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UNIVERSITY OF MISSOURI SYSTEM

August 12, 2004

TO: General Officers

FROM: Dr. Elson S. Floyd

SUBJ: PeopleSoft assessment by Strider & Cline, Inc.

The University of Missouri has gone a long way toward implementation of PeopleSoft since the General Ledger Module was first implemented in 2001 to improve and integrate our administrative processes. Subsequently, modules have been installed in the areas of Finance, Base Payroll and Human Resources, Recruit and Admit, Student Records, and Financials in the Student Administration.

As you are aware, recently I engaged Strider & Cline, Inc., to conduct a project assessment of the University's progress in installing PeopleSoft modules for Finance, Human Resources, and Student Administration. Given the constantly evolving nature of information technology, I believe that it is both beneficial and prudent to review periodically the current state of the implementation process and to seek direction going forward.

I have enclosed a copy of Strider & Cline's informative report. We will discuss the report's findings and recommendations during the General Officers' meeting next week. It will be difficult to implement all of the report recommendations due to the limited resources available; however, we should be in a position to implement some of the proposals having to do with executive sponsorship, decision making, accountability, and structure relatively soon.

Please take the time to review the report carefully and come prepared to ask questions. We will discuss next steps needed to move this project along. Your continued personal engagement is essential to the successful conclusion of PeopleSoft implementation.

ESF:nt

Encl.

Strider & Cline, Inc.
Consultants, Teachers, Mentors, Helpful People

University of Missouri System PeopleSoft Project Assessment Report

August 16, 2004

Prepared by:

Wayne Strider, Eileen Strider and Marie Benesh
Strider & Cline, Inc.

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1 Background

Dr. Elson Floyd, President of the University of Missouri System (UM) engaged Strider & Cline, Inc. (Hereafter "We") to conduct a project assessment of the UM PeopleSoft Implementations of HR, Financials and Student Administration. Dr. Floyd considers it prudent to review the current state of the implementations at this time and seek direction going forward.

The review focused on the following four areas:
- Executive Sponsorship and Decision Making
- Administrative Efficiencies
- Management Capability
- Technical Capability and Infrastructure

Sixty-one interviews were conducted between July 8 and August 3. We interviewed 247 individuals and reviewed 115 documents. The interview schedule and document list are included as attachments to this report.

This report is based on our perceptions from the interviews and documents we reviewed as best we could interpret them. We trusted that the people we interviewed spoke their truth. We looked for patterns in responses from interviewees and among documents. We used our considerable experience with information technology projects to make meaning from the patterns we observed. Our findings and recommendations assume that we have interpreted these patterns correctly, and that the perceptions of those interviewed are at least partially accurate. Since there can be errors in both, this report should be taken as information not absolute fact. The choice and responsibility remains with UM to decide what to act upon and what to discard.

Project History

The following project history was constructed based on interviews and documents available to us.

The precursor to the UM PeopleSoft Implementation Project had its genesis in 1995 under UM President George Russell. Dr. Russell appointed the Student Systems Planning Group to recommend steps to revamp the University's student-related administrative processes and supporting systems. The group recommended that the University replace the current Student Information System as well as Finance and Human Resources systems with a new integrated software package from PeopleSoft or another vendor. In 1996, UM President Mel George appointed a broad-based, University-wide committee to address the need for upgrades in the areas of Finance, Payroll and Human Resources.

A consulting firm was engaged between January 1997 and July 1998 to facilitate the assessment of HR, Financial, and Student Administration processes and systems.

The committee appointed by President George presented its report to UM President Manuel Pacheco in the Fall of 1997. The UM Board of Curators approved the UM PeopleSoft Implementation Project plan in December 1997. The PeopleSoft software was purchased March 1998, an implementation partner was selected in July 1998, and an executive director was hired in October 1998.

The initial implementation was the General Ledger Module in July 2001. Since then, the University has implemented all modules in the Financials System. Also implemented were Base Payroll and Human Resources.

Student Administration Recruit and Admit, Student Records, and Student Financials modules are implemented at UMR. Recruit and Admit is also implemented at UMKC and UMSL.

Currently, Position Management is not fully implemented and Benefits Administration is not implemented. The Student Administration Financial Aid module is not implemented on any campus.

2 Executive Summary

2.1 Introduction

This executive summary contains what we believe to be the most important and urgent findings as well as a recommended roadmap for going forward. Many additional important findings and detailed recommendations can be found in the body of this report.

2.2 Executive Sponsorship and Decision Making Findings

There is no executive sponsor for Student Administration at the UM System level. There does not appear to be an official executive sponsor for Reporting. No one seems to be responsible or accountable for these implementations at the UM System level.

Currently there is no project-specific cross-campus or cross-functional governance structure in place for PeopleSoft implementations and upgrades.

Decision making is the number one problem. This problem permeates all PeopleSoft implementation issues. The decision-making process is unclear. It is difficult to know when a decision has been made, why it has been made, or who made it.

2.3 Administrative Efficiencies Findings

Very little major business process redesign has been accomplished.

The UMR Student Administration implementation is plagued by implementation and data conversion problems.

We have seen no evidence of business requirements analysis or a business decision that would drive the technical decision regarding one versus four instances of Student Administration.

Issues lists are large in HR and Financials.

Lack of reports is a huge issue throughout the University.

Application software and data integrity may have been compromised by modifications within HR, Financials, and Student Administration. Cross-application integration may also be compromised.

2.4 Management Capability Findings

Two key leadership roles are missing: A Project Director and an Implementation Managing Partner. These roles will provide deep PeopleSoft-specific knowledge and skills in ERP project management, business process design, implementation methodology, database design, data administration, security, and testing.

A critical function is missing: Change Readiness. This function will manage the Communication, Training, and User Support activities. The Change Readiness function is critical to gaining organizational buy-in, managing expectations, and preparing the organization for a successful change.

Current technical and functional resources are stretched thin at UM System and campuses.

There is no overall cohesive project organization structure.

2.5 Technical Capability and Infrastructure Findings

There is contention for resources to support both production and development.

The following key technical roles are missing:

- Data Administrator
- Business Architect
- Business Analyst
- QA and Testing Professionals
- Project Documentation Librarian

2.6 Recommendations Roadmap

The Recommended Going Forward Roadmap on page 7 of this report depicts graphically the recommendations below in priority order.

Begin by re-establishing an overall project structure to manage PeopleSoft upgrades and implementations as projects. The following recommended actions are required to re-establish an overall project structure:

- Form an Executive Board and Steering Committee.
- Form Cross Campus Integration Teams
- Implement the recommended decision-making process.
- Begin Change Readiness as soon as this report is published.
- Fill key leadership roles:
    - Student Administration Executive Sponsor
    - Reporting Executive Sponsor
    - Project Director
    - Implementation Managing Partner
- Establish the recommended project organization structure.
- Plan and staff the project. Fill missing technical roles and backfill for functional users.

Once an overall project structure is re-established, we recommend a technical assessment of each implemented PeopleSoft module to determine the application software integrity, data quality, and cross application integration. These assessments will provide technical recommendations for repairs needed to stabilize these applications, improve functional usability, and improve the quality of data currently in production.

For Finance, the recommended repairs may be completed as part of the upgrade to Release 8.8.

For HR, we recommend the repairs be completed prior to implementing ARMS and the Benefits Administration module.

For Student Administration at UMR, we recommend the repairs be completed as a top priority. Implement Financial Aid only after the repairs are complete and the system is stable.

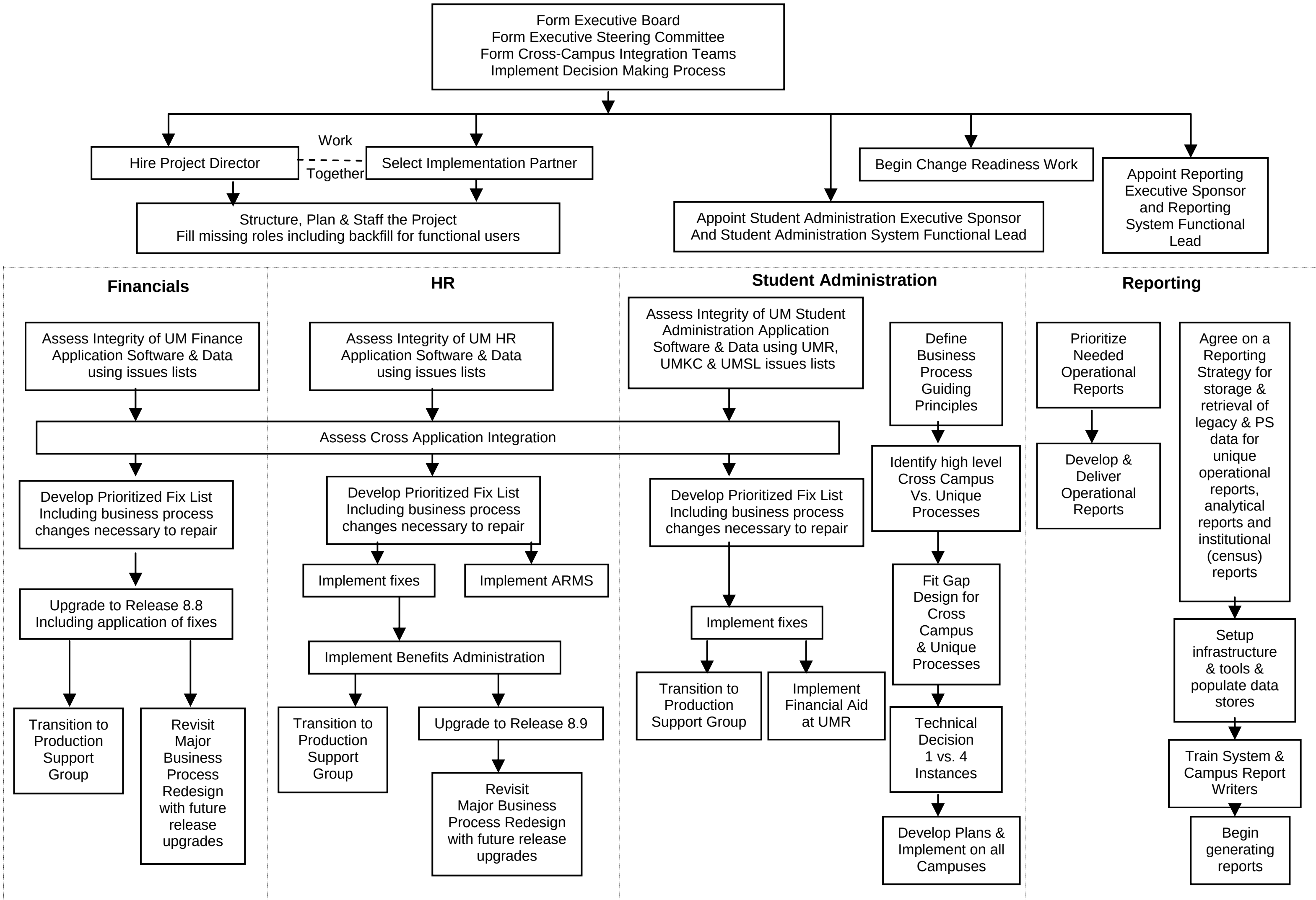
Once the production systems are stabilized, select specific end-to-end business processes to streamline as you upgrade to new releases and implement new modules.

Regarding implementation of Student Administration at other campuses, we recommend the UM System Executive Board first set high level business direction based on significantly more analysis of how the university wants to operate core student business processes. Some business processes may need to be unique at each campus while others could be the same at each campus. Some processes cross campuses and others do not. The Executive Steering Committee and Cross Campus Integration Team for Student Administration should conduct this analysis with expert business process facilitation and make recommendations to the Executive Board. The analysis should include options, cost, and business impact details. The Executive Board should approve the future direction for core business processes. Then Student Administration Fit-gap work can be done, including detailed business process redesign. Once the Fit-gap work is complete and the business processes redesigned, the technical decision can be revisited with enough information to make a sound business decision.

Reporting should be addressed by prioritizing immediate operational needs and producing these reports using dedicated resources. The reporting strategy for unique operational reports, analytical reports and census reports needs to be resolved so that the necessary infrastructure can be put in place and used.

We believe the University of Missouri can achieve significant value from your PeopleSoft investment by using the roadmap to guide your PeopleSoft project going-forward.

Recommended Going Forward Roadmap
For the University of Missouri PeopleSoft Implementations



3 Findings and Recommendations

3.1 Executive Sponsorship and Decision Making

3.1.1 Focusing Questions:

- To date what has the PeopleSoft initiative contributed to the UM System's strategy of achieving greater administrative efficiencies throughout the university system?
- Is the current executive sponsorship set up in a manner that encourages sound decision making and the executive attention required to meet stated goals of the PeopleSoft initiative?
- What should be the role of UM System and campus executives going forward to ensure that UM System achieves maximum value for the investment in PeopleSoft?

3.1.2 Findings:

The PeopleSoft HR, Financials, and Student Administration implementations to date have contributed very little to UM System's strategy of achieving greater administrative efficiencies throughout the university system. One exception may be in Procurement. We were told that seven methods of purchasing were reduced to two methods. It appears that the ASP goal of "streamlining the university's administrative processes" was abandoned when the decision was made to implement PeopleSoft in its vanilla form. At that point the ASP project became a technology project instead of a business transformation project, and was driven primarily by schedule and cost. Apparently, neither quality nor streamlining administrative processes were considerations. See Section 3.2 Administrative Efficiencies for more detail.

Executive Sponsorship:

There is no apparent role for executives such as the current Chancellors or the current UM System President. These executives have not been actively involved in the PeopleSoft implementations. This is understandable given that ASP Project and subsequent PeopleSoft implementations became viewed as a "technology project" and no clear roles were defined for them.

<u>Student Administration</u>

There is no executive sponsor for Student Administration at the UM System level. There are key leaders on the campuses that are willing to be responsible and accountable for sponsoring these implementations.

HR, Payroll, and Financials
The executive sponsors at the UM System level for HR, Payroll, and Financials are clear, however, it is not clear to us who the campus sponsors are for these modules.

Reporting
There does not appear to be an official executive sponsor for reporting.

Governance Structure:

In the past the ASP Project had been structured as a project. The ASP Project had a steering committee for governance. When the ASP project structure was dismantled and became the AITS organization the project structure was lost as well as the governance structure. The dismantling of the project structure and governance structure was premature. Future implementations of Student Administration modules and upgrades of HR and Financials modules are sizable efforts and therefore need to be structured as projects.

Currently there is no PeopleSoft Project-specific governance structure. There is a recently reconstituted IT Steering Committee. The roles and responsibilities of the IT Steering Committee related to PeopleSoft implementations are unclear. The committee's name sends the wrong message. "IT Steering Committee" reinforces the notion that PeopleSoft is a technology project.

Currently there is no cross-campus or cross-functional governance structure in place for PeopleSoft implementations and upgrades.

