



**UNIVERSITY OF CENTRAL FLORIDA**  

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**RESEARCH INFORMATION SYSTEMS**

**Project Wahoo**  
Project Charter V. 2.2

## Document Revision History

Version	Date	Author	Change Details
1.0	11/23/2015	Charlie Smith	<ul style="list-style-type: none"><li>Initial document creation</li></ul>
2.0	9/9/2016	Charlie Smith	<ul style="list-style-type: none"><li>Document revision based on project funding, scope and discovery changes</li></ul>
2.1	10/18/2016	Charlie Smith	<ul style="list-style-type: none"><li>Project steering Committee, project organizational structure, and change management process included</li></ul>
2.2	11/4/2016	Charlie Smith	<ul style="list-style-type: none"><li>Revisions incorporated from stakeholder feedback, changes in team and assumptions, document cleanup</li></ul>

# Table of Contents

<b>1.</b>	<b>INTRODUCTION .....</b>	<b>4</b>
1.1	EXECUTIVE SUMMARY & AUTHORIZATION .....	4
1.2	BUSINESS PROBLEM/OPPORTUNITY .....	4
1.3	SUMMARY PROJECT RECOMMENDATION .....	4
<b>2.</b>	<b>PROJECT SCOPE .....</b>	<b>5</b>
2.1	PROJECT SCOPE.....	5
2.2	PROJECT DEPENDENCIES .....	6
2.3	PROJECT STEERING COMMITTEE .....	6
2.4	PROJECT EXECUTIVE SPONSOR & SPONSORS .....	7
2.5	PROJECT MANAGER & AUTHORIZATION .....	8
2.6	PROJECT CORE TEAM.....	8
2.7	PROJECT ORGANIZATION.....	10
2.7.1	PROJECT CHANGE REQUEST PROCESS (PCR) & ISSUE RESOLUTION.....	10
<b>3.</b>	<b>PROJECT APPROACH .....</b>	<b>11</b>
3.1	CONSTRAINTS & ASSUMPTIONS .....	11
3.2	RISK ASSESSMENT.....	11
<b>4.</b>	<b>PROJECT DETAILS.....</b>	<b>12</b>
4.1	PROJECT COSTS.....	12
4.2	PRELIMINARY TIMELINE .....	13
<b>5.</b>	<b>SIGNATURE PAGE .....</b>	<b>14</b>

# 1. INTRODUCTION

## 1.1 Executive Summary & Authorization

This Charter formally authorizes Project Wahoo to begin the work proposed to and funded by the University of Central Florida (UCF) Budget Committee for research administration business process and technology restructuring. Project Wahoo will redefine business processes, policies and procedures supporting research administration across UCF based on industry standards and research administration best practices. The project will assess the current PeopleSoft Enterprise Resource Planning (ERP) system to define requirements and changes needed to successfully implement the Grants module and optimize the UCF ERP system supporting UCF research needs. The project team will also select and implement a third party Electronic Research Administration (eRA) software suite for electronic proposal development and system-to-system submission, sponsored project lifecycle management, research compliance, and research data reporting needs to replace the current homegrown eRA application ARGIS. A project plan will be developed and submitted to the projects' Executive Sponsor and Sponsor for approval. The Project plan will include a detailed scope document, requirements documentation, integrated schedule, communication, quality management, implementation and testing plans.

## 1.2 Business Problem/Opportunity

A third party assessment was completed by Attain, a higher education and research consulting group, that focused on research operations in relation to the UCF Research mission in order to make recommendations for improvement in central systems, finance and accounting, academic departments and the Office of Research & Commercialization (ORC). Based upon this analysis, several recommendations were made to help UCF close the gaps between existing practices and technology in order to achieve our stated goals.

ORC's rapid growth in the research portfolio from \$30 million in early 2000s to approximately \$145 million today may be a contributing factor to the apparent gaps in business processes noted in Attain's report. Attain's analysis indicates that the systems and processes adequate for research revenue management in the early 2000s are no longer suitable to support existing and expected future growth.

ORC has taken three recommendations that will create the greatest impact to the organization from Attain's analysis and put them into three phases of work to enable the infrastructure to support the goal of the \$250 million in external funding, enhance service levels to researchers and optimize existing research administrative resources and technology services

## 1.3 Summary Project Recommendation

The Wahoo Project will deliver the following:

- Redefined business processes, policies and procedures supporting research administration across UCF.
- Organizational structure required to support research administration at the university level; inclusive of roles and responsibilities for UCF business units.
- An evaluation of changes needed in the PeopleSoft ERP system to accommodate the Grants Module.
- Implementation of the PeopleSoft Grants module.
- Optimization of the existing PeopleSoft Financials instance based on industry best practices supporting research administration and integration between ORC and supporting F&A/FSS organizations.
- Selection and implementation of an eRA suite of applications that integrates with the UCF PeopleSoft ERP system and satisfies end user and administration requirements.
- Retooling of existing ORC research and commercialization applications to integrate with the new eRA system.
- Configuration of existing ORC third-party provided applications to connect with eRA and ERP suite and ERP system, supporting ORC redefined business processes.

