PROJECT TITAN
DETAILED SCOPE

Revision History

Version #	Author	Date	Reviewed By	Approved By	Description of Change
0.1	Tijo Jose	Jan 18 2010			Initial Draft
0.6	Dan Tarquinio	Mar 08, 2010			Updated to reflect scope inclusions and exclusions based on requirement reviews and high level solution design discussions
0.7	Tijo Jose	Mar 24, 2010			Added more details around scope.
1.0	Tijo Jose	May 14, 2010			Updated w/Change Mgmt. Strategy

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Introduction

This document will serve as the bible for any questions regarding what is in-scope / out-of-scope for the project. Any requirement which is not included in the scope inclusions section of this document must follow the project change control process before the team can start working on it. Please refer to Change Control Process Document for more details.

Background

In fall of 2008, UBC embarked on a review of the Consolidated Budget Process and conducted in-depth interviews with the executive, administrative staff, faculty finance officers, faculty staff representatives and departmental staff about their concerns with the current budget process and software/system. It was identified that the existing processes and systems including management and financial reporting did not meet the needs of the campus community.

The objective of this project is to implement the campus new Campus Wide budgeting processes and systems that meet Budget Office as well faculty and departmental requirements. The implementation phase is expected to commence mid-Nov 2009 and run through Sept 2010 in time for the 2011 budget cycle starting in October 2010.

Project Vision & Objectives

The objective of this project is to implement the campus new Campus Wide budgeting processes and systems that meet Budget Office as well faculty and departmental requirements. The implementation phase is expected to commence mid-Nov 2009 and run through Sept 2010 in time for the 2011 budget cycle starting in October 2010.

In summary this project will put into place the processes and systems to:

- Support the efficient and effective integrated development of unit budgets and the consolidated UBC budget
- Support budgeting for multiple Funding/Revenue sources including research, GPO, endowment and Unit generated
- Facilitate streamlined reporting for all levels of the budget as required by both internal and external stakeholders
- Enable continuous (multi-year) budgeting and reporting
- Allow UBC and units and to track “live” financial performance during the year with tools designed to highlight variances and help leaders react to changing funding and expense requirements throughout the year
- Enable UBC and units to access supporting detail, such as salary data) both to build budgets and to manage financial performance

- Provide the shared functionality to minimize the need for "shadow budgeting systems" that provide unit specific calculations and data
- Eliminate the reliance on Excel for centrally calculated university wide budgets, including, capital and research.

The following table summarizes the benefits in undertaking this project

Benefits	Description	Stakeholder(s)
Improved information for quality decision making both at a faculty, central administration and board levels.	More accurate, comprehensive and timely information available to decision makers	Campus financial decision makers, central administration (executive) and Board of Directors
Reduce the time and effort required for highly transactional/clerical activities, thereby allowing the financial officers and budget officers a greater ability to focus on more analytic activities	Reduce work for both central and unit management and staff through streamlined process and better tools Reduce effort required to maintaining shadow systems	Campus groups currently involved in the budgeting process
Reduced risk of information loss	Shadow systems may not follow best practices and may be vulnerable to loss of information	Campus groups currently involved in the budgeting process
Improved reporting to the board and other stakeholders	Increases the ability of providing and timeliness and quality of the information being provided to the decision making.	External and internal

The key criteria/drivers for a successful budget solution are:

- Improved analysis tool for finance analysts and faculty power users: easier and faster extraction of data so time is spent on analysis and not gathering data
- Campus Wide Budgets: replacement of current budget process with a system that is more focused on the comprehensive budget process throughout campus

Financial reporting improvements: significant improvement in the quality of information available for decision making in a timely manner both at the faculty and central administration levels.

Scope

Business Units

Hyperion Planning will be implemented across all faculties and administrative units at the Vancouver and Okanagan campuses. For the most part, the system will be implemented to meet the common requirements shared across faculties and administrative units. For details on the specific processes to be handled for different units within the University, refer to the Business Processes section below.

