SFS UW- Stevens Point Implementation Project

PROJECT CHARTER

Revision Control

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1.0	7/18/06	All	Initial Release	Dwan Schuck
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PURPOSE OF THE DOCUMENT

This document is the project charter for the Shared Financial System (SFS) Implementation at the University of Wisconsin – Stevens Point (UW-Stevens Point). This project includes transitioning UW-Stevens Point 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 team's acceptance of the content described within the charter

The Project Charter is a statement of commitment from the Project Team, inclusive of the SFS UW-Stevens Point 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. The Project Charter provides a foundation for the Project Team and gives the Executive Sponsors a basis for evaluating project direction and results.

The Executive Sponsors for the SFS UW-Stevens Point Implementation are Doug Hendrix, Associate Vice President for Financial Administration and Ed Meachen, Associate Vice President of the Office of Learning and Information Technology, Ruth Porrey, Controller, UW-Stevens Point, and Greg Diemer, Vice Chancellor for Business Affairs UW-Stevens Point. They will approve this Project Charter in its final release.

Approval of this document will be confirmed through the distribution of the document to all project stakeholders and via the publication of this document on the University of Wisconsin – System Administration website.

PROJECT OBJECTIVES AND GOALS

The overall objective of the SFS Implementation at UW-Stevens Point 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-Stevens Point Implementation include:

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

Project Success Criteria

Criteria critical to success of the SFS UW-Stevens Point Implementation include:

- Prudent use of appropriate resources and availability of system users.
- Effective planning and professional project management.
- Diligent management of project scope.

Project Scope

The decision was made to transition UW-Stevens Point's accounting activities from the Legacy System to SFS by July 1, 2007. This project includes transitioning UW-Stevens Point accounting and purchasing functions from the Legacy System to SFS by implementing PeopleSoft/Oracle General Ledger, Accounts Payable, Purchasing, and Asset Management modules. The scope of this project includes bringing UW-Stevens Point up on SFS with the current level of functionality found in SFS.

In-scope items

University of Wisconsin – System Administration (UWSA) will:

- Perform required set up (security, Accounts Payable, Purchasing, etc.) to allow UW-Stevens Point users to perform testing of their business processes in an efficient manner.
- Provide training (train the trainer) and "generic" training documentation to UW-Stevens Point 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-Stevens Point users to run their business processes in SFS 8.8 for Fiscal Year 2008 (July 1, 2007).
- Utilize a Vendor Load program to allow a mass upload of UW-Stevens Point's vendor information.
- Utilize an Asset Load program to allow a mass upload of UW-Stevens Point's asset information.
- Ensure that Stevens Point has the appropriate financial reports to run their daily accounting activities.

UW-Stevens Point 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-Stevens Point'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-Stevens Point's Legacy Accounting System (i.e. Legacy System integration points; shadow systems).
- Be responsible to maintain historical financial data as needed.

Out-of-scope Items

UWSA will not:

- Be responsible for any interfaces that currently feed UW-Stevens Point'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.
- Be responsible for any new interfaces to or from SFS that may be required for UW-Stevens Point's accounting operations.

PROJECT ORGANIZATION

ROLES AND RESPONSIBILITIES

Executive Sponsors
Responsibilities:

- Periodically meet with the SFS Leadership Team to discuss project status.
- Review project status, budget, resources, issues, and risks with the SFS UW-Stevens Point 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-Stevens Point Implementation Project Office (project team).

Team members:

- Doug Hendrix
- Ed Meachen
- Greg Diemer UW-Stevens Point
- Dave Dumke UW-Stevens Point

SFS UW-Stevens Point 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-Stevens Point 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.

PMO Team Members:

- Dwan Schuck
- Jeff Kuhn
- Katie Chase
- Ruth Porray
- Terri Chang

Project Team Members:

UWSA

- Dwan Schuck
- Jeff Kuhn
- Tina Parman
- Jon Ahola
- Katie Chase

UW-Stevens Point

- Ruth Porrey UW Stevens Point
- Terri Chang UW Stevens Point
- Mark Cychosz UW Stevens Point
- Katie Schroth UW Stevens Point
- Laurie Kujawa UW Stevens Point

SFS UW-Stevens Point Implementation Project Managers -
Responsibilities:

- Single point of contact for project status, issue resolution and overall coordination of effort.
- Ensures requirements and scope are identified at onset of the project.
- Coordinates work planning meetings, work responsibility assignment, and ensures scheduled objectives are agreed upon.
- Organizes the team, organizes meetings, and makes the team a cohesive unit.
- Communicator for to do's and issue resolution, and ensures timely follow-up.

