BRANDEIS UNIVERSITY
PEOPLESOFT IMPLEMENTATION

PROJECT CHARTER

Version 2.2

Date 10/9/01

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SUMMARY OVERVIEW

Brandeis University is approaching a critical point in its business life. Its current financial systems are at the end of their useful life. The new human resource system is not integrated with the financial or the student systems. The core student systems provide little but basic capability. Recruiting and servicing students is becoming more complex and increases the need for rapid access to accurate administrative information. Students, faculty, and staff are requesting easier access to and better reporting of information.

Meeting these demands requires improving our business practices and replacing our outdated administrative computing system. With this in mind, Brandeis University purchased the PeopleSoft suite of administrative information systems software to replace our legacy systems for Financials, Human Resources, and Student Administration.

The new system installation comprises three phases. The first two, Financials and HR/Payroll, will take approximately three years. These will be followed by Phase III, installation of Student Administration software, which will take an additional two or three years.

This document describes the implementation of the Financial and HR/Payroll modules. It includes the project mission, objectives, scope, assumptions and constraints, risks, milestones, methodology, and project team organization. Later versions of this document will include more information about subsequent phases. This version (Version 2, October 2001) adds information about the HR/Payroll implementation

(Amended Version 2, October, 2001): Brandeis selected PeopleSoft Consulting (PSC) to be our initial source of PeopleSoft product consulting and moved to Logigate Consulting in July, 2001. During the week of June 12, 2000, a PSG consultant conducted an Implementation Strategy and Planning Workshop with members of the core Finance/HR implementation project team. This charter is a result of that workshop.

MISSION, BUSINESS DRIVERS, & ASSUMPTIONS

MISSION

The mission of the PeopleSoft project is to implement a flexible and integrated management information system that provides access to accurate, timely, and relevant data in support of the mission of Brandeis University.

BUSINESS DRIVERS

The PeopleSoft implementation is driven by:

- The need to capture data and provide accurate reporting on the business processes and activities of the University,
- The need for a financial management system that will support Responsibility Center Management,
- The need for a system to inform the development and implementation of University strategies,
- The need to update the technology to be competitive,
- The fact that the Financial, H/R, and Student systems are at the end of their useful lives.

ASSUMPTIONS

This project assumes that:

- The PeopleSoft software performs the required functions;
- PeopleSoft best practices will be implemented;
- Legacy enhancements, that is, changes to existing systems, will be frozen;
- The scope will be maintained and will not change;
- Accomplishments will be acknowledged.

It also assumes:

- Institutional acceptance, that is, adoption by the majority of the Brandeis community;
- Continued executive support;
- Availability of sufficient, timely, skilled resources;
- Timely decisions;
- Project participants knowledgeable of their roles;
- An empowered project team;
- Good, strong, project leadership; and
- Appropriate project team user training.

OBJECTIVES AND SCOPE

INSTITUTION WIDE OBJECTIVES

Objectives	*Measurement*
General Objectives	
Implement the system without customization unless cost/benefit analysis clearly justifies it.	pass/fail
Implement PeopleSoft "best practices," that is, the successful institutional practices used as a model for the software.	pass/fail
Capture PeopleSoft data once, at the source.	pass/fail
Make standard reports available electronically and enhance the ability to produce customized reports.	pass/fail
Provide online access to data.	reduction in phone calls and emails requesting the data
Provide hierarchical levels of security.	pass/fail
Provide appropriate training and support for access to online data.	reduction in phone calls and emails
Implement standard data definitions across PeopleSoft and PeopleSoft interfaces.	one definition for each element
Implement the software on-time and within budget as defined by the project scope.	pass/fail

FINANCIALS OBJECTIVES & SCOPE

Business requirements for enterprise-wide information systems must support financial planning, execution and control, and reporting and reconciliation. Our over-arching objective for the Brandeis Financials is to ensure full support for each requirement.

A specific office supports and has responsibility for each of these processes. Budget and Planning does the financial planning; University Controller deals with execution and control activities along with Purchasing. Operating units, in turn, working with Budget and Planning, manage their expenditures while having access to robust reporting and reconciliation capabilities.

We chose the PeopleSoft financial system because it specifically supports these business requirements and related processes.

Financials Objectives – Part I

Objectives	*Measurement*
General	
Set up a G/L (general ledger) structure in PeopleSoft that supports multiple external and internal reporting requirements [i.e. FASB & GAAP].	ability to generate and identify reports
Establish funding sources consistent with University best practice models for accounting and budgeting.	pass/fail
Responsibility Center Management – Budget Model	
Automate manual crosswalk of budgeting and external reporting, and run as a standard report.	pass/fail
Provide automated reporting by RCM unit, including overhead and facilities charges (not at additional cost of customization, however).	pass/fail
Deliver budget checking for all non-salary expenditures.	elimination of both unbudgeted expenditures and overspending of budgets
Provide the ability to consolidate RCM units easily for reporting and calculating overhead	pass/fail
Track revenues and expenses across RCM units - both contribution and cost.	pass/fail
Capital Budget Management	
Develop methods of tracking and managing budgets separate from operating budgets.	pass/fail
Integration	
Create the ability to reconcile bank accounts electronically.	pass/fail
Deliver automated subsidiary system feeds.	pass/fail
Reporting & Access	
Develop a core set of financial reports based on agreed-upon business needs.	pass/fail
Enable power-users to develop ad hoc reports and extract data from PeopleSoft.	turn-around time, ease of processing, numbers of users trained, elimination of shadow systems
Close year-end books in 30 calendar days.	pass/fail
Provide access to project-to-date information as well as annual (grants & capital).	pass/fail

