a single version of the truth also means ensuring that your data is secure. With Oracle Security and Identity Management, organizations can centrally manage user identities and access rights, and can control the security level of individual applications. This security infrastructure also facilitates the regulatory-compliance process by managing access to sensitive information and providing organizations with audit-trail reports of application access. Oracle recently acquired Oblix, Inc., in order to expand our leadership in security and regulatory-compliance solutions through technologies such as single sign-on, identity administration, and user provisioning.

Embedded Business Intelligence. According to recent research conducted by the CFO Executive Board, companies investing aggressively in business intelligence (BI) technologies can expect to grow earnings-per-share at a healthy rate of three times that of their peers. Although this is a corporate metric, colleges and universities can also expect to realize results by measuring, for example, improved retention rates, higher qualified pools of prospects, optimal class size, faculty utilization, and other performance metrics not available from your current system.

However, buying a new performance management system won't guarantee that your organization will become 'intelligent' overnight. Institutions such as yours want to deploy technologies and business processes specifically designed to embed business intelligence into institutional operational, so that faculty and staff at every level of your institution become proactive and prescriptive when it comes to performance management.

According to IDC, Oracle ranked No. 1 among business-analytics vendors in 2003 because we are the only vendor to provide a unified architecture for both traditional transactional systems and advanced reporting and analytical solutions. Unlike other vendors that require customers to maintain separate databases and tools, Oracle is the only vendor to provide a unified business intelligence platform that eliminates the need for separate databases, separate OLAP and data-mining engines, and separate ETL tools. In fact, IDC compared Oracle's BI strategy to Japan's just-in-time strategy for eliminating friction in the supply chain: embedding business intelligence into transactional processing systems decreases the overhead associated with data movement, while increasing data quality and delivery speed to end users.

University of Wisconsin, Madison

“Oracle’s direction for its solutions through the Fusion platform is really good for higher education. Continuing to move to a completely open, standards-based platform and applications means that higher education will get the flexibility and interoperability we’ve been wanting all along.”

—Tom Scott,
Director of Application Development and
Integration, Division of IT

Oracle is planning on solidifying its business intelligence leadership even further in our next product releases, by embedding business intelligence into workflow. Embedded business intelligence will drive organizational effectiveness by empowering administration staff with the right information when and where they need it, and will increase staff’s responsiveness through predictive intelligence. Those same technologies will deliver real-time business insight to administrators with actionable recommendations integrated into the operational systems; provide comprehensive institutional intelligence by incorporating both structured data and unstructured data; and support the entire continuum of analytics from real-time BI to enterprise aggregation for executive strategy and planning.

Embedded Collaboration. Enterprise collaboration solutions represent a new generation of enterprise software that manages both messages and content, while meeting the reliability and security requirements of even the largest and most dispersed educational institutions or school systems. Enterprise collaboration solutions integrate messaging, calendaring, file sharing, real-time communications, wireless access, calendar and time management, and voicemail and fax services—all on an enterprise-class infrastructure.

Oracle is already a leader in enterprise collaboration, having developed our Collaboration Suite to provide colleges and universities with a set of integrated communication and reporting tools that let students, faculty, and staff communicate anytime, anywhere, with any device. Oracle brings together the essential components of collaborative productivity that enable all your institution’s constituents to store and search for the information they need—when they need it—using the power of the Oracle Database to support collaboration in a scalable, cost-effective way.

In future releases, we plan to embed collaboration into our applications to make collaboration context-sensitive. Today, users of enterprise applications initiate collaboration by reestablishing context in a separate application—with a separate and different user interface—dedicated to collaboration. This discontinuity disrupts the workflow, lowers productivity, and increases the cycle time for institutional processes, most of which are inherently collaborative. Oracle understands that collaboration is a critical component of a consolidated technology infrastructure so that we can provision collaboration in a scalable, contextual, and cost-effective manner.

Design Principle No. 2: Adaptive Business Processes

An institution’s business processes provide an important point of competitive differentiation. Schools that design and execute processes flawlessly can provide the services students and faculty need, at costs that do not divert resources from the academic mission of the institution. Flawless execution of business processes also means that your college or university can respond quickly and seamlessly to changing economic conditions, increased pressure to lower the cost and increase

the quality of education, increased global competition for students, new regulations, and whatever other challenges are thrown your way.

The key is to automate as many of the business processes as possible, optimizing functions so they can be executed electronically and changed “on the fly” to address new industry requirements and strategic imperatives. The technology that integrates and optimizes an institution’s business processes is called Business Process Management (BPM). Traditionally, BPM solutions have been proprietary, expensive, and focused on addressing the high end of the integration market. That’s why only one in eight companies currently uses BPM, while another third is just in the planning or building stages.

To overcome these barriers, BPM solutions must be scalable, so that all users across an organization can collaborate; they must be secure, to protect sensitive institutional data as it flows among students, faculty, staff, suppliers, partners, and alumni; and they must incorporate industry-accepted standards, languages, and components—such as Web services, Business Process Execution Language (BPEL), and Business Activity Monitoring (BAM) capabilities.

Oracle’s Technology Advantage

For the last several years, Oracle has been a leading proponent of a process orientation to automation. We have also been at the forefront of delivering process automation through a service-oriented view of automation—a business-driven perspective that bridges the chasm between the needs of the business and the information technology that automates the steps that constitute an entire business process. Increasingly, our applications for automating business processes have been based on a composite of services orchestrated to work together so that you can build the business processes you need, then deconstruct and reconstruct these processes as your needs change. With each release, Oracle will offer increasing levels of service-enabled applications by incorporating standards-based integration and orchestration techniques.

Achieving TCO Savings

The following example of a hypothetical higher education customer—State University—illustrates one upgrade path a PeopleSoft Enterprise customer could take to get to Fusion, and how that path will deliver true TCO savings each step of the way.