Business Processes

Scope Inclusions

1. Faculties and administrative units
   The faculties and administrative units within the University require a system to create, revise and report on budget and forecast related data. The business processes to be included in scope across all faculties and administrative units include:
   a. The ability to create, revise, review, submit for approval and report on the Annual Budget
   b. The ability to revise, review and report on the Fiscal Projection throughout the year
   c. The ability to create, revise, review and report on the Multi-Year Forecast
   d. The ability to analyze and report on variances between the Annual Budget, Fiscal Projection, Multi-Year Forecast and Actual results
   e. Initiate and document transfers of funding between units

2. Budget Office
   The Budget Office requires a system to create, revise and report on the Annual Consolidated Budget (previously done in PeopleSoft EPM), to regularly update the University's Fiscal Projection, to monitor funding allocations to faculties and administrative units, and to forecast to University's longer term operations. Specific business processes to be included in scope for the Budget Office include:
   a. The ability to consolidate, review and report on submissions from the faculties and administrative units for all planning cycles (Annual Budget, Fiscal Projection and Multi-Year Forecast)
   b. The ability to plan below the line items
   c. The ability to plan revenue across the University
   d. The ability to input budget consolidation entries
   e. The ability to consolidate related organizations
   f. The ability to project carry-forwards
3. Financial Reporting
   The Financial Reporting group requires a system to create, revise and report the University's annual and quarterly forecasts to the Province (by fund including related organizations and internal charges). The specific business processes to be included in scope in order to satisfy the requirements of the Financial Reporting group include:
   a. The ability to plan the Balance Sheet
   b. The ability to plan depreciation and amortization
   c. The ability to plan Endowment investment income and expenditures and to allocate Endowment funding
   d. The ability to plan Major and Minor Capital expenditures

4. University Executive
   To meet the needs of the University Executive, the implemented Hyperion Planning system will provide timely information for decision support.

Scope Exclusions

1. Calculation of GPO Funding Allocation

   The calculation of student FTEs, tuition and complement to be used in the new budget model is expected to remain with PAIR/New SIS data warehouse, but the driver data and results will be loaded into Hyperion Planning to calculate the final allocation including the ICR allocation and the Operating Grant. Inclusion of the model in Hyperion will also provide visibility to the faculties.

2. Business Intelligence

   Business intelligence will provide a single interface to report on multiple University systems. The reports to be developed as part of this implementation will generally include budget or forecast related data.

3. Position management

   Position management data will be interfaced with Hyperion, however the implementation of a Position Management application is a separate project and the integration of that data into Hyperion is dependent on timely completion of the Position Management System.

4. GPO Funding/Reserve System (Bolt-on)

   The need for the functionality provided by Bolt-on is still being investigated in light of the University's future funding model. Hyperion Planning is not designated as a replacement for Bolt-On and replication of the Bolt-On functionality is not in-scope for this implementation however if future funding allocations are managed at the PG level, this will be done in Hyperion and the elimination of Bolt-on will be possible.

5. RISe

Hyperion Planning is not designated as a replacement for RISe. It is anticipated that Research Grant data from RISe will interface into the Hyperion Planning system to support planning processes, but the functionality for tracking and projecting Research Grants that currently exists in RISe will not be implemented in Hyperion Planning as part of this implementation.

Application Functionality

Scope Inclusions

1. The system will provide the ability to budget from the bottom-up.

2. The system will provide the ability to budget from the top-down where appropriate. Due to the business logic or controls surrounded certain items (e.g. Salary expense based on Position Management data, Budget Office control of GPO Funding Allocations, etc.) the provision of top-down capabilities throughout the system is not appropriate. This will include the ability to spread data across months and quarters based on historical trends, the ability to spread data across PGs based on existing values or input percentages, and the ability to spread data based on historical trends.

3. The system shall provide a suite of data input forms and pre-configured calculation rules that will allow users to complete the in-scope Business Processes for faculties and administrative units described above. Within this suite of forms, the following functionality will exist:
   a. The ability to identify system commitments, user commitments and the remainder required to maintain expenses at the level of the approved Annual Budget