Financials Objectives – Part I (continued)

Objectives	*Measurement*
Accounts Payable/Purchasing Processes	
Standardize *Procure to Pay* (requisition to payment) business practices throughout the organization.	achieving one standard
Link AP/PO to budget functions.	pass/fail
Other Processes	
Implement multi-year processing and budgeting for planning and forecasting.	pass/fail
Provide access to historical data for comparisons (though not at the cost of additional customization).	pass/fail
Grants	
Deliver queries to support letter of credit draws by agency.	pass/fail
Deliver COA to support year to date, project to date, and grant year reporting.	ability to generate reports
Deliver allocations for indirect costs.	pass/fail

Financials Objectives Part II — Grants (Amended, Version 2, October 2001)

Post-award grants have been completed. Pre-award grant objectives are still to be determined.

Financials Objectives Part III — Budget Module

Objectives	*Measurement*
General	
Provide prompt and easy-to-understand budgets for all departments consonant with the Trustee-approved budget.	pass/fail
Allow departments to distribute their gross budget allocation by account, provided these do not exceed their total budgeted dollars.	pass/fail
Reporting	
Allow department budget managers to run budget vs. actual reports for their units.	online *budget-vs.-actual* inquiries available to managers
Allow all budget managers access to on-line data for their accounts.	online inquiries to account data available to managers
Allow budget managers to allocate and reallocate existing budgets providing they remain within their total budgeted dollars.	pass/fail
Other	
Provide access to historical data for financial performance comparisons.	pass/fail
Allocate account control to the right budget managers and establish access-security protocols.	pass/fail

Financials Scope – Part I (to be completed by October 2001)

G/L (General Ledger)

- Allocations for existing prorate
- Chart of Accounts
- Standard Reporting
- Budget Management in G/L
- Project year-to-date
- Fiscal year-to-date
- Balance forward for grants & restricted accounts
- Grant accountancy
- Labor Distribution System interface or replacement[*]
- Cash Balancing by Fund[*]
- Security to row level[*]

AP (Accounts Payable)

- Budget checking
- Payment of non-salaried disbursements

PO (Purchasing)

- Budget checking
- Online requisition
- Encumbrances

Financials Scope – Part II (to be completed by July 2002)

Grants

- Pre- and post-award administration
- Other functionality items to be determined Spring 2001

Financials Scope – Part III (to be completed by October 2002)

Budgets

- Position management
- Other functionality items to be determined Spring 2001

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[*] This item may result in a system customization and must be evaluated by the steering committee and approved by the EVP/COO before implementation.

HUMAN RESOURCES/PAYROLL OBJECTIVES & SCOPE
(AMENDED, VERSION 2, OCTOBER 2001)

The Office of Human Resources/Employee Relations has gained increased functionality through the implementation of the *HRizon* system. The adoption of PeopleSoft will enable us to provide enhanced services to members of the Brandeis community.

HR/Payroll Objectives

Objectives (all measured as pass/fail)
To be able to produce timely and accurate in-house paychecks.
To be able to perform basic HR functions such as: hire, terminate, maintain status changes, maintain personal data changes, and run essential reports.
To be able to perform basic Benefit functions such as: enroll, terminate, change benefits, track and maintain plan changes, and run essential reports.
To be able to perform basic Payroll functions such as: set up taxes, track earnings, track deductions, and run essential reports.
To be able to accommodate and process work-study.
To implement web-based time entry.
To implement position management.
To be able to distribute salary-related expenses across accounts (labor distribution).
To be able to **re**distribute salary-related expenses across accounts (labor redistribution).
To be able to provide essential interface data such as: the direct deposit feed to the bank, Payroll to GL, and the interface to the benefit vendors.
To put in place the appropriate infrastructure.
To train users appropriately.

HR/Payroll Scope Phase 1

Functionality Essential for Producing Paychecks and Funding Distributions

Continuation of HRizon HR/Payroll System Functionality (same as today)

- HR (Personnel administration and reporting)
- Base Benefits management and reporting
- Payroll processing

New Functionality

- Position management
- Web-based time entry
- In-house payroll check production and distribution
- Labor distribution/redistribution within the HR system
- Automated leave accrual
- Additional report creation and distribution abilities
- All EEO data will be stored in PeopleSoft
- 1042 Non-resident Alien taxing and reporting
- Ability to handle work-study functionality

Functionality NOT Essential for Producing Paychecks and Funding Distributions

- Benefits Billing (for affiliates)
- Faculty/Tenure tracking
- COBRA

Assumptions Regarding Scope

Non-essential Phase 1 items may be postponed beyond go-live if they are determined to be undeliverable within the Phase 1 timeline.

OUT OF SCOPE
(AMENDED, VERSION 2, OCTOBER 2001)

The following items are outside the scope of the Financials/HR project.

