SFS Implementation Project

UW-Eau Claire

PROJECT CHARTER

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BACKGROUND

As suggested in a message sent by System Vice President Donald Mash on May 5, 2006, the UW–Eau Claire campus will implement PeopleSoft Shared Financial System (SFS) software to meet eventual expectations of the Department of Administration's (DOA's) E-procurement mandate. The transition of our current mainframe financial system functions to the SFS software is a strategic move. This charter is intended to describe the implementation. The change should not be underestimated—it may impact job performance until adjustments can be made to new information and ways to operate. The resulting system must be compatible with strategic directions outlined by UW System.

This implementation can be successful with the cooperation of many people. Those who will use the new information system have a responsibility to effectively communicate their needs and to work with the implementation staff in earnest on the project at the appropriate time.

Those directly involved with the project are aware of the challenge of meeting diverse expectations. Craig Mey, Dave Gessner, and staff associated with the project have talked about three competing, and dependent, aspects of the project: cost, time, and scope. There must be balance between these three aspects. For example, an increase in the scope of the work to be completed will mean either an increase in cost, time, or both. A decrease in time will mean that costs will increase, scope will decrease, or both. Accurately forecasting all three aspects is difficult at the beginning of any project.

Since the ultimate goal for UW-Eau Claire is defined in terms of access to financial data, it seems appropriate that success will be evaluated based on users' interaction with the new system.

PROJECT OVERVIEW

The implementation project of the Shared Financial System will position UW–Eau Claire asset management, accounting, purchasing, and accounts payable functions in the 8.9 version of the software. This is to implement the Oracle/Peoplesoft E-procurement module as mandated by DOA.

Broadly speaking, the scope of the project is to evaluate the SFS software for its fit with UW–Eau Claire business rules and to use the results of the evaluation to guide a successful implementation by July 1, 2007. This will be accomplished by top-mapping the business processes needed to support viewing a scripted and full-featured demonstration and visiting sister campuses to see how the software is deployed and the optimization efforts that are employed. Training will be conducted on the various modules and their set up. A test system will be piloted before implementation begins. The project will also include the development of interface capabilities to link existing campus-based subsidiary accounting systems to the SFS software.

PURPOSE OF THE IMPLEMENTATION

The fundamental purpose of the SFS implementation is to provide UW-Eau Claire personnel with necessary financial and administrative information to perform daily tasks and decision making, as well as to comply with the UW-System's agreement with DOA regarding their procurement and administrative information needs.

Purpose of the Project Charter

This document is the project charter for the Shared Financial System (SFS) Implementation at the University of Wisconsin – Eau Claire (UW-Eau Claire). This project includes transitioning UW-Eau Claire accounting and purchasing functions from their Legacy System to SFS by implementing PeopleSoft/Oracle General Ledger, Accounts Payable, Purchasing, and Asset Management modules. The purpose of this charter is to establish a common understanding between the project sponsors and the project team regarding the goals and objectives of the project. The project charter provides the foundation for the project by documenting:

- Project goals and objectives
- Project scope
- Project management approach
- Project organization
- Roles and responsibilities of the project participants
- Risks and the strategies used to mitigate those risks
- Assumptions concerning the project

The Project Charter presents the goals, objectives, major assumptions and constraints associated with the project. It is to be used as the basis for assigning responsibilities, for managing change, and for developing plans and reports of the SFS UW-Eau Claire Project Office Implementation Team (PMO) (the Project Team), and its completeness is extremely important. The Project Charter will evolve during the life of the project, but it is the basis for evaluating any changes to the project's scope and objectives and assessing the impact of proposed changes on schedules and budgets. Issues that arise will be resolved by referring to this charter.

GOALS OF THE IMPLEMENTATION

The goals are presented in three parts, intending to answer these fundamental questions:

1. What will the implementation do for the campus?
2. What will the implementation do for UW System?
3. What will the implementation do for the DOA?

GENERAL GOALS:

- Enable the implementation of E-procurement and conform to the State of Wisconsin's purchasing objectives by supporting the UW System's negotiated strategy with the DOA, using tools and queries already established and practiced at other campuses, and adding software that enhances the management information available to users.
- Strive to maintain and integrate data.