b. The ability to identify adjustments, system commitments and user commitments to update the projection to year end and the total commitments, with variance analysis
c. The ability to view data relevant to the planning process (prior year Actual, current year Actual, current year Commitments, prior year Budget data, current year Budget data and Variances) by Fund, Department, PG and Account
d. The ability to for the units to review Research Grant data provided by the RISe system
e. The ability to calculate a consolidated research budget based on the grant information reviewed by the units
f. The ability to forecast by account based on an up to three year average of Actual data, giving users the ability to apply an increase or decrease % to the calculated average and determine the appropriate methodology for spreading values by month (e.g. prior year seasonality, even split, etc.)
g. The ability to see the drivers and rates used to calculate GPO funding under the new GPO funding model at the University, and adjust these drivers and rates for forecasting
h. The ability to view and adjust consolidated data by portfolio, which is a combination of Departments and/or PGs for which individual users are responsible
i. The ability to select the Funds to be viewed on the forms
j. The ability to execute Funding transfers to other Departments and PGs, and designate whether the transfer is a one-time Fiscal transfer or is a continuing Annual transfer that should be carried forward to future years
k. The ability to capture details and commentary for Funding transfers
l. The ability to calculate Salaries and Benefits based on data provided by the Position Management System.
m. The ability to automatically seed Five Year Forecast based on set parameters set by Account (e.g. inflation rates, calculated Salary and Benefits based on Position Management data).

4. The system shall provide a suite of data input forms and pre-configured calculation rules that will allow users to complete the in-scope Business Processes for the Budget Office described above. Within this suite of forms, the following functionality will exist:
    a. The ability to see the drivers and rates used to calculate GPO funding for the faculties under the new GPO funding model at the University, and adjust these drivers and rates for forecasting
    b. The ability to allocate GPO funding to the administrative units
    c. The ability to plan below the line items
    d. The ability to plan revenue (grants, tuition, investments, sales and services) across the University
    e. The ability to consolidate the Budget and offset unit-entered Capital centrally
    f. The ability to input data for and consolidate Related Organizations into the Budget, and calculate income from equity accounted entities
    g. The ability to forecast GPO carry-forwards for Budget and forecasting purposes and update the final Budget with the calculated Actual carry-forwards

5. The system shall provide a suite of data input forms and pre-configured calculation rules that will allow users to complete the in-scope Business Processes for the Financial Reporting group described above. Within this suite of forms, the following functionality will exist:
    a. The ability to plan the Balance Sheet
    b. The ability to calculate Depreciation based on Capital balances and useful lives by Asset Type
    c. The ability to calculate Amortization of Deferred Capital Contributions

d. The ability to calculate Endowment Investment Income and allocate the resulting Funding
e. The ability to plan Endowment investment management fees
f. The ability to plan Major and Minor Capital expenditures
g. The ability to capture approved capital funding releases and update unit funding

6. The system shall provide dynamic and predefined reports. The following is a list of new and existing reports that may be included in Hyperion. This list is included to estimate the workload related to the creation of reports however the list may change based on new requirements stemming from the new budget model and a review of the management reporting requirements.
    a. Budget Summary Book
    b. Five Year Forecast for the Province
    c. YTD Budget vs. YTD Actual
    d. CY Budget vs. LY Budget
    e. Funding Allocation Summary
    f. Board Reports
    g. Consolidated Budget Schedule 1
    h. Position-Related Salary / FTE Variance Report (Budget to Actual)
    i. Expense Analysis Reports (by Account, by broad Expense category)
    j. Summary Budget Report by VP, with drill-down capabilities
    k. Snapshot Report
    l. Summary Report by Faculty/AVP
    m. Ancillary Slides for Board
    n. GPO Funding Report vs. Budget
    o. GPO Projection (Bottom Line Report)
    p. Carry-Forward Report – All Funds (actual and projected)
    q. Tuition Report – Budget to Actual
    r. Budget Report re: Executive Budget Review
    s. Consolidated Budget Report – Research (Budget to Actual / YTD)
    t. Transfer Reconciliation Report
    u. Reports similar to those in FMS with Fiscal Projection (e.g. Roll-up Report and Over/Under Report)

7. The system will generate reports based on organization level trees in FMS, including a tree/hierarchy consistent with the new budget model.

8. Salary progression increases based on collective agreements e.g. midpoint reached in 4 years
   This functionality is expected to be handled in the Position Management system.

9. Allocation of salary increases to proper budget expense line based on actual increases
   This functionality is expected to be handled in the Position Management system.