Function	*Rationale*
Financial functions	
‣ Endowment management	PeopleSoft does not provide that function
‣ Inventory	Delayed until higher priority modules completed
‣ Treasury	PeopleSoft does not provide that function for education and government clients
‣ Asset Management	Delayed until higher priority modules completed
Purchasing functions	
‣ EDI	Delayed until higher priority modules completed
‣ Procurement cards	Delayed until higher priority modules completed
HR/Payroll functions	
‣ Automated Applicant Tracking	Delayed until higher priority modules completed
‣ Benefits Administration Module	Delayed until higher priority modules completed
‣ Time and Labor Module	Delayed until higher priority modules completed
‣ Automated Work Flow	Delayed until higher priority modules completed
‣ Employee Self Service	Delayed until higher priority modules completed
Business processes or functional changes	
‣ External third-party time card capture systems	Delayed until higher priority modules completed
‣ Scheduling/Space management	PeopleSoft does not provide that function
‣ Travel administration	PeopleSoft does not provide that function
‣ Workflow	Delayed until higher priority modules completed
Student Administration Modules	(to be reevaluated in future)
‣ Admissions	Installed system meets current needs
‣ AR Invoicing	To be evaluated in future
‣ Financial Aid	Installed system meets current needs
Alumni/Development	(to be reevaluated in future)
‣ Alumni Relations	Installed system meets current needs
‣ Development	Installed system meets current needs

Current Interfaces

To preserve data integrity it is necessary to update data between various University systems. The following lists interfaces used in this maintenance as of the project start (July 2000). The Project Team will update and evaluate this list as the project moves forward.

Financial Feeder Systems

- Bursar (SIS)
- Copy Center Charges
- Federal Express
- Lab Supplies
- Labor Distribution
- Microcomputers
- Physical Plant (Inventory)
- Purchasing (Inventory)
- Rosenstiel (Inventory)
- Telecommunications
- Travel
- Lockbox Deposits (Fleet Bank)
- Room Deposits (Fleet Bank)
- Availing System
- ACE/Capital Gains System
- Transcript Fees
- Development (planned to be automated soon)

Human Resources Feeder Systems (Amended, Version 2, October 2001)

- Directory On-Line
- Positive Pay (Checks Issued)
- Time Reporting System
- Taxes - Federal
- Taxes - State
- Direct Deposit/Prenote
- Bank Recon
- Interface to GL
- TIAA-CREF
- Fidelity
- FSA - Healthcare
- FSA - Dependent Care
- Life Insurance
- Disability Benefits
- Health - Harvard
- Health - Other
- Directory Paper
- US Savings Bonds
- Garnishment AP checks
- Windstar - 1042 reporting
- Library
- Police
- Parking
- FY Salary Planning
- Student Hires / Terms
- ID Card System
- W2

HIGH LEVEL FINANCIALS PROJECT PLAN

Milestone	*Target Date*	*Deliverables*
Initiate project	Spring ‘98	Project started
Evaluate software	Summer ‘99	Task complete
Complete needs assessment	Summer ‘99	Task complete
Negotiate contract	Spring ‘00	Signed contract
Initial planning meeting	Summer ‘00	Planning workshop complete
Development system installed	Summer ‘00	Development system in place
Publish project charter	Fall ‘00	Final version of project charter
Define technical infrastructure	Fall ‘00	Document complete
Complete project plan	Fall ‘00	Project plan to EVP/COO
Complete communications plan	Fall ‘00	Publish to community
Communicate project information	Fall ‘00	Deliver to campus community
Project team training – Phase I	Fall ‘00	Task complete
Complete draft Chart of Accounts	Fall‘00	Publish to community
Complete fit/gap analysis	Fall‘00	Publish to community
Plan for HR system	Winter ‘00	Complete workshop
Complete conversion strategy	Winter ‘00	Present to key users
Complete prototyping/design	Spring ‘01	Financial system configured for Brandeis business practices
Production system installed	Spring ‘01	Production system in place
Complete documentation	Spring ‘01	Publish to community
Complete cut-over preparations	Spring ‘01	Publish to community
Plan for Finance Phase II	Spring ‘01	Complete one day workshop
Complete system test & reports	Summer ‘01	Task complete
Review project funding	Summer ‘01	Report to EVP/COO
Complete performance test	Summer ‘01	Task complete
Complete end-user training	Summer ‘01	Task complete
Complete cutover	Summer ‘01	PeopleSoft environment ready for production data
Central administrative departments deployment	Summer ‘01	First rollout complete
Go live	Summer ‘01	Yea!
Complete Phase I	Fall ‘01	Task complete

HIGH LEVEL HR/PAYROLL PROJECT PLAN

Milestone	*Target Date*	*Deliverables*
Initiate project	Summer '01	Project started
Develop Time Entry Application	Fall/Winter '02	Task complete
Prepare Infrastructure	Fall/Winter '02	Task complete
Complete Needs Assessment	Fall/Winter '02	Task complete
Complete Conversion	Fall/Winter '02	Task complete
Setup Table Loading	Fall/Winter '02	Task complete
Complete Unit Testing	Winter '02	Task complete
Build Interfaces	Winter '02	Task complete
Build Process Reports	Winter '02	Completed reports
Complete Integration Testing	Winter '02	Task complete
Develop Procedures	Winter '02	Completed Procedures
Document Procedures	Winter '02	Publish to community
Complete Parallel Testing	Winter '02	Task complete
Setup User Security	Winter '02	Security in place
Document User Security	Winter '02	Publish to community
Complete Query and Reporting Approach for End Users	Winter '02	Publish to community
Complete Functional User Documentation	Winter '02	Publish to community
Complete Functional User Training	Winter '02	Task complete
Test System	Winter '02	Task complete
Complete Final Conversion	Late Winter '02	Task complete
Perform Cutover – Go-live	Late Winter '02	Task complete
Provide Post-production Support	Spring '02	Task complete
Complete Post Implementation Review	Summer '02	Publish to community

PROJECT ADMINISTRATION

ISSUE RESOLUTION PROCESS

Definition

A project issue is a:

- Situation in which the software conflicts with the business process,
- Roadblock to progress, or
- Situation in which the software does not work.