- Communicate regularly and openly the milestones achieved, the timelines, the cost and priorities of projects, and the enhancements and optimizations.
- Minimize the cost of the implementation through prioritization.

END-USER SERVICE GOALS:

- Build the system so that the information flow is in the hands of the end-users by enhancing the usage of personalized user-friendly, web-based, interactive interfaces; enabling end-users to access data through the use of desktop or web-based report creation/writing tools; enabling end-users to enter and manipulate data through the use of desktop or web-based creation tools; and providing end-users with training, documentation, and customer service.
- Support the full range of end-users, including but not limited to those traditionally considered administrative users.

GOALS CONSISTENT WITH THE IT MISSION AND RESOURCES FOR UW-EAU CLAIRE INTERFACE SYSTEMS TO SFS:

- Strive for high reliability and stability.
- Maintain the checks and verification environment
- Maintain information securely and confidentially as required (FERPA, etc.)
- Maintain disaster recovery, audit, and other capabilities
- Maintain good documentation of the system(s)
- Develop and maintain performance and/or key indicators (0.99999 availability, etc.)
- Maintain effective communications and customer service
- Maintain high standards for testing systems prior to introducing them into production
- Document and strive for the best long-term Total Value of Ownership (TVO)

GOALS CONSISTENT WITH THE IT MISSION AND RESOURCES FOR UWSA SFS:

- Strive for high reliability and stability.
- Maintain the checks and verification environment
- Maintain information securely and confidentially as required (FERPA, etc.)
- Maintain disaster recovery, audit, and other capabilities
- Maintain good documentation of the system(s)
- Develop and maintain performance and/or key indicators (0.99999 availability, etc.)
- Maintain effective communications and customer service

- Maintain high standards for testing systems prior to introducing them into production
- Document and strive for the best long-term Total Value of Ownership (TVO)

SFS UW-EAU CLAIRE IMPLEMENTATION -- PROJECT SPECIFIC OBJECTIVES

The overall objective of the SFS Implementation at UW-Eau Claire is to transition accounting, purchasing, accounts payable, and asset management business operations from their Legacy System to PeopleSoft/Oracle in a financially cost-effective, functionally feasible, and practical manner.

The project goals are:

- Train the Project Team (users) in procurement and payment processing, and accounting and asset management in the SFS environment.
- Determine fits and gaps inclusive of evaluating current business processes, and identifying needed business process changes.
- Communicate effectively with all stakeholders.
- Minimize the negative impacts on users and interoperating systems.
- Complete the transition from the Legacy System to SFS by July 1, 2007.

Project Measures of Success

The measures of success or failure for the SFS UW-Eau Claire Implementation include:

The following are subjective criteria of an acceptable environment

- Milestone targets to actual completion.
- SFS knowledge and skills for UW-Eau Claire users.
- Number of times project scope or timeline are changed.
- Smooth transition for UW-Eau Claire Legacy System users to SFS.
- Team members build strong partnerships.

Project Success Criteria

Criteria critical to success of the SFS UW-Eau Claire Implementation include:

- Time targets, defined scope and established budget criteria are reasonably met.

DILIGENT MANAGEMENT OF PROJECT SCOPE. END CONDITIONS (MILESTONES) OF THE IMPLEMENTATION

Goals are important because they can be used to create measures by which the implementation can be judged as having met its charter. By listing end conditions, we create a set of milestones that represent explicit tests of the implementation's success. The end conditions are organized in three sections, corresponding to the charter goals.

