PROJECT TITAN
PROJECT CHARTER

Revision History

Version #	Author	Reviewed By	Approved By	Description of Change
0.1	Tijo Jose			Initial Draft
0.2	Claude Rivard / Ian Bruce			Added Scope Details
0.3	Tijo Jose			Added further details

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Introduction

The project charter defines the scope, objectives, and overall approach for the work to be completed. It is a critical element for initiating, planning, executing, controlling, and assessing the project. It should be the single point of reference on the project for project goals and objectives, scope, organization, estimates, work plan, and budget. In addition, it serves as a contract between the Project Team and the Project Sponsors, stating what will be delivered according to the budget, time constraints, risks, resources, and standards agreed upon for the project.

Objectives & Success Criteria

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.

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.

The critical success factors for successfully implementing the Campus Wide Budget software are:

- Business transformation and change management with appropriate one time and ongoing training;
- Community including the “Campus Advisory Group” engagement including the system and process ownership throughout implementation and support thereafter;
- Enabling (responsive) budget process to ensure that the faculties and departments feel that the budget accurately reflects their reality;
- Flexibility with management and financial reporting at faculty, departments and administrative levels;
- Well communicated budget principals and guidelines
- Full disclosure and transparency of process

- Strategic alignment of the budget process with organizational priorities
- Rational compromise by all stakeholders to standardize for efficiency

Stakeholders

Stakeholder	Major Benefits	Win Conditions	Constraints
Central Admin [Finance]	Centralized Budget System; Uniform Reporting;	Live Budget;	
Central Budget Office	Centralized Budget System; Live Budget;	Live Budget;	
Faculty & Admin Unit Finance Users	Centralized Budget System; Live Budget; System suitable for department usage; Position Budgeting; Uniform Reporting;	Live Budget; Position Budgeting;	Position Management system to be built;
UBC – IT	Centralized Budget System;		
UBC Budget Preparers	Centralized Budget System; Live Budget; Uniform Reporting;	Live Budget; Position Budgeting;	Position Management system to be built;
UBC Budget Approvers	Centralized Budget System; Live Budget; Uniform Reporting;	Live Budget;	

Project Scope

Scope Inclusions

1. Implementation of Hyperion Financial Planning to replace PeopleSoft EPM and a multitude of shadow systems as the primary tools by which the University prepares and consolidates its annual operating budgets, research budget, capital budget, endowment budget and ancillary budgets.
    1. Implementation of a budget system that allows for both separate and fully integrated Unit Level and Overall UBC Budget development and maintenance
    2. Integration of multiple funding sources (e.g. General Purpose Operating and Endowment) into the budgeting tool and provision of a mechanism that allows these to be kept up to date, included for changes related to funding transfers or inter-fund transfers.
    3. Provision of financial reporting tools that facilitates flexible, timely analysis and decision support and deliver required core reporting for internal and external stakeholders
    4. Loading or query/reporting access to actual and commitment information to support financial management reporting and analysis
    5. Capability to share (import/export) budget information with and from other overall UBC and/or local unit systems
    6. Capacity within the tool to meet a series of other identified detail requirements including time span and multi/cross year planning, parameter driven calculations, historical comparisons, multiple budget versions (including live), forecasting (what if scenarios), drill down and workflow.
2. Design and implementation of complementary business processes to streamline budgeting and financial reporting for the Budget Office and for Campus Units.
3. Integrate information and calculations from UBC's new "simple and sustainable budgeting framework" into the tool and ensure that transitional items yet to be implemented will integrate smoothly once they are approved (i.e. decentralization of GPO benefits and salary increases).