Purpose

Project issues need to be tracked in order to:

- Ensure that progress is made towards task completion,
- Manage "scope creep,"
- Provide adequate notice of problem areas and adequate time to resolve problems,
- Allow for discussion by the implementation team while ensuring that date due is met,
- Communicate to everyone on the team issues that affect them.

Process

Initially a project issue is:

- Identified,
- Classified, and
- Prioritized.

It will have:

- Responsibility assigned,
- Date due assigned,
- Area affected assigned,
- Status assigned, and
- Economic impact assessed.

Comments may be added for additional reference.

As issues are uncovered and recorded they will be reported during a project status meeting.

1. Each new issue will be reported.
2. All items still pending will have a progress status report.
3. All newly closed items will be reported once and then will become inactive.
4. Any new items that need to be added to the database will be reported and will be included as the first items to be covered the following meeting.

(See Appendix A for a sample Project Issue Log.)

STANDING MEETINGS

Sponsor Meeting

- Held on a monthly basis.

Steering Committee Meeting

- Held on a bi-weekly or ad-hoc basis as necessary.
- The agenda will include an overall project assessment and a review of the issue log. It will focus on significant issues.

Community-At-Large

- Faculty/Chair Meetings
- Trustee Meetings
- Senior Manager Meetings
- Academic/Departmental Administrator Meetings

User Community

- Status Meeting
- Working Sessions

Project Team

- Status Meetings
- Working Sessions

Finance Advisory Group

- Status Meetings
- Working Sessions

ITS Technical Team

- Status Meetings
- Working Sessions

HR Advisory Team

- Status Meetings
- Working Sessions

ITS Database Team

- Status Meetings
- Working Sessions

Legacy System Support Team

- Status Meetings
- Working Sessions

RISKS & CONSTRAINTS

RISKS

The following are risks that may jeopardize the success of the project. Some are common to any implementation project, others are specific to this organization and the complexities of this initiative. Brandeis University's Project Management will monitor these risks and communicate to the Steering Committee when any risk becomes an impediment to the project plan. Some shared risks will require a proactive strategy to ensure that they do not impede the project.

Risk/Owner	*Mitigation*
Insufficient resources (employee turnover) Owner: Steering Committee, Project Manager, HR	• Cross train resources. • Document decisions and processes. • Offer an incentive program. • Develop and offer career plans. • Backfill positions. • Hire consultants.
Burn-Out Lack of Team Morale Owner: Project Manager, Project Team, HR	• Recognize accomplishments. • Set reasonable expectations. • Hold fun events. • Present incentives and rewards. • Award time-off. • Expect reasonable and flexible hours. • Prepare an intervention plan and recognize problems early. • Devise a method for communicating and alleviating stress.
The inability on the part of senior management to make timely decisions Owner: Project Manager	• Practice proactive planning and communications. • Give people time to decide. • Encourage the project team to present management with alternatives, recommendations, and information on priority and impact. • Define the issues carefully. • Formalize the process for issue resolution and escalation with a fixed time frame and methods of communication.

Risks (continued)

Risk/Owner	*Mitigation*
The Brandeis community resists change Owner: Executive Sponsor	• Sell the project's benefits. • Invite community members to participate in an information group. • Provide appropriate training, documentation, and communication. • Pay attention to this early and often.
Miscommunication (between the sponsor the steering committee and end users) Owner: Project Manager	• Build communication between project team and steering committee. • Provide a communication strategy to the community and functional users who are not a part of the project. • Build a project web site.
Lack of proper facilities Owner: Steering Committee	• Provide dedicated project training space. • Provide dedicated team working space for the group and for individuals.
Lack of budget resources Owner: Steering Committee Sponsor	• Just say "No." • Refer to project plan and scope. • Manage scope creep.
Loss of sponsorship Owner: Steering Committee Project Manager	• Review project charter. • Project Manager and Steering Committee provide direction.
Unclear direction (tasks) Owner: Project Manager	• Produce a detailed and clear project plan.
Plan or scope too aggressive Owner: Steering Committee Project Manager	• Revisit the scope. • Staff with the best people with the right skills at the right time. • Create and maintain a good project plan to deliver and manage according to that project plan.
Users have unrealistic expectations Owner: Project Manager, Steering Committee, Sponsor	• Educate and communicate with users early and often. • Follow the communication strategy • Present the big picture and present it at the user level. • Be honest with the users, have attainable expectations. • Get cooperation from users.