State University is a customer running PeopleSoft Enterprise 8.8 today. The go-forward path for this customer may be to upgrade to Enterprise 9.0 in 2006. In this upgrade, State University realizes the additional benefits of early Fusion products that interoperate with Enterprise 9.0, such as data hubs.

In 2007, a new composite application "X" is released that State University needs. Because Enterprise 9.0 was designed with an eye towards Fusion, it is a Web service enabled to work easily with the new "X" composite application. Ultimately, State University decides to upgrade to the entire ERP suite of Fusion applications in 2010.

Because Fusion is a "superset of features," with a product-feature genealogy from Oracle and PeopleSoft, a much richer set of industry-specific features is now available in the release, reducing the need for many of the original customizations.

Web services and BPEL are the key building blocks of a service-oriented architecture (SOA), and they are already changing the economics of integration. Oracle's technology stack already delivers these architectural elements. For designing SOA-based applications, our JDeveloper design environment provides a centralized design and development repository that contains metadata related to each component of an application. For deploying SOA-based applications, Oracle Application Server 10g already provides BPM orchestration capabilities based on standard BPEL.

In fact, Oracle Application Server 10g is the industry's first service-oriented architecture and grid-enabled application server, designed to provide an integrated, standards-based software platform that enables institutions of all sizes to quickly adapt to changing requirements. The newest release includes 573 new features, 450 of which were customer-requested enhancements. Oracle Application Server 10g customers can now deploy and manage SOAs on enterprise grids. This allows you to quickly adapt your processes and IT assets to meet changing requirements, competitive pressures, and other demands.

Oracle is committed to embedding adaptive business processes into all future product releases through the advancement of BPM techniques and industry-leading standards. Embedding BPM standards in future releases will not only speed the implementation and deployment of new integration projects, but will also reduce the overall cost of management, modification, extension, and redeployment of existing processes. The path to Fusion will combine the power of standards-based BPM solutions with new innovative BAM capabilities that will allow companies not only to model and combine business processes, but also to further optimize these processes, by making the performance of the processes explicitly available to line managers and tying application behavior to the information gathered.

Design Principle No. 3: Lowest Total Cost of Ownership

Institutions need an open and flexible application framework that is easily extensible for meeting their specific business requirements. They also want simplified data entry, improved analytics, streamlined processing, and applications with a better look and feel. That's what PeopleSoft delivered with its total ownership experience, and that's what Oracle is committed to delivering in all our applications product lines going forward.

Oracle's Technology Advantage

All of Oracle's future product releases have a single goal: to continually lower your total cost of ownership. We've organized our development efforts around this goal by incorporating the latest standards and technologies—using J2EE as our development platform and Web services for securely and safely connecting the various pieces of an application suite together via business processes defined in standard BPEL. A stable and reliable foundation using these industry-leading

standards provides maximum protection of your investment in Oracle, as well as your existing investment in solutions on other standards-based platforms from vendors such as IBM, BEA, and Microsoft.

The Fusion platform will also provide customers with an unparalleled level of extensibility and adaptability. First, we plan to extend the capabilities of the PeopleSoft Enterprise product line and its PeopleTools platform, which has long been widely accepted as the most flexible product line in the enterprise applications space. A productive development environment will allow you to extend our applications as cost-effectively as possible.

Second, as we deliver new releases of our product lines, we will strive to continually reduce the time and cost associated with upgrades. Our development teams are already working on enhancements to the automated installation and setup features in our current releases, to ensure that your next upgrade is as seamless and inexpensive as possible. Customer-specific extensions, for example, can exacerbate the upgrade process. To address this issue, Fusion applications will provide complete separation of industry- and customer-specific extensions, which will be kept separate from core (horizontal) functionality. This will allow for the lowest possible cost of ownership. We also plan to work with our growing ecosystem of partners in developing an increasing number of industry-specific applications in addition to the ones already provided.

Extensibility also means integrating access to information not managed and stored in Oracle applications. Fusion will build on the strong innovation that Oracle introduced with our Data Hub technology, and on the advantage that technology delivers in the form of a truly integrated system. Customers will be able to take advantage of consistent semantic definitions of core data entities like students, faculty, staff, and alumni, and extend them to their individual needs—while maintaining business processes implemented by existing systems, whether built internally or from other suppliers.

COMMITMENT NO. 3: ENSURING YOUR SUCCESS

At the beginning of this white paper, we told you that there's no better time to be an Oracle customer. We also promised you complete visibility into our product road map so that you can feel secure about your technology investments—and this white paper is the first step in that effort. Over the next few months, we'll be sending out companion white papers that delve more deeply into the value propositions around our combined technology infrastructure, adaptive business processes, and TCO strategies.

We know that just reading about Oracle's strategies isn't enough. That's why Oracle's senior management is embarking on a series of customer events throughout 2005. We will meet personally with customers and partners in order to explain Oracle's commitment to continuity and choice; our design principles around information-driven applications, adaptive business processes, and total cost

of ownership; and the development and support strategies we've put in place to execute on those commitments going forward.

Finally, we encourage every customer and partner to attend Oracle OpenWorld, scheduled for September 18-22, 2005, at the Moscone Center in San Francisco, California (oracle.com/openworld/index.html). This year's OpenWorld will address all your questions regarding Oracle's commitment to the education and research industry, and will give you a chance to learn more about our product offerings and strategies for the Oracle E-Business Suite and PeopleSoft Enterprise products—as well as provide an opportunity to exchange notes with other K-12 and higher education customers, meet new Oracle contacts, and touch base with old friends from PeopleSoft who are now part of the Oracle team.

We hope you will join the Oracle team—and we look forward to serving you for many years to come.



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