Leadership:

The UM System project leadership of the ASP project was described to us as "implementation by intimidation." We heard that when some individuals on the campuses questioned a decision they were labeled "disloyal", "resistant to change", and told to get on with it. Some people feared for their jobs. From what we can tell the leadership of the ASP project seemed to have created a closed human system in which there was a lack of trust, guarded communication, and no way to get new information and feedback into the system.

Decision Making:

Decision making is the number one problem. This problem permeates all PeopleSoft implementation issues. The decision-making process is unclear. Decisions are not documented, dated, or signed. We had difficulty tracing decisions to their source in terms of who made them or why they were made. Decisions are not communicated in a clear or consistent way. Sometimes decisions are reversed without notice. Because of this people throughout the university system make up stories about what happened; for example, "The System" decided or a particular VP at the System decided or "It's a mystery." For example, some people on the campuses perceive that decisions are being made for Student Administration at the UM System level, but because the decision-making process is unclear they really don't know who is making the decisions.

There doesn't appear to be a process for making cross-campus or cross-functional decisions on PeopleSoft implementations (i.e., HR, Financials, Student Administration.)

Campus users told us that they were repeatedly asked for and gave their input. The same users said they could not tell that their input was used in making decisions.

Go-live decisions seem to be more driven by date than by readiness. The prevailing UM System attitude seems to be: Just put it in and fix it later. We could find no evidence that cost, quality, or business impacts are routinely considered in Go-live decisions.

Goals & Objectives:

The goals of the ASP Project have been stated consistently from the beginning as follows:

1. Streamline the University's administrative processes.
2. Replace the University's administrative software with PeopleSoft as our new tool to do business.

As it stands currently goal #1 has been abandoned. Goal #2 is partially completed. HR and Financials have been implemented. There are outstanding issues with both HR and Financials that have been identified and are being worked. Student Administration at UMR remains chaotic. Not all Student Administration modules have been implemented at all campuses.

Some people told us they recognize potential albeit unrealized benefits of PeopleSoft HR, Financials, and Student Administration implementations. Others told us they don't see the benefits at all.

We heard from several people that the legacy SIS system also had major problems when it first went live. We also heard that some errors in the legacy student data that were previously undetected are being discovered due to the increased capability of PeopleSoft Student Administration modules.

Human Cost:

We were told that some people routinely work 80+ hours per week in order to keep up with both their regular jobs and the PeopleSoft project work. UMR thinks they may have lost students due to the inability to get financial aid packages out. The impression we get from our interviews is that the human cost of the PeopleSoft implementations has been significantly higher than the benefits received. People are tired of guessing wrong and tired of trying to be heard.

Despite the high human cost people are to be commended for their heroic efforts to make the systems work in spite of all the problems. Most people continue to demonstrate their willingness to do whatever it takes to make the new systems work.

3.1.3 Recommendations:

Executive Sponsorship:

Student Administration Sponsor: Identify an executive sponsor for PeopleSoft Student Administration immediately.

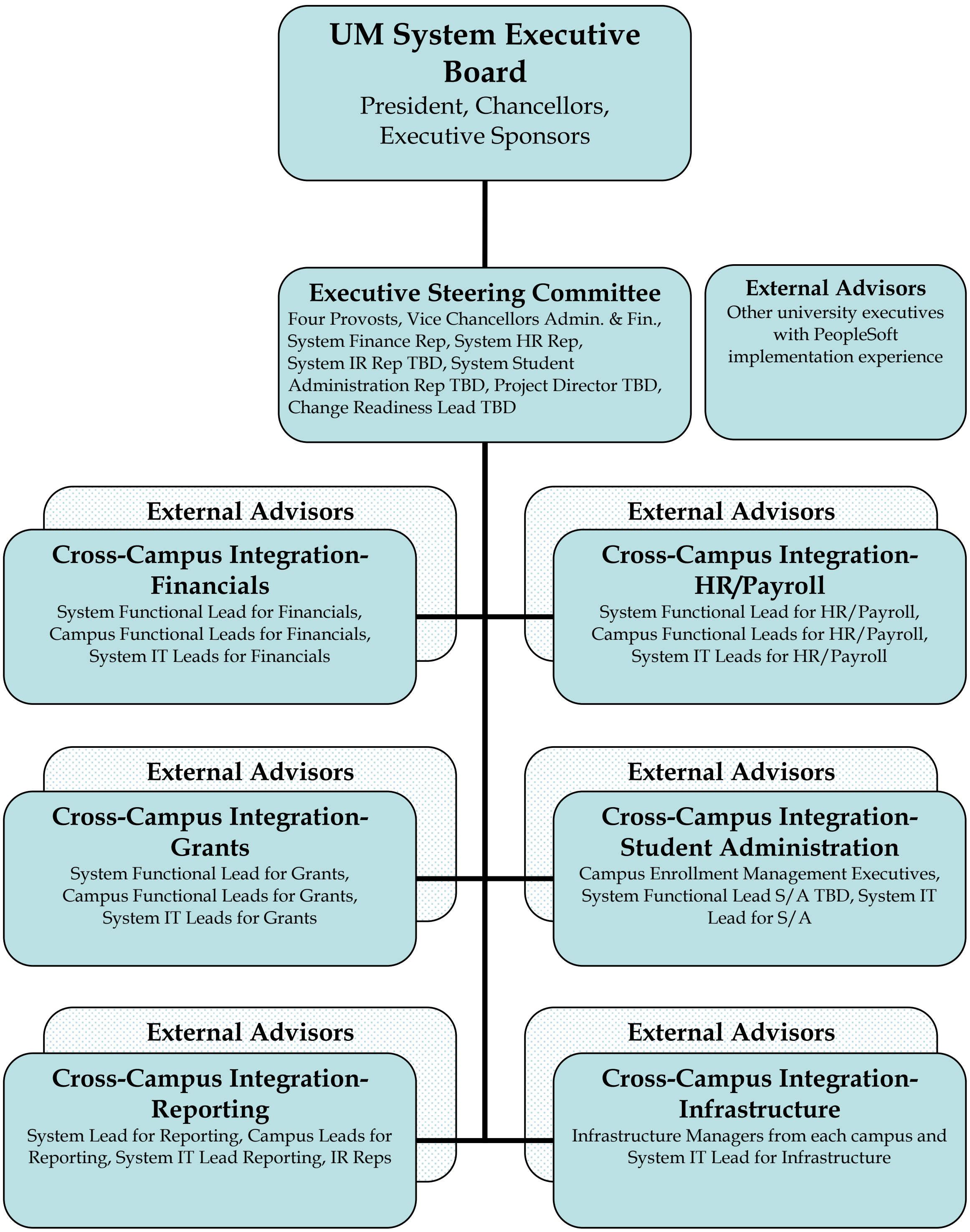
Reporting Sponsor: Identify an executive sponsor for Reporting immediately. The UM System President should hold the executive sponsor for Reporting accountable for overseeing the implementation of the reporting recommendations in Section 3.2 Administrative Efficiencies.

Accountability: UM System President should hold the executive sponsors for HR, Financials and Student Administration accountable for making decisions together that affect the integration of their sponsored modules.

Governance Structure:

Adopt the following governance structure to provide missing executive oversight and cross-campus and cross-functional involvement in the decision-making process. The governance structure clarifies the roles of UM System and campus executives going forward to ensure that UM System achieves maximum value for the investment in PeopleSoft.

Recommended Governance Structure



Roles and Responsibilities of the UM System Executive Board

- Establish and oversee achievement of the broad goals and objectives for future PeopleSoft implementations and upgrades.
- Approve additional project funding over a dollar amount to be established by the UM System Executive Board.
- Approve any increase in the charges to campuses for future PeopleSoft implementations and upgrades and on-going support.
- Approve Cabinet-level policy changes.
- Give final approval of go-live decisions on PeopleSoft module implementations and upgrades, and new custom-developed non-PeopleSoft applications with recommendations from the Executive Steering Committee.
- Meet quarterly and as needed to review project status and make decisions.

See section 3.3.3 for Roles and Responsibilities of the Executive Sponsors.

Roles and Responsibilities of the Executive Steering Committee

- Project Director facilitates these committee meetings.
- Oversee implementations and upgrades of HR, Financials, and Student Administration modules.
    - Review and approve business process changes.
    - Review and approve policy changes.
    - Review project progress.
- Assure cross-functional integration.
- Resolve cross-functional issues escalated from Cross-Campus Integration Teams.
- Recommend go-live to the Executive Sponsors.
- Recommend changes to Executive Sponsors regarding:
    - Project business objectives
    - Scope of project
    - Current project budget
    - Go-live date
- Escalate issues appropriately to the Executive Sponsors using the issues decision packet. See attachment Issue Decision Packet Instructions.

Roles and Responsibilities of the HR, Financials, and Student Administration Cross-Campus Integration Teams

- System functional lead chairs this committee.
- Direct cross-campus business process redesign work.
- Recommend go-live to the Executive Steering Committee.
- Approve functional and technical requirements.
- Escalate issues to the Executive Steering Committee using the issues decision packet. See attachment Issue Decision Packet Instructions.
- Prioritize production issues.

Roles and Responsibilities of the Cross-Campus Infrastructure Team

- System IT lead for Infrastructure chairs this team.
- Approve technical architecture recommendations (i.e., browsers, platforms.)
- Resolve other cross-campus infrastructure issues.
- Escalate infrastructure issues to the Executive Steering Committee using the issues decision packet. See attachment Issue Decision Packet Instructions.

Roles and Responsibilities of the Cross-Campus Reporting Team

- System reporting lead chairs this team.
- Approve functional and technical requirements for system-wide standard analytical and census reports
- Approve recommendations from the HR, Financials, and Student Administration implementation teams on Reporting issues using the issues decision packet. See attachment Issue Decision Packet Instructions.

Leadership:

Leadership Style: We recommend that the individuals who fill all key leadership roles described in this report provide leadership that is collaborative and rebuilds trust. They should seek to reopen closed communication channels. They should firmly establish the project as a business project not an IT project. They should create expectations for success not failure.

Leadership Characteristics: The kind of leadership required for success going forward has the following characteristics:

- Actively carries out responsibilities.
- Visibly supports the decisions made by the new Project Director and new Governance Structure.
- Willing to be accountable for their decisions.
- Holds subordinates accountable for what they say they are going to do.
- Willing to hear, acknowledge and address problems creatively without blaming.
- Actively seeks feedback.
- Follows through on commitments.

Decision Making:

Decision Making Process: Develop a consistent formal decision-making process that encourages cross-campus collaboration. We recommend that the decision–making process be made clear to everyone throughout the university system and all campuses. Major project-related decisions need to be documented, dated, signed, published and stored in the project library so that the reasons for decisions can be clearly understood and so that decisions are traceable.

Decision Making Matrix: Use a decision-making matrix such as the one below to ensure that major decisions are made at the right level of governance by people who have the authority, responsibility, and knowledge to act.

Decision-Making Authority Matrix

Governance Group and Decision Criteria	**Organization(s) Affected by the Decision**	**Authorized Decision Makers**
Cross-Campus Integration Teams -Recommend business process changes to Executive Steering Committee -Recommend policy changes to Executive Steering Committee -Approve technical and functional requirements	More than one campus is affected but only a single function (i.e. Financials)	Consensus of the affected single cross-campus functional team. Project Director concurs.
	Multiple functions and/or campuses are affected.	Consensus of the affected multiple cross-campus functional teams. Project Director concurs.
Executive Steering Committee -Approve business process changes -Approve policy changes -Resolve cross-functional issues -Recommend Go-Live to Executive Sponsors	All Campuses & UM System	Consensus of the Executive Steering Committee. Executive Sponsors concur with business process and policy changes.
Executive Sponsors Approve changes to: -Project business objectives -Scope of project -Project budget up to approved limit Recommend Go-Live to UM System Executive Board	Single Function (i.e. HR)	Appropriate Executive Sponsor
	Multiple Functions (i.e. HR and Financials)	Consensus of affected Executive Sponsors
UM System Executive Board If the decision affects ANY one of the following: -Additional project funding over a dollar amount to be established by the Executive Board -An increase in the rate charged to campuses for the PeopleSoft project -Cabinet-level policy changes -Go-live final approval	All campuses & UM System	Consensus of the Executive Board with the President as final authority.

Issue Decision Packet: Use a standard form for bringing issues to be decided to governance groups and project leaders. Such a form provides a consistent way of documenting issues, options, impacts, and the decisions made. See attachment Issue Decision Packet Instructions for an example.

Go-Live Criteria:
Define Go-Live Criteria and use them to make final go-live decisions. The Go-Live Criteria is a list of key project tasks that must be completed successfully before the system goes live. The Go-Live Criteria should be used by the UM System Executive Board to make a final "Go or No Go" decision. Here are some sample Go-Live Criteria.

Sample Go-Live Criteria

Current Date: (fill-in)

Tasks Required for Go-Live	**Completion Criteria: What must be completed before Go-Live**	**Status of Completion Criteria**	**Go-Live Status** Go = complete Warning = Not totally complete Stop = Not complete	**Comments**
TESTING System testing complete and signed-off Regression testing complete User acceptance testing complete	419 Scripts 178 Scripts 21 Users signoff	419 scripts complete & signed off 178 scripts complete 19 of 21 signoffs	**GO** **GO** **WARNING**	
USER READINESS Financials Sandbox up-to-date and available Training materials completed GL users trained General Ledger Reporting training materials completed	Sandbox available 6 courses 50 users trained 1 course, 4 pilot sessions conducted	Sandbox available 5 of 6 complete 30 users trained Course development in progress, 0 of 4 pilot sessions conducted	**GO** **WARNING+** **STOP** **WARNING**	
REPORTS Grants Reports tested	Run full set of grants reports using converted data. Compare report data in new reports to baseline reports. All department chairs sign off on the reports.	10 of 10 department chairs signed-off	**GO**	Approved by all Chairs as of May 1.
Note: Add as many tasks as necessary to ensure a successful implementation. Consider adding HR, Financials, and Student Administration on-line transactions, conversions, reports and interfaces.				

Goals & Objectives:

We recommend the following actions as your going forward goals. They should be accomplished in the order listed.

1. Re-establish the Project.
2. Stabilize the current HR, Financials and Student Administration modules in production and resolve reporting problems.
3. Implement new modules and upgrades.
4. Re-visit streamlining business processes end-to-end.

Going-Forward Roadmap (see also the graphic on page 7)

Begin by re-establishing an overall project structure to manage PeopleSoft upgrades and implementations as projects. The following recommended actions are required to re-establish an overall project structure:

- Form an Executive Board and Steering Committee.
- Form Cross Campus Integration Teams.
- Implement the recommended decision-making process.
- Begin Change Readiness as soon as this report is published.
- Fill key leadership roles:
    - Student Administration Executive Sponsor
    - Reporting Executive Sponsor
    - Project Director
    - Implementation Managing Partner
- Establish the recommended project organization structure.
- Plan and staff the project. Fill missing technical roles and backfill for functional users.