END USER CONDITIONS TO BE MET BY UW-EAU CLAIRE:

- Each user, having identified themselves to the UWEC system, will see a desktop that is personalized for their use. Each user will be given easy access to the applications that he or she may use, and no user will see an application or option they are not authorized to use.
- The user interface will be accessible from all locations as needed. For instance, an administrator will be able to access the system from a conference in New York. Performance may suffer due to problems beyond the control of the system, but functionality will be identical whether it is accessed locally or via long distance.
- Users, primarily administrative users, will be able to query existing data sources easily.
- If desired, users will be able to create forms that allow them to enter and manipulate data.
- Access to data will be strictly controlled. No user will be given access to data which she or he is not authorized to access. Changes to authorizations will usually be handled by administrative personnel from an appropriate functional area. Campus access and security policies will be developed in the context of system-wide policies that apply to all campuses.
- Online documentation will be readily available. Questions about a particular application will be directly accessible from that application.
- Training sessions will be provided for personnel using new applications. Access to the training session content will be readily available should personnel need to review it, or if personnel new to an application need to examine it.
- An administrative help-desk will be provided to answer general and detailed questions.

GENERAL END-USER CONDITIONS TO BE MET BY UW-EAU CLAIRE FOR SYSTEMS INTERFACING TO SFS

- Current operations, until they undergo conversion, will not be curtailed or otherwise affected by the implementation project. This includes all functional or operational accounting systems, purchasing systems, accounts payable systems, and asset management systems that meet the management or administrative needs of the institution.
- Maintain operations and workflow timelines equal to or better than legacy by developing processes that require the minimum human intervention possible. Meet workload demands with existing staff levels including the exercise of budget control. Re-engineer business processes where necessary.
- Access to information will be strictly controlled, typically through access to applications, but also using more “fine-grained” security where necessary.
- Mock disasters will be created to ensure that processes and information is in place to allow for recovery. These disasters will include, but are not limited to, security breaches (e.g., denial-of-service, attempts to access via non-standard ports), information losses (e.g., loss of database servers, failure of DBMS processes), and physical losses (e.g., loss of systems due to fire or flood).

- Audits officially requested by outside sources will be accommodated, particularly those that are regularly requested by UW System.
- Online documentation will be available as systems are created and/or installed.
- Performance measures for the new system will be created and published. These measures will be used to monitor the performance of the system. For example, one measure might be that the typical response time for a search would be 3 seconds or less.
- Processes and systems will be put in place to enable system testing and development. New capabilities will generally be released on a predefined schedule.
- Attendance by staff at conferences, symposiums, classes, etc. will be monitored and reported. Each staff member will have the opportunity to attend at least one session each year.

SCOPE

The scope of the SFS UW-Eau Claire Implementation project is inextricably tied to the available resources, both budgetary and human: the amount of resources that can be allocated; the amount of time allotted; and the staff's learning curve.

SFS UW-EAU CLAIRE PROJECT SPECIFIC IN-SCOPE ITEMS

University of Wisconsin – System Administration (UWSA) will:

- Perform required set up (security, Accounts Payable, Purchasing, etc.) to allow UW-Eau Claire users to perform testing of their business processes in an efficient manner.
- Provide training (train the trainer) and "generic" training documentation to UW-Eau Claire users in General Ledger (including trees), Accounts Payable, Purchasing, Reporting (within PeopleSoft and WISDM2), and Asset Management.
- Perform required set up (security, etc.) to allow UW-Eau Claire users to run their business processes in SFS 8.9 for Fiscal Year 2008 (July 1, 2007).
- Utilize a Vendor Load program to allow a mass upload of UW-Eau Claire's vendor information.
- Utilize an Asset Load program to allow a mass upload of UW-Eau Claire's asset information.
- Ensure that Eau Claire has the appropriate financial reports to run their daily accounting activities.

UW-Eau Claire will:

- Provide documentation to UWSA for security setup and additional setup requirements as needed to use SFS.
- Ensure users have adequate time to attend training and practice in the SFS environment to achieve an adequate user comfort level with SFS functionality to perform their daily functions.
- Promptly report issues to UWSA that have the potential to cause delays in the targeted implementation.
- Provide feedback on training to ensure questions and concerns are punctually addressed.
- Tailor user training manuals to UW-Eau Claire's specific business needs.
- Be responsible for any new trees that may be required for additional combination edit functions.
- Be responsible for any interfaces that currently feed to UW-Eau Claire's Legacy Accounting System (i.e. Legacy System integration points; shadow systems).

- Be responsible to maintain historical financial data as needed.
- Communicate project progress.
- Analyze and define project steps needed. Train professional and technical staff and campus users.