Scope Exclusions

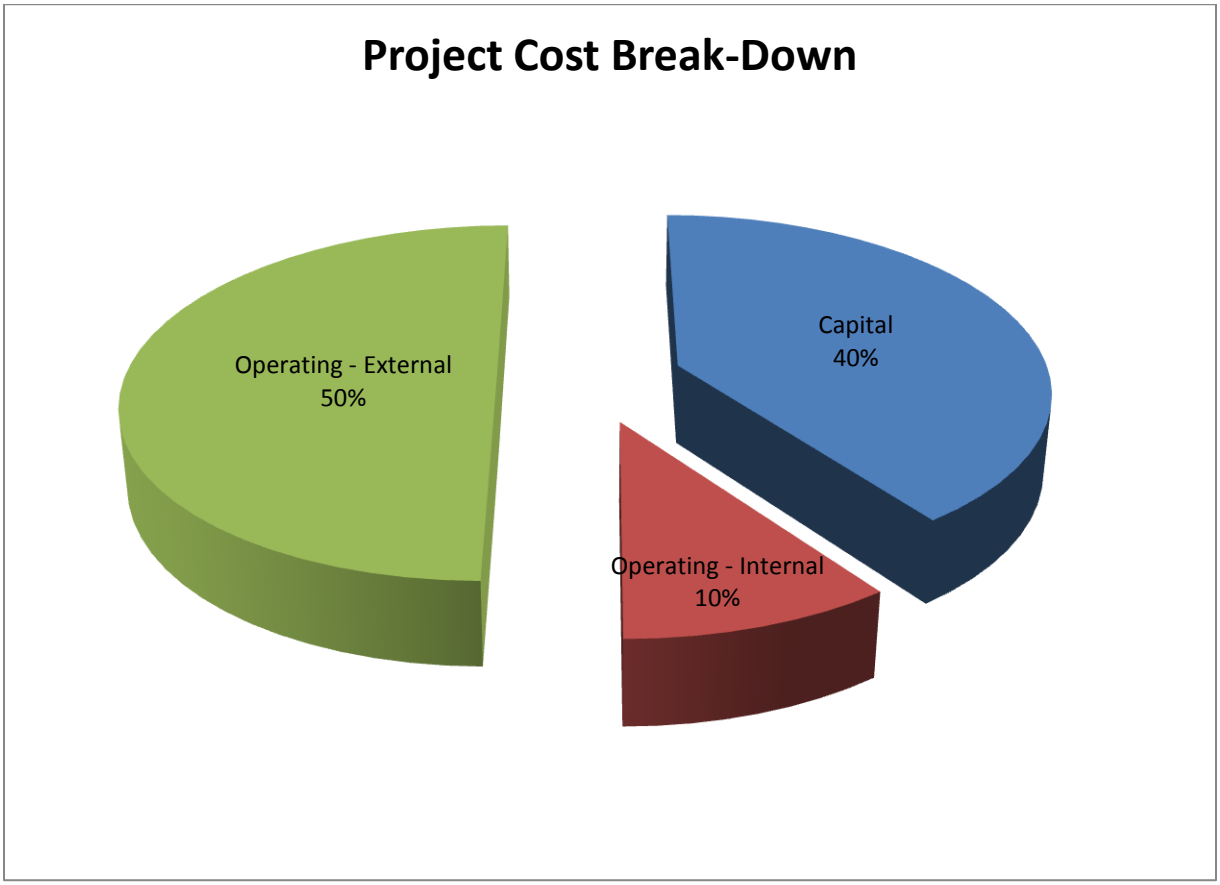
1. Implementation of a Business Intelligence toolset
2. Implementation of a position-based budgeting functionality that integrates into the financial planning models.
3. Implementation of a separate but ultimately linked application of Hyperion Planning to meet the Budget requirements of the Office of Research Services Department.