10. The system shall include Workflow and Task List functionality to manage the Budget Submission/Approval process, and guides users through this process. This functionality will include the following features:
    a. The ability to maintain and distribute Task Lists that are customized based on different user roles and responsibilities, which will provide users with a step-by-step guide to the Budget process
    b. The ability to manage the timelines and milestones of the Budget process

c. The ability to provide users with reminders and flags for outstanding tasks with due dates

Scope Exclusions

1. Replacement of FMS reports and nVision

   Several reports are currently produced by the FMS system or on an ad-hoc basis in nVision will not be replaced as part of this implementation. Although actual data from FMS will be interfaced with Hyperion, the objective is not to replace the functionality of those two systems with respect to reporting or querying Actual data.

2. Drill through to the source system

   Data from various source systems will be loaded into Hyperion however users will not be able to drill-through to the source system to view details in the source system. This functionality is anticipated to be fulfilled by the anticipated BI tool.

3. Non-budget reports

   Hyperion is a planning tool and reports created in Hyperion should include Budget/Funding data. Reports required with data exclusively from a source system should be created in that system (e.g. reports comparing Current Year Actuals to Prior Year Actuals should be created in FMS)

4. Pledge Management

   No data form will be configured to show detailed pledge data (pledge, pledge outstanding, current year commitment, received to date and projection). Presentation of this data by pledge would be cumbersome in the Hyperion Planning system, as additional dimensionality would be required.

5. Form Combining PGs from different departments

   Further exploration of this requirement will be conducted during the design phase. Current understanding is that this requirement conflicts with the Hyperion Planning security paradigm, in that users will not be able to have access to Departments only for specific PGs. In order to meet the needs of the users in this, the batch delivery of reports can be configured so that users can review the required data.

Technology

Oracle Hyperion Planning is a centralized, Microsoft Excel and Web-based planning, budgeting, and forecasting solution that integrates financial and operational planning processes.

Oracle Hyperion Planning 11.1.1.3 is currently certified for the following OS/browser combinations:

Windows XP Professional with SP 2 Windows Server 2003 SP1 (R2 also supported) Windows Vista (above "Home" series)	Internet Explorer 6.0 Internet Explorer 7.x Firefox 2.0.x
Windows Server 2003 SP1 (R2 also supported)	Internet Explorer 6.0 Internet Explorer 7.x Firefox 2.0.x
Red Hat Enterprise Linux EL 4.0 Red Hat Enterprise Linux 5.0.x Oracle Enterprise Linux 4.0 Oracle Enterprise Linux 5.0.x	Firefox 2.0.x

Oracle Hyperion Planning is currently certified for the following versions of Microsoft Office:
Office 2002 (XP), 2003, 2007

Scope Inclusions

1. Oracle Hyperion Planning 11.1.1.3
    a. Oracle Essbase for Planning (multi-dimensional database back-end)
    b. Workforce Planning module
2. Oracle Hyperion SmartView Add-In (includes Excel and Microsoft Office Integration)
3. Oracle Hyperion Financial Reporting
4. Oracle Web Analysis
5. Oracle Data Integrator

Scope Exclusions

1. Essbase for non-Planning applications
2. Capital Asset Planning module
3. Financial Data Quality Management
4. Business Intelligence Tools

Performance

As this is a new software implementation, there are presently no specific starting benchmarks against which any performance improvements can be measured. Wherever possible, principles that are documented to have positive impacts on performance will be employed.

Scope Inclusions

1. Dimension design to maximize performance where possible, including the following considerations:
    a. Dense/Sparse Configuration
    b. Outline order within databases
    c. Data Storage Properties (Stored Data vs. Dynamic Calculation)
2. Logical separation of processes and required dimensionality into multiple Planning applications and/or Plan Types (e.g. separating Workforce Planning from Core Finance Planning tasks, as Employee data is not relevant to non-Salary and Benefits accounts)

3. Batch scheduling of large report jobs and calculation routines so that they can occur during periods of low system usage (e.g. overnight).
4. Report, form and calculation design techniques that focus on or present only the subsets of data required by the users at individual points in the planning process.

Scope Exclusions

1. Performance issues due to campus-wide network/SAN strategies or limitations
2. Performance issues due to user client machines (incompatible OS, browser, etc.)