SFS UW-EAU CLAIRE IMPLEMENTATION PROJECT SPECIFIC OUT-OF-SCOPE ITEMS

UW Eau Claire will not (as part of this project):

- Continue operation of the General Ledger Accounting System.
- Convert any currently used third-party applications, unless the conversion is consistent with implementation efforts.
- Make significant changes in business processes unless a modification is required to a sytemwide SFS application.

UWSA will not **(as part of this project):**

- Be responsible for any interfaces that currently feed UW-Eau Claire's Legacy Accounting System (i.e. Legacy System integration points; shadow systems).
- Be responsible for the implementation of the inventory module implementation as part of this project. Resources will be made available for the training and documentation necessary.
- Be responsible for any new interfaces to or from SFS that may be required for UW-Eau Claire's accounting operations.
- Configure and set up the software to exploit its full potential at this time. UWSA optimization planning and management processes will be shared
- Develop data warehouse capabilities
- Expand on WISDM for access, unless absolutely necessary
- Plan for the optimization of SFS after implementation. Optimization functionality opportunities will be logged for future action.

PROJECT ORGANIZATION AND OVERSIGHT

Roles and Responsibilities **Executive Sponsors**

Responsibilities:

- Periodically meet with the SFS Governance and Executive Advisory Group to discuss project status.
- Review project status, budget, resources, issues, and risks with the SFS UW-Eau Claire Implementation Project Office on a regular basis via scheduled meetings.
- Assist in resolution of major issues.
- Communicate project vision.
- Communicate and coordinate issues, conflicts, and status to UW management (Common Systems; VPs)
- Provide oversight for entire SFS implementation project.
- Provide final acceptance responsibility.
- Support SFS UW-Eau Claire Implementation Project Office (project team).

The Executive Sponsors (project enablers) for the SFS UW-Eau Claire Implementation consist of members of the executive staff at UW-Eau Claire inclusive of Chancellor Brian Levin-Stankevich, Interim Provost Steve Tallant, and CBO Andy Soll. The primary administrative contact for this group will be Interim Associate Vice Chancellor Andrew Phillips. The Executive Sponsors for UW System will be Ed Meachen, Associate Vice President of OLIT, and Doug Hendrix, Associate Vice President for Financial Administration.

SFS UW-Eau Claire Implementation Project Managers -

Responsibilities:

- Provide single point of contact for project status, issue resolution and overall coordination of effort.
- Ensure requirements and scope are identified at onset of the project.
- Coordinate work planning meetings, work responsibility assignment, and ensures scheduled objectives are agreed upon.
- Organize the team, organizes meetings, and makes the team a cohesive unit.
- Serve as communicator for to do's and issue resolution, and ensures timely follow-up.

SFS UWSA Project Office

Responsibilities

- Negotiate and execute by June 1, 2007, a service level agreement (SLA) between UWSA and UWEC that details the hosting organization's performance expectation and operating practices. Some examples of the content of the SLA between UWSA and UWEC are outlined in the following list.
  - Share with UWEC the SLA between UWSA and DOIT.
  - Provide documentation of host organization's disaster recovery procedures and provide assurances that the recovery procedures are in effect prior to or on 7/1/2007.
  - Provide a single point of contact for technical and functional support for issues and questions.
  - Provide documentation of host organization's audit compliance.
  - Provide host organization's performance indicators and system availability expectations.
  - Provide host organization's access, security and authorization to access method and documentation.
  - Provide host organization's processes for system testing and development prior to 7/1/2007.
  - Provide host organization's predefined annual schedules for maintenance at least 3 months prior to the beginning of each fiscal year.
  - Provide host organization's schedule for patches and upgrades at least 3 months prior to applying them.
  - Publish support resource contact information and provide the case management system for logged questions and issues.
  - Review SLA at least annually prior to the start of each new fiscal year.
  - Provide System Administration's management process for managing issues and their resolutions prior to 12/1/2006.
  - Provide System Administration's management process for enhancement requests and the respective accountability for these enhancements no later than 7/1/2007.