Project Managers:

- Jeff Kuhn UWSA
- Katie Chase DoIT
- Ruth Porrey UW-Stevens Point
- Terri Chang UW-Stevens Point

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-Stevens Point implementation project resources. To mitigate this risk, all requests for work will be reviewed and prioritized by the Executive Advisory Group.

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

Risk Type	Risk	Impact on Project	Mitigation Strategy	Criticality
	Key team members not available for the meetings.	• 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
Technical	Processes run across multiple systems.	• People tend to see processes as “isolated”.	• Team understanding of data flow across multiple systems.	Medium

Risk Type	Risk	Impact on Project	Mitigation Strategy	Criticality
	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
	Multiple Concurrent Internal System implémentations.	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.	Medium

PROJECT ASSUMPTIONS

The following project assumptions are identified:

- 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 committment: The project team members will perform and complete assigned tasks on time.
- 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 8.8 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-Stevens Point's accounting services users.
- UW-Stevens Point will provide adequate training and space as well as practice time for users.
- UW-Stevens Point will promptly notify UWSA of any issues or problems that could delay the implementation.
- UW-Stevens Point 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 will suffice. No additions will be made.
- There will be no new customizations made to SFS as a part of this implementation.

PROJECT MANAGEMENT APPROACH

TRAINING PLAN

Since team members are from the different areas of procurement, accounts payable, accounting and asset management, team training in different process knowledge areas is crucial to the success of this project. A training plan will be in place so that all team members will receive training of the processes applicable to their specific business functions, and gain a good understanding of current business model.

COMMUNICATION PLAN

There will be status reports at each milestone of the project and at other times as they are deemed necessary to keep the Executive sponsors and Committees informed of project progress, issues and resolutions. In general, a monthly status report will be delivered to key stakeholders as described in the SFS UW-Stevens Point Implementation Communication Plan. UWSA/UW-Stevens Point Project Team meetings will be held weekly (teleconference or in person).

The Project Team members will conduct these regular meetings to review the issues log to ensure that issues are prioritized, assigned status and resolved.

A regular project status report will be prepared by the Project Manager(s) and published on the SFS Project website.

Key Communication Constituents
The SFS UW-Stevens Point Project Management Office will communicate project progress and status to the following groups:

- Executive Sponsors
- SFS Advisory Group
- SFS Leadership Team
- Project Staff

CONTINGENCY PLAN

The SFS UW-Stevens Point Implementation go-live date is planned for July 1, 2007. If it is determined the planned go-live implementation date of July , 2007 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.

CHANGE CONTROL PROCEDURE

If a change request results in significant change of the original project scope, the request should be made to the Change Control Board for approval. All change requests should be documented by using a Change Request Form.

ISSUE RESOLUTION PROCEDURE

Any problems that can have significant impact on the project, or that require further clarification or investigation, will be documented and tracked as issues in the Issues Log.

All issues should be prioritized, given a status (accepted, rejected or resolved) and assigned to related functional team members for investigation and resolution.

APPENDIXES

Change Request Form
Issue Log
Status Report Template
University of Wisconsin System Governance Structure (SFS)

Appendix I

Change Request Form - Business Justification

	Modification Governance Category (check ONE)
	State/Federal/Legal Requirement
	UW System Business Requirement
	Productivity Enhancement
	Software Improvement

	Modification Decision Criteria (check ALL that apply)
	Impacts the ability to go live or is the result of State, Federal or Legal requirements or Executive Direction.
	Modification would result in a significant reduction in manual effort.
	Modification would provide a significant service level or add significant improvement in administrative productivity and/or service.
	Without the modification, additional staff would be necessary to perform the business process.

1.0 OVERVIEW

Please provide a narrative that clearly states the reason why this modification is needed. What is the background / purpose of the request? What details support the mod decision criteria checked above?

2.0 DEPARTMENT/PROCESS IMPACT

Describe features such as process frequency and the impact on campus community if the modification is not approved.