Conversions

Data and metadata from source systems will be brought into the Hyperion Planning system as either a conversion or via an interface. An initial one-time load of data from a source system is called a "Conversion," in contrast to subsequent regular incremental loads, which are considered "Interfaces" (see Interfaces section). In either case, the data converted or interfaced will be constrained by dimension design decisions. Data to be loaded must be defined with the dimensionality of the application. It is assumed that any data cleansing that is required will take place before conversion or interfacing or will be built into the conversion/interface activity (see Data Cleansing section).

Scope Inclusions

1. Data Conversion
    a. 3 prior years of Actual data from PeopleSoft FMS General Ledger (FY07-08 through FY09-10)
    b. Current year-to-date Actual data from PeopleSoft FMS General Ledger (FY10-11)
    c. Current year Budget data from PeopleSoft FMS Planning Ledger (FY10-11)
    d. 3 prior years of Funding data from PeopleSoft FMS Central Ledger (FY07-08 through FY09-10)
    e. Current year-to-date Funding data from PeopleSoft FMS Central Ledger including Funding Transfer details (FY10-11)
    f. Initial load of Position and Employee data from proposed Position Management System
    g. Initial load of funding and cost driver data from PAIR, SIS and/or other sources
    h. Initial load of Research Grant data from RISe
2. Metadata Conversion
    a. Initial load of chartfields and chartfield hierarchies from PeopleSoft GL to Hyperion Planning:
        i. Account Tree
        ii. Department Trees (Full Entity Tree, Vancouver Tree and Okanagan Tree)
        iii. Fund Tree (Including only those Fund Codes required in the Hyperion Planning applications)
        iv. PG Table
        v. Program Code Table
    b. Initial load of Position and Employee metadata from proposed Position Management System

Scope Exclusions

1. Actual data for years prior to and including FY06-07
2. Budget data for years prior to and including FY09-10
3. Funding data for years prior to and including FY06-07
4. Transactional data from PeopleSoft FMS (e.g. AP vouchers, journals, PO's)
5. Data from PeopleSoft EPM system
6. Pledge data from Viking system

7. Historical Position/Employee data
8. Historical dimension hierarchies (e.g. non-current department trees)

Interfaces

Hyperion Planning will interface to several source systems for both data and metadata. Please note that frequency of each interface has yet to be determined.

Scope Inclusions

1. Inbound Data Interfaces
    a. Regularly scheduled interface of Actuals data for the current month from PeopleSoft FMS General Ledger
    b. Regularly scheduled interface of Commitments data from PeopleSoft FMS Commitment Control (KK) Ledger
    c. Regularly scheduled interface of Funding data from PeopleSoft FMS Central Ledger
    d. Regularly scheduled interface of Research Funding data from RISe system
    e. Periodic interface of funding and cost driver data from PAIR, SIS and/or other sources
    f. Periodic interface of current Position and Employee data from the proposed Position Management system
2. Outbound Data Interfaces
    a. Regularly scheduled interface of Funding data (including Funding Transfer details) to PeopleSoft Central Ledger
    b. Periodic interface of Budget data to the PeopleSoft FMS Planning Ledger for consolidated budget reporting
3. Metadata Interfaces
    a. Regularly scheduled interface of chartfields and chartfield hierarchies from PeopleSoft GL to Hyperion Planning:
        i. Account Tree
        ii. Department Trees (Full Entity Tree, Vancouver Tree and Okanagan Tree)
        iii. Fund Tree (Including only those Fund Codes required in the Hyperion Planning applications)
        iv. PG Table
        v. Program Code Table
    b. Periodic interface of Positions and Employees from the proposed Position Management System

Scope Exclusions

1. Transactional data from PeopleSoft FMS (e.g. AP vouchers, journals, PO's)
2. Pledge data from Viking system
3. Interfaces to undocumented, shadow system data

Data Cleansing

The quality of data will be evaluated to determine usability and to establish the processes necessary for improving data quality. Data quality is a state of completeness, validity, consistency, timeliness and accuracy that makes data appropriate to be used.