Risks (continued)

Risk/Owner	*Mitigation*
Lack of skills for key users and functional end users Owner: Project Team (Define Requirements) Departments (assess) ITS/HR (Execute Training & Counseling)	• Assess users' skills. • Educate and train manager. • Provide documentation. • Involve key users in testing and fit/gap analysis. • Offer a certification program. • Set minimum requirements for PeopleSoft.
Lack of skills for project team Owner: Project Team Project Director	• Train project team. • Transfer consultants' skills and knowledge.
Wrong project participation choices Owner: Steering Committee	• Clearly define staff roles. • Staff with people who can meet project demands. • Seek expert help when needed. • Recognize the need for change and make the change early. • Empower team to make decisions.
Changes in PeopleSoft team Owner: Project Manager	• Plan early. • Transfer knowledge early and often to minimize dependency on consultants. • Gain commitment from PeopleSoft. • Provide the same environment for PeopleSoft consultants as for Brandeis staff.
Software problems (functionality) Owner: Project Manager Steering Committee (for escalation)	• Complain. • Hold back payment. • Establish an issue escalation process with Account Executive and Customer Executive. • Apply patches within a plan. • Test early.
Lack of IT resources to support current system Owner: Steering Committee	• Freeze enhancements and modifications to the current system. • Recognize this problem and lower expectations of what needs to be done. • Outsource to get tasks done.

Risks (continued)

Risk/Owner	*Mitigation*
Scope Creep Owner: Project Manager Steering Committee	‣ Just say "No." ‣ Don't do it. ‣ Devise a process for escalation, which includes an assessment of value and complete costs. ‣ Communicate this process to the project team.
Lack of team cohesion and commitment Owner: Project Manager Project Team	‣ Create a shared facility. ‣ Establish ground rules for the team. ‣ Create and present a good working environment. ‣ Run a naming project. ‣ Have fun events. ‣ Stay on plan — meet deliverables.
Competition for resources from other organizational projects and implementations. Owner: Project Manager Steering Committee	‣ Say "No" to other resource requests. ‣ Communicate the plan and priorities. ‣ Staff the project team to the required level. ‣ Specify what is included in the normal services (reset current expectations).
Changes in external requirements resulting in scope changes Owner: Project Manager Steering Committee (decision makers)	‣ Plan early. ‣ Communicate to the Brandeis community the impact of scope changes. ‣ Recognize as scope creep (value judgement/project plan)
Not using best practices as a consideration for a decision Owner: Steering Committee Project Manager	‣ Communicate "best practices." ‣ Manage change. ‣ Implement PeopleSoft-centric process change.

CONSTRAINTS

This project works under the following constraints:

External

Regulatory compliance —

- Tax processing (*HR, AP, SIS* – January)
- EEO Reporting (*HR* – end of calendar quarter)
- Calendar Year-End

Vendor or Partner Relationships —

- Open Enrollment (*HR* – November/December)

Internal

University Strategic Directions —

- New Management Structure – Direction Change
- Budget (project)
- RCM – Financial, Budget, HR
- University priorities and initiatives

Staffing Limitations —

- Project Team Staffing – finding appropriate staff for backfill is a major challenge
- Staff may not have appropriate skill levels

Other Project Priorities —

- Fiscal Year-End Processes (*FIN* – June/July/August)
- Increase Process (*HR* – Faculty in September; Staff March/July)
- Fall Peak (*Student* – July/September)

University Culture —

- The community has not engaged in projects of this magnitude before.