## 2. PROJECT SCOPE

### 2.1 Project Scope

Below is the initial scope of Project Wahoo as proposed and funded. A detailed scope document will be developed and delivered as part of the project management deliverables.

The primary objectives for this project are as follows:

- Perform business process review and a fit gap analysis of current research administration business processes, policies and procedures.
  - Determine future organizational structure to support the redefined business processes.
  - Evaluate the current PeopleSoft environment to capture changes required to support and plan a successful PeopleSoft Grants implementation.
  - Develop a change management plan and strategy to support technical and cultural change at UCF.
  - Update and implement revised processes and policies based on industry best practices for enterprise wide research administration.
  - Perform a comprehensive eRA vendor selection analysis with input from university stakeholders ensuring flexibility for growth and newly designed business processes.
- Implement PeopleSoft Grants module and optimize the existing University PeopleSoft ERP instance.
  - Perform a fit gap analysis supported by the PeopleSoft evaluation completed in the previous phase of the project for the introduction of the Grants module into the

- PeopleSoft Suite. Ensure application functionality is aligned with new research business practices.
  - Implement standard reporting requirements from PeopleSoft financials systems.
  - Provide proper training to staff on the Grants module.
- Implement a third party eRA software suite that will replace the current pre & post award management module in the ARGIS system and has modules to serve research compliance needs.
  - Integrate selected eRA solution with ORC applications.
  - Implement standard reporting requirements from the new eRA system.
  - Provide proper training to staff on the new eRA solution.

## 2.2 Project Dependencies

A detailed analysis of project dependencies will be delivered in the project scope document but are summarized below:

- Successful implementation of PeopleSoft upgrade to version 9.2 in October of 2016.
- Availability of CS&T, resources to support technical requirements as they are defined by the project team and delivered to CS&T technical team.
- Availability of CS&T, ORC and FSS resources to deliver all three phases of the project.
- Active participation by the UCF user community, technical and administrative teams.
- Availability of ORC legacy system teams for integration, migration and testing activities.

## 2.3 Project Steering Committee

The Project Steering Committee will provide additional governance to the project management team and support the Executive Sponsor by monitoring the strategic direction of the project and providing policy guidance on the project deliverables. The committee will provide recommendations on the project approach and resolve issues escalated by the Executive Sponsor or Sponsorship team that are critical to the project’s success. General responsibilities include:

- The Executive Sponsor and project management team will bring any items that need direction, further discussion or a decision made so that this group can guide the project team to a successful implementation
- Assist Executive Sponsor on review and approval of change requests impacting scope, schedule, budget or quality
- Allocate necessary resources as required for project success
- Provide strategic guidance for external issues that may affect project success

Name	Title/Business Unit
Dr. Tom O’Neal	Associate VP for Research & Commercialization
Dr. Joel Hartman	Vice President Information Technologies &

Resources and CIO	
Dr. Debra Reinhart	Assistant VP for Research & Commercialization
Dr. Ivan Garibay	Assistant Professor - Industrial Engineering & Management Systems, Program Director UCF MS in Data Analytics
Bob Yanckello	Chief Technology Officer
William Merck	Vice President Administration and Finance & CFO
Tracy Clark	Associate Provost for Budget, Planning & Administration and Associate VP for Finance

## 2.4 Project Executive Sponsor & Sponsors

The Project's Executive Sponsor and sponsors will champion the goals and objectives outlined in this Project Charter, the value of the project to the organization, and ensure support and continuation of financials and make sure that changes are accepted by the affected business units affected. Detailed roles and responsibilities will be provided in the Project Scope Document. General responsibilities include:

- Provide clear direction for the project
- Ensure the project aligns to organizational strategy
- Ensure project objectives are clear
- Secure necessary resources
- Act as fiscal agent for complete project budget and funding
- Review/approve change requests impacting schedule, budget, scope or quality
- Assist in resolving escalations raised by the project team
- Participate as an active member of the Project Steering Committee
- Review project success and sign off on project closure documentation

