EXECUTIVE SUMMARY

A year after the Financial System Implementation Project Steering Committee unanimously recommended that the campus implement Oracle/PeopleSoft Financials, UC Santa Barbara is making steady and increasingly significant progress toward achieving that reality. The Financial System Implementation Project (FSIP) is moving ahead on schedule and on budget, and with widespread support from the campus community.

ANNUAL SUMMARY

Substantial progress was made on the project in 2012.

First Quarter
- In January, the campus and the UC Office of the President agreed upon the terms of a loan to pay for the full system implementation.
- In February, the Academic Senate and UC President Mark Yudof approved the project.
- In March, the campus hired Moran Consulting to write the Request For Services (RFS).

Second Quarter
- Recruitment for the Director and Communications & Business Analyst positions in the Administrative Systems Program Management Office (PMO) began in April.

Third Quarter
- Brian Richard was hired as the Director in July.
- A licensing agreement with Oracle/PeopleSoft was signed in late July.
- Matt Erickson was hired as the Communications & Business Analyst in August.
- After the Implementation Selection Committee reviewed a variety of proposals, in September the campus contracted with Ciber to implement Oracle/PeopleSoft Financials.
- A Request For Proposal (RFP) for hosting services was written and released, and respondents were evaluated. Ciber was selected; the contract was negotiated and signed.
- Jessie Masek was hired as the Project Manager in September.
- A Communication Plan was established, the website launched, and newsletters were released.

Fourth Quarter
- The FSIP kick-off event, Mainframe Fever, was held on October 1st, and Business Process Teams were established shortly thereafter.
- Graham Tomczik was hired as the Oracle DBA/PeopleSoft Administrator in October.
- Fit Gap Sessions began in October and were completed by mid-December.
- The Oracle training RFP was written and released. TAM was selected and training classes were conducted.
- A SharePoint project collaboration website was established in December.
- The Project Charter was completed.

NEXT STEPS

Our greatest challenges in the coming months, as a result of the aggressive implementation schedule, will be to keep participants involved and focused on a “vanilla” implementation of Oracle/PeopleSoft Financials, to minimize scope creep, and to continue to utilize change management methods that will facilitate the business transformation among the business process areas.
Ciber’s methodology consists of five phases: Discovery, Configuration, Complex Extensions, Environmental Adaptations, and Deployment. In the fourth quarter of 2012, the FSIP was in the Discovery phase, which includes writing a project charter, completing a Fit Gap Analysis, and project planning and training.

**PROJECT CHARTER**

The Project Charter establishes a foundation for the project by ensuring that participants share a clear understanding of the goals and objectives, and agree on how these objectives will be achieved.

**FIT GAP ANALYSIS**

A Fit Gap Analysis, conducted by Ciber consultants and UCSB Subject Matter Experts, is conducted to determine the implementation requirements for UCSB. During the Fit Gap sessions, Ciber consultants discuss the delivered functionality of Oracle/PeopleSoft Financials and contrast those processes against UCSB’s current processes and requirements. This analysis helps the Ciber team understand UCSB’s requirements and business processes and uncovers how the Oracle/PeopleSoft Financials system fits and does not fit with our campus requirements.

**BUSINESS PROCESS TEAMS**

Our Business Process Teams are made up of campus stakeholders. These teams meet weekly with the Ciber consultants to understand how the Oracle/PeopleSoft Financials system fits with our requirements.

<table>
<thead>
<tr>
<th>Team</th>
<th>Lead(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Ledger/Chart of Accounts</td>
<td>Natalee Hillman, Business and Financial Services</td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>Steve Kriz, Business and Financial Services</td>
</tr>
<tr>
<td>Purchasing Interface</td>
<td>Jacob Godfrey, Purchasing</td>
</tr>
<tr>
<td>Project Costing/Contracts &amp; Grants</td>
<td>Linda Sessler, Business and Financial Services</td>
</tr>
<tr>
<td>Project Costing FAMAS</td>
<td>Kara Kaneda, Facilities Management</td>
</tr>
<tr>
<td>Asset Management</td>
<td>Vaughn Boyle, Purchasing</td>
</tr>
<tr>
<td>Budget (Commitment Control)</td>
<td>Arliene Shelor, Budget Office</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>Linda Sessler, Business and Financial Services</td>
</tr>
</tbody>
</table>

**PROJECT WORK PLAN**

The outcomes of the Project Charter and Fit Gap Analysis are inputs to the Project Work Plan. Ciber begins with a standard project template and then updates it with the development tasks that have been defined during the Fit Gap Analysis. The final project plan will provide the detail necessary to easily track and manage the project.
## August 2012

**Contracted with Ciber for Implementation**
- Negotiations (8.27.2012 – 8.28.2012)
- Signed (8.28.2012)

**Communication Plan for 2012 Developed**

## September 2012

**Campus Communication Launched**
- Website (www.pmo.ucsb.edu)
- Memos to the D-List
- Newsletter
- Facebook Page (https://www.facebook.com/ucsbpmo)
- Twitter Feed (https://twitter.com/UCSBpmo)

**Contracted with Ciber for Hosting Services**
- Negotiations (9.3 – 9.18.2012)
- Signed (9.18.2012)

## October 2012

**Project Kickoff (Mainframe Fever)**

**Project Charter Interviews**

**Business Process Teams Configured**

**Pre-Fit Gap Workshop (10.17.2012)**

**Fit Gap & Project Orientation (10.22.2012)**

**Contracted with TAM, an Oracle Authorized Training Partner (Signed 10.26.2012)**

**Initial Fit Gap Meetings**
- General Ledger (10.24.2012)
- Commitment Control (10.29.2012)
- Accounts Payable (10.31.2012)