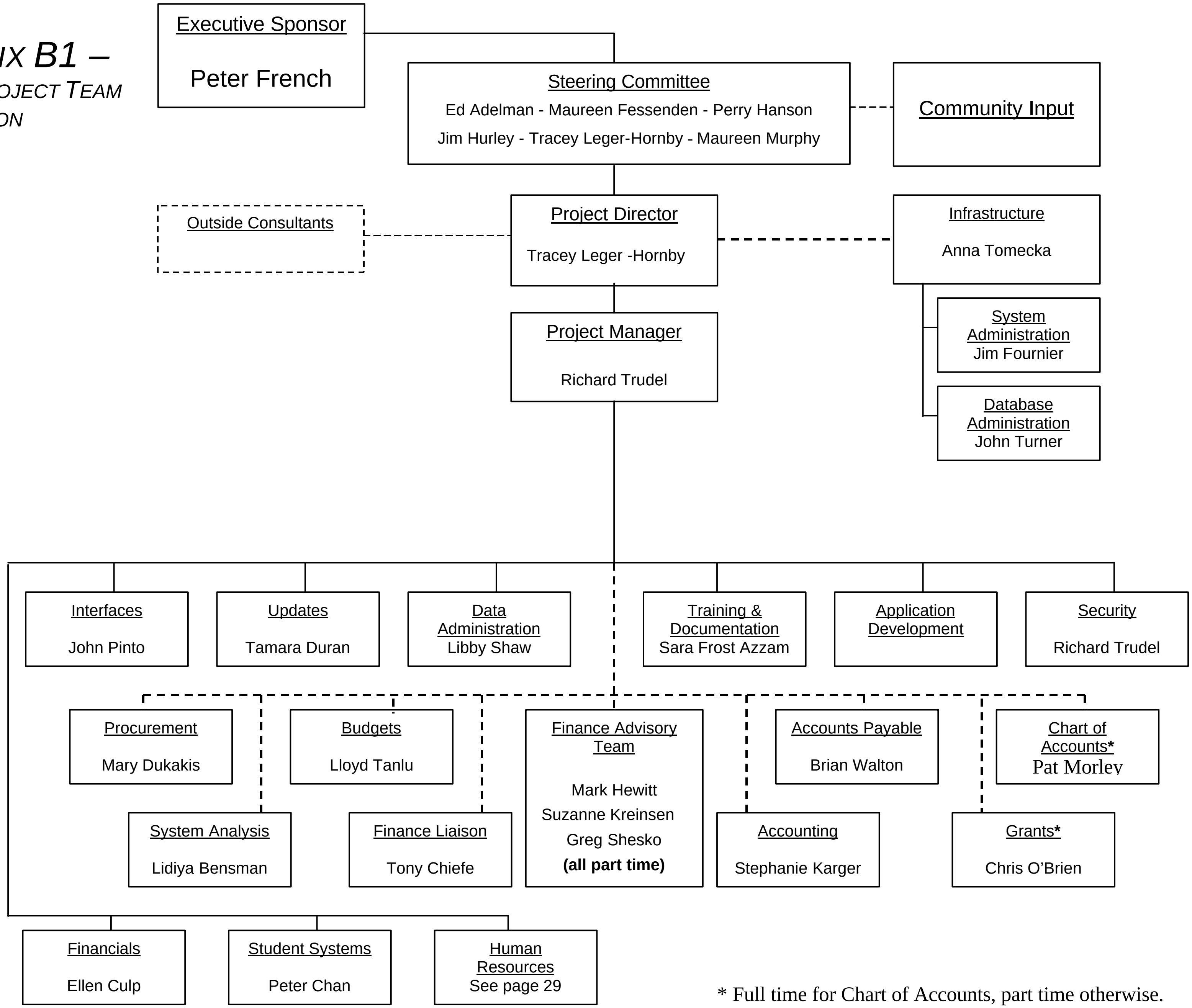
COMMUNICATIONS PLAN

Group Description	Web Pages: Internal & External versions	Shared discussion list	Formal memo	News Note Update (print)	Open Meeting	MS Project timeline & documents	Other
Board of Trustees	Ongoing		Routinely	Monthly	At milestones		
President	Ongoing		Routinely	Monthly		Ongoing	Update meetings
Senior Vice President for Enrollment	Ongoing		Routinely	Monthly		Ongoing	Update meetings
Provost	Ongoing		Routinely	Monthly		Ongoing	Update meetings
Executive Vice President/Chief Operating Officer	Ongoing		Routinely	Monthly		Ongoing	
Internal community *Students, faculty, staff*	Ongoing		At milestones	Monthly	At milestones		Notices campus b-boards
External community *Alumni, donors, etc*.	Ongoing		At milestones	At milestones	At milestones		
Involved departments *Finance, HR, Registrar, ITS*	Ongoing	Ongoing		Monthly		Ongoing	
Within project *PeopleSoft Team*	Ongoing	Ongoing (private lists)				Ongoing	Reg. Staff meetings
Steering Committee	Ongoing	Ongoing (private lists)				Ongoing	

APPENDIX A – SAMPLE ISSUE LOG

#	Description	Comments	Date Reported	Responsible Person - Identification	Responsible Person-Resolution	Functional Area Affected	Economic Impact	Status	Action Taken	Recom-mendation	Priority	Date Need By	Sign Off

APPENDIX B1 –
FINANCE PROJECT TEAM ORGANIZATION



* Full time for Chart of Accounts, part time otherwise.

Finance Project Team Functions and Responsibilities

The following describes the positions in the Organization Chart on the previous page.

Project Director — governs the entire project, interacts with the Steering Committee, oversees the entire team at all levels.

Project Assistant — maintains calendars, updates minutes and status, maintains project documents.

Infrastructure — develops and implements strategy for networks, database support, and operating systems.

- ***System Administration*** — develops and maintains UNIX security and environment.
- ***Database Administration*** — develops database import and export procedures, performs database tuning.
- ***Operations*** — coordinates system operations: runs backups, assigns accounts, monitors all jobs and disk space.

Project Manager — provides day-to-day project direction, communicates with vendors, informs the entire team at all levels.

Interfaces — coordinates all systems interfaces; codes & test programs; communicates with vendors.

- ***Financials*** — codes and tests programs and communicates with vendors for the financials area.
- ***Student Systems*** — codes and tests programs and communicates with vendors for the Student Systems area.
- ***Human Resources*** — codes and tests programs and communicates with vendors for the Human Resources area.

Updates — installs patches, updates, and fixes as necessary; interprets user requirements; performs coding and testing of modifications.

Data Administration — captures data definitions and sources; resolves data ownership issues; ensures data mapping and data integrity; helps in testing.

Training and Documentation — maintains and develops user training and develops system documentation.

Application Development — codes, develops, and tests programs, and interprets user requirements.

Security — analyzes, develops, and maintains PeopleSoft security.

Finance Advisory Team — provides assistance in the design. (This team comprises personnel from affected departments).

Procurement — interprets the current system, performs acceptance testing, and parallel testing in the Procurement area.

Budgets — interprets the current system, performs acceptance testing and parallel testing in the Budgets area.

Accounts Payable — interprets the current system, performs acceptance testing and parallel testing in the Accounts Payable area.

Chart of Accounts — interprets the current system, performs acceptance testing, and parallel testing in the Chart of Accounts area; develops the Chart of Accounts and Chart of Accounts documents.