Scope Inclusions

1. PeopleSoft FMS General Ledger, Central Ledger Commitment Control Ledger data
2. Salary data from Position Management System

3. Data from PAIR, SIS or other sources used as funding or cost driver data
4. Research Grant data from RISe
5. Data cleansing process includes error identification, data cleansing, and post cleanse data audit
6. Using a targeted search strategy - understand the database structures and functionality to the target database to determine precisely how each data element is mapped to its new destinations
7. It is assumed that any data cleansing that is required will take place before conversion or interfacing or will be built into the conversion/interface activity

Scope Exclusions

1. Dirty data from source systems should be corrected at source to ensure consistency and usefulness.
2. Interface system data that are not ready to be imported

Security

The Hyperion Planning security is based on user privileges. User privileges are system roles and access rights that can be assigned to users or to groups. Groups are sets of users who need similar access rights. After users and groups are defined, you can assign the users and groups access rights to application elements. For example, a user or group can be assigned access to specific dimension members or to data forms.

Hyperion Planning provides security at the following four levels:

1. User authentication to log on to the system
2. Security to application tasks; e.g. create data forms, create dimension members
3. Security to data forms, reports and task lists
4. Security to dimension members/data

Scope Inclusions

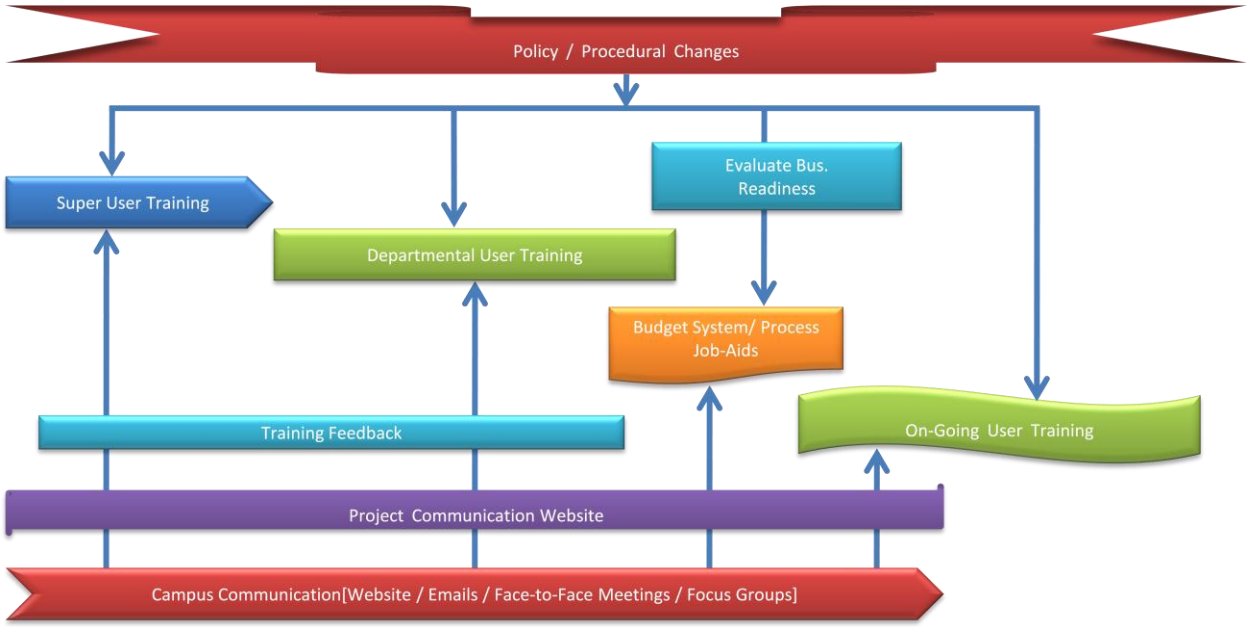
- Single sign-on user authentication to application
- Standard Hyperion Planning roles and groups for provisioning access to Hyperion tasks:
    - Administrator
    - Interactive User
    - Planner
    - Viewer
- Group security granting access to users grouped by similar functional areas
- Object security
    - Data Forms (Read, Write, None)
    - Reports (Read, Modify, None)
    - Task Lists (Assign, Manage, Manage and Assign, None)
    - Business Rules (Execute, Modify, Modify and Execute, None)
- Data security
    - Scenario, Version, Account, Department and User-Defined custom dimension members (i.e. PG, Fund, etc.) as required
- Integration, where possible, with existing user authentication (CWL, PeopleSoft Portal)

Scope Exclusions

1. Custom security roles or groups in Planning
2. User-delegated maintenance of security within Hyperion Planning
    - Any security related to accessing source systems

Change Management

The following specifies the scope of the Change Management as part of the project. For more information please refer to the Change Management plan.