**Technical Interfaces Evaluation**
- Weekly Technical Interfaces Meetings Established (10.17.2012)
- Mainframe Migration Applications and Real Time Interfaces Reviewed
- ALLN01 Replacement
## November 2012

**Initial Fit Gap Meetings**
- Purchasing Interface (11.6.2012)
- Asset Management (11.13.2012)
- Project Costing (11.27.2012)

**Technical Interfaces Evaluation**
- BARC Interface Review (11.3.2012)
- Real Time Interface Test Systems Requirements (11.8.2012)
- UC Path Interface Meeting (11.15.2012)
- 62 Interfaces Identified to Date
- SciQuest Contract for Integration (Signed 11.15.2012)

**Hosting Environment Established**

**Financial System URL Established**


**TAM PeopleSoft Trainings Began**

**Security Strategy**
- Issue Log Template— List of Issues Based on Fit Gap Meetings
- Risk Log Template— List of Risks Based on Fit Gap Meetings
- Project Change Request Template

**Business Process Teams Completed 1st Draft of Report Requirements**

**Business Process Teams/Ciber Module Meetings**

## December 2012

**Initial Fit Gap Meetings**
- Grants/Contracts (12.10.2012)
- AR (12.13.2012)

**Released Hosting Demo Environment**

**Project Charter**

**SharePoint Access Established**

**Technical Interfaces Evaluation**
- UC Path GL Integrator Meeting (12.11.2012)
- Joint IT Architectural Review (12.10.2012)

**Mini Fit Gap Sessions (12.11.2012-12.17.2012)**
- Projects for Grants
- Cost Sharing for Grants
- Commitment Control Issues Affecting Grants

**Business Process Inventory**

**Fit Gap Documentation**

**Detailed Project Work Plan**
January 2013
Configure Base System with Business Process Teams
Installation of Interface ‘Shim’ to Existing Systems
Monitor and Log Mainframe Communication with Existing Systems
Data Map for Conversion
Oracle Technical Training
Functional/Technical Specifications
Configuration Documentation (updated throughout project)

February 2013
Test Plan
Technical Solution for Data Conversion
Technical Solution for Interfaces, Customizations and Reports
Data Modeling Session
Initial Shadow Systems Interface Data Mapping to PeopleSoft

Our phased implementation of Oracle/PeopleSoft Financials is scheduled to occur between October of 2012 and August of 2015. Phase 1 is solely focused on mitigating the risk of being on UCOP’s hosted, 42 year old mainframe environment. Therefore, Phase 1 consists of a ‘vanilla’ implementation of Oracle/PeopleSoft Financials which limits scope changes and customizations due to the aggressive schedule and resource limitations.

Phase 2 consists of implementations of additional modules and the review and modification of business processes in all activities. By the end of Phase 2, the campus will benefit from greatly improved monitoring and performance measures and expanded campus reporting capabilities.

The scope of phases 3 and 4 has yet to be determined, but they will undoubtedly continue the review and measurement of business processes for efficiency and effectiveness.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chart of Accounts</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchasing Interface</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Ledger</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset Management</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projects</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracts</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Billing</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>August 2012</td>
<td>FSIP Newsletter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>September 2012</td>
<td>Administrative Systems PMO Website Launch</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mainframe Fever Save The Date Memo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Housing &amp; Residential Services Town Hall Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October 2012</td>
<td>Mainframe Fever Event</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Process Team Rosters Announced</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Process Team Orientation Sessions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pre-Fit Gap Work Shop Sessions for Business Process Teams</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fit Gap and Project Orientation Session for Business Process Teams</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research ORU Business Officer Meeting Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contracts &amp; Grants Liaison Meeting Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student Affairs Directors Meeting Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>College of Letters &amp; Science Chairs Meeting Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>November 2012</td>
<td>FSIP Newsletter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chancellors Staff Advisory Committee Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Academic Business Officers Group Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ISBER Staff Presentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Process Team Leads Meeting on Next Steps &amp; Templates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>December 2012</td>
<td>FSIP Newsletter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ciber SharePoint Launched</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PMO SharePoint Launched</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CONCLUSION

Great progress has been made in the first three months on all aspects of the Phase 1 implementation of the new financial system. Although there is much excitement and an increased realization of the capabilities and functionality of Oracle/PeopleSoft Financials, it is important to limit the scope of Phase 1 to that which was set by the Financial System Implementation Project Steering Committee. Proposals to expand the scope should be limited until after Phase 1 of the project. The sole purpose of Phase 1 is to get the financial system off the 42 year old mainframe hosted in Oakland with minimal disruption to the campus ancillary systems and processes.

Our campus contracted with Ciber to implement the financial system using their proven implementation methodology and expertise. While vigorous discussion and debate are normal aspects of the Fit Gap Analysis process, it is important that we follow Ciber’s proven methodology.

The financial system project comes at a time when UC Santa Barbara is undergoing additional implementations, including UCPath Project, the Procurement Gateway Project, and the Kronos Timekeeping Project. Members of the Financial System Business Process Teams are also involved in planning and implementing activities for these other projects in addition to managing their departmental responsibilities.

In an effort to improve internal communication, the project framework, and collaboration with the Ciber consultants, the PMO is working to provide a more structured and routine process for Business Process Team meetings.

Lastly, we are incredibly grateful for the countless hours that people from across the campus at all levels are contributing to this project. Our work would not be possible without their diligent participation, institutional expertise, and generous support.