



Kuali Financial System Implementation  
Assess and Design Phase Kickoff  
October 22, 2008

# Kuali Financial System Implementation

## Kickoff – Assess Phase

- **Agenda**
  - **Project Overview – Kymber Horn**
  - **Team Organizational Chart – Kymber Horn**
  - **Roles and Responsibilities – Kymber Horn**
  - **Assess & Design Phase – Kymber Horn**
  - **Planning and Project Management Approach – Cindy DeMaio**
  - **Lessons Learned – Cindy DeMaio**
  - **Communications – Cindy DeMaio**
  - **Administrative Items – Cindy DeMaio**
  - **Mosaic Overview – Hank Childers**
  - **Issue Management Process – Hank Childers**
  - **Change Management Process – Hank Childers**



# Project Overview

# Kuali Financial System Implementation

## Project Overview - Scope

Implementation of KFS to include the following areas:

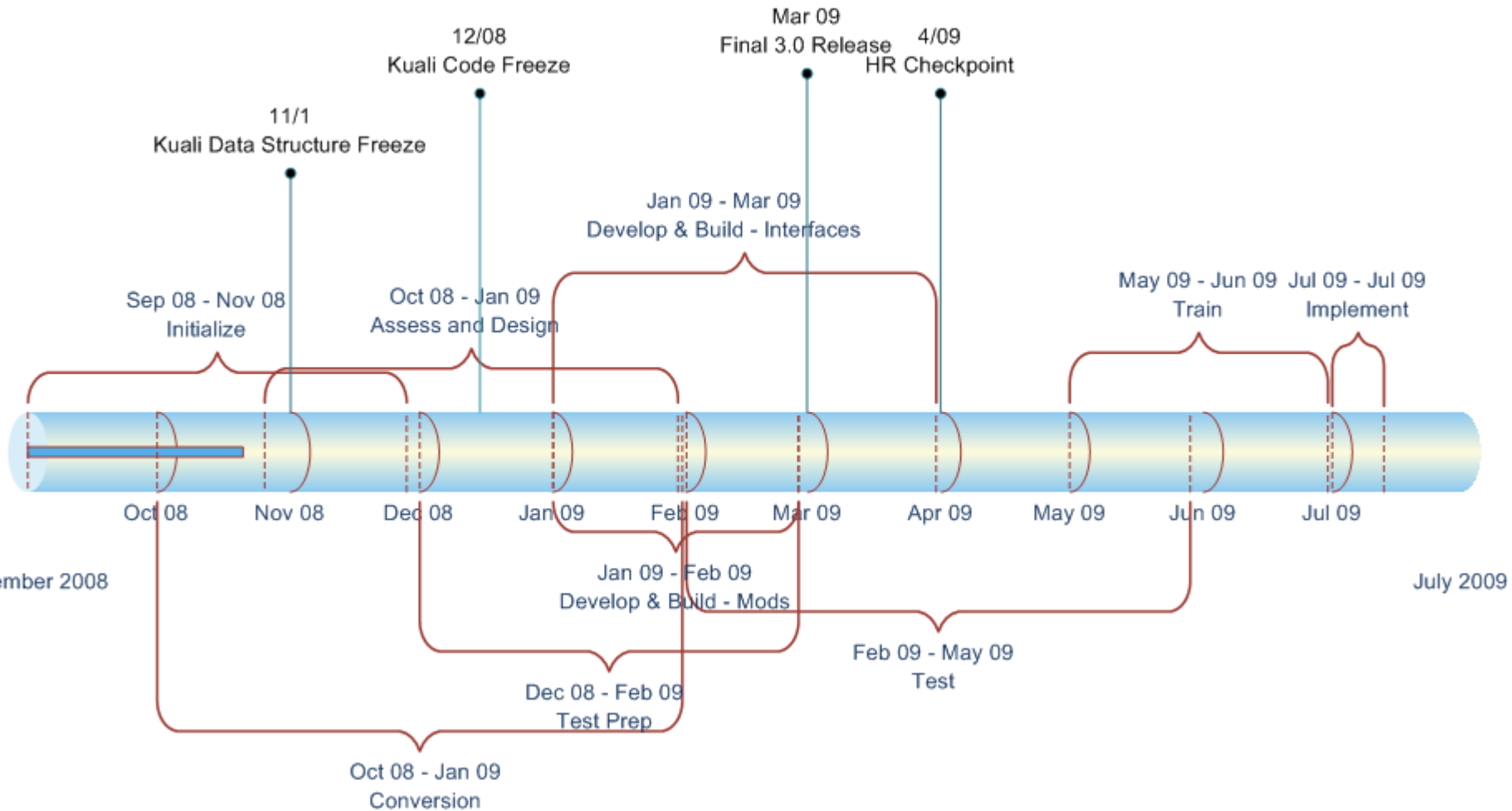
- July 2009
  - Chart of Accounts
  - General Ledger
  - Financial Transaction Processing
  - Capital Assets
  - Accounts Receivable
  - Travel Authorization/Travel Expense Report (simple travel)
  - Purchasing (Req/PO) and Accounts Payable
  - B2B interface with Catalog (BuyWays)