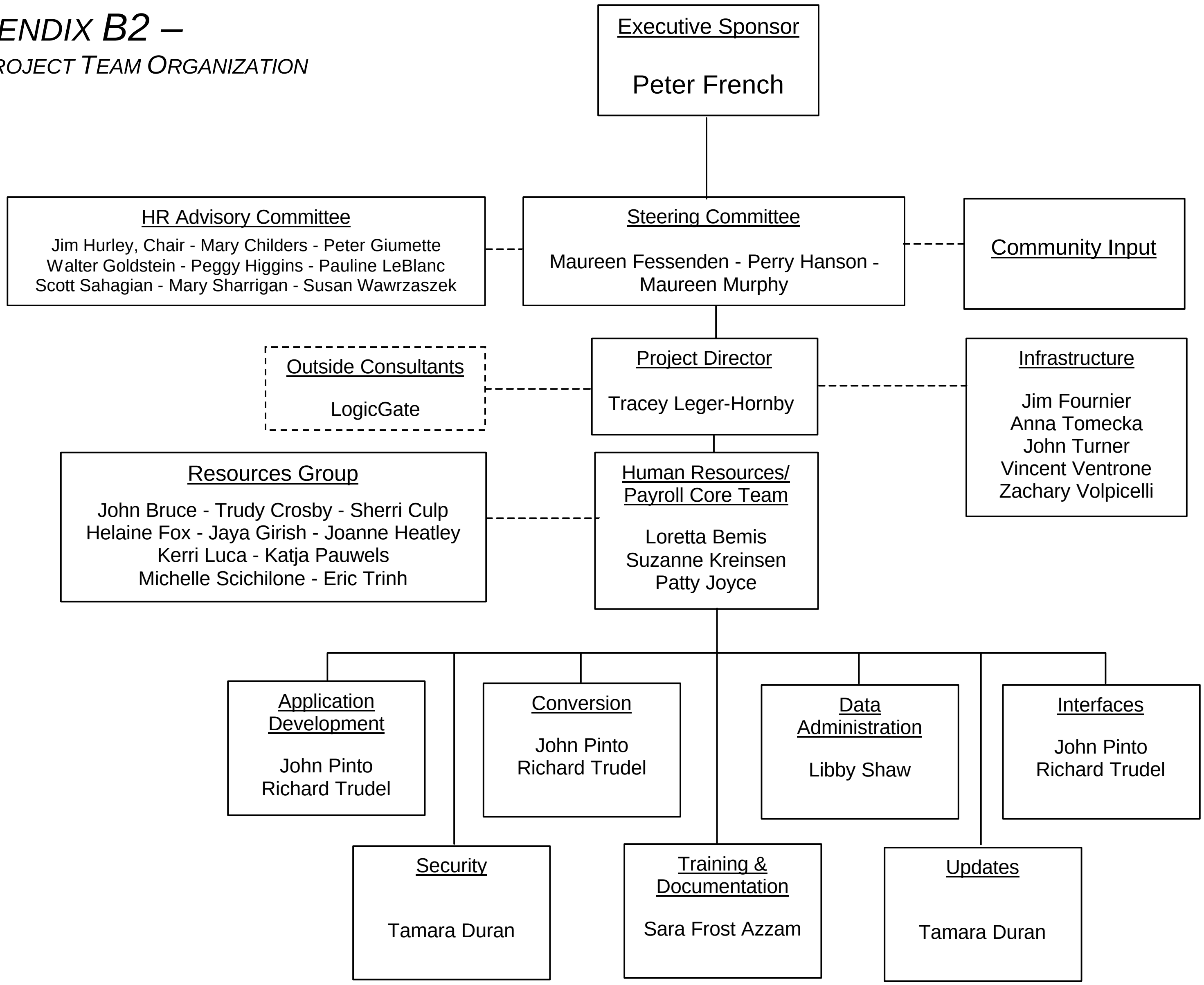
System Analysis — interprets user requirements and performs coding and testing of modifications.

Finance Liaison — interprets the current system, performs acceptance testing and parallel testing in the Finance Area.

Accounting — interprets the current system, performs acceptance testing and parallel testing in the Accounting area.

Grants — interprets the current system, performs acceptance testing and parallel testing in the Grants area.

APPENDIX B2 –
HR PROJECT TEAM ORGANIZATION



HR/PAYROLL TEAM FUNCTIONS AND RESPONSIBILITIES

The following describes the positions in the Organization Chart on the previous page.

Project Director — governs the entire project, interacts with the Steering Committee, oversees the entire team at all levels.

Infrastructure — develops and implements strategy for networks, database support, and operating systems.

Conversion **—** writes programs to extract data from source systems, edits and cleanses the data, and inserts data into the appropriate PeopleSoft 8.0 tables. Revises and refines conversion scripts as needed based on core team feedback.

Interfaces — coordinates all systems interfaces; codes & test programs; communicates with vendors.

Updates — installs patches, updates, and fixes as necessary; interprets user requirements; performs coding and testing of modifications.

Data Administration — captures data definitions and sources; resolves data ownership issues; ensures data mapping and data integrity; helps in testing.

Training and Documentation — maintains and develops user training and develops system documentation.

Application Development — codes, develops, and tests programs, and interprets user requirements.

Security — analyzes, develops, and maintains PeopleSoft security.

HR Advisory Commitee —acts in an advisory capacity to the Steering Committee.; provides input and information to the Steering Committee as needed.

Human Resources/Payroll Core Team — Interprets the current system, analyzes setup data, identifies necessary business process changes, and performs all levels of testing in relation to Human Resources, Benefits and Payroll information..