Once an overall project structure is re-established, we recommend a technical assessment of each implemented PeopleSoft module to determine the application software integrity, data quality, and cross application integration. These assessments will provide technical recommendations for repairs needed to stabilize these applications, improve functional usability, and improve the quality of data currently in production.

For Finance, the recommended repairs may be completed as part of the upgrade to Release 8.8.

For HR, we recommend the repairs be completed prior to implementing ARMS and the Benefits Administration module.

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Reporting should be addressed by prioritizing immediate operational needs and producing these reports using dedicated resources. The reporting strategy for unique operational reports, analytical reports and census reports needs to be resolved so that the necessary infrastructure can be put in place and used.

Human Cost:
Appreciate: Find an appropriate way to let all the people involved in the PeopleSoft implementations know how much their efforts and dedication are appreciated.

3.2 Administrative Efficiencies

3.2.1 Focusing Questions:

- What business process changes and organization structure changes have been made to date to ensure efficient and effective administrative services using PeopleSoft?
- What are the expectations regarding business process and organization structure change going forward?

3.2.2 General Findings:

General Business Process Change:

Streamlining Business Process
One of the two original goals for the PeopleSoft implementation was to streamline business processes. The University did not achieve nearly the benefits that streamlining business processes could have achieved. Prior to the PeopleSoft implementation, significant work was done to assess the business processes in Human Resources, Finance

and Student Administration. An outside consultant worked with teams to map current processes, select processes for optimization, redesign and map some of those processes and document open issues and opportunities.

In the early phases of the PeopleSoft implementation, that process work was put "on the shelf." This was a major disconnect between the University's goal of streamlining processes and the way implementation was handled. A shift to a PeopleSoft "vanilla" implementation caused business process redesign to be abandoned.

In addition, there seemed to be no common goal for defining what "Streamlined Processes" meant. Users therefore interpreted this to mean "easier or faster data entry." The concept of end-to-end business process redesign was lost.

Fit-gap Analysis

Once the ASP project began, there was no method used to look at business processes in comparison to the delivered PeopleSoft functionality. During the Fit-gap phase of the project, "brainstorming and blue-sky" sessions were held, but no real process mapping or incremental process improvement methods were applied. Therefore, few University-wide or campus-wide business process improvements were achieved. The one exception is in the Procurement processes where some process redesign, streamlining and organization changes occurred.

We found little evidence that a consistent requirements analysis process was used to capture user needs. There was little communication back to the users about what they could actually expect to receive upon implementation. Users didn't know what the PeopleSoft "vanilla" processes could offer through the multiple, complex selections available during initial setup. In many cases users still are not fully aware of the capability that could be provided by the PeopleSoft software. There are unrealized opportunities for incremental business process improvement and end-to-end business process redesign that could be gained with the assistance of an implementation partner with deep knowledge of the PeopleSoft modules.

Some technical people were prohibited from attending fit-gap sessions. They were expected to fix problems and understand new requirements for modifications, even though they had not developed a working understanding of the business processes. Although eager to help users, these technical resources are not fully trained to guide users through the selection of options that could enable incremental business process improvement. Also, these technical resources were not able to fully analyze the ramifications of requests for modifications.

Vanilla Implementation

Even though a shift to a "vanilla" implementation occurred, many customizations were made. Some customizations were driven by problems encountered while planning and testing, and when problems were discovered after PeopleSoft was in production.

Data Entry

Users have complained that data entry is difficult and cumbersome and often takes much longer in the new system. Some usage issues may be associated with the ineffective use of PeopleSoft security. Security can be used to limit fields, values and panels that users have to work through. The initial setup of security can be very complicated, but could eliminate some entry and viewing issues if reanalyzed.

Because users were frustrated with the data entry process in PeopleSoft, custom data entry applications were built "in front of" PeopleSoft to try to make the PeopleSoft system look and act like the legacy systems. In some cases, the editing functions in these applications are less rigorous than in the PeopleSoft application and allow inconsistent data to be entered and loaded into PeopleSoft. In other cases, the applications demand duplicate entry.

Shadow Systems

Shadow systems have increased due to a lack of trust in the data in the PeopleSoft system. These shadow systems result in duplicate work for the end users and discrepancies in data between applications. Some data issues are a result of incorrect and incomplete data conversion. Some data issues result from data entered incorrectly in the PeopleSoft system or in the custom data entry applications.

Reporting

Reporting has not received adequate attention. Reporting is perceived as a huge problem resulting in a high level of frustration and angst. Users have found that they are required to put more data into PeopleSoft on the front end. They were led to believe that they could easily get useful reports out of PeopleSoft. Users told us that it is difficult if not impossible for them to get operational, analytical, and census reports out of PeopleSoft.

Some users provided reporting requirements to the ASP project team, but reports were not fully delivered. Reporting also was not treated as part of a business process. For example, Grants reporting is part of the process "Initiating and Managing Grants." The inability to get adequate reports continues to be one of the most frustrating issues across all campuses and at all levels of the organization. We could find no evidence of dedicated resources and organization structure to provide the requested reports. Three levels of reporting are required: operational, analytical, and census. None have been adequately addressed.

A multitude of reporting tools are delivered with PeopleSoft. These tools address the needs of different types of reporting and the different skills of users. Users received inadequate training in using these reporting tools. Users also expected to combine information from any number of modules and databases in one report. To do this requires the use of a data warehouse and more sophisticated tools. PeopleSoft EPM was licensed as a reporting tool. However, UM was unable to successfully use EPM for their reporting needs, leading to a negotiated settlement with PeopleSoft for JumpStart.

A reporting task force was commissioned by the UM Vice Presidents in December 2002. The task force published Developing a University-wide Data and Reporting Strategy Final Draft Recommendations (document #94) in May 2003. More than a year later users told us they don't understand what is happening with reporting. More recently PeopleSoft has been working with UM System IT on JumpStart to provide a warehouse for reporting.

The Reporting Task Force and JumpStart teams differ significantly in terms of a reporting strategy and there appears to be no executive sponsor who could help them reach consensus on a cohesive reporting strategy.

<u>Culture</u>
The UM System and Campuses were not adequately prepared for the changes that were inherent with the implementation of PeopleSoft. These changes are part of any large-scale systems replacement, no matter who the vendor is, or even if the system is custom-built. We heard that similar issues arose in the original implementation of some legacy systems.

In order to achieve business process improvements, under any circumstances, a change in culture is necessary. Redesign teams need to be encouraged to ask difficult policy questions, challenge old ways of doing work and feel appreciated in doing so. Decision-makers need to be available to teams to support the recommended changes and help them turn resistance into positive acceptance.

Early in the ASP project, the culture that supported the 1997-1998 Business Process Redesign efforts of Human Resource, Finance and Student Administration was replaced with a culture that squelched new ideas and drove innovation into hiding. Individuals and groups on every campus and in every area we interviewed nevertheless hold out hope for the opportunity to change and improve their processes in the future.

3.2.3 General Recommendations:

General Business Process Change:

Incremental Business Process Improvement: Seize opportunities to do incremental business process improvement during upgrade planning and during stable times between upgrades. For example, a small improvement in the PAF process, cited above, would be to save data in the original web-based form and load it into PeopleSoft in a nightly batch process. It is unlikely that the organization is ready to do major business process redesign at this time. Too many changes have occurred and the organization is currently struggling to reach stability.

Consultants: Invest in consultants who are experienced in the specific PeopleSoft modules for future upgrades to help guide the users through incremental business process improvements. Look especially for improvements that can be implemented through changes in the setup and configuration of the vanilla PeopleSoft software. Re-examine the use of custom-developed front ends to PeopleSoft.

End-to-end Business Process Streamlining: In the long term, after the systems are stable, redesign processes for end-to-end efficiency. For example, the PAF process might be redesigned to allow entry at the source of the data. Use workflow to notify appropriate management to approve the entry, and then automatically process it.

Consistent Requirements: Require a consistent requirements analysis process be implemented and used for any changes, whether small production updates or larger upgrade implementations. All modification requests should undergo a thorough analysis to determine if the functionality requested is already a part of PeopleSoft but has not been implemented, set up properly or configured. Decisions about modifications should be made with full knowledge of the implications within and across modules. (See Section 3.1 Decision Making and the attachment Issue Decision Packet Instructions)

Current Data Issues: Clean up the current issues with converted data and include conversion in the go-live criteria for future implementations and upgrades in order to reduce the use of shadow systems. Develop a data strategy for the conversion, storage and retrieval of current and historical data, including archiving.

Reporting: Include reporting as part of each process in new module implementations, upgrades and enhancements. Add specific reporting requirements to the go-live criteria.

Missing System-wide Operational Reports: UM System IT should identify and prioritize the missing system-wide operational reports. Dedicate resources to deliver the missing reports quickly. Identify a person in HR, Financials and Student Administration whose job it is to manage the delivery of system-wide operational reports.

Reporting Resources: Provide standards, tools, full time DBA's, full time report writer experts for complex analytical reports, training, HELP, data dictionary, operational, analytical, census, and legacy data stores, and a full time manager to manage all this at the System IT level. Each Campus IT department should identify or hire a PeopleSoft-skilled report writer expert to develop and deliver custom operational, analytical, and census reports for their functional users. Some campuses have individuals who could be trained in the appropriate tools and who already have a good working knowledge of the data.

Reporting Strategy: Settle on a reporting strategy and resolve the disconnect between the Report Task Force and JumpStart efforts. Use the tools already purchased.

Culture: Capitalize on the surviving culture of optimism and innovative thinking.

3.2.4 Specific Functional Area Findings:

HR/Payroll:

The initial HR implementation and subsequent upgrade are complete, but a large list of outstanding issues still exists. The HR functional and technical teams have prioritized and are working through the list of issues.

Reporting is considered to be the single most important issue in HR but has little technical support at this time. No one is assigned to help the HR users develop reports at the System or campus level and they continue to try to request help from an already over-committed development team.

Some business processes are still operating much as they did in the legacy systems, and new functionality available with PeopleSoft has not been used to advantage. Some of these business processes were redesigned in 1998 and that redesign has not been implemented. An example of this is in the Personal Action Form (PAF). Currently, employee data is entered into a web-based form and then printed. The entered data is erased when the user exits the form. The printed form is then sent to HR Payroll for manual entry into PeopleSoft.

In the 1998 Process Redesign, a complete and detailed analysis was done on the PAF process. The process was redesigned and included needed changes to policies, and a map that showed how each type of information would be handled. The guiding principle for this process included a "single source" of data entry, from the applicant, the employee, or the hiring manager. No entry would need to be done by central HR. This improvement has never been implemented. (See Document: ASP Phase II: Current Process New Hire and Maintain Employee Records Process Maps, dated June 9, 1998 and Human Resources Redesign Project Final Report.)

The PAF web-based form and other "front-ends" have also led to confusion. Some users don't know the differences between "PeopleSoft" and other applications, so all problems are described as "PeopleSoft problems."

The HR team is currently planning the implementation of the Benefits Administration module. They have contracted a skilled resource from IBM to help them with this. The system is targeted for implementation in June 2005.

The HR Team is also working on the ARMS project, a custom-developed leave accrual module. They plan to demo the system in August of 2004 and to deliver it in February 2005.

Financials:

The Financials implementation generated a large list of outstanding issues that is being worked on by the functional and technical teams.

Reporting for the System Finance group seems to be more accessible because of their use of the two-tiered client-server interface. They have direct access to SQR because of the two-tier structure of PeopleSoft Financials release 7.5 where other groups do not. They also have users skilled at report writing using this tool and can develop reports without much assistance from IT resources.

The Fiscal Officers have reported that it takes two to three times longer to get their work done in the new system. Reporting is inadequate at the campus level, and reporting on projects was noted as particularly poor.

There are mixed perceptions about the quality of the data in the Finance system. Some users report having little or no trust in the system and are using shadow systems to supplement PeopleSoft applications. Some users report a higher level of trust in the data than in the legacy financial system.

Users are frustrated by the lack of a PeopleSoft Budget Planning Tool. They expressed a need to use Excel spreadsheets to develop their budgets.

Finance is preparing for a significant upgrade (version 7.5 to 8.8) and is planning to "go live" on December 28, 2004.

Grants:

Grant users are largely unsatisfied with the PeopleSoft implementation. The major issue is proposal generation. There are too many screens and too much data required to create a proposal. Principal Investigators (PI's) do not want to spend their time entering the data. The UMKC campus has developed a custom front-end that is managed by the Grants office. Some grants offices enter the data for the PI's.

Reporting is a significant issue in the Grants module, especially the inability to produce standard NIH proposal forms. The proposal form in PeopleSoft is two NIH releases behind (understandable since UM is running Grants version 7.5, released in the late 90's.) This form problem may be addressed with the upgrade to version 8.8.

Some users said they see a "tremendous capability" for reporting if they can get past the issues of data entry and start using the system as designed.

Accounts Payable/Procurement:

AP/PO appears to have had the most success in implementing new business process in concurrence with the PeopleSoft implementation. Business processes were modified, methods of buying were reduced from seven to two and organization structure change was completed. They were assisted in this effort by a knowledgeable procurement consultant.

Student Administration:

The Student Administration implementation at UMR is a critical issue for the University. Many serious problems continue to plague the users. Although Student Financials "go-live" was postponed several times, the system still was not ready when it went live. There were many known problems and testing had not been completed in some areas. Data conversion was not complete upon "go live". There was pressure to go live in January 2004 because the implementation had already been postponed twice before.

Users cited many cases of incorrect data causing reporting and processing problems. Some data issues are the result of poor data conversion while some are a result of limited editing on custom front ends. Users are still hand entering conversion data into the new system.

Spring Semester Billing was error-ridden and caused a serious impact on students and their families because of incorrect bills. Billing has now been customized for UMR to better serve their needs, but the impact of this customization has not been analyzed against the needs of the other campuses.

The Student ID in Student Administration appears to conflict with the EmplID in HR and causes processing problems in both Student Financials and Registration.

UMR contracted with CollegeNET for a front-end for Admissions.

Orientation postcards were erroneously sent to students registered on other campuses within the UM System.

UMR has been unable to use the automated pre-requisites checking process in PeopleSoft. They must do this manually each semester.

Reporting is a serious problem for users in this implementation. We heard there are no reports generated out of Student Financials to date. This is a particular problem for the Cashier services.

There continues to be a debate about whether to implement one instance of Student to be shared by all campuses, or to implement four instances with each campus having their own database. If a decision has been made about this, it is unclear to the users what the decision is and who made it.

In the 1998 Process Redesign, a complete and detailed analysis was done on the Recruit and Admit process. The process was redesigned. These business process changes have never been implemented. (See Document: ASP Phase II: Student Services Process Improvement Final Report, dated June 10, 1997)

Legacy Systems:

Human Resources and Finance legacy applications are shut down. The historical data is still needed and available. The legacy Student Information System continues to run for UMKC, UMSL and UMC.

3.2.5 Specific Functional Area Recommendations:

HR:

Outstanding Issues: Prioritize and fix the list of outstanding issues.