Name	Title/Business Unit	Role
Dr. Elizabeth Klonoff	VP for Research and Dean of Graduate Studies	Executive Sponsor
Dr. Ozlem Garibay	Director - ORC Information Technology	Sponsor
Rebecca Vilsack	Director FSS Information Technology Financial Systems	Sponsor

## 2.5 Project Manager & Authorization

The Project Manager will develop, manage and champion the project plan and ensure schedule, budget, scope and quality are balanced appropriately against what has been outlined in the Project Charter. General responsibilities include:

- Lead the project team to deliver on goals and objectives
- Provide guidance and steering to project team members
- Make project decisions in order to deliver on the project plan, schedule and budget
- Monitor, manage and track project budget on behalf of Executive Sponsor & Sponsor
- Manage project communication among the project team and stakeholders
- Ensure the Project Sponsor and Project Steering Committee are aware of all risks and appropriately escalate issues affecting project success

Name	Title/Business Unit	Role
Charlie Smith	Sr. Project Manager - ORC Research Information Systems	Project Manager

### Project Management Authorization

The Project Manager, Charlie Smith, is hereby authorized to interface with management, negotiate for resources, delegate responsibilities within the framework of the project, and to communicate with all consultants and management to ensure successful and timely completion of the project. The Project Manager is responsible for developing the project plan, monitoring the schedule, cost, and scope of the project during implementation, and maintaining control over the project by measuring performance and taking corrective action.

## 2.6 Project Core Team

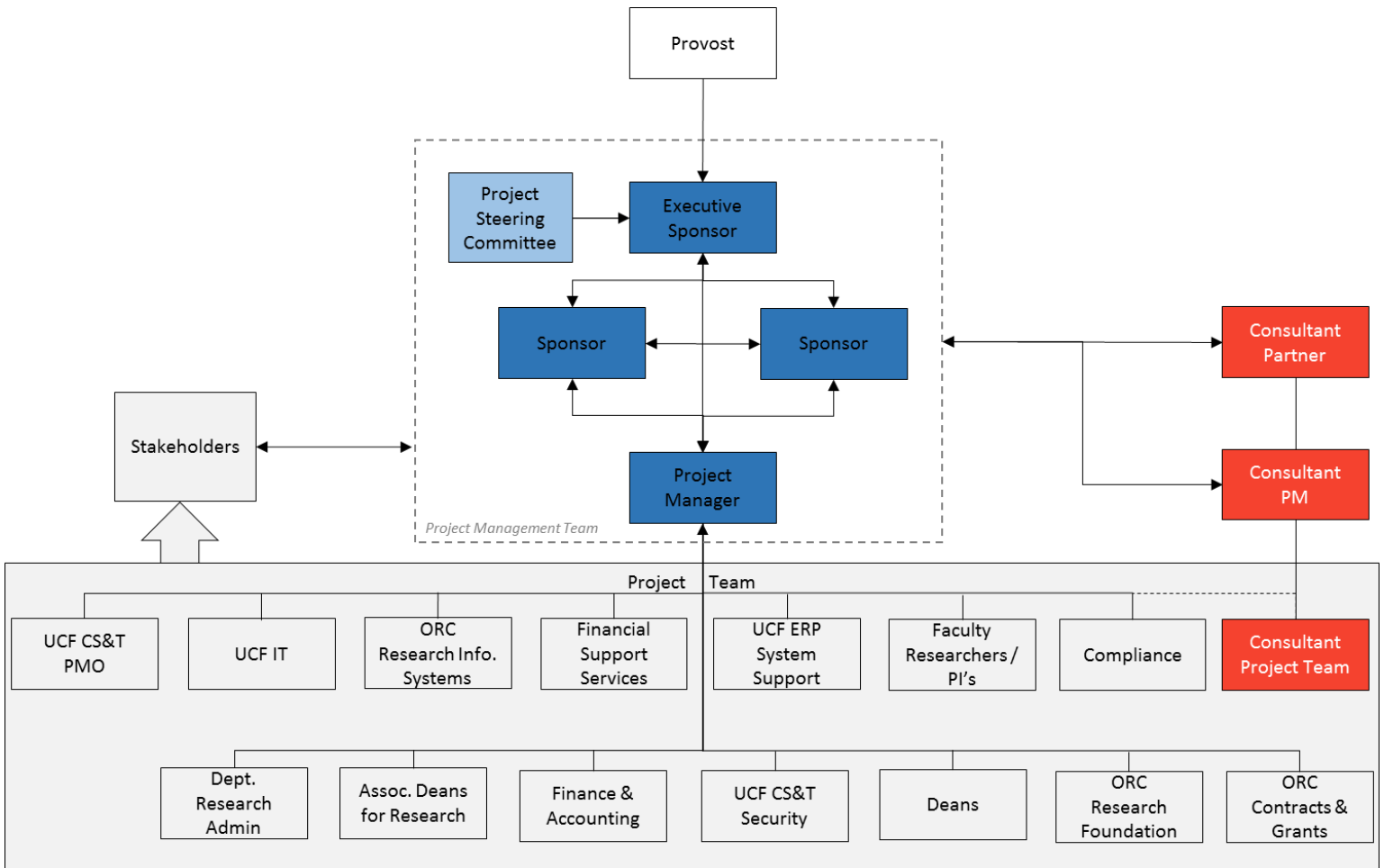
The Project Core Team will ensure that project deliverables are created according to the project plan and schedule. Below are key individuals identified for the project team. The expanded project team, roles and responsibilities will be outlined in the Project Scope document. General responsibilities include:

- Contribute to the success of the project by taking ownership of deliverables most appropriate to the role
- Proactively identify to the project manager all issues and risks affecting project success and/or completion of deliverables for which the team member is responsible
- Provide accurate estimates of task durations to support developing an effective project schedule



<b>Name</b>	<b>Title/Business Unit</b>
Douglas Backman	Director – Research Compliance
Dr. Jennifer Shambrook	Director – Proposals and Contracts & Grants
Kim Smith	Director – Research Foundation
Chad Macuszonok	Assistant Director – Research Information Systems
Shafaq Chaudhry	Assistant Director ORC Enterprise Systems & Operations
Christine Silver	Sr. Business Analyst - Research Information Systems
Dorann Mullins	Business Systems Analysis & Applications Access - Applications Systems Analyst Programming Manager
Brad Smith	Application Development & Infrastructure - Applications Systems Analyst Programming Manager
Michelle Greco	Associate Controller Contracts & Grants
David Canova	Interim Director - Enterprise Application Development
Kris Benoit	Project Management Office Manager
Chris Vakhordjian	Information Security Officer
Mark Wray	Information Systems Training Specialist Lead
Felicia Kendall	ERP Systems Support
Mary Stanley	Associate Director, Post-award Compliance

## 2.7 Project Organization



### 2.7.1 Project Change Request Process (PCR) & Issue Resolution

The PCR Process governs changes to the project scope during the life of the project. The purpose of this process is to standardize and optimize the evaluation, testing, training and installation of requested changes in the project scope and of requested new features and functionality that may be identified during the project.

- ORC Research Information Systems (RIS) PCR Form will be the vehicle for communicating any desired changes to the project. It will describe the change, the reason for the change, and the effect the change may have on the project.
- The project manager will engage the necessary resources and sponsors to review the proposed Change Request Form and approve it for further study or reject it. If the analysis of

the Change Request will impact the project schedule, scope or cost, the project manager will provide written notification to the sponsors and executive sponsor and ask for written authorization to proceed.

- The project manager will engage the necessary resources to perform an analysis of the requirements to implement the change and provide a cost estimate if required and expected delivery date for the change, or additional services based upon the type of request.
- The executive sponsor, sponsors and project manager must sign the approval portion of the Change Request Form to authorize the implementation.
- The associated form and Change Request Workflow will be maintained by the Project Manager.
- Issues that arise during the course of the project should be brought to the project manager for documentation and resolution. If the project manager is unable to resolve the issue within the project team, the issue will be brought to the project management team for sponsor or executive sponsor resolution. At all level of issue resolution, documentation around the decision making process will be maintained by the project manager.

## **3. PROJECT APPROACH**

### **3.1 Constraints & Assumptions**

- ORC leadership will ensure university customers and counterparts continue to receive normal business deliverables after internal business processes are redefined and any changes will be communicated in advance.
- ORC will collaborate with CS&T on hosted or non-hosted options when choosing an eRA provider.
- Migration of eRA system data will need to be available for implementation and integration of new eRA and PeopleSoft Grants.
- Implementation of the PeopleSoft Grants module will be accomplished by Financial Support Services in coordination with CS&T and ORC Research Information Systems (ORC RIS).

### **3.2 Risk Assessment**

- The current ORC model will not enable projected research growth to \$250 million/year without great cost to UCF. Our current model is appropriate for a \$30 million/year research enterprise, at our current processing level of \$145 million/year this model is operating at its limits and it is not cost effective or sustainable.
- The current ORC model does not support clinical trials based research. Clinical trials research is a large component of UCF projected research enterprise growth.
- The use of vendor-provided electronic research administration solutions paired with industry best practices will significantly reduce the compliance with federal regulations risk.