Project Managers:

- Jeff Kuhn UWSA
- Katie Chase DoIT
- Jackie Kriesel, Functional UW-Eau Claire
- Sally Eckwright, Technical UW-Eau Claire

SFS UW-Eau Claire Implementation Project Office

Responsibilities:

- Schedule, facilitate, and attend meetings.
- Review business processes and current state systems.
- Lead requirements gathering efforts.
- Identify and work to resolve issues.
- Serve as point person for questions related to respective areas.
- Act as subject matter experts in each of their respective areas.
- Identify and escalate issues to the Executive Sponsors.
- Review and ensure quality of work and deliverables.
- Prepare Project Plan and manage the SFS UW-Eau Claire implementation effort.
- Monitor progress on the implementation project plan and tasks.
- Actively encourage communication between the Project Office and the functional users (if applicable).
- Provide regular implementation updates.

Key user team: Tim Candel, Penney Odell, Vickie Gardener, Jackie Kriesel, Dwan Schuck, Jeff Kuhn, Katie Chase

STEERING TEAM

A steering team that guides the planning and execution of the plan will consist of Marian Ritland, Paul Diedrich, Sally Eckwright, Jackie Riesel, Vickie Gardner, Penny Odell, Craig Mey, and David Gessner. Steering team members also identified as project sponsors will serve as objective informational advisors. David Gessner and Craig Mey will be the primary administrative contacts for this group.

STAKEHOLDERS

The stakeholders consist of Business Services staff and users, and UW System Administration.

COMMUNICATION LINKAGES

Overlapping membership on each of the teams is intentional to be certain that objective communication occurs within and between each of the groups. Key contacts include Vickie Gardener (accounts payable), Tim Candell (asset management), Penny Odell (purchasing), Jackie Kriesel (accounting), Jeff Kuhn (UW System).

KEY USERS

The key users will be formed from existing Learning and Technology Services staff, and on-campus Business Services staff with additional people added as needed. This team will be primarily responsible for the execution of the project plan and will have daily interaction with each other. Key users will document work instructions.

PROJECT RISKS

The following overall project risks have been identified. The risks are classified into four categories:

- **Business risks**: Are those risks that exist as result of the nature and characteristics of business itself, or the risks that arise due to the limited resources of the organization.
- **Technical risks**: Are created due to the complexity of technology being used, or due to the system operations.
- **Internal risks**: Are risks that come from within the business organization. They are the result of structure or culture of the organization itself.
- **External risks**: Are related to the factors outside of the business organization.

The impact of each risk on the project is analyzed and a mitigation strategy is developed to minimize the potential negative impact of risks on the successful completion of the project.

Note: Any changes to existing workloads for SFS related projects by either the introduction of new projects or revising of existing timelines could have a negative impact on the SFS UW-Eau Claire implementation project resources. To mitigate this risk, all requests for work will be reviewed and prioritized by the Executive Advisory Group with approval by the Executive Sponsors.

Risk Type	Risk	Impact on Project	Mitigation Strategy	Criticality
Business	Willingness to change business processes when necessary to minimize request for customizations.	• Project delay and cost. • Ongoing maintenance implications resulting from modifications.	• Accommodation and modification of existing business processes is expected and encouraged.	High
	Key team members not available for the meetings without sponsor approval	• Project may be delayed. • Decisions may not be based on expert knowledge.	• Advanced scheduling of specific times for team meetings. • Identify team members with specific roles and responsibilities. • Advanced notice to the team of unavailability. • Multi-task project plan so minimal idle time is experienced if a delay is realized.	High
	Uncontrolled increase in scope of project.	• Project could spiral out of control (unfocused / over-budget). • Project delayed. • Priorities set incorrectly.	• Make project team aware of scope of project and change control procedure. • Tighten project control.	High
	No one has complete knowledge of all processes.	• Decision may not be based on expert knowledge. • Analysis may be incomplete.	• Team members share specific business knowledge with each other. • Team training of complete process cycles.	High
	System is unavailable or intermittently unavailable	• Delays	•	High