Report Writer: Assign and/or hire a dedicated skilled PeopleSoft report writer to complete the outstanding list of reports needed by System HR and the list of standard operational reports needed by campus HR users.

Custom Developed Interfaces: Re-examine the use of custom developed interfaces and front ends as new releases of PeopleSoft become available. Look for opportunities to use PeopleSoft delivered functionality instead.

Benefits Administration and ARMS: After assessing and fixing current issues with the HR modules already implemented, proceed with the implementations of ARMS and Benefits Administration. This will allow you to build upon a stable HR system.

Financials:

Outstanding Issues: Prioritize and fix the list of outstanding issues.

Report Writer: Assign and/or hire a dedicated skilled PeopleSoft report writer to complete the outstanding list of reports needed by System Finance and the list of standard operational reports needed by campus Finance users.

Upgrade to Release 8.8: After assessing and fixing current issues with the Financials modules already implemented, proceed with the upgrade to Release 8.8. This will allow you to build upon a stable Financials system.

Grants:

Outstanding Issues: Prioritize and fix the list of outstanding issues.

Functionality: Assess the functionality in version 8.8 to determine if it can resolve some outstanding issues and reduce the difficulty of data entry. Also explore the use of PeopleSoft security to reduce the complexity of data entry.

Data Entry Strategy: Decide on a strategy for entering Grants data into the PeopleSoft system. There could be several options and they could be different by campus. For example, one campus could elect to enter data for the PI's at a central office. Another may choose to train PI's to enter the data themselves. Another campus may prefer to build a custom front-end for data entry. Regardless of the method, require the data to be entered and edited completely so that the full benefits of the product can be utilized. Version 8.8 provides new technology (XML) that allows easier feeds to the standard NIH submission forms.

Report Writer: Assign and/or hire a dedicated skilled PeopleSoft report writer to complete the outstanding list of reports needed by campus Grants users.

AP/PO:

Incremental Business Process Improvement: Continue the incremental business process improvements when the opportunity arises, such as during the 8.8 upgrade.

Workflow: Share learning about the use of workflow with other functional areas as appropriate.

Student Administration:

UMR's Critical Problems: Focus all Student Administration team resources on fixing UMR's critical problems before continuing to implement any other Student Administration modules. Some of these problems may also be affecting UMKC and UMSL.

One vs. Four Instances: See Recommended Going Forward Roadmap on page 7

3.2.6 Integration Findings:

We heard many specific complaints about data, reports and functionality issues. After hearing so many, we investigated two.

Payroll Interface to the General Ledger

The Payroll interface to the General Ledger is custom-written. It was designed during the initial implementation. A simplified description of the process, as best we could understand it, works as follows:

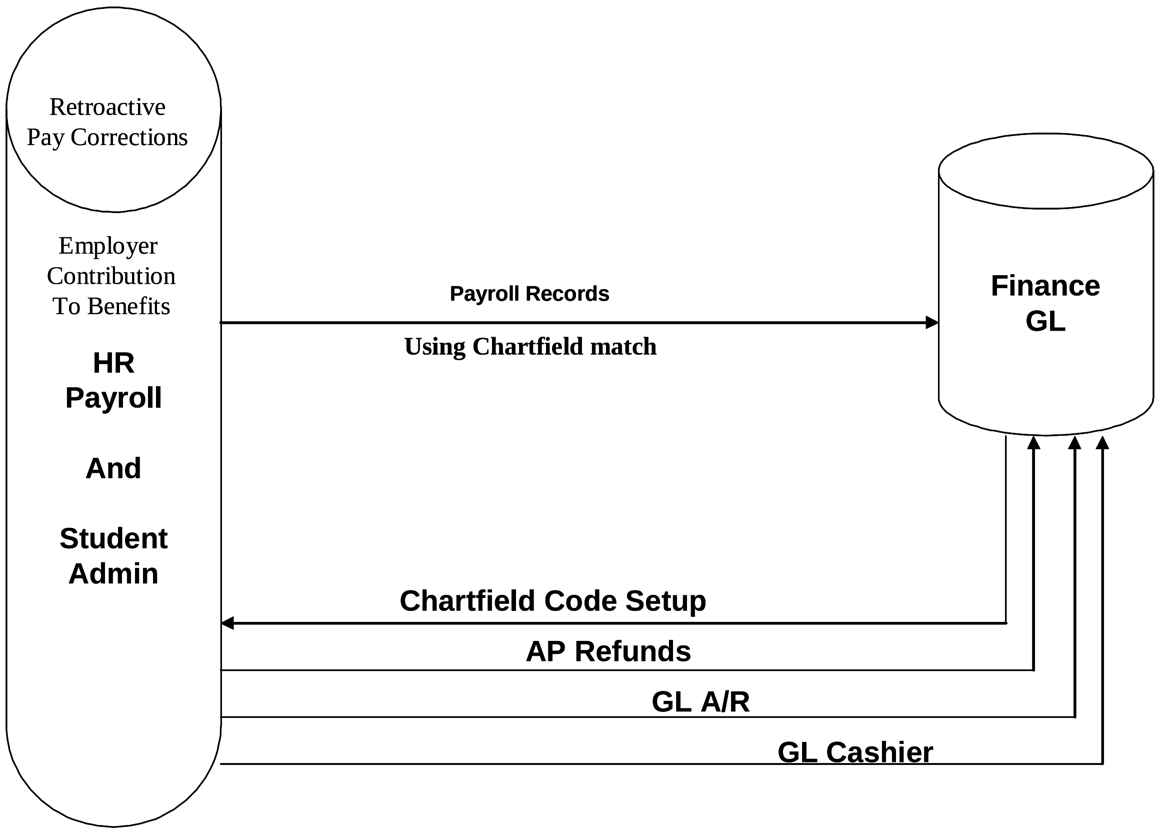
Pay records from Payroll are assigned a “mocode”, which is a custom built “account” code field. The pay records are then sent to a “bridge table”. These records are of two kinds, regular pay and leave pay. The leave pay records are merged with the regular pay records. The mocode is matched to the appropriate GL chartfield through a translation table. Employer contributions to benefits are then entered into this table and attached to the pay record as a fixed rate calculated against the payment amount. The records are then sent as journal entries to the GL. This keeps all leave pay detail information out of GL.

When a correction needs to be made to charge a payroll record to a different GL chartfield, the Finance department makes these corrections in Pay Account Corrections, a web-based application. A journal entry is created and sent to the GL and a record is sent back to the bridge table. The original record in Payroll is not updated.

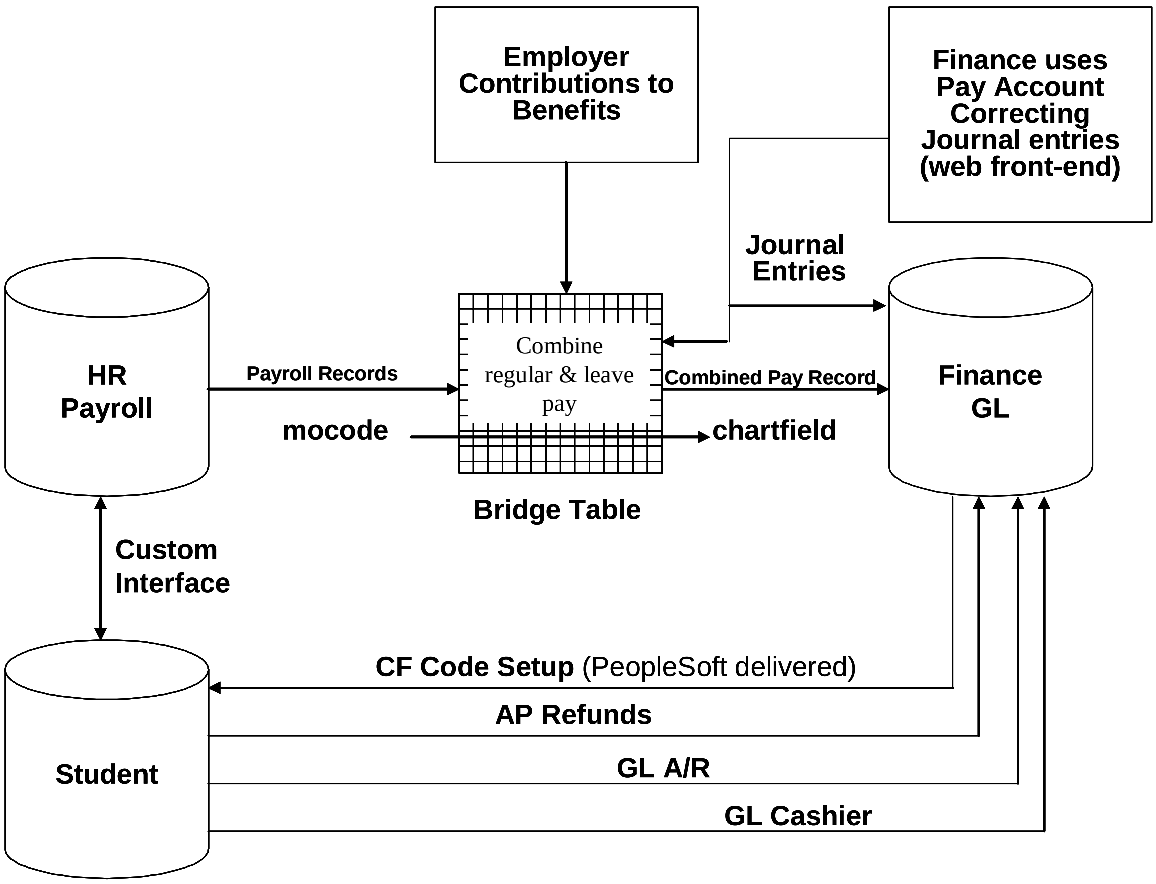
The following two illustrations depict simplified models of the standard PeopleSoft delivered payroll integration and UM’s integration payroll customization.

PeopleSoft Delivered Payroll Integration

Only As It Correlates to UM Customized Payroll Integration



University of Missouri Integration Payroll Customization



The bridge table began as approximately 5 fields. It has expanded to approximately 35 fields and its use is expanding. Users are now expressing the need to do reporting from the bridge table. The bridge table is evolving into a shadow system.

We heard that the bridge table was created both because the delivered PeopleSoft interface between Payroll and GL "did not work" and "did not work for our business needs." In addition, we heard that a policy that prohibited the display of leave pay in GL influenced the decision to create a custom interface to GL from Payroll. Others told us this was not a policy but a preference. Some users told us that the leave pay has changed since initial implementation such that it is now incorporated into the regular pay, so the use of the table may no longer be needed. Some users told us that these issues could be solved by the use of clearing accounts in the General Ledger. Further detailed investigation is required to determine what the current business situation is with regard to this issue.

We also heard that the "mocode" was developed to avoid HR users having to know and use the lengthy chartfields as set up in the General Ledger. We believe this is one of the points at which HR and Finance became "dis-integrated." Some users told us the use of the mocode and the chartfields have exacerbated the inability to get reports from HR and Finance data together since you have to access the translation table to match records across these systems.

The translation of mocodes to chartfields was also cited as a hindrance to reporting and that this is impacting the ability to deliver the 7-year accreditation report.

Job Descriptor ID

One other customization occurred in HR that has impacted the implementation and integration with Student Administration. A custom field was added to the PeopleSoft Job_code table. This field is the Job Descriptor ID from the legacy HR system, or the old position number, and it was added so that PeopleSoft Position Management would not have to be implemented. Because the Job_code table was modified, Tuition Calc and other Student Financials programs that access the Job_code table in HR would not operate and so modifications were made to the PeopleSoft COBOL programs in Student Administration to remedy this. PeopleSoft highly discourages adding fields to tables and making changes to the COBOL programs delivered. It may be difficult to get help from PeopleSoft if problems arise in the processing in or near these changes, as PeopleSoft will not debug users customizations.

Ironically, partial Position Management was later implemented and some users have stated that many features and functions of the HR system would be more powerful with the implementation of Position Management in conjunction with Workflow.

Seemingly small modifications to the PeopleSoft HR application have had far wider impact than what might have been expected.

Other items of concern that were mentioned but not investigated were:

- Employee ID vs. Student ID (potential HR and Student conflict)
- Duplicate employee ID's in Human Resources
- Employee work phone number in three different tables, sometimes with a different phone number or format

These issues seem symptomatic of a management oversight problem. Management seems to allow the use of a modification process that fails to maintain the integrity of PeopleSoft integration architecture and the integrity of UM data. We don't know how widespread these issues are; but we have heard enough specific examples to be very concerned.

3.2.7 Integration Recommendations:

Architectural and Data Integrity: Before implementing any new modules or upgrading to new releases, contract highly expert help to analyze the application software architecture and data integrity issues raised. Use the current issues lists as input. Identify changes required to repair and restore application software architecture and data integrity within and across PeopleSoft applications.

Custom Interface between Payroll and General Ledger: Review the leave pay processing to determine if leave pay is now merged into regular pay automatically. If not, review the custom interface between Payroll and General Ledger to determine if new functionality in PeopleSoft will provide the capability to summarize leave record before interfacing to GL. Consider changing the policy regarding the display of leave pay in the Finance System reports or at modifying the reports to summarize this data to support the current policy.

Employer Contributions to Benefits: Review the functionality of the Benefit Administration module to determine whether it can provide the capability to store Employer Contributions to Benefits that is currently provided by the bridge table.

Bridge Table: Prohibit further expansion of the bridge table and focus efforts on using the functionality delivered in PeopleSoft.

Job Descriptor ID: Re-examine the use of the legacy Job Descriptor ID to determine if it's use can be eliminated and the Job_code table be returned to its vanilla format. This would allow removal of the customization in Student Administration as well.

3.3 Management Capability

3.3.1 Focusing Questions:

- Is the PeopleSoft initiative organized, managed, and staffed in a manner that will enable the UM System to meet schedule, quality and budget targets going forward?
- Have key leadership roles, responsibilities, and accountabilities been clearly defined for streamlining business processes and organization structures; and implementing and upgrading PeopleSoft software?
- How effective has the training and communication been on implemented modules? What improvements are needed for future implementations?

3.3.2 Findings:

Key Leadership Roles:

Key leadership roles, responsibilities, and accountabilities have not been clearly defined for streamlining business processes and organization structures.

Currently in AITS there are Application Managers for HR, Financials, and Student Administration groups. There is a Training Manager and a technical staff member for Reporting & Analysis EPM. Some key leadership roles, responsibilities, and accountabilities are missing for implementing and upgrading PeopleSoft software. Among the missing project leadership roles are Change Readiness Lead, QA & Testing Lead, and Business Architect. A Project Director role is missing and the UM System CIO has been acting in this role.

Project Management:

<u>Resources</u>

The current AITS organization may be sufficiently sized for production support of HR, Financial, and Student Administration modules. However our experience tells us that upgrades and new implementations may require three to four times the current IT staff. An implementation managing partner such as we are recommending in this section can provide staff sizing guidelines.

