

University of Central Florida

UCF Financials Next Gen Project Status

Period ending October 12, 2018

Health Indicators

Overall	
Schedule	
Budget	
Scope	

Normal	
Caution	
Risk	

Sponsors & Management

Tracy Clark	Executive Sponsor
Rebecca Vilsack	Exec Project Manager
Varsha Das, Mark Wray	Project Managers

Project facts

Start date	6/1/2018
End date	9/16/2019
Project information	Next Gen Project Website

Accomplishments and notable events during the reporting period:

- 9/5/2018 – PeopleSoft Grants conversion strategy meeting with FSS and Attain for creation and documentation of functional specifications
- 9/6/2018 – President Whittaker announced retirement of CFO and VP for Administration and Finance, Bill Merck, Executive Champion for the UCF Financials Next Gen project
- 9/7/2018 – Begin series of onboarding sessions for Huron Research Suite Grants and Agreements module; FSS Peoplesoft Grants team leads attended multiple sessions
- 9/11/2018 – Becky Vilsack announced Huron-led Readiness Assessment of the Grants implementation phase of Projects Wahoo and Next Gen
- 9/13/2018 – President Whittaker announced resignation of CFO and VP for Administration and Finance Bill Merck effective immediately
- 9/17/2018 – Final review and approval for Next Gen communication strategy and plan
- 9/17 through 9/20/2018 – FSS project team member interviews with Huron consultants for Readiness Assessment
- 9/25/2018 – UCF HR presented a funding request to the University Budget Committee for Commitment Accounting and other HR system upgrade options. Any HR system update would need tight schedule integration with the existing Next Gen schedule.
- 10/3/2018 – A series of working meetings were scheduled between Grants Accounting and FSS teams to complete detailed PeopleSoft Grants set-up and configuration work
- 10/8/2018 – Grants implementation and Chart of Accounts development for Next Gen were paused by executive management and Attain consultants' work on the PS Grants implementation is put on hiatus
- 10/10/2018 – Becky Vilsack formally notified FSS team of Next Gen project hiatus via all-hands meeting
- 10/12/2018 – Preliminary report from Huron Readiness Assessment was delivered to the executive managers and sponsors for Projects Wahoo and Next Gen

Next Week's Goals

- Continue any Next Gen project activities that are not related to Chart of Accounts change or Grants implementation.

GET TO GREEN

- A formal re-grouping period has begun to determine which project objectives may still be feasible with the original timeline, scope, and budget. The re-grouping period could extend as much as six weeks beyond the date of this report.

ISSUES

1. 8/7/2018 – Issue noted: Concern arose during the reporting period that the Next Gen and Wahoo project management teams were not communicating effectively about their respective use of Attain consultant's time and expertise. The issue could be interpreted as a budget risk to the project in the sense that failure to manage consultant time carefully may cause a budget overrun. The project management teams aired the issue through email and in-person communication during the 8/14/2018 team meeting, and further meetings are planned for the upcoming period. **UPDATE: 8/31/2018** – A series of meetings aimed at mitigating the budget issue occurred this reporting period, and a baseline estimate of the projected budget overage has been identified and escalated to the project's executive sponsors.

RISKS

1. **10/12/2018** – On Monday, October 8, project executive sponsors for both the Wahoo and Next Gen projects paused the Next Gen and Grants implementation phase of Project Wahoo. Analysis of the Grants implementation, which is a component of both Wahoo and Next Gen, indicate that it is between 3 and 4 months behind schedule and may be deemed to be un-recoverable upon further analysis by project managers and sponsors. The Next Gen project as originally scoped, scheduled, and budgeted is at risk of failure.
2. 8/31/2018 – A schedule risk is foreseen relating to the proposed integration of Huron Grants and Agreements and PeopleSoft Grants in October 2019. Planning the integration effort this soon after the July go-live of this phase of the Wahoo project (PeopleSoft Grants, using the new Chart of Accounts) may not leave adequate time for system stabilization and staff familiarization with the new product.
3. 8/31/2018 – A risk has been identified concerning the availability of the Attain consultant to work onsite for the remainder of the engagement. Offsite or remote work is limiting valuable interactions between Attain and the FSS team members, and is hampering the ability of FSS to schedule additional meetings and plan work activities. Additionally, Attain has provided a limited consultant schedule only through October 2018, impacting project planning and activities that may require consulting contributions scheduled beyond that date. Attain is working to revise the consultant travel schedule satisfactorily for all parties.

4. 8/17/2018 – The start time for discussions and decisions around data conversion strategy and execution is significantly delayed compared to the Next Gen project plan. The overall direction from senior management has been to implement PeopleSoft Grants with few or zero modification from its “as-delivered” state, and there is team consensus that this direction will reduce the number of activities and tasks needed to complete the implementation. However, data conversion, particularly for projects, is expected to be quite complex, and the FSS team is concerned about the late start date for beginning conversion strategy discovery and planning discussions. **UPDATE: 8/30/2018** – Risk has been mitigated by conducting three conversion strategy meetings during week of August 27, with additional continuation meetings scheduled for week of September 4. Conversion strategy discussions and planning are now underway, and include input from Attain consultants.
5. The proposal by Attain consultants to push the Grants functional deliverable date back to August 3 poses a risk to the current development schedule for downstream modules on the Next Gen project. Update: Risk mitigated August 3 with delivery of Grants baseline configuration guide and subsequent adjustments to the project plan and timeline. The schedule risk has been mitigated but not closed and remains a threat to project’s July 2019 go-live date.
6. Failure to plan adequate, supplementary resourcing for post-award grant accounting team immediately after go-live (July 2019) poses a risk to the project’s success and adoption of the necessary changes to existing business processes. **Update: 8/31/2018** – Risk mitigated when ORC filled a new position on the post-award accounting team.
7. Update: Risk closed effective 6/21/2018 with delivery of departmental chartfield values from value setting team – Risk - Failure to complete value setting and chartfield mapping activity by extended deadline poses a risk to the Next Gen project as it is currently scoped. Risk remains open until closed.