Risk Type	Risk	Impact on Project	Mitigation Strategy	Criticality
	Training material incomplete or unavailable	• Delays	•	High
	Expert resources unresponsive in a timely manner or unavailable	• Delays	•	High
Technical	Processes run across multiple systems.	• People tend to see processes as "isolated".	• Team understanding of data flow across multiple systems.	Medium
	Too many file interfaces among different systems.	• Team may get "side-tracked" to out-of-scope areas. • Potential scope creep.	• Limit scope to focus on implementation of SFS modules. • Define detailed requirements of other system interfaces into separate projects.	High
Internal	Project team members come from different business areas.	• While interest of different groups is voiced, some team members may think that their opinion is not adequately heard.	• Establish team meeting ground rules so that every team member gets a fair chance to voice his/her opinion/concerns.	Medium

Risk Type	Risk	Impact on Project	Mitigation Strategy	Criticality
	Multiple Concurrent Internal System implementations.	Resource shortfall resulting from the need for knowledgeable staff to simultaneously work on the project and complete normal job tasks.	• Advanced scheduling of specific times for team meetings. • Identify team members on specific roles and responsibilities. • Advanced notice to the team of unavailability. • Multi-task project plan so minimal idle time is experienced if a delay is realized.	Medium
	Staff turnover	Staff could choose to retire or change positions.		Medium
External	IBIS Project Requirements.	Resource shortfall resulting from the need for knowledgeable staff to simultaneously work on multiple projects.	Executive Advisory Group discussion, review, and recommendation. Executive sponsor approval of any actions	Medium

ASSUMPTIONS

There are three categories of interrelated assumptions: assumptions that affect the scope of the project, the cost of the project, and the timeline of the project.

Currently the following assumptions pertain to the scope of this project:

- Administrative systems will use Oracle as the underlying database. All interface system database design and development will be conducted with a bias toward using ANSI standard features for future flexibility.

- No customizations will exist; work-around will be the primary issue-resolution process.
- Solutions developed by other campuses for any known problems will be applied during the implementation.
- User change requests during the project will be reviewed by the steering team for priority as part of the Management Decision making process.
- Administrative offices and LTS will need to commit time to converting production report documentation and flexible select reporting tools.
- The SFS system implementation project will position UW-Eau Claire to better meet user requirements, provide solutions to legacy system shortcomings, and provide the tools users need/want.
- Project timeline: The project plan is based on the availability of project resources and their allocated time.
- Management commitment: The project has management support and understanding.
- Team member commitment: The project team members will perform and complete assigned tasks in a timely manner
- Subject matter expertise: The team members have full knowledge in their relevant subject areas required for their roles and responsibilities.
- UWSA will provide an operational PeopleSoft database (copy of SFS 8.9 production environment) for use during the entire implementation for purposes of exploring the use of SFS and demonstrating accounting features and functions.
- UWSA will provide "generic" SFS training materials and a trainer for specific SFS modules and reporting needs to UW-Eau Claire's accounting services users.
- UW-Eau Claire will provide adequate training and space as well as practice time for users.
- UW-Eau Claire will promptly notify UWSA of any issues or problems that could delay the implementation.
- UW-Eau Claire will share plans and timelines for other major projects (other risks) that might impact the SFS implementation project.
- The current WISDM data and functionality available may suffice. Additions will be considered as justified. Changes and additions will be made in the event of potential operational disruptions at the campus.

BUDGET

Established methods for project budgeting are top-down, bottom-up, and phased budgeting methods. Another type of budgeting methodology is a mixture of the three styles.

Budgeting from the bottom up: Project staff gets together and prepares a budget from the task-level detail. This style of budgeting is beneficial because everyone in the group can be honest, members find the best solution, it is easier not to miss a subtask, and it tends to eliminate budget-eating tasks that show up in the middle of the project.

Budgeting from the top down: Senior managers estimate budgets from their experience and then allocate funds. This style of budgeting works only if managers allocate costs and have lots of real project management experience.

Mixed budgeting styles: A combination of the top down and bottom up styles is used. This style makes sure the top-down numbers that establish expectations are brought back down to earth by people deeply familiar with the real world.