We heard that some functional user departments also have similar resource issues. We heard many stories of people who did two or three jobs—their regular job, their PeopleSoft job, and in some cases training and testing.

In general, management seems to wait too long to bring in outside expert resources. In some cases management has kept consultants who weren't capable and should have been replaced.

Change Readiness

The Process of Change

From what we can tell the approach taken to deal with the cultural change issues surrounding the ASP project was ineffective. It failed to take into account how individuals go through a change process and how that shapes organizational change.

Dealing with Resistance

People were told they were disloyal or resistant to change when they asked questions or raised issues. Dealing with people this way does not help them go through the change faster. It actually increases resistance.

Communication

Communication appears to be primarily one-way. Messages delivered and media used are inconsistent. Content is missing and in some cases misleading. The previous ASP/AITS website is not up to date. Generally, users do not know what is happening.

Managing Expectations

People told us they were led to believe that data entry with PeopleSoft would be easier and that their workloads would be reduced. This resulted in unrealistic expectations and disappointment when reality set in. We heard again and again about promises not being kept. For example, we heard that project plans were promised and not delivered.

User Training

The train-the-trainer approach as implemented diluted the quality of the training received by the end users because the designated functional “trainers” were not experienced trainers and did not possess a deep understanding of the PeopleSoft product. In some cases there is a lag in time between when the training is delivered and when it is applied on the job. The ASP training department often did not receive proper source materials from which to develop training materials in a timely manner. Sometimes changes were made to the PeopleSoft modules after the training materials were developed. As a result training materials did not reflect how the PeopleSoft system actually worked. On-going user training for new hires and updated training for new features is provided, but in some cases not timely enough.

User Support

There is no cohesive user support structure in place. The strategy is haphazard. Users tend to call whomever they know can help them. Some of the user problems are captured in the Remedy tool however we saw no evidence of problem trend analysis. Communication back to users when a problem is solved seems random.

Cost Sharing /Funding:

UM System IT has provided Chancellors and budget officers with written documentation of the rationale for their increased bill for system-wide application implementation, maintenance, enhancements and production support. What is missing is a credible project master plan that would indicate what PeopleSoft and non-PeopleSoft work is planned, who is doing it, and when it will be completed. No such project master plan has been provided to them as far as we can tell.

Project Management Practices:

We found some basic project management practices in use however they are not sufficiently sophisticated to manage a complex ERP project. Here are some examples of the required practices:

Planning — Develop, review and approve individual team project plans which include:

- Work Breakdown Structure
- Constraints
- Dependencies
- Resource allocation
- Resource leveling
- Schedule
- Cost
- Milestones
- Deliverables
- Estimated hours

Scheduling — Schedule planned deliverables based on work estimates.

Organizing — Create a logical organization structure to deliver the work.

Staffing — Assign tasks to the appropriately skilled resources. Manage the allocation and utilization of all types of people resources both university and vendor.

Tracking — On a regular on-going basis compare actual work accomplished to planned work by hours and dates at the task level.

Managing the work — Analyze the impact of differences between planned and actual work. Based on analysis adjust the plan or determine how to recover slippage. Based on analysis determine if resources, schedule, budget, or scope need to be revised.

Risk Management — Adjust project budget for risk using a mitigation plan, contingency plan, or both.

Project Organization Structure:

There is no overall cohesive project organization structure in place for the current Financials upgrade to 8.8, HR ARMS and Benefits Administration implementations or future Student Administration implementations. The current AITS organization structure is inadequate for managing major projects such as implementations and upgrades. There is no structure that coordinates across teams to ensure changes made in one area work well with another area.

3.3.3 Recommendations:

Key Leadership Roles:

Streamlining Business Processes and Organization Structures: Put into place the key leadership roles, responsibilities, and accountabilities for streamlining business processes and organization structures identified in the Project Organization Structure in this section and in the Governance Structure in section 3.1.

Implementing and Upgrading PeopleSoft Software: Put into place the key leadership roles, responsibilities, and accountabilities for implementing and upgrading PeopleSoft software identified in the Project Organization Structure in this section.

Project Management:

Resources

Add Resources: Add enough resources so that technical and functional team members at UM System and campuses do not have to work two or three jobs.

Backfill: Backfill jobs as necessary on implementations and upgrades.

Project Director: Hire a Project Director for the long term with appropriate PeopleSoft experience, skills, and abilities immediately. This person should have a collaborative work style and experience working in an academic environment.

Implementation Managing Partner: Contract an Implementation Managing Partner with appropriate PeopleSoft experience, skills, and abilities in the short term until a qualified Project Director can be hired.

Missing Technical Roles: Fill missing technical roles called out in section 3.4.3 Technical Capability and Infrastructure.

Campus IT Role: Clarify the role of campus IT resources during implementations and upgrades.

Change Readiness

Change Readiness Team: Establish a dedicated Change Readiness Team. See the Project Organization Structure in this section. Don't use development team resources to staff this role because they typically do not have the capacity, skill, or experience needed.

Change Readiness Function: The Change Readiness function is critical to gaining organizational buy-in, managing expectations, and preparing the organization for a successful change. The change readiness leader is responsible for developing an overall change readiness plan for each implementation and upgrade consisting of the following major activities:

- Communications: Develop a comprehensive communications plan by audience with multiple media and delivery modalities including website. For example, the project needs a skilled communications person who can prepare and deliver demonstrations, newsletters, one-to-one presentations, video, email, one-to-many presentations, and speeches. Both one-way and two-way communications need to be included in the plan and targeted to specific audiences. The plan needs to address by audience, the topics to be offered, how much information to provide, how frequently, how it will be delivered, and who will prepare and deliver the information. The communications plan is developed and implemented by a person skilled in communication who stays informed about the PeopleSoft project.

- User Training: Develop a comprehensive training plan targeted to specific audiences. The plan should include who will train, who will be trained, how, and when. Do not use the train-the-trainer approach as previously implemented. The training plan needs to be included in the overall project schedule to ensure training materials such as workbooks, visual aids, and classroom instruction are based on the modified system that will actually go-live. Beef up the training function by adding an appropriate number of professional trainers with PeopleSoft training experience. Consider using experienced trainers from the campuses and UM System to help deliver the training.

- User Support: Develop a comprehensive user support plan that utilizes existing campus and UM System support personnel for short term and long term user support activities. In the short term (i.e. first 60-90 days after go-live) users will want to know who to call for help and where to go to resolve problems such as security, access, or unexpected results. For example support calls could be routed to the appropriate implementation team during this time. PeopleSoft HELP, an on-line tool can help with many kinds of questions. This tool is available in PeopleSoft 8.x versions. Training classes should include instruction on how to use this tool. Longer term user support activities should include on-going training to accommodate staff turnover and future releases of the software.

Cost Sharing /Funding:

Project Master Plan: UM System IT should provide the Chancellors and budget officers with a credible project master plan that is updated on a monthly basis. The master plan should include PeopleSoft and non-PeopleSoft implementations, upgrades, maintenance, enhancements, and production support. The master plan should indicate what work is scheduled versus completed, the budgeted versus actual cost for the completed work, and the number of FTEs assigned to do the work.

Escalate to the UM System Executive Board approval of any change to the annual bill charged to campuses. Such a change should require consensus of the UM System Executive Board with the President as final authority.

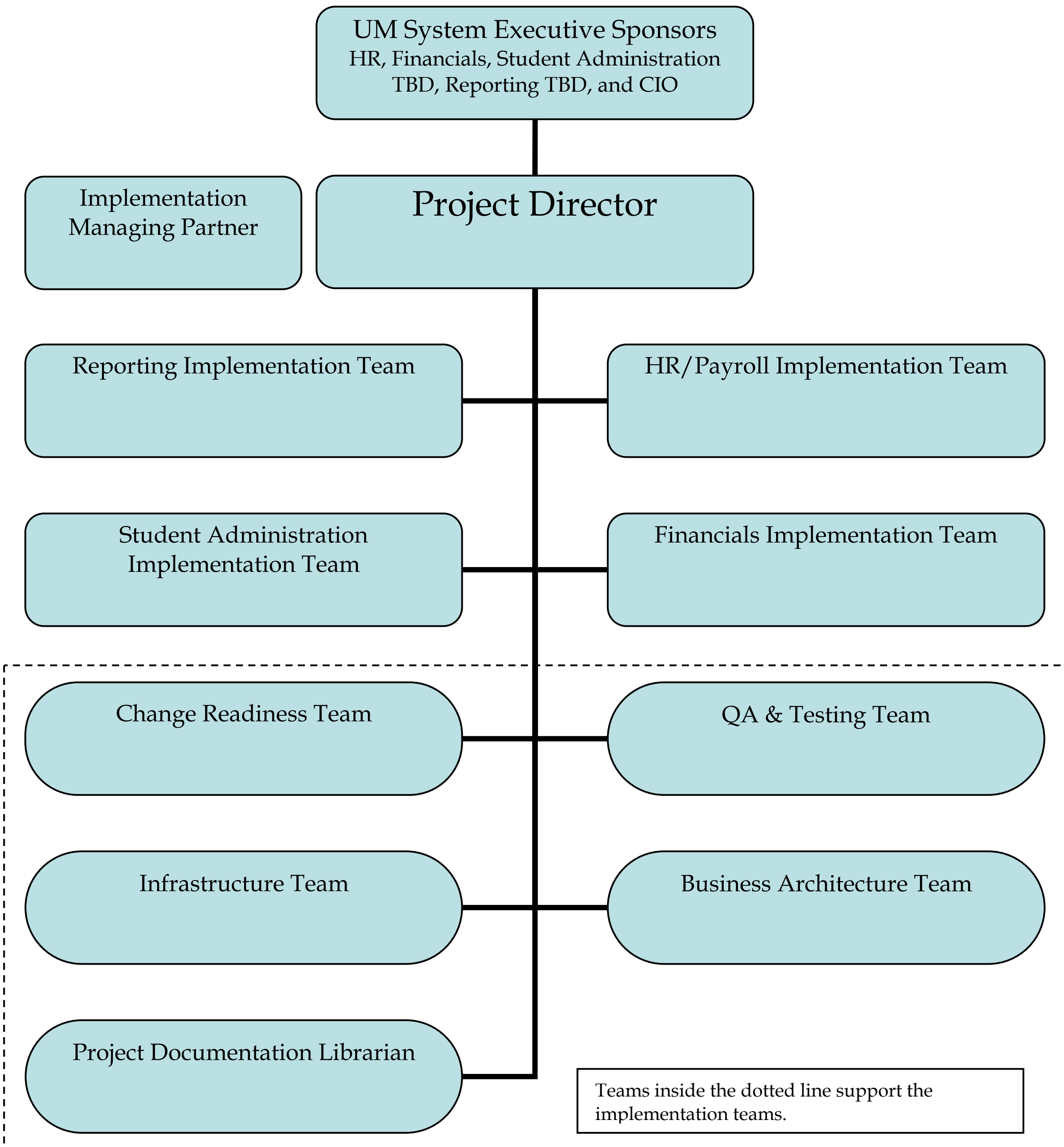
Project Management Practices:

Missing Project Management Practices: A Project Director with appropriate PeopleSoft experience, skills, and abilities will establish the missing project management practices for planning, scheduling, organizing, staffing, tracking, managing, and risk management. In the interim use the contracted Implementation Managing Partner to establish the missing practices.

Project Organization Structure:

We recommend the adoption of the project organization structure below.

Recommended Project Organization Structure



Roles and Responsibilities of Executive Sponsors

The roles of Executive Sponsors include but are not limited to the following:

- Are members of the UM System Executive Board.
- Hire a Project Director for the long term with appropriate PeopleSoft experience, skills, and abilities immediately. This person should have a collaborative work style and experience working in an academic environment.
- Contract an Implementation Managing Partner with appropriate PeopleSoft experience, skills, and abilities in the short term until a qualified Project Director can be hired.
- Approve the project governance structure.
- Approve project business objectives.
- Approve the decision-making process.
- Approve changes to:
    - Project business objectives
    - Scope of project
    - Current project budget up to an approved limit
    - Go-live date
- Carry to the UM System Executive Board any decisions that involve additional project funding over a dollar amount to be established by the Executive Board, any increase in the charges to campuses for the PeopleSoft project, and Cabinet-level policy changes.
- Resolve conflicts that cannot be resolved at lower levels.
- Assure adequate funding of the PeopleSoft implementations and upgrades.
- Seek project status from the Project Director at regularly scheduled status meetings.
- Participate in the UM System Executive Board quarterly Project Status Meeting and ask the questions listed below in the section: Executive Oversight Questions.
- Remove barriers to success that are outside the control of the Project Director.
- Make timely decisions on escalated problems and issues and follow through on the decisions.
- Make recommended personnel reassignments as necessary for the health of future implementations and upgrades.
- Keep the UM System Executive Board up to date on project status.
- Escalate problems to the UM System Executive Board for action when necessary.

Executive Oversight Questions

1. *What is the project budgeted versus actual cost to date?* If actual cost exceeds budgeted cost, what is causing the project's budget to overrun? What actions are being taken to get the project back on budget? What makes you confident that the actions will be effective? When can we expect to see the budget back on track?
2. *Which work has been completed as scheduled? Which work has not been completed as scheduled?* If behind schedule, what is causing the work to take longer than planned? What is being done to get back on schedule? When can we expect to see the work back on schedule? If you hear the solution is "overtime", be concerned.

Exactly how will overtime solve the problem? If you hear, "we'll take it out of testing or user training", be concerned. Skimping on quality or user preparation will create more problems than either will solve.

3. *What are the top 3 project risks and the prevention or mitigation strategies for each risk?* Have any of the risks have actually occurred? If yes, how serious are the impacts and what is being done to contain the damage?
4. *Are you getting the support you need from the vendors?* Vendors includes the software vendor and if applicable the implementation vendor. If not, what steps are being taken to get the support we need? Should we consider hiring an expert contract negotiator to negotiate lower license and maintenance fees or better protection for our software investment?
5. *Are you getting the support you need from the user constituencies?* User constituencies include user management who are providing resources to the project and making key decisions on the functionality of the new system. User constituencies also include end users who have been assigned project work and who are scheduled to receive training on how to use the new system. Are any users having problems getting the time they need to do project work? Are there any serious backlogs of either project work or regular work?
6. *What has been done to prepare our users for the new system?* What are users saying about our efforts to prepare them? What is your level of confidence that all users will be ready for go-live? Ask to see the human change readiness plan. Make sure it covers at a minimum the following areas: communications, training, and user support.
7. *Do we have the right skills in sufficient numbers for this project to be successful?* If not what is the plan to correct this situation?
8. *Are we still on track to get the value we expect from this software?* Have there been any changes to our expected value goals, baselines, or measurements? Has there been any change to the project scope? What is our progress on changing business processes? What organizational changes should we make that we haven't?
9. *Are all the affected parties still on the same page?* Are people getting the information they need in a timely manner? Do we need to make any changes to our decision matrix? Are there any complaints about lack of cooperation? If so, how can we make the communication better?
10. *To the Project Director: How do you feel about your participation in the project?* Is there anything you would like to change about your participation? Do you have the resources and support you need to be successful? If no, elicit a list of what is missing.
11. *What do you need from us at this time?* Are there any decisions pending, organizational issues, vendor issues, or HR issues that need our attention? Is there anything you want us to convey to the UM System Executive Board?