3.0 CROSS PRODUCT ANALYSIS

Provide a detailed description of the impact either between modules within your application, or to other applications (e.g.) Student, Financials, Interfaces, Bolt-ons, Data Warehouse, or PS Tools.

4.0 ALTERNATIVES AND RECOMMENDATION

Summarize the alternatives considered. For example, can business requirements be adjusted to meet delivered functionality? Can a manual process or combination of manual and automated process satisfy the business requirements? If UW SYSTEM, state or federal policies are forcing this requirement, can alternatives be discussed with those bodies to identify alternative means of fulfilling their requirements?

*Please list each alternative in a numbered list, with the recommended solution presented **last**.*

1. **Alternative One:**
2. **Alternative Two:**
3. **Recommendation:**

Authorization Action (Accept or Reject): Authorized By: Date:

Appendix II

SFS UW-Stevens Point Implementation Project

ISSUE LOG

Issue No.	Description	Date Reported	Assigned To	Issue Resolution	Status	Date Resolved

Status: Accepted, rejected or resolved.

Appendix III

SFS UW-Stevens Point Implementation Project

STATUS REPORT TEMPLATE

To:

From:

Reporting Period:

Tasks Completed This Period

Tasks in Progress

Tasks Delayed

Tasks To Be Completed Next Period

Issues & Concerns

Appendix IV

SFS GOVERNANCE STRUCTURE

The Shared Financial System (SFS) of the University of Wisconsin System is operated by the UW System Administration's Office of Financial Administration in partnership with the UW-Madison's Division of Information Technology (DOIT). Responsibility for daily operations and for project planning rests with these two offices functioning together as the **SFS Operations Group**.

The managers of the SFS Operations Group represent a subset of the **SFS Leadership Team** which includes additional campus, DOIT and UW System Administration staff representing the major stakeholder communities. The SFS Operations Group and Leadership Team are counseled by **an SFS Advisory Committee** made up of one representative from each UW System institution.

The **SFS Executive Committee** is the oversight body that decides major unresolved issues escalated by the Leadership Team and that represents resource need to the UW System's **Common Systems Review Group**. The four permanent members of the SFS Executive Committee also serve as members of the executive oversight group for the other major common administrative systems and as members of the Common Systems Review Group.

The responsibilities and membership of the Executive Committee, Leadership Team and Advisory Committee are listed on the three pages that follow. Ultimate executive sponsorship responsibility for SFS, along with all the UW System's common administrative systems, rests with the UW System's **Executive Senior Vice President**.

The SFS governance structure described above must work in concert with the administrative project management structure established by the UW-Madison not only because of the influence UW-Madison necessarily brings to bear in project prioritization and design but because of mutual reliance on UW-Madison's Division of Information Technology as technical service provider. Accordingly, there is an overlap in membership between the SFS Executive Committee and **UW-Madison's Executive Sponsor Group for Administrative Projects**. In addition, representatives from the affected UW System Administration offices are represented on UW-Madison's **Joint Project Managers Committee** and **Joint Project Steering Committee**.

SFS Executive Committee

Responsibilities:

- Approve long range strategies
- Approve major business process changes related to financial administration
- Review issues that may have a broad implication across the related modules (e.g., Commitment Control, Grants, Projects)
- Review and approve the annual budget
- Make decisions on unresolved issues escalated by the SFS Leadership Team
- Represent resource needs and necessary funding to the Common Systems Review Group

Membership:

- UW System Vice President of Finance, Chair (Debbie Durcan)
- UW System CIO (Ed Meachen)
- UW-Madison Vice Chancellor for Administration (Darrell Bazzell)
- UW-Madison CIO or designee (Jack Duwe)
- Two Chief Business Officers named by the VP of Finance:
    - Andy Richards, UW Milwaukee
    - Tom Sonnleitner, UW-Oshkosh

Ex Officio:

UW System Associate Vice President Financial Administration (Doug Hendrix)
UW System Assistant Vice President Administrative Services (Ruth Anderson)
UW System OLIT Project Director (Lorie Docken pending filling of vacancy)
UW-Madison Assistant Vice Chancellor Business Services (Don Miner)

SFS Leadership Team

Responsibilities:

- Review ongoing operations and projects' status, budget, resources, timelines, issues and risks
- Address and resolve all issues and risks in a timely manner
- Provide guidance and advice to the SFS Project Manager
- Review any new functionality or changes to business processes requested by the Advisory Committee and provide guidance for the analysis of the associated recommendations
- Review and approve any significant changes to the functionality of SFS
- Allocate resources as needed
- Liaison to Executive Committee

Membership:

- UW System Associate Vice President Financial Admin., Co-Chair (Doug Hendrix)
- UW-Madison DOIT Director of Applications Development, Co-Chair (Diane Mann)
- UW System Assistant Vice President Administrative Services (Ruth Anderson)
- UW System Director of SFS Operations (Dwan Schuck)
- UW System Controller (Jeff Arnold)
- UW-Madison DOIT Assistant Director of Financial Applications (Carol Block)
- UW-Madison Controller (Al Benzschawel)
- UW-Madison Director of Research and Sponsored Programs (Kim Moreland)
- Controller named by Vice President of Finance (Laurie Grigg, UW Colleges)
- Purchasing Director named by Vice Pres. of Finance (Tom Weiss, UW-River Falls)

Ex Officio:

UW System OLIT Project Director (Lorie Docken pending filling of vacancy)
UW-Madison DOIT Technical Project Manager (Katie Chase)

SFS Advisory Committee
Responsibilities

- Advise the SFS Leadership Team and the SFS Executive Committee with input and recommendations for the ongoing effectiveness of the SFS System including but not limited to best business practices, identification and prioritization of proposed functionality changes, and service level expectations
- Review status reports on ongoing operations and projects and advise of impact to campuses or on other initiatives underway
- Ensure communication of SFS status among Controllers, Purchasing Directors, Chief Business Officers (CBOs), Chief Information Officers (CIOs), and other campus stakeholders
- Establish focus groups or other sources of input as needed
- Work with campus leadership on the resolution of any issues that impact campuses
- Work collaboratively with advisory committees for other closely related common systems (e.g., UWS Service Center, Student Administration System) to promote improvements across systems and identify the impact of any change within one system to another system to resolve competing priorities and requests
- Defer resource acquisition issues to the SFS Executive Committee

Membership:

- UW System Associate Vice President Financial Admin. Co-Chair (Doug Hendrix)
- UW System Assistant Vice President Admin. Services, Co-Chair (Ruth Anderson)
- One representative from each UW institution nominated by the Chief Business Officer with the membership to be balanced by the Vice President of Finance to assure adequate representation of procurement officers and controllers:
  - Don Miner, UW-Madison
  - Karen Gundrum UW-Milwaukee
  - Jackie Kriesel, UW-Eau Claire
  - Kelly Franz, UW-Green Bay
  - Sharon Radtke, UW-LaCrosse
  - Shawn Kelly, UW-Oshkosh
  - Scott Menke, UW-Parkside
  - Tom Stodola, UW-Platteville
  - Tom Weiss, UW-River Falls
  - Katie Schroth, UW-Stevens Point
  - Marilyn Mars, UW-Stout
  - Jill Mellin, UW-Superior
  - Mike Hirschfield, UW-Whitewater
  - Laurie Grigg, UW Colleges
  - Mike Dorn, UW Extension

Ex Officio:
UW System Director of SFS Operations (Dwan Schuck)
UW System OLIT Project Director (Lorie Docken pending filling of vacancy)
UW System CIO or designee (Ed Meachen)
UW-Madison CIO or designee (Jack Duwe)

PROJECT CHARTER APPROVAL SIGNATURES

Project Name: SFS UW-Stevens Point Implementation

Following the approval of this document, it will be posted to the UW System Administration web-site.

Project Sponsor

_____ _____
(Signature) (Date)
Greg Diemer
Vice Chancellor
University of Wisconsin Stevens Point

Project Sponsor

_____ _____
(Signature) (Date)
Dave Dumke
Director, Administrative Computer Services
University of Wisconsin Stout

Project Sponsor

_____ _____
(Signature) (Date)
Doug Hendrix
Associate Vice President for Financial Administration
University of Wisconsin System Administration

Project Sponsor

_____ _____
(Signature) (Date)
Ed Meachen
Associate Vice President (CIO), Office of Learning and Information Technology (OLIT)
University of Wisconsin System