# Kuali Financial System Implementation Project Overview – Scope- Continued

## Future Initiatives

- October 2009
  - Labor Distribution (In Conjunction with PeopleSoft HR)
- January 2010 (tentative)
  - Effort Certification
  - Budget Construction

# Kuali Financial System Implementation Project Overview – Timeline



# Kuali Financial System Implementation

## Project Overview – Risks

- **Risk: Kuali software is new**
  - Mitigations:
    - (1) U of A resources have had high involvement in development
    - (2) Prototype or Sandbox environment has been built for preliminary conversion and other testing
    - (3) Idea sharing with Colorado State University

# Kuali Financial System Implementation

## Project Overview – Risks - Continued

- **Final release of KFS 3.0 is due out in March 2009**
  - **Mitigations:**
    - (1) Early releases of code will be made available
    - (2) 11/01 database structure freeze and 12/15 code freeze
    - (3) U of A resources will be involved in quality assurance testing
    - (4) Conversion strategy of transactional data will be developed in the event that the software is delayed and the July go-live date cannot be met

# Kuali Financial System Implementation

## Project Overview – Risks - Continued

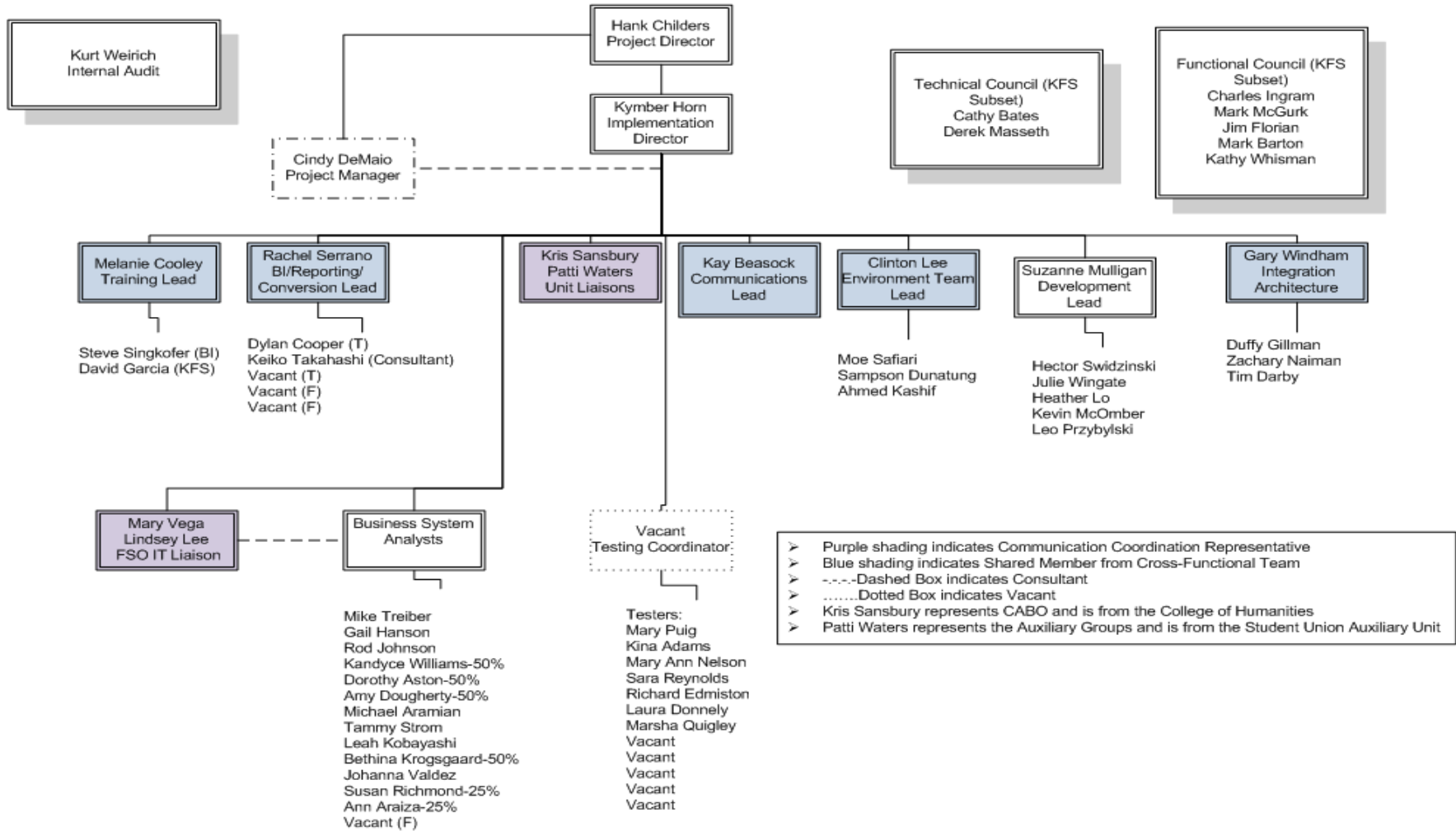
- **Communication – Large project common risk!**
  - Mitigations:
    - (1) Mosaic Communications Director will be playing an active role on the KFS team
    - (2) Liaisons to assist in communications to the Units
    - (3) Mosaic web site to include section dedicated to KFS in near future - <http://mosaic.arizona.edu/>
    - (4) Multiple forms of communication to be used
    - (5) Mosaic Training Team is involved up-front to ensure timely delivery of all training
- **Large-scale IT Project experience**
  - Mitigations:
    - (1) Hiring employees with required experience