Roles and Responsibilities of the Project Director

The roles of Project Director include but are not limited to the following:

- Report to the UM System Executive Sponsors.
- Facilitate Executive Steering Committee meetings.

- Make effective use of the implementation managing partner’s deep knowledge and experience, methodologies, and tools.
- Establish the governance structure.
- Lead the definition of decision-making expectations at each level of the governance structure and development of an escalation procedure.
- Lead the development of project business objectives.
- Direct and coordinate PeopleSoft implementation teams.
- Participate on the Executive Steering Committee.
- Provide guidance and oversee all implementation team plans, schedules, budgets, staffing, and QA.
- Approve the Communication Plan with concurrence of Executive Sponsors.
- Approve the User Support Plan with concurrence of Executive Sponsors.
- Approve the User Training Plan with concurrence of Executive Sponsors.
- Resolve issues and conflicts as much as possible.
- Decide which issues to escalate to the Executive Steering Committee.
- Take changes affecting scope, budget, business objectives, or go-live dates to the Executive Steering Committee for approval.
- Report status of the projects to the Executive Steering Committee on a regular basis.
- Ensure the implementation teams are appropriately staffed.
- Confer with cross-campus functional integration teams as appropriate.

Composition of Implementation Teams (HR, Finance, Student, Reporting)
UM System functional lead
UM System IT Lead
Implementation partner with the appropriate PeopleSoft implementation experience
Campus functional team members
UM System IT members
At least one campus IT member
Business Analyst assigned from the Business Architecture Team

Roles and Responsibilities of the Implementation Teams
The roles of the Implementation Teams include but are not limited to the following:
- Establish goals, assign work, monitor progress, take corrective action, and be accountable for team performance to the Project Director.
- Develop, maintain and coordinate scope and direction of project including project management plans, project schedules milestones, budget and personnel requirements.
- Resolve procedural issues and/or recommend procedural and policy changes or modifications to address issues.
- Identify issues/problems and recommend solutions to the Project Director or cross-campus integration teams when they can not be resolved by the team or team lead.
- Document management of enhancements, modifications, procédural and policy requests.

- Communicate and discuss complex technical issues related to the project with impacted cross-campus integration teams.
- Deliver current documentation to the Training Lead for use in developing training materials.
- Provide regular status reports to Project Director.
- Complete tasks related to conversion, set up, documentation, testing and implementation
- Conduct analysis of workability of software, and identify needed procedural and policy changes or recommend modifications.
- Identify issues/problems and recommend solutions.
- Test functionality and assist with load testing.
- Document business processes for the new system.
- Prepare for implementation of the system.

Composition of Change Readiness Team
UM System lead
Change readiness implementation partner with higher education PeopleSoft experience who understands how to prepare organizations and individuals for change.
Communication Team: Communication lead + team members
Training Team: UM System training lead + campus trainers + trainers with PeopleSoft training experience
User Support Team: UM System HELP desk lead + campus IT staff from implementation teams

Roles and Responsibilities of the Change Readiness Team
The roles of the Change Readiness Team include but are not limited to the following:
UM System Team Lead and Change Readiness Partner

- UM System Team Lead is a member of the Executive Steering Committee.
- Advise the Executive Steering Committee on organizational readiness during implementations and upgrades
- Analyze degree of change.
- Conduct readiness assessments.
- Develop the change readiness plan.
- Coordinate work of the Communications team, Training team, and User Support team to ensure a consistent and accurate message to users.
- Advise sponsors on how to get organizational buy-in.
- Advise management of affected groups how to manage expectations
- Identify and address readiness issues; escalate up governance structure if necessary to resolve.

Communications Lead

- Develop a comprehensive Communications Plan
- Write project-related communications.
- Review written communications to users.

- Update AITS website.
- Conduct forums for two-way communication.
- Provide group facilitation services.

Training Lead

- Develop a comprehensive Training Plan.
- Develop and deliver training materials and classes prior to implementations and on-going.

UM System HELP Desk Lead

- Develop a comprehensive User Support Plan.
- Identify sources of support.
- Operate HELP desk.
- Record reported issues
- Analyze reported issues for trends and recommend corrective actions to the Project Director and implementation teams.
- Direct 90-day post go-live support on campus.

Composition of the Infrastructure Team

UM System IT Lead
DBA's
DA
UM IT technical staff from other system departments or campuses as needed (i.e. network, server admin, etc.)
Implementation partner with the appropriate PeopleSoft technical implementation experience

Roles and Responsibilities of the Infrastructure Team

The roles of the Infrastructure Team include but are not limited to the following:

- Set up, refresh, and maintain environments
- Security administration
- Data administration
- Database administration
- Network management
- Technical Standards
- Production Support
- Conduct load testing
- Conduct performance testing

Composition of the QA & Testing Team

Implementation partner with the appropriate PeopleSoft module testing experience
Testers with Certified System Test Engineer (CSTE) certification--CSTE indicates a professional level of competence in matters related to the testing profession.

Roles and Responsibilities of the QA & Testing Team
The roles of the QA & Testing Team include but are not limited to the following:

- Establish and monitor configuration management standards.
- Develop test plans, scripts, and scenarios with functional users.
- Guide user acceptance testing and conversion testing.
- Perform system, integration, regression testing.
- Track and report defects back to the development teams, change readiness team, and Project Director.

Composition of the Business Architecture Team
Business architect
Business analysts

Roles and responsibilities of the Business Architecture Team
The roles of the Business Architect Team include but are not limited to the following:

- Ensure integrity of the application software architecture across HR, Financials, and Student Administration functions including integration.
- Facilitate Fit-gap analysis including incremental business process improvement and end-to-end business process redesign.
- Develop functional requirements.
- Develop technical specifications.
- Assist in test planning and test script development, especially for user acceptance testing.

Roles and responsibilities of the Project Documentation Librarian
The roles of the Project Documentation Librarian include but are not limited to the following:

- Catalog, index, and maintain a copy of all project artifacts in electronic form such as plans, functional requirements, technical specifications, decision issue packets.
- Establish document control standards.

3.4 Technical Capability and Infrastructure

3.4.1 Focusing Questions:

- How effectively is the IT organization supporting both on-going production work and PeopleSoft development work?
- For the remaining PeopleSoft work to be done does IT have the technical skills, resource capacity, and infrastructure necessary for success?

3.4.2 Findings:

Work Management and Resource Contention:

UM System AITS is currently organized into three teams, one each for HR, Financials and Student Administration. These teams are responsible for both production support and development work. Production work includes collecting, analyzing and resolving issues, updating code to repair defects and make minor changes, and providing advanced technical support to users whose questions and problems could not be resolved by local or system functional users. Development work includes implementing new modules, upgrading to new PeopleSoft releases, developing custom user front-end programs and implementing bolt-on software. This dual responsibility for production support and development work causes serious contention for scarce technical resources.

The AITS organization also suffers from key person syndrome. This means that an individual developer is typically the only developer knowledgeable about specific PeopleSoft modules. The developer is torn between resolving production issues and performing assigned development work on these modules. Production support almost always takes priority, as it should. This makes it impossible for managers to accurately schedule development work. The majority of UM System IT PeopleSoft skilled developers are key persons. There are not enough development resources with deep PeopleSoft experience to adequately support both production and the current development work.

Each AITS team has one or more lists of outstanding production issues. Some issues have been open for over a year. The work priorities for the developers change on a daily basis depending on which production issue is hottest. So developer time is lost putting down one task and picking up another. This is called context switching and is the source of significantly reduced productivity.

Implementation Methodology, Testing and Quality Assurance:

There does not appear to be a comprehensive implementation methodology in use consistently. An implementation methodology typically covers the entire software life cycle including requirements, specifications, design, coding, testing, implementation and support with quality assurance techniques overlaid in all phases. Several documents were reviewed defining testing methods, change management and standards. The methods defined in these documents are not sophisticated enough for a complex ERP implementation. These methods do not promote a thorough examination of options for addressing user requirements. Options examined should typically include using PeopleSoft setup options, developing a custom modification, and/or changing a business process and policy. The evaluation should include the life cycle cost, benefits, impact and implications. (See attachment Issues Decision Packet Instructions) Furthermore, interviewees stated these documented methods are not used due to schedule pressure and lack of resources.

The Fit-gap process used did not result in functional requirements. User needs identified in the Fit-gap sessions were dismissed rather than carefully examined to determine if PeopleSoft could be configured in setup options to meet their needs without modification. When modifications are requested, programmers generally work from a high level description without documented functional requirements and detailed technical specifications. This increases the amount of rework required to meet users' needs.

Design work seems to be narrowly focused on a specific modification or customization without thorough examination of the impact within and across modules and on integration between HR, Financials and Student Administration. This lack of thoroughness has complicated the table structures, impacted data quality and made it difficult to create accurate reports.

The quality of testing leaves much room for improvement. The following types of testing are required to ensure quality: unit, system, regression, integration, interfaces, performance/load, data conversion, parallel and user acceptance testing. We heard that users are expected to conduct user acceptance testing, but do not have adequate time to do so prior to go-live. The testing performed often seems to be incomplete and occasionally missing due to pressure to meet implementation dates. There is no defect tracking process in place. The number and type of issues reported after implementations indicate a lack of comprehensive testing within modules, between modules and across systems. Performance problems in some areas indicate a need for more testing and possibly performance tuning. There appear to be no other quality assurance methods in use such as informal walk-throughs, inspections, and audits.

Written documentation of typical development deliverables such as functional requirements, technical specifications and designs, test scripts, test plans and test results were not in evidence.

IT technical staff expressed a desire to deliver quality work and frustration with not being able to use processes that would produce higher quality.

Data Conversion:

Data conversion issues continue to plague Student Administration at UMR. The effort to convert all student historical data was underestimated. The data cleanup effort may not have been clearly defined and analyzed. The quality criteria for historical data conversion at go-live was not specific enough to be useful. For example, at go-live, 53,000 records out of 70,000 (76%) were converted accurately. If the go-live criteria had specified a verified 95% data accuracy level, the Student Financials implementation might have been postponed until the quality of the converted data reached the defined level of acceptance. Conversion efforts continue long-after go-live, complicating problem analysis and resolution. The poor quality of data conversion continues to exacerbate distrust of the data.

Regarding HR and Financial data, some people distrust the data. We could not determine how much of this distrust was due to conversion issues, data entry errors, front-end programs or customizations. We believe that all of these contribute to the distrust.

Missing Roles:

Several key technical roles appear to be missing from the PeopleSoft implementation teams.

Data Administration
No one seems to be officially assigned the role of Data Administrator. There is one person unofficially doing parts of this role. The primary responsibility of a Data Administrator is to maintain the integrity of the data definitions, the tree structures and data values within and across the PeopleSoft applications. Duties are to create and maintain the data dictionary, to assign, define and publish tree structures, table codes and values and to monitor the consistency of table and field contents within and between PeopleSoft applications. The Data Administrator is responsible for escalating requests such as adding or changing field values that would compromise the integrity of the data to the Infrastructure Team System IT Lead for resolution.

Business Architect
There seems to be no Business Architect. A Business Architect's responsibility is to ensure the integrity of the application software architecture across the PeopleSoft HR, Finance and Student Administration functions, including integration. The Business Architect should consult with cross-campus integrations teams when decisions impact the application software architecture. The Business Architect leads a team of Business Analysts (see paragraph below) assigned to work with each functional team. This Business Architecture Team assures consistency of the application software architecture through the joint review of business requirements and technical specifications, identifying possible issues for further analysis and resolution.

Business Analysts
There are no trained and experienced Business Analysts. Functional users are currently expected to provide functional requirements. These functional users understand their work and are doing their best. But they are not trained and experienced business analysts and are not knowledgeable about the full capability of PeopleSoft setup options. The Business Analyst's role is to lead Fit-gap sessions on specific PeopleSoft modules with functional users to determine whether functional needs can be met through PeopleSoft setup options, a modification, and/or a change in business process or policy. They also facilitate both incremental and end-to-end business process redesign with functional users. These Business Analysts document the functional requirements, business

processes, transactions and testing scenarios with the functional user. When a modification is requested, together they document options for satisfying the requirements including the cost, quality and impact of each option. This documentation is then presented to management for a decision. Once approved, Business Analysts then write technical specifications. Developers use these functional requirements and technical specifications to guide their work. A business analyst should be assigned from the Business Architecture Team to work with each of the functional teams.

QA and Testing
No trained and/or certified quality assurance or testing staff are assigned to the PeopleSoft implementation team. There is no independent quality assurance and testing group established. Although particular kinds of testing and responsibilities for these tests are spelled out in draft testing methodologies, these roles are assigned to either developers or functional users, not independent testers. We heard that neither the technical staff nor functional users have time to conduct proper testing. Consequently defective software is moved into production.

Project Documentation Librarian
No librarian is assigned to catalog, index and maintain all the documents and artifacts related to the project including decisions, plans, functional requirements, technical specifications, test plans, etc. These historical documents may exist but were not readily available to us for this review, although many people provided us with documents and offered to "see if they could find something…."

Infrastructure Support:

The necessary environments generally seem to be in place, with the exception of a robust reporting environment which currently shares a server. There seems to be some confusion regarding refreshes of the training and sandbox instances.

PeopleSoft Security:

PeopleSoft Security capabilities do not seem to be fully utilized to tailor the user paths through the PeopleSoft panels, drop down menus and fields viewed. The benefits of fully implementing security are reduced data entry time and fewer data entry errors. To achieve these benefits, very complex and time consuming security setup and maintenance work must be done. There are 1-2 UM System IT staff assigned to set up and maintain security. This is not enough resources to take advantage of the full security capabilities delivered with PeopleSoft. The tradeoff is less user data entry time, less user frustration, and better quality data in return for more IT security staff.

PeopleSoft Training:

UM System IT technical staff does not have a deep understanding of PeopleSoft products. They are not aware of the full business functionality delivered with PeopleSoft. This limits their ability to assess the impact of requested modifications and their ability to answer user questions and resolve problems. They have had some PeopleSoft training, primarily related to PeopleSoft technical tools. They do not appear to have much training in PeopleSoft business functionality related to the modules they support. We heard their project roles were limited when the consulting implementation partner was on site. This reduced their opportunities to learn PeopleSoft in depth. Some of the consultants were apparently not very experienced themselves with the PeopleSoft modules they were implementing. The UM System IT staff had a steep learning curve after the consultants left due to little technology transfer. They struggle on their own too long in order to control cost before calling in expert help.