Phased budgeting: Phased budgeting can be used either with top-down or bottom-up estimates, or even both at the same time. This style of budgeting estimates only one phase of the project at a time. Used on large projects, it limits uncertainty and risk in the approved operational budget.

PROPOSED METHOD FOR IMPLEMENTATION PROJECT BUDGETING

The Implementation Charter and Stage 1 descriptions illustrate that the SFS software has many unknowns. These unknowns lead to uncertainty in budget preparation.

Budgeting will be estimated for each stage of the project. The unknowns will be addressed by providing a degree of confidence at each stage—the project begins with a high amount of uncertainty, based on the large number of questions that remain unanswered and will become more accurate/predictable as the questions are answered and progress is made in the implementation.

We propose to build a bottom up and phased budget. Our budget will clearly tell the campus how much we think it will cost at any point in time, and our associated confidence level will tell campus members how much is still unknown at any point in time.

The budget needs will be estimated at each of the project stages, with our associated confidence level. We expect that as we go through subsequent stages of the project lifecycle, the budget numbers will become more certain, the confidence level will increase and the margin for estimate error will drop.

Each stage will consist of a portfolio of projects. Throughout the project, costs will be reviewed so that any changes to the total dollars anticipated will be well understood and communicated. The implementation charter describes the overall milestones. Each stage's milestones will be established along the way to allow for key decisions related to funding.

Considerations for This Approach:

- Different ideas exist on how quickly the implementation can be done
- Since the first budget estimate is often the last that a person hears and remembers, not committing to a budget estimate until we truly understand the situation builds trust and confidence.
- We avoid assertions that the estimate was padded and assumptions that it can be done for less.
- We avoid assumptions that change to the implementation was built in to the estimate, thus making additional money for changes more legitimate.

- Allows us to deliver an effective solution rather than managing the project against a predefined budget that could compromise the outcome.
- It recognizes that uncertainty is a reality, so quantifying it with a degree of confidence gives sponsors the ability to make better decisions. It should result in trust and the elimination of suggestions of game playing in estimation.
- As the project progresses through subsequent stages, the numbers will become more certain, the confidence level will increase, and the margin for error will decrease.

Project Budget Qualifications

The implementation budget must be separate from the operational budget used to maintain current operations while the implementation is occurring. Therefore, functional users involved in each stage have budgets established for on-going service delivery and may need additional resources to manage the ongoing services and project demands.

NEEDED RESOURCES

UW-Eau Claire's Business Services staff has expertise in campus-deployed technology. The more complex the new software and the more unfamiliar it is to the staff, the less predictable become the project timetable and costs.

TRAINING RESOURCES

Effective training of operational staff, LTS staff, and campus users will be critical to the success of this software installation. Direct and indirect training costs over the next several months will likely exceed $20,000. In addition to the categories of staff requiring training, there are different types of training needed by those staff.

Shared Financial System Set-up and Utilization Training:

Target Audience: Business Services Staff

Providers:

- Oracle/Peoplesoft (vendor provided training)
- UW-System staff experts: Dwan Schuck, Jeff Kuhn, Tina Parman, Jon Ahola, and Katie Chase
- Other SFS campus power users
- External consultants

Target Audience: LTS Staff

Providers:

- UW-System staff experts
- DOIT technical staff
- Other SFS campus technical staff
- External consultant

Target Audience: Campus Users

Providers:

- Business Services key users
- UW-System staff
- LTS trainers (this resource to be developed as the project progresses)
- External trainers (including users from other SFS using campuses and UW System staff experts)

HUMAN RESOURCES

The project will be managed within UW–Eau Claire.

Existing and Supplemental Operational Staff:

UW-Eau Claire staff will accomplish the implementation with backfill to meet operational needs and supplemental staff will be appointed where certain skills are needed.

Existing staff will receive appropriate training to enable them to support the new environment. Just-in-time training will be provided for the functional offices. This includes developing instructions and providing supporting materials. An ongoing training and professional development program should result.

Additional Expert Staff Requirements:

Additional outside expertise will be brought in as necessary. Outside experts will play a supporting role to existing staff. UW System consultants will be leveraged wherever possible.