    - (2) Enlisting consulting services to fill “skills gap”



# TEAM ORGANIZATIONAL CHART

# Kuali Financial System Implementation

## Kuali Financial System Implementation Team



# ROLES and RESPONSIBILTIES

# Kuali Financial System Implementation

## Roles & Responsibilities

- **General**

- All Team Members
- All Team Leads
- Technical and Functional Council
- Project Director (Hank Childers)

- **Project Management**

- Implementation Director (Kymber Horn)
- Project Manager (Cindy DeMaio)
- Development Lead (Suzanne Mulligan)
- Testing Coordinator (Vacant)

# Kuali Financial System Implementation

## Roles & Responsibilities - Continued

- **Project Management – Shared**
  - Training (Melanie Cooley)
  - Communications (Kay Beasock)
  - Business Intelligence/Reporting/Conversion (Rachel Serrano)
  - Environment (Clinton Lee)
  - Integration Architecture (Gary Windham)
- **Advisory/Liaison Roles**
  - FSO IT (Mary Vega)
  - Unit Representatives (Kris Sansbury– College of Humanities and Patti Waters – Student Union)

# Kuali Financial System Implementation

## Roles & Responsibilities - Continued

- **Core Team**

- Developers/Technical SMEs
- Business System Analysts
- Functional SMEs

- **Expanded Team**

- Business Process Advisors
- Business Process Owners
- Functional SMEs

# ASSESS & DESIGN PHASE

# Kuali Financial System Implementation

## Assess & Design – Major Deliverables

- **Major Deliverables for Assess & Design Phase**
  - Infrastructure for four Kuali Environments: DEMO/DEV/CFG/TEST/CNV/TRN
  - Current State Business Process Reviews
  - Fit/Gap Analysis for each identified Business Process
  - Business Process Designs using Kuali
  - Functional Configuration
  - Technical Design Specifications (Interface, Modifications, Conversion, Reporting)
  - Initial Reports/Dashboards through BI