3.4.3 Recommendations

Work Management and Resource Contention:

Technical Staff Allocation by Work Type: Once the current issues are cleaned-up in HR, Financials and Student Administration and the Financials upgrade to Release 8.8 is implemented, dedicate developers to either production support or development work. Separate them organizationally under different management to reduce the temptation to split developers' time between conflicting assignments. This allocation of resources will allow production support to get the attention it requires and development work to be planned and scheduled more accurately. This will require the addition of experienced PeopleSoft developers for each major system (HR, Financials and Student Administration) depending on the volume of outstanding production issues and the amount of development work underway at any particular time.

Production Support Staffing: A rule of thumb for production support staffing is 1.25 programmers for each module in production. Review each team's work load to determine the appropriate levels of staffing. Consider periodically rotating PeopleSoft programmers between production support and development work to keep their PeopleSoft skills current with releases and their customer support skills honed.

Development Staffing: Adjust the size of the development teams to fit the work. Development workload will vary over time depending on whether new modules or major upgrades are being implemented. For instance, when a major upgrade is planned, the workload increases. So increase the number of developers temporarily. For new module implementations and major upgrades, staffing levels required are typically 3-4 times higher than production support staffing levels. Keep the development teams in place and minimally staffed on an ongoing basis in order to handle future upgrades and avoid major team start-up problems.

User Support Immediately Following Implementation: Keep the development team in place to resolve production issues immediately following an upgrade or new module implementation for a planned period of time (suggest 60-90 days). This will prevent the production issues log from swelling to an unmanageable size following an implementation and overwhelming the production support staff.

Peak Staffing: Consider using implementation partner staff with the PeopleSoft module experience needed to supplement UM System IT staff when the need is short term. When the need is long term, re-assign and train existing staff on PeopleSoft where possible or hire PeopleSoft experienced developers.

Outstanding Issues: Assess the HR, Financials, and Student Administration modules already implemented in terms of application software architecture, data quality, and integration integrity. Prioritize and fix outstanding issues, using the issues lists as input. Do not implement new modules or upgrades until this work is done. This will allow you to implement new modules and upgrades on a solid, stable base. Use the Cross-Campus Integration Teams to prioritize production issues. Use additional temporary PeopleSoft experienced developers working with your developers to close issues on these lists. See "Recommended Going-Forward Roadmap" in the Executive Summary section of this report.

Implementation Methodology:

Implementation Methodology and Technology Transfer: Choose an implementation partner who will bring in a sound practical implementation methodology, including requirements, design and testing for complex ERP implementations. This methodology should ensure the integrity of the PeopleSoft applications, database design and integration architecture. Contract with this partner for transfer of their methodology to UM System IT staff so that they will be able to continue use of the methods after the partner exits. UM System IT cannot afford the time it would take to design and implement an in-house methodology.

Methodology Adoption: UM System IT management should ensure that the implementation partner and UM IT staff use the methodology consistently over time, especially with regard to requirements and testing. Gradually add more quality assurance methods once the basic methodology is in place and consistently used.

Data Conversion:

Go-Live Data Conversion Criteria: Data conversion go-live criteria should be used to plan future data conversions. This planning should include data cleanup assessment. This assessment should determine the degree to which legacy data can be cleaned up to meet the go-live criteria. In order words, define how much legacy data really must be converted and what quality is "good enough." Do not go-live with any future implementation that involves data conversion until the defined go-live criteria has been met.

Data Cleanup: Cleanup as much data as possible in old systems before converting data for future implementations. UMC, UMKC and UMSL should learn from UMR's data conversion experience and begin their data cleanup in the legacy student system now. This will simplify the data conversion work. As part of planning for future Student Administration implementations, map the data from the old system to the new and estimate the remaining data cleanup and conversion work. Set data conversion accuracy metrics for go-live.

Unconverted Data: Document and implement a legacy data strategy. This strategy will specify how unconverted data will be stored and retrieved.

Data Conversion Estimating: Request available data conversion statistics from PeopleSoft and other academic institutions similar to UM to assist in estimating data conversion time and effort.

Missing Roles:

Data Administrator: Fill the Data Administrator role either by training a current IT staff member or hiring a PeopleSoft-experienced data administrator.

Business Architect: Fill the Business Architect role. This person should perform the role as described above and manage the Business Architecture Team.

Business Analysts: Contract Business Analysts with PeopleSoft experience to work with each functional team on each module. Have them work with and train UM System IT developers to take on permanent roles as Business Analysts with expertise in particular PeopleSoft modules. Consider training campus IT application programmers to perform campus-specific business analysis. These campus IT business analysts will live with the users to perform analysis, coordinate with UM System IT Business Analysts and provide user support specific to their campus. Select people to become Business Analysts who are interested in and capable of learning business process redesign. They should be willing to think out of the box and capable of challenging the current business processes with functional users in a collaborative, facilitative manner. Train the UM System IT and Campus IT Business Analysts in the full functional capabilities of vanilla PeopleSoft.

QA and Testing Specialists: Create and staff a small quality assurance and testing team with qualified professionals. Start small with a configuration management professional and a few testing professionals. Unit testing should be performed by the developer and then passed to this team. This team should plan and conduct system, integration and regression testing and track and report defects back to the developer. This group should guide the functional users in performing final user-acceptance testing prior to go-live.

The Infrastructure Team should conduct performance and load testing. Formal sign-offs should be used to verify each type of testing has been completed.

Project Documentation Librarian: Appoint a project documentation librarian to catalog, index and maintain all documents and artifacts related to the project including but not limited to decisions, plans, functional requirements, technical specifications, test plans.

Infrastructure Support:

Training and Sandbox Environments: Include the UM IT System Training Lead in the approvals for refreshes and migrations of the training and sandbox environments. Keep the sandbox environment up to date for user practice, especially right before and after implementations for at least 60-90 days.

PeopleSoft Security: Increase the DBA staff that setup and maintain security by adding PeopleSoft security experience to take advantage of the PeopleSoft security capabilities. Define the security requirements that would provide a more user friendly interface and setup and maintain the appropriate security needed to meet these requirements.

PeopleSoft Training:

PeopleSoft Functionality Training: Train UM System IT staff and functional users in up-to-date releases of the PeopleSoft functional modules they are supporting or implementing. This is necessary for them to understand and take advantage of the enhanced business process functionality delivered in new releases.

Attachments

University of Missouri PeopleSoft Assessment Interview Schedule (This is attached as separate Excel file titled USM Final Interview List)

UM Documents Reviewed for PeopleSoft Implementations Assessment

Issue Decision Packet Instructions

UM Documents Reviewed for PeopleSoft Implementations Assessment

No.	Document Title
1	User Groups Excel spreadsheet 5/19/2004
2	Upgrade from PeopleSoft Financials 7.52 to 8.8 Status Report 5/17/2004
3	University of Missouri Strategic Plan draft 5/11/2004 clean
4	University of Missouri Strategic Plan draft 5/11/2004 showing revisions
5	PeopleSoft SA Issues Log as of 5/18/2004
6	Benefits Administration Project 4/22/2004 from Michael Paden
7	HRIS Outstanding Issues List 5/18/2004
8	PeopleSoft Student Financials Conversion Issues as of May 12, 2004
9	PeopleSoft Student Administration –MU draft revised September 9, 2003
10	Parallel Schedule June 2003 5/28/2003
11	Finance upgrade plan 5/14/2004
12	Modifications by Module no date
13	Single vs Multiple Instances Issues Identified April 28, 2004
14	Status report on HRMS Upgrade to Version 8 July 18, 2003
15	Version 8.0 Issues Log Human Resources 5/18/2004
16	Improving Core Processes no date
17	2:30 CST Operator Dialed Teleconference 1/29/97
18	Administrative Systems Project (ASP) Committee revised 12/18/96
19	University of Missouri Student Systems Planning Group Advisory Group no date
20	IT Steering Committee Meeting 4/9/2004
21	University of Missouri System Organization Structure February 23, 2004
22	University of Missouri System Information Systems Organization Structure October 13, 2003
23	Administrative Systems Update Summer 2001
24	Administrative Systems Update Spring 2002
25	Administrative Systems Update October 2001
26	AITS Testing Methodology Team Training Workbook May 18 2004
27	Evaluation Review of University Information Technology Strategic Plan no date
28	University of Missouri System Information Systems Strategic Plan March 2001
29	AITS Monthly Status Report May 17, 2004
30	ASP Quality Assurance Review The Concours Group April 2000
31	ERP Capability Assessment Final Review The Concours Group October 11, 2002 [To be returned to Ralph Caruso]
32	ASP Change Management and PeopleSoft Standards 5/22/2004
33	Concours SOW 2/21/2000
34	Concours Contract
35	Standard UM System Consulting Contract
36	Board of Curators Resources and Planning Committee December 19, 1997
37	Harvard Business Review article "Deep Change" April 2004

UM Documents Reviewed for PeopleSoft Implementations Assessment

No.	Document Title
38	Innovation in Student Services, Planning for Models Blending High Touch/High Tech, published by the Society for College and University Planning 2002 [To be returned to Ralph Caruso]
39	Process Flow Diagram Personnel Action Form 1992 [To be returned to Ralph Caruso]
40	Administrative Systems Project Phase I Final Report January 28, 1997
41	Number of Mods; email from Ralph Caruso 6/1/2004
42	Procurement Assessment for The University of Missouri Executive Summary May 1. 2001
43	HR project information/background with open issues list June 15, 2004
44	IT org. structure change information no date
45	UMR Student Market Assessment Data: Engineering & Tech/Science Fields, Fall 2003
46	HR Reports Needed Jan 2003
47	PeopleSoft Project Structure Proposal Randy Tucker
48	Recommendations for Grants Redesign 15 March 2001
49	Procurement Redesign 3-ring binder 1998
50	HR/Payroll Redesign 3-ring binder 1998
51	Student Redesign 1997
52	University of Missouri – Rolla Accounts Receivable – Detail to Summary Crossfoot, 19.59.34 dated 12/24/03
53	The AITS Training Strategy, Summary Recommendations for Improvement, no date
54	The AITS Training Strategy, Problems, Perceived Causes and Recommendations for Improvement, no date
55	Tabulation of AITS Training Focus Group Feedback, Component #1: Training Development, February 2003
56	HR Information email from Mary Hegeman to Mike Salem, with attached HRIS Outstanding Issues List, dated 6/16/2004
57	Cross Application Design Meeting, February 1-2, 2000
58	PeopleSoft Compliance and Required Reporting Re-design
59	Top Issues for Student Records, updated June 21, 2004
60	UMR Reports for PS Implementation, revised 6/2001
61	Unresolved Issues due to Cashiers/Student Records going live; May 6, 2004
62	Add, Drop and Swap Courses Process, no date
63	Adding, Dropping and Swapping Courses, PeopleSoft Student Records 8.19, training piece, no date
64	PeopleSoft Functional Specifications example, dated4/1/02
65	HR IT Team Training Plan, no date
66	DBA IT Team Training Plan, no date
67	Finance IT Team Training Plan, 7/18/2004
68	Grants Report List, no date
69	Student PeopleSoft Conversion Needs and Status as of Dec 22, 2003
70	PeopleSoft Student Financials Conversion Issues as of Feb 20, 2004
71	PeopleSoft Student Financials Conversion Issues as of Apr 30, 2004

UM Documents Reviewed for PeopleSoft Implementations Assessment

No.	Document Title
72	PeopleSoft Student Financials Conversion Issues as of July 14, 2004
73	New Modification Testing Methodology, October 29, 2003
74	Draft Governance Structure and associated roles and responsibilities for ASP, no date
75	Ed Mahon's Talking Points for Strider & Cline PeopleSoft Audit, July, 2004
76	Trip Report, Study of PeopleSoft Student Implementations, March 5, 2003
77	HR/IT Applications, January 18, 2001
78	Timeline for PeopleSoft Implementation and Additional Resources Needed to Maintain UIDS During PeopleSoft Transition, no date
79	Major Warehouse Entities: Post-PeopleSoft Implementation, October 2000
80	University Integrated Data System Memo, June 4, 2001
81	University Integrated Data System – Post-PeopleSoft Implementation Data Needs (White Paper), no date
82	How Data is Downloaded and Transferred into UMRDW and UMDW Tables, no date
83	Report Creation Comparisions, UMR Functional Tables vs. PeopleSoft Tables, no date
84	Problems with the PeopleSoft Grants Program, from the School of Nursing, no date
85	MU Instance with PeopleSoft Student Administration Modules, 1/8/2004
86	One Year Later: An Assessment of the Implementation of the Task Force's Recommendations (for reporting), May 2004
87	UM Decision Support Environment – Business Case Analysis, July 7, 2004
88	Target/Decision Dates for Activities, UMR PeopleSoft Student Implementation, Oct 20, 2003
89	Executive Summary: UM Information Technology Computing Budget FY05, no date
90	MU Student Information System Task Force Report: Executive Summary, Jan 22, 2004
91	MU Student Information System Task Force Report, Jan 22, 2004
92	General Officers Meeting Presentation, Mar 19, 2004
93	University of Missouri Task Force on Reporting Strategies, Final Draft Recommendations, May, 2003
94	Finance Modifications List, no date
95	Recommendations for Grants Redesign, Mar 15, 2001
96	UMR PeopleSoft Student Records 8.0 Training Manual, Nov 24, 2003
97	Modifications List for PeopleSoft HR, 6/11/04
98	Draft Governance Structure 7/19/04
99	Student Admin/HR Campus Community/Shared Tables & Data Elements
100	PeopleSoft Student System Separate Instance for MU Proposal & Associated Costs, 5/28/03
101	PeopleSoft HR-Student Shared Database Issues & Options
102	Time Line for UMR PS SA and SF Go-Live January 5, 2004
103	Who 'ya gonna call?? Call list for Student Go-Live at UMR January 5, 2004
104	"Ode to a Student Information System" by Laura Stoll, December 24, 2003
105	A New Way to Work… presentation, no date
106	Hospital Lunch and Learn presentation, Fall 1999

UM Documents Reviewed for PeopleSoft Implementations Assessment

No.	Document Title
107	End-User Training: Campus Deployment Plan, draft
108	AITS Training Strategy and Vision, 11/02/02
109	UMR 2004 Orientation/Enrollment Deposit Comparison, June 18, 2004
110	UMR PeopleSoft Student Module: System Corrections & Value-Added Needs, 5/18/04
111	UM IT Status Ralph Caruso Vice President Information Services March 2003
112	UM Information Technology Computing Budget FY05 March 30, 2004
113	General Officers Meeting March 19, 2004 [Recurring Cost and FY05 Budget info]
114	Appendix G – Columbia Campus only [SLA Charges]
115	Various email message following interview sessions

Strider & Cline, Inc.
Consultants, Teachers, Mentors, Helpful People

Issue Decision Packet Instructions

The following five-page packet is a template that could be used "as is" or modified to document any issue, including a scope, a budget, a schedule or a business policy change. The template includes:

- A summary page that describes the issue and lists the options to address the issue
- One page of analysis for each option including a description of the option, it's implications, the advantages and concerns, any policy and procedure changes required and major impact indicators
- An approval documentation page including the recommended option, the option selected and the approvers' signatures

This template provides a consistent way of documenting issues, options and the decisions made.