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APPENDIX C – PROJECT TEAM EDUCATION PLAN

Area	Training	Who	Start	End
Senior Management	Financials Overview Intro to Financials & Distribution HRMS Overview PeopleTools Overview Introduction to Student Administration	Steering Committee	July	December
Finance — G/L	Intro to Financials & Distribution General Ledger 1 General Ledger 2 PS Nvision PS Query Crystal	Financial Functional G/L team members	July	November
Finance — A/P	Intro to Financials & Distribution Payables 1 Payables 2 PS Nvision PS Query Crystal	Financial Functional A/P team members	August	November
Finance — Budgeting	Intro to Financials & Distribution General Ledger 1 OLAP & Budgets Combination Implementing Budget Checking PS Nvision PS Query Crystal	Financial Functional Budgeting team members	September	December
Finance — Grants	Intro to Financials & Distribution General Ledger 1 Grants PS Nvision PS Query Crystal	Financial Functional Grants team members	September	November
Purchasing	Intro to Financials & Distribution Purchasing PS Nvision PS Query Crystal	Financial Functional Purchasing team members	September	October

Project Team Education Plan (continued)

Area	Training	Who	Start	End
ITS — Technical	PeopleTools 1 PeopleTools 2 PeopleCode SQL/SQR Data Management Tools Configuration & Administration Web Client	Technical team members including application support, DBA, Systems Administrator	October	March
ITS — Functional	Intro to Financials & Distribution General Ledger 1 Payables 1 Grants Purchasing OLAP & Budgets PS Nvision PS Query Crystal	Technical team members who have application support responsibilities	August	March

APPENDIX D – FINANCE PROJECT TEAM RESOURCES

Team	Name	Role
Sponsor	Peter French	
Finance/HR Steering Committee	Ed Adelman	
	Maureen Fessenden	
	Perry Hanson	
	Jim Hurley	
	Tracey Leger-Hornby	
	Maureen Murphy	
Finance Project Team	Tracey Leger-Hornby	Project Director
	Richard Trudel	Technical Lead – Project Manager
	Lidiya Bensman	Technical Lead – General Ledger
	Tamara Duran	Updates
	Elizabeth Shaw	Data Administrator
	Tony Chiefe	Functional Lead – General Ledger
	Stephanie Karger	Functional Analyst – Accounting
	Alfonso Canella	Functional Lead – Budgets
	Mary Dukakis	Functional Lead – Procurement
	Brian Walton	Functional Lead – Accounts Payable
	Pat Morley	Functional Manager – Chart of Accounts/General Ledger
	Chris O'Brien	Functional Manager –Chart of Accounts/Grants
	John Pinto	Interfaces
Finance Advisory Team	Suzanne Kreinsen	Functional Lead – Human Resources
	Mark Hewitt	Functional Lead – Student Systems
	Greg Shesko	Functional Lead – Provost's Office
ITS Technical Team	Anne Zakrosky	Training and Documentation Specialist
	Mark Channing	Human Resources Interfaces
	Peter Chan	Student System Interfaces
	Xing Dong	Application Development

Financial Project Team Resources (continued)

Team	**Name**	**Role**
HR Advisory Team	Suzanne Kreinsen	Functional Lead
	Patty Joyce	Functional Analyst
	Joanne Heatley	Functional Manager
	John Bruce	Functional Manager
ITS Database Team	Anna Tomecka	Technical Manager
	John Turner	Database Administrator
	Brian Bowlby	System Administrator
Legacy System Support Team	Peter Chan	SIS, IVR, Power FAIDS
	Mark Channing	HRIS, Exeter
	Ellen Culp	LDS
	Mary White	SIS
	Whole Team	Others as Required
PeopleSoft Advisory Committee	Barbara Wrightson	Center for Complex Systems
	Karin Grundler-Whitacre	Germanic and Slavic Languages
	Anna Huang	Romance and Comparative Literature
	Kaitrin McDonagh	Anthropology
	Lisa Pannella	English and American Literature

APPENDIX E – HR PROJECT TEAM RESOURCES

Team	Name
Executive Sponsor	Peter French
Policy Committee	Peter French
	Jean Eddy
	Mel Bernstein
Steering Committee	Maureen Fessenden
	Maureen Murphy
	Perry Hanson
HR/Payroll Advisory Group	Jim Hurley, Chair
	Mary Childers
	Walter Goldstein
	Peter Giumette
	Peggy Higgins
	Pauline LeBlanc
	Andrea Nix
	Julianne Ohotnicky
	Mary Sharrigan
	Scott Sahagian
	Susan Wawrzaszek
Project Management Support	Tracey Leger-Hornby
	Susan Reynold
Steering Committee Support	Arlene Carey
	Izabela Kaminska
	Susan Mandel
	Mary Beth Pessia
HR/Payroll Core Team	Loretta Bemis
	Patty Joyce
	Suzanne Kreinsen
	John Pinto
	Richard Trudel
HR/Payroll Consulting Team	Andy Beecham
	Cathy Beecham
	Amanda Jerabek
	Jan Jerabek
	Joel Matheus
HR/Payroll Technical Team	Tamara Duran
	Jim Fournier
	Sara Frost-Azam
	Libby Shaw
	Anna Tomecka
	John Turner
	Vincent Ventrone
	Zachary Volpicelli

HR Project Team Resources (continued)

Team	***Name***
HR/Payroll Resources	John Bruce
	Trudi Crosby
	Sherri Culp
	Helaine Fox
	Jaya Girish
	Joanne Heatley
	Kerri Luca
	Katja Pauwels
	Michelle Scichilone
	Eric Trinh