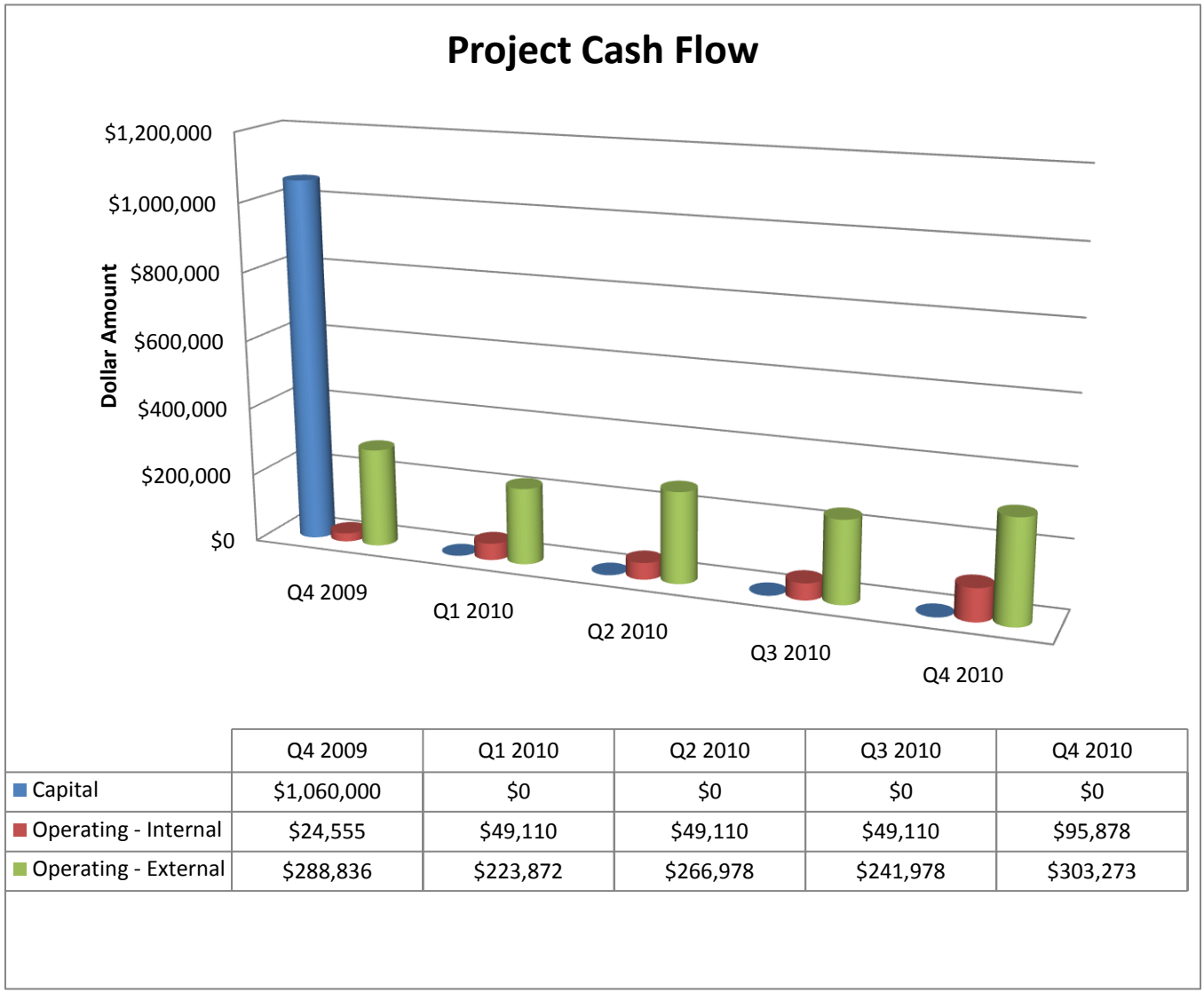
Milestones & Deliverables

Deliverable[E.g.]	Target Date
Implementation Project Approval	Nov 17, 2009
Initial Project Planning Complete	Nov 17, 2009
Detailed Planning Complete	Mar 2010
System Setup Complete	July 2010
UAT Complete	Sept 2010
Project Go-Live	Sept / Oct 2010

Project Budget

Total Project Cost: - ~$2,652,700





	Q4 2009	Q1 2010	Q2 2010	Q3 2010	Q4 2010
Capital	$1,060,000	$0	$0	$0	$0
Operating - Internal	$24,555	$49,110	$49,110	$49,110	$95,878
Operating - External	$288,836	$223,872	$266,978	$241,978	$303,273

Assumptions

- Departments are able to provide the required resources to the project
- Business Intelligence implementation project will fulfill the reporting / dashboard requirements from the campus
- BI project will be timed appropriately to meet the campus requirements for the budgeting system
- Position Management implementation will be handled outside of this project but will be timed to have it ready for budgeting system testing / go-live as this is a CRITICAL requirement for the campus;
- Oracle does not support DB servers running on VM machines and this is a risk to the production system; A strategic decision at higher-level will be made whether to run Oracle DB on VM Servers or Physical hardware as not to impact the project timelines as a no-decision will force the project to run physical servers which is against strategic view of the university;

Dependencies

Dependency [E.g.]	Impact
BI Implementation	BI implementation project is required to meet all the reporting functionality requirements of the campus; Should be timed for the 2011 budget cycle. Will not be able to meet all the reporting / analytical requirements;
Position Management	Position Management / position budgeting is a huge requirement from the campus hence it should be ready around the same time as the testing phase of the budget implementation; The campus might not accept the budgeting system without position budgeting system capability;
Decision on Oracle DB on VM Server	Oracle will not support DB servers running on non-Oracle VM machines; A no-decision will force the project to run physical servers which is against strategic view of the university;

Constraints

Dimension[E.g.]	Constraint
Schedule	Go-Live should be before Fall 2010 as this system is expected to be ready for 2011 budget cycle;
Position Management	Position budgeting capability is tied to having a Position Management system in place before the testing phase of the budgeting system implementation project;