PeopleSoft Issue Decision Packet

Issue Title: (a descriptive name of the issue)

Prepared by: (name of the person who prepared the document)	**Preparation Date:** (date this document was prepared)
Approval Required by: (date by which a decision is needed)	**Attachments:** (a list of any attachments)

Issue Description:
(Brief narrative description of the issue)

Options:
Option 1: (a descriptive title for option 1)
Option 2: (a descriptive title for option 2)
Option 3: (a descriptive title for option 3)

Document file name
Document creation date
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PeopleSoft Issue Decision Packet

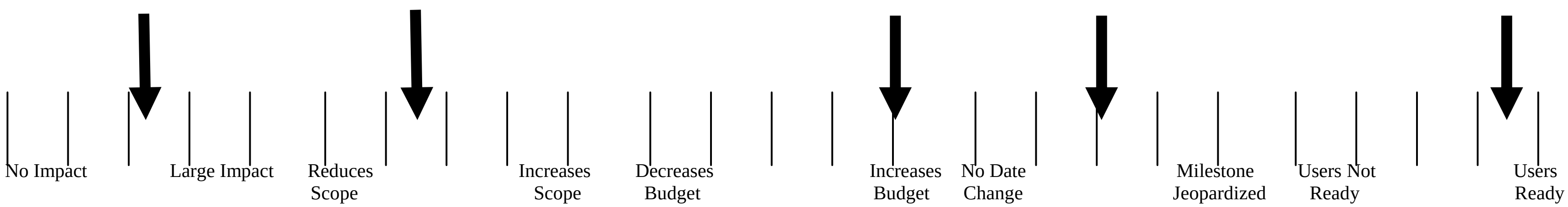
Issue Title: (a descriptive name of the issue)

Option 1

Title: (a descriptive title for this option)	Description: (a brief narrative description of the option and how it addresses the issue)
Implications	(narrative describing the implications of this option on the project and any areas affected)
Advantages	- (advantage) - (advantage) - etc.
Concerns	- (concern) - (concern) - etc.
Required Policy Changes:	(narrative describing the current policy and the policy change required)
Required Procedure Changes:	(narrative describing the current procedure and the procedure change required)

Impact Indicators: (position the arrows to indicate the level of impact this option has on each factor)

Business Objectives **Scope Change** **Budget Change** **Schedule Impact** **Readiness Impact**



Document file name
Document creation date

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PeopleSoft Issue Decision Packet

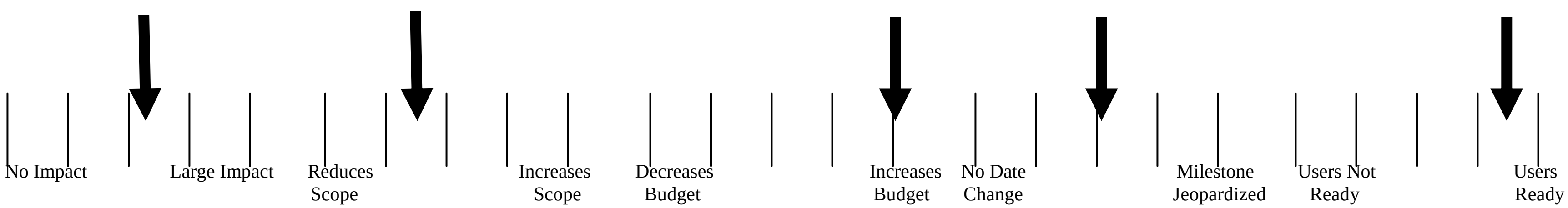
Issue Title: (a descriptive name of the issue)

Option 2

Title: (a descriptive title for this option)	Description: (a brief narrative description of the option and how it addresses the issue)
Implications	(narrative describing the implications of this option on the project and any areas affected)
Advantages	- (advantage) - (advantage) - etc.
Concerns	- (concern) - (concern) - etc.
Required Policy Changes:	(narrative describing the current policy and the policy change required)
Required Procedure Changes:	(narrative describing the current procedure and the procedure change required)

Impact Indicators: (position the arrows to indicate the level of impact this option has on each factor)

Business Objectives **Scope Change** **Budget Change** **Schedule Impact** **Readiness Impact**



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PeopleSoft Issue Decision Packet

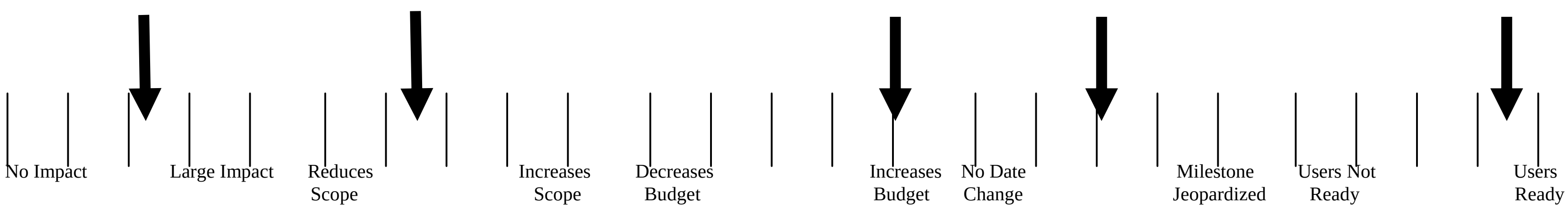
Issue Title: (a descriptive name of the issue)

Option 3

Title: (a descriptive title for this option)	Description: (a brief narrative description of the option and how it addresses the issue)
Implications	(narrative describing the implications of this option on the project and any areas affected)
Advantages	- (advantage) - (advantage) - etc.
Concerns	- (concern) - (concern) - etc.
Required Policy Changes:	(narrative describing the current policy and the policy change required)
Required Procedure Changes:	(narrative describing the current procedure and the procedure change required)

Impact Indicators: (position the arrows to indicate the level of impact this option has on each factor)

Business Objectives **Scope Change** **Budget Change** **Schedule Impact** **Readiness Impact**



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PeopleSoft Issue Decision Packet

Issue Title: (a descriptive name of the issue)

Recommendation: (if any):
(Option recommended with an explanation of the rationale)

Decision Made:
(Option selected with a narrative description including any details necessary to understand the decision)

Approvals: (note – change the signature blocks to appropriate authorities)

Signatures	Date Approved
______________________________ Project Director	____________
______________________________ VP-level	____________
______________________________ Chancellor	____________
______________________________ UM System President	____________

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Document creation date

University of Missouri PeopleSoft Assessment Interview Schedule

Interview #	Person or Group Invited	Description of Role(s) and Group Invitees	Person(s) in Attendance	Attendees	Location	Interviewer	Interviewer	Interviewer	Scheduled	Location
1	Elson Floyd	UMS President	Elson Floyd	1	Columbia	Wayne	Eileen		6/8 10:30-11:30	321 University Hall
2	Ralph Caruso	UMS VP IS	Ralph Caruso	1	Columbia	Wayne	Eileen	Marie	7/13 2:45-3:45	Ralph's Office-225 University Hall
3	Brady Deaton	UMC Interim Chancellor	Brady Deaton	1	Columbia	Wayne	Eileen		7/9 2:15-3:15	Brady's Office - 114 Jesse Hall
4	Lori Franz	UMC Interim Provost	Lori Franz	1	Columbia			Marie	7/9 2:15-3:15	Lori's Office - 116 Jesse Hall
5	Ken Hutchinson	UMS VP HR	Ken Hutchinson	1	Columbia	Wayne	Eileen		7/14 9:15-10:15	Ken's Office - 215 University Hall
6	Nikki Krawitz	UMS VP Finance & Administration	Nikki Krawitz	1	Columbia	Wayne	Eileen		7/14 2:45-3:45	Nikki's Office - 215 University Hall
7	Steve Lehmkuhle	UMS VP Academic Affairs	Steve Lehmkuhle	1	Columbia	Wayne	Eileen		7/14 10:30-11:30	Steve's Office - 309 University Hall
8	Jackie Jones & Dave Smarr	UMC Vice Chancellor Admin Services Project Director MU ASP	Jackie Jones & Dave Smarr	2	Columbia	Wayne			7/16 2:30-3:30	Jackie's Office - 319 Jesse Hall
9	Patty Scott	UM Hospital Director HR	Patty Scott	1	Columbia		Eileen		7/9 10:30-11:30	1W-46 University Hospital - right next door to the bank
10	Hank Wells	UM Hospital CFO	Hank Wells	1	Columbia	Wayne			7/13 4:00-5:00	MA204
11	Ann Korschgen	UMC Vice Provost Enrollment Management	Ann Korschgen	1	Columbia	Wayne	Eileen		7/9 1:00-2:00	Ann's Office - 228 Jesse Hall
12	Linsey Williams	UMS Director IT Systems Support	Linsey Williams	1	Columbia	Wayne			7/16 1:00-2:00	Linsey's Office - 3rd Floor Locust Street Bldg
13	Jim Coleman Ed Mahon	Vice Provost for Research UMC CIO	Jim Coleman Ed Mahon	2	Columbia	Wayne	Eileen		7/14 4:00-5:00	ConfRm#225 University Hall
14	UMC Deans 19	Advanced Studies & Graduate Suzanne Ortega Ag, Food & Natural Resources Thomas Payne Arts & Science Richard Schwartz Business Bruce Walker (Sending Admin Manager) Education Richard Andrews Engineering James Thompson (Unavailable) Human Environmental Sciences Steve Jorgenson Journalism Dean Mills (sending Fiscal Officer) Law Lawrence Dessem (sending Fiscal Officer) Libraries Jim Cogswell Veterinary Medicine Joe Kornegay Health Professions Richard Oliver Medicine William Crist(unavailable sending Assoc.Dean) Nursing Rose Porter Barb Breen - Fiscal Officer - Engineering Alisha L. Rychnovsky - Fiscal Officer - Law Rhonda Fallon - Fiscal Officer - Journalism Dr. William Folk-Senior Associate Dean Medicine Doug Tarwater - Administrative Manager-Busines	Agriculture Evelyn Lindell Arts & Business College Barbara Staiger Biochemistry Bill Folk Business Doug Tarwater Education Cathy Maupin Education Richard Andrews Engineering Barbara Breen Health Professions Beth Hays Journalism Rhonda Fallon Law Alisha Rychnovsky Nursing Kim Rose	11	Columbia	Wayne	Eileen	Marie	7/13 8:00-9:30	Chancellor's Conference Room - 123 Jesse Hall
15	Mary Hegeman	UMS AITS PS HR Applications Manager	Mary Hegeman		Columbia			Marie	7/16 9:15-10:15	Mary's Office - 3rd Floor Locust Street Bldg
16	Ben Canlas	UMS AITS PS Financial Applications Manager	Ben Canlas		Columbia	Wayne	Eileen	Marie	7/13 11:15-12:15	Ben's Office - 3rd Floor Locust Street Bldg
17	Barb Harris	UMS AITS PS Student Admin Applications Manager	Barb Harris		Columbia			Marie	7/16 1:00-2:00	Barb's Office - 2nd Floor Locust Street Bldg
18	Christine Mayer	UMS AITS Training Manager	Christine Mayer		Columbia		Eileen	Marie	7/16 2:15-3:15	Christine's Office - 2nd Floor Locust Street Bldg
19	Ken Yelton	UMS IT PS Database Administration	Ken Yelton		Columbia	Wayne	Eileen	Marie	7/16 10:30-11:30	Ken's Office - 3rd Floor Locust Street Bldg
20	Finance Tech Team 2 Student Tech Team 4 HR Tech Team 2 Database Team 3	Mary Lu Brown Jonathan Mayotte Beth Minor James Wahl Ann Chen Mike Jennings Linda Okamura Sarabeth Rhodes Jill McGinnis - Application Change Management Robin Deters - App Security Dave Huffman - App Security, Server Admin,DB Admin	Finance Tech Team Mary Lu Brown Finance Tech Team Johnathan Mayotte Finance Tech Team Beth Minor Student Tech Team James Wahl Student Tech Team Mike Jennings Student Tech Team Linda Okamura HR Tech Team Sarabeth Rhodes Application Change Management Jill McGinnis Database Team Robin Deters Database Team Dave Huffman	10	Columbia		Eileen	Marie	7/16 8:00-9:00	205 ABC Locust Street Bldg
21	UM Financials User Group 9	Jane Closterman - UM Controller Jennifer Doll - Assoc. Controller Bobbi Walker - AP & Asset Management Debbie Caselman - Grants, Projects & AR/BI Donna Johanning - GL/Budget Janet Meyer - GL/Budget Cuba Plain - Budget Cheryl Spang - Budget Darold Buescher	Jane Closterman - UM Controller Jennifer Doll - Assoc Controller Bobbi Walker - AP & Asset Management Debbie Caselman - Grants, Projects, AR/BI Donna Johanning - GL/Budget Janet Meyer - GL/Budget Cuba Plain - Budget Darold Buescher - Consultant	8	Columbia	Wayne		Marie	7/14 8:00-9:00	ConfRm#225 University Hall

Interview #	Person or Group Invited	Description of Role(s) and Group Invitees	Person(s) in Attendance	Attendees	Location	Interviewer	Interviewer	Interviewer	Scheduled	Location
22	UMC Financials User Group 6	Tom Sadowski - UMC Director Accounting Gary Burns - UMC Asst Director Accounting Tim Rooney - UMC Budget Officer Sherry Corwin - Hospital Controller JoEllen Bazat - Hospital Accounting Mike Warnock - Grants	Tom Dadowski - UMC Director Accounting Sherry Corwin - Hospital Controller JoEllen Bazat- Hospital Accounting Mike Warnock - Sponsored Programs	4	Columbia	Wayne	Eileen	Marie	7/16 3:45-4:45	Chancellor's Conference Room - 123 Jesse Hall
23	Human Resources User Group 13	Karen Touzeau - Assistant Vice Chancellor HR Jatha Sadowski - Assoc. Director HR Paul Toler - Director Payroll/Cashiers/Student Accts Patty Scott - Hospital Manager Personnel(unavailable) David Kribben - Hosp Manager Payroll/Central Process Diane Dews - Extension Admin Assoc II Linda Koch - UM Director HR Systems Brian Sanders - UM Manager Payroll Janet Brandt - UM Director Benefits Research & Analy Dennis Smith - UM Director HR Special Projects Mike Paden - UM Associate Vice President - Benefits Bill Edwards - UM Compensation and Program Support Hospital HR - Diana Hood	Karen Touzeau - Assistant Vice Chancellor HR Jatha Sadowski - Assoc. Director HR Paul Toler - Director Payroll/Cashiers/Student Accts David Kribben - Hosp Manager Payroll/Central Process Diane Dews - Extension Admin Brian Sanders - UM Manager Payroll Janet Brandt - UM Director Benefits Research & Analysis Dennis Smith - UM Director HR Special Projects Bill Edwards - UM Compensation & Program Support