STAGES OF THE IMPLEMENTATION

STAGE 1: DEFINITION PHASE

The definition phase includes a feasibility analysis and a definition of the project requirements. The key deliverable for this phase is a project charter.

STAGE 2: TRAINING AND LEARNING PHASE (FIT/GAP)

A critical phase of the project concerns training staff to use the software so that structures and capabilities are fully exploited and will serve the campus for the future. This includes a fit/gap analysis, staff training, determining the software set-up, and understanding reporting needs and queries available.

A conference room pilot will be conducted so that Business Services users will be able to identify problem areas and determine business process work-around or other bolt on automation needs. Problems will be corrected and weaknesses will be compensated for before proceeding. Work instructions will be documented and staff will be trained.

A deliverable of this phase will be the project plan. The project plan will include a work instruction template, a description of project risks, a change control board form, an issues resolution form, and a status report template.

STAGE 3: CONVERSION AND IMPLEMENTATION PHASE

Once a reliable production environment is available and in place, the conversion of the business logic and end-user training should occur at a fairly rapid pace. Data comparison, from the old environment with the new environment (to establish a consistent state while both systems run in parallel) will be done in order to support this approach.

OPTIMIZATION PHASE

Concurrent with the first three phases, review of post-conversion, continuous, and ongoing improvement efforts will be required. The review will identify and determine further development efforts that will contribute to overall SFS system goals.

During conversion, a management decision-making process will also be developed that will be used after the conversion (i.e., a decision-making process that prioritizes administration resources work). Reviewing workflows in functional areas, regularly combined with the prioritization process, will lead to the effective continuous improvement of our SFS system and related systems.

PROJECT TIMELINE

The perceptions of the length of time required for this project and the time allotted for it will be brought closer into alignment as the scope becomes better-defined and resources are more clearly identified and committed. Project length will be dependent upon the targeted environment and the learning curve for staff. The following schedule is based on the implementation stages.

DEFINITION PHASE

The definition phase will commence immediately after there is full agreement by the Chancellor on the project assumptions reflected in this document. The target date is September 30, 2006.

TRAINING AND LEARNING PHASE (FIT/GAP)

The start of this phase immediately follows acceptance of the project charter. The timeline for this project will be benchmarked against other timelines for similar experiences, and will be detailed in the project plan. The target date for this phase is March 31, 2007.

CONVERSION AND IMPLEMENTATION PHASE

The target date for the start of the conversion and implementation phase is March 31, 2007, but will be determined by the approved project plan and is dependent upon the successful completion of the pilot and training phase.

OPTIMIZATION PHASE

The optimization phase will be viewed as an ongoing continuous improvement of the administrative system and related subsidiary systems. Optimization strives to meet dynamic end-user requirements and to meet changing institutional business needs.

SCHEDULE OF ADDITIONAL DELIVERABLES & COMMUNICATION PLAN

- The steering team will review the plan and deliverables weekly.
- Project sponsors will receive budget and milestone project updates monthly.
- Stakeholders will receive project updates approximately monthly.

CONTINGENCY PLAN

The SFS UW-Eau Claire Implementation go-live date is planned for July 1, 2007. If this date is not attainable due to insufficient progress, poor quality, or the reprioritization of projects, a revised implementation project plan will be completed with a contingency date as the target.

SIGNATURES

The signatures below indicate that each person has read the project charter and agree that it represents a reasonable approach to the goals of the proposed project.

FOR UW-EAU CLAIRE:

Brian Levin-Stankevich,
Chancellor

Steve Tallant,
Interim Provost & Vice Chancellor, Academic Affairs

Andrew Phillips,
Interim Associate Vice Chancellor, Academic Affairs

Andrew Soll,
Vice Chancellor, Business & Student Services

Dave Gessner,
Director Business Services

Craig Mey,
Director, Learning & Technology Services

FOR UW SYSTEM:

Kevin Reilly
President

Donald Mash
Executive Senior Vice President

Doug Hendrix,
Associate Vice President Financial Administration

Ed Meachen
Associate Vice President OLIT