- Implementation of the PeopleSoft Grants module may drive significant changes in the current business process and in the PeopleSoft financials configurations. Leadership must support the change management processes required for successful Grants implementation and optimization of PeopleSoft Financials.

## 4. PROJECT DETAILS

### 4.1 Project Costs

- Approved Project Cost Breakdown

University of Central Florida Exceptional Budget Request				
Phase	Action	Approach	UCF Proposal Estimate 2016	Cost Share
1	Implement industry standard enterprise wide research administration business processes, policy and procedures	1. Perform business process review and gap/fit of research administration business processes, policies and procedures, technology and reporting	\$389,000	\$0
		2. Adopt and update revised processes and policies - Change Management		
		3. Electronic Research Administration (eRA) Software Implementation Consulting Services		
		<i>Sub - Total</i>	\$389,000	\$0
2	PeopleSoft Grants Module should replace ARGIS, and point PARIS to PeopleSoft for pre and post award accounting and reporting	Consultant Services for PeopleSoft Grants Implementation	\$392,000	\$0
		New & Existing UCF F&A/ORC Resources for PeopleSoft Implementation.	\$818,406	\$787,804
		PeopleSoft Grants Software License	\$252,500	\$0
		PeopleSoft Grants Software Maintenance	\$100,000	\$0
		CS&T Consulting Database environments set up for PeopleSoft. To include Dev, Test and QA	\$100,000	\$0
		<i>Sub - Total</i>	\$1,662,906	\$787,804
3	Replace and implement an electronic research administration (ERA) system with vendor offered solution	1. Perform ERA vendor selection process	\$0	\$0
		2. Proposal solicitation and selection		
		Implement eRA system	\$750,000	\$0
		New & Existing UCF F&A/ORC Resources for eRA Implementation.	\$0	\$892,006
		eRA Maintenance Fee estimate	\$50,000	\$0
<i>Sub - Total</i>	\$800,000	\$892,006		
<b>Total Costs</b>			\$2,851,906	\$1,679,810
<b>Project Total Costs</b>			\$4,531,716	

- Exceptional Funding Breakdown View Approved

Type of Funding Requested	Year 1	Year 2	Total	
Fiscal Year	FY 2016-17	FY 2017-18		
Recurring	\$ 292,802	\$ 292,802	\$ 585,604	
Non-Recurring	\$ 803,000	\$ 1,170,500	\$ 1,973,500	
Projected Budget	Year 1		Year 2 (incremental)	
	Recurring	Non-recurring	Recurring	Non-recurring
Faculty FTE				
Staff FTE				
Salary and Benefits	\$ 242,802	\$ 844,905	\$ 242,802	\$ 844,905
Other	\$ 50,000	\$ 823,000	\$ 50,000	\$ 1,110,500
Total Funding Required	\$ 292,802	\$ 1,667,905	\$ 292,802	\$ 1,985,405
Less: F&A Cost Share	\$ -	\$ 406,402	\$ -	\$ 381,402
Less: ORC Cost Share	\$ -	\$ 458,503	\$ -	\$ 433,503
Less: Contribution for Partners	\$ -	\$ -	\$ -	\$ -
Total Amount Requested	\$ 292,802	\$ 803,000	\$ 292,802	\$ 1,170,500

*Additional Cost Detail in Appendix A for reference*

## 4.2 Preliminary Timeline

- October 2016 – February 2017: Perform business process review and a gap/fit analysis of current research administration business processes, policies and procedures.
- March 2017 – May 2018: Implement PeopleSoft Grants module and optimize the existing University PeopleSoft ERP instance.
- March 2017 – May 2018: Implement a third party eRA solution to replace the current pre & post award management module in the ARGIS system.
- Finalized Statement of Work (SOW) with Attain & UCF Scope Document for Project 10/14/2016 pending Project Charter Approval.

## 5. SIGNATURE PAGE

### Charter Approval

I certify that I have read the charter document and it is an accurate representation of the project's goals and objectives to be executed upon completion of the supporting project management documents.

\_\_\_\_\_  
Executive Sponsor: Dr. Elizabeth Klonoff

Date: \_\_\_\_\_

\_\_\_\_\_  
Sponsor: Dr. Ozlem Garibay

Date: \_\_\_\_\_

\_\_\_\_\_  
Sponsor: Rebecca Vilsack

Date: \_\_\_\_\_

\_\_\_\_\_  
Executive Stakeholder: Dr. Joel Hartman

Date: \_\_\_\_\_

\_\_\_\_\_  
Executive Stakeholder: William Merck

Date: \_\_\_\_\_