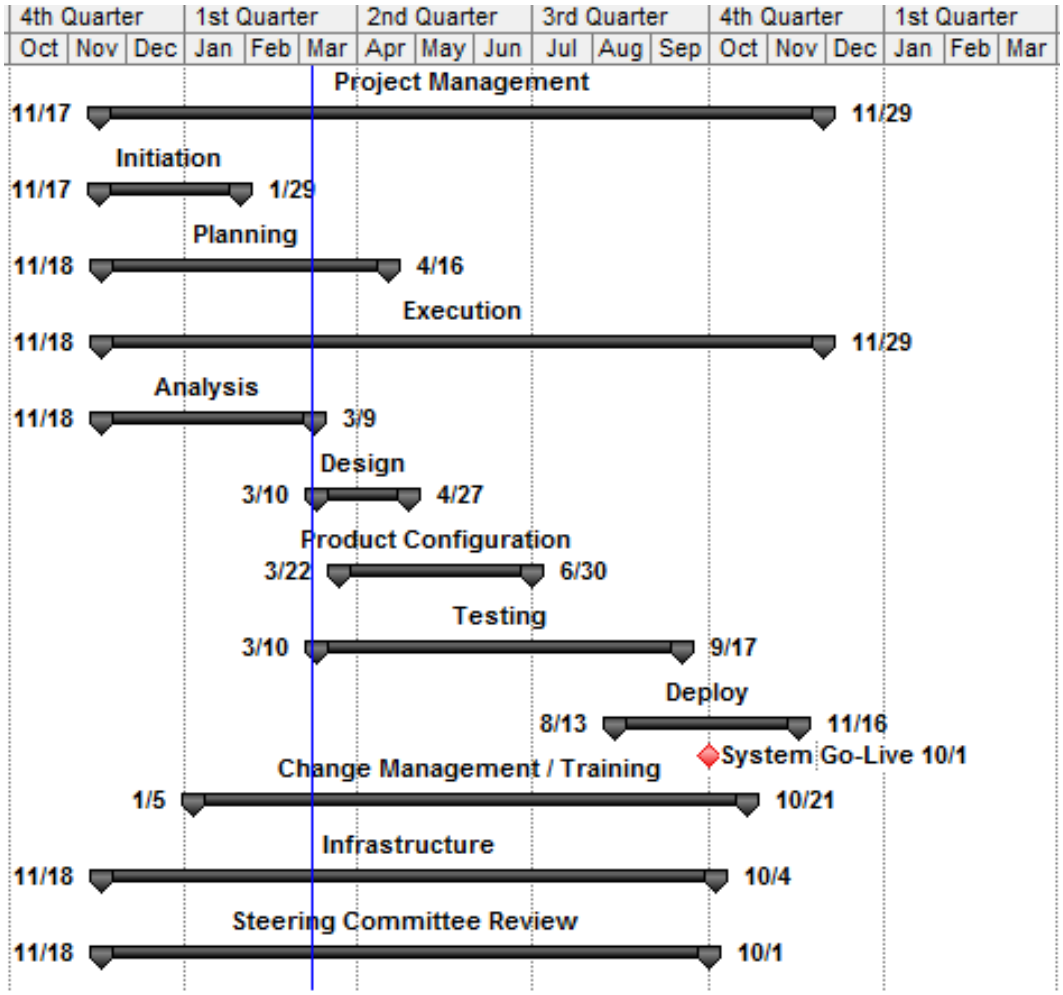


Risks

Please refer to the Project Risk Register for details on the risks & mitigation plan.

Schedule

Please refer to the Project WBS for more detailed information.



Approvals / Sign-Off

<Document Sign-Off details>