# Kuali Financial System Implementation

## Business Process (BP) Analysis

- Analyze current process to ensure BSAs have understanding of requirements
- Walk through system functionality to develop a concept of how the process would be done in Kuali Financials
- Identify Gaps – what is absolutely necessary but not supplied by the system
- Design new business process using Kuali
  - Gaps are eliminated by changing the process or by changing the system (which would require a change request)

# Kuali Financial System Implementation

## Business Process Analysis Roles

- **Resources identified in each role by module**
  - Business System Analyst (BSA)
  - Subject Matter Expert (SME)
  - Business Process Owner (BPO)
  - Business Process Advisor (BPA)
  - Developer
  - Kuali Architectural Guidance
- **Modules**
  - Chart, General Ledger (GL), Financial Processing (FP), Accounts Payable (AP), Purchasing, Capital Assets

# Kuali Financial System Implementation

## Business Process Analysis Roles

- **Chart of Accounts**

- BSA – Mike Treiber
- SME – Susan Richmond and Alan Blumberg (25%; Plant Funds), Ann Araiza (25% Chart)
- BPO – Marlene Moldenhauer, Mike Treiber, Kathy Whisman (Organizational Hierarchy), Cindy Robison
- BPA – Mark McGurk, Jim Florian (Organizational Hierarchy)
- Developer – Various
- Kuali Architectural Guidance – Leo Przybylski

# Kuali Financial System Implementation

## Business Process Analysis Roles

- **General Ledger**
  - BSA – Johanna Valdez
  - SME – Various
  - BPO –Cindy Robison
  - BPA – Mark McGurk
  - Developer – Various
  - Kuali Architectural Guidance – Leo Przybylski

# Kuali Financial System Implementation

## Business Process Analysis Roles

- **Financial Processing (FP)**
  - BSA – Mike Treiber, Leah Kobayashi, Rod Johnson (P-Card)
  - SME – Various
  - BPO –Floyd Roman (P-Card), Karen Brookbanks (P-Card), Marlene Moldenhauer, Chunyan Pan (Tax), Mike Treiber, Kathy Whisman (Budget Adjustments), Traci Sitzman (Cash Receipt/Mngt), Cindy Robison, Tammy Strom (DV), Marcel Villalobos (Indirect Costs)
  - BPA – Mark McGurk, Sherry Esham (Indirect Costs and Cost Share), Paul Sandoval (Indirect Costs and Cost Share), Mark Barton (Cash Receipt/Mngt), Kirk Ketcham (P-Card), Jim Florian (Budget Adjustments)
  - Developer – Julie Wingate
  - Kuali Architectural Guidance – Leo Przybylski

# Kuali Financial System Implementation

## Business Process Analysis Roles

- **Accounts Payable**

- BSA – Bethina Krogsgaard (50%; PDP, Check Writer), Dorothy Ashton (50%), Amy Dougherty (50%), Kandyce Williams (50%)
- SME – Tammy Strom
- BPO – Tammy Strom
- BPA – Mark Barton
- Developer – Heather Lo
- Kuali Architectural Guidance – Leo Przybylski

# Kuali Financial System Implementation

## Business Process Analysis Roles

- **Purchasing**
  - BSA – Rod Johnson, Gail Hanson, Leah Kobayashi
  - SME – Various
  - BPO – Ted Nasser
  - BPA – Kirk Ketcham
  - Developer – Heather Lo
  - Kuali Architectural Guidance – Leo Przybylski

# Kuali Financial System Implementation

## Business Process Analysis Roles

- **Capital Assets**
  - BSA – Michael Aramian
  - SME – Various
  - BPO – Alan Blumburg
  - BPA – Duc Ma
  - Developer – Hector Swidzinski
  - Kuali Architectural Guidance – Leo Przybylski

# Kuali Financial System Implementation

## Business Intelligence (BI) Activities

- **Current Activities**

- Assessing reporting requirements and gathering reports
  - Departments involved
  - Reports created in Information Services Web (ISW)
- Team Training
- Initial migrations of data into EPM Warehouse

- **Initial Dashboard**

- End of January
- Prioritized set of reports

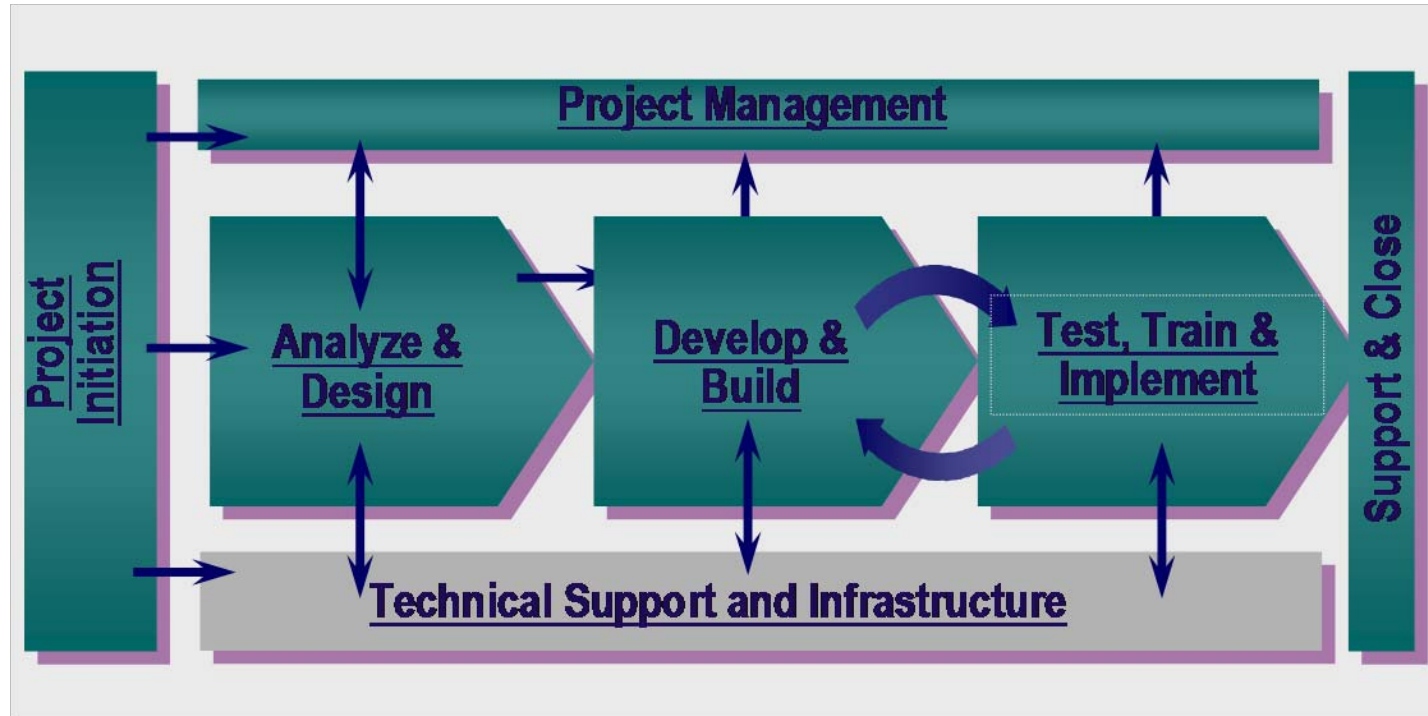


# PLANNING and PROJECT MANAGEMENT APPROACH

# Kuali Financial System Implementation Planning Approach

- **Project Initiation**
  - Solidify Team Leads and Ownership
  - Develop Strategies/Approaches
  - Review Initial Project Plan for Completeness and Resource adequacy
- **Continual Planning**
  - Continuous plan adjustments
  - Major plan reviews prior to the start to each phase

# Kuali Financial System Implementation Project Lifecycle



# LESSONS LEARNED

# Kuali Financial System Implementation

## Lessons Learned – Close of Phase

- Lessons learned will be collected at the end of each phase
- Why?
  - Phases to follow
  - Many large projects on the schedule that can learn from our experience
- Participants
  - Team Members and Leads
  - Technical and Functional Councils
  - Business Process Owners

# Kuali Financial System Implementation

## Lessons Learned – Other Projects

- **Project Management**

- Have a project checklist/start up kit
- Define the project escalation and governance process early in the planning phase
- Ensure understanding of project approach and deliverables for each phase
- Ensure understanding of status tracking metrics
- Procure resources timely; select the best resources
- Provide effective, collaborative team space
- Contingency for resource changes and learning curve
- Identify “bottle necks” early and take corrective actions
- Involve the right people through each phase
- Plan early for the next phase

# Kuali Financial System Implementation

## Lessons Learned – Other Projects - Continued

- **Communication & Change Management**
  - Proactive Communication – early, often, REINFORCE
  - Employ use of multiple communication media
  - Do not let electronic communication replace in-person communication
  - Communicate with impacted groups early, follow up, ensure commitment
  - Some tasks do not fit into a project role – we need to do them anyway

# COMMUNICATIONS

# Kuali Financial System Implementation Communication

- **Communication plan being developed**
  - Team Leads to meet weekly
  - Sub-teams likely to meet weekly
- **Responsibility of each member to communicate risk areas and issues**
- **Suggested contact levels**
  - Functional area- Contact BSA assigned to that area
  - Units – Contact Liaison
  - Team Member – Contact Team Lead
  - Team Lead – Contact Implementation Director or Project Manager
- **Team Interaction**
  - Constructive criticism only!!
  - Pat someone on the back – project work can be stressful



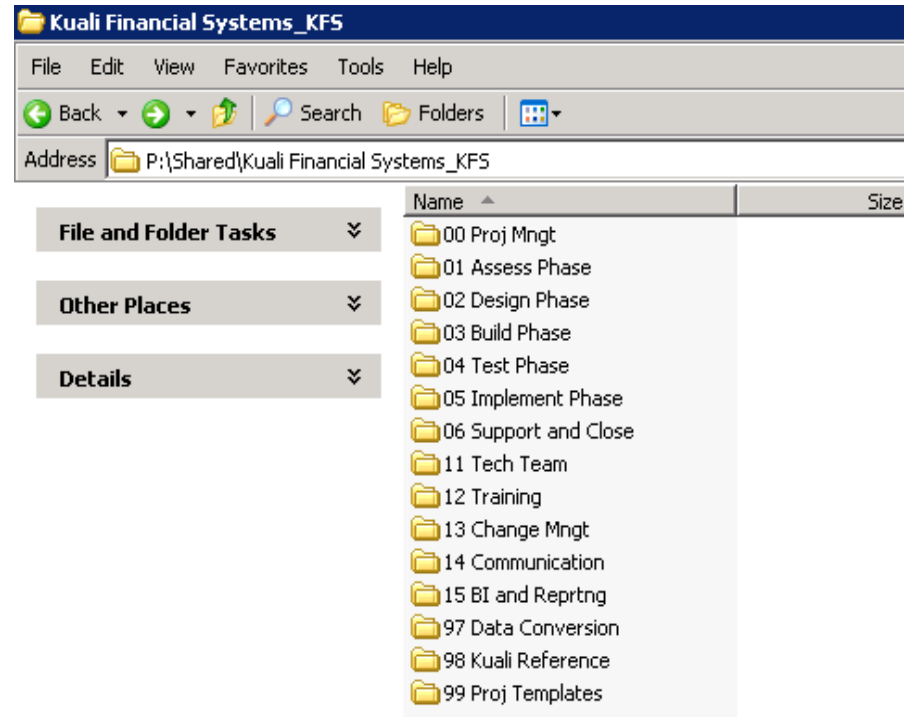
# ADMINISTRATIVE ITEMS

# Kuali Financial System Implementation

## Administrative Items

- Document Management

- Files will be managed in the “Shared” directory of the Mosaic shared drive
- Subfolders represent phases, team specific areas, functions that span the project lifecycle, or reference documentation
- Documents should be stored within the correct phase and subfolders created to manage them within that phase



# Kuali Financial System Implementation

## Administrative Items - Continued

- Meeting Maker Groups and ListSerts (Email Groups) available for teams and sub-teams
- Meeting Maker Groups
  - Begin with MOS\_KUALI (e.g., MOS\_KUALI KFS BSA)
- ListSerts
  - KFSTeamLeads@listserv.arizona.edu
  - KFSDevelopers@listserv.arizona.edu
  - KFSAadvisors@listserv.arizona.edu
  - KFSBSA@listserv.arizona.edu
  - More to come!

# MOSAIC OVERVIEW

# Kuali Financial System Implementation

## Mosaic Project

- Overall scope of replacement
  - Personnel System (PSOS) = PeopleSoft Human Capital Management
  - Financial System (FRS) = Kuali Financial System
  - Student System (SIS+Matrix) = PeopleSoft Student
  - Grants Management (SPINS) = Kuali Research Administration
  - Budget Modeling & Student Recruitment = to be defined
  - Business Intelligence
  - Infrastructure
- 3-5 year timeline – Launched in August 2008
- \$80-90Million



# Kuali Financial System Implementation Foundations

- **Key Success Factors**
  - Executive buy-in
    - ABOR approval in April 2008
    - ATOC approval of FS, RA, & HR August
    - Active Steering Committee in place
  - Recognition as a University project
  - No customizations
  - Decision process – making & vetting
  - Mostly full-time staffing
  - Dedicated space
  - Ability to track & reallocate budget in timely manner
    - Committed position with advisory group

# Kuali Financial System Implementation

## Mosaic – Three Projects to Launch

- PeopleSoft Human Resource System
- Kuali Financial System
- Kuali Research Administration

# Kuali Financial System Implementation

## Mosaic – Overall Timeline

### Mosaic Project Schedule

	2008						2009											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Human Resources (HR)			◆			◆			◆			◆				◆		
			Easy Pay Demo			Test Pay Demo			Checkpoint FS GL Interface Go/No Go?			Ready for User/Parallel Test				Go Live		
											<ul style="list-style-type: none"> <li>Data Converted</li> <li>User Doc &amp; Training</li> <li>Interfaces</li> </ul>				<ul style="list-style-type: none"> <li>Workforce Admin, Postn Control</li> <li>Time &amp; Labor, Payroll</li> <li>Base Benefits, Benefits Admin</li> <li>Employee Self-Service</li> </ul>			

	2008						2009											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Financial Systems (FS)			◆			◆			◆			◆						
			Sandbox Demo Completed			Kuali Financial System Rel 3.0			Checkpoint Go/No Go			Go Live						
											<ul style="list-style-type: none"> <li>Chart, GL, Fin Processing</li> <li>Purchasing/AP</li> <li>Capital Assets</li> </ul>							

	2008						2009											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Research Administration (RA)	◆			◆		◆			◆			◆						
	Kuali Coeus Rel 1.0			Kuali Coeus Rel 1.1				Pilot				Go Live						
								<ul style="list-style-type: none"> <li>Budget Builder</li> <li>Proposal Const.</li> </ul>				<ul style="list-style-type: none"> <li>Budget Builder</li> <li>Proposal Const.</li> </ul>						



# ISSUE MANGEMENT CHANGE MANAGEMENT

# Kuali Financial System Implementation

## Issue Management

- **Current Issue Management Process**
  - Spreadsheet Log maintained by BSAs
  - Log reviewed weekly by project management
- **Future Issue Management Process**
  - Under development
  - Issue management tool to be rolled out
  - Issues will be logged and prioritized
  - Issues will be closed through resolution, transition to a project plan task, or a change request
- **Issue Escalation**
  - Escalate through proper project channels
  - Escalate quickly if not getting proper attention

# Kuali Financial System Implementation

## Change Management

- **Process**

- Requestor reviews change with Implementation Director
- If agreed, a System Change Request (SCR) is submitted to the Project Director
- If agreed, SCR is logged, assessment is completed and change is reviewed by the Functional Council
- If recommended, Implementation Management Team provides final approval or disapproval; they may escalate to the Executive Steering Committee if warranted

- **Escalation of Disapproval**

- The Functional Council can appeal the decision of the Implementation Management Team to the Executive Steering Committee

# Questions