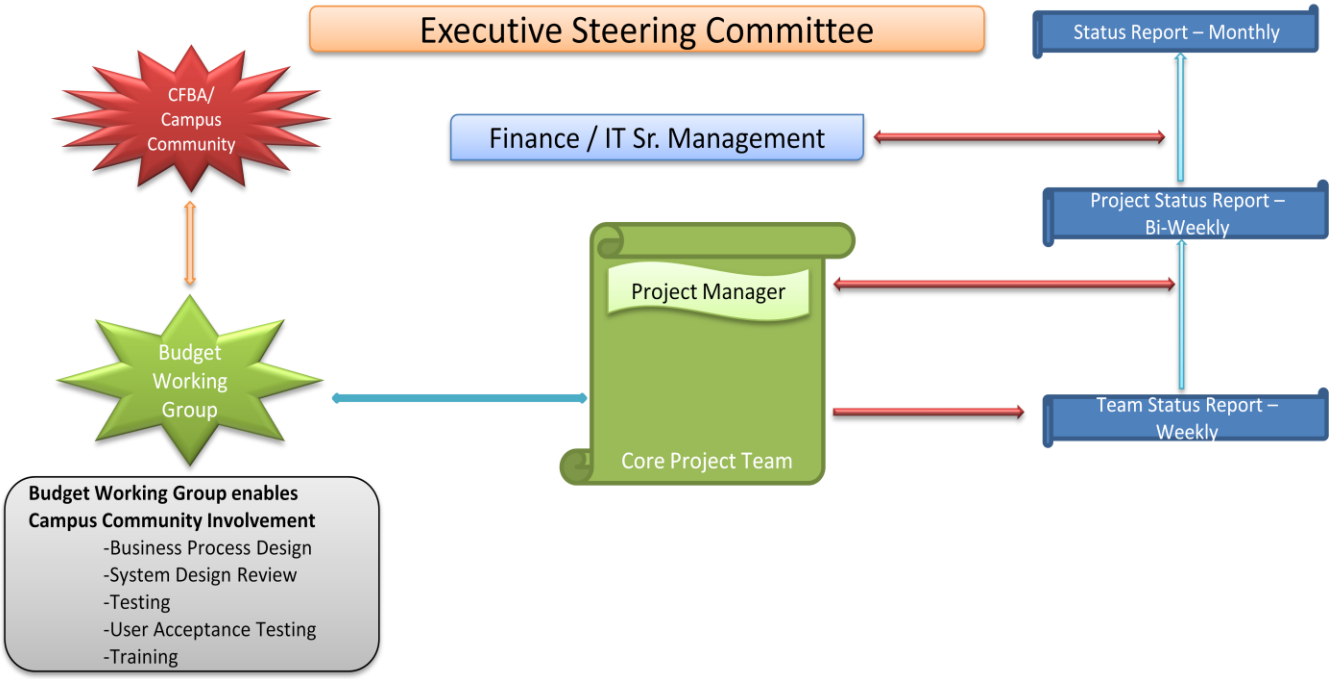
Project Risks

Risk	Probability	Impact	Mitigation
Campus rejects the product after implementation	1%	Project will not meet the key goal of having a campus-wide budgeting system	Review requirements upfront with the campus ; Involve campus community throughout the implementation process; Request Sign-Off on major milestones;
Delay in BI project	10%	Project will not meet all the reporting requirements from the campus community	Watch BI project progress closely and act accordingly; Develop CRITICAL reporting functionality as part of the budgeting project;
System/Process defined might not match the new budget process	10%	New system in place which does not support the new budget process	Review the new budget process development progress / key decisions in a timely manner; Update design as required based on key decisions / proposed process changes;
Position Management system implementation might be delayed	10%	New system in place without position management functionality.	Budgeting system to be built as “plug & play” for position management system; Review position management approach w/HR & Finance stakeholders;
Proper resources might not be available	10%	Project schedule slippage due to resource unavailability	Proper resource planning; Gain approval on department resource involvement; Engage SME resources on the project; Monitor KPI’s for early indicators;

Resources

Resource	Description & Source	~Project Hours
Project Manager	Internal; Overall delivery responsibility for the project;	1500
Business Lead	Internal; Single point of contact for business / design questions; QA Lead; Sign-Off responsibility on business process/design;	1500
Process Consultant	External; Business Process Design Support;	200
Techno-Functional Lead/Product Expert	External; Own Product Configuration & Design;	1400
Functional Analyst	Internal; Configuration & Design responsibilities;	1500
Change Management/Security Analyst	Internal/External; Responsible for Change Management stream of the project; Also responsible for Security Design;	1000
Technical Analyst	Internal; Design & Development;	1500
Technical Analyst	External; Design & Development;	800
Conversion / ETL Developer	External; Design & Development	800
Process/Design Advisory Group	Internal; Acts as an advisory committee through the project; Heavy involvement in design decisions; Sign-Off responsibility on business process / design;	600
Infrastructure Analyst	External; Responsible for infrastructure builds;	600
Database Administrator	Internal; Responsible or DBA tasks;	600

Approach


Executive Steering Committee
Status Report – Monthly
CFBA/ Campus Community
Finance / IT Sr. Management
Project Status Report – Bi-Weekly
Project Manager
Budget Working Group
Core Project Team
Team Status Report – Weekly
Budget Working Group enables Campus Community Involvement
-Business Process Design
-System Design Review
-Testing
-User Acceptance Testing
-Training

Approvals

Project Name: - Project Titan

Charter Submitted: - Dec 15 2009

Approval Decision:

☐ Approved, project execution is authorized

Role / Title	Name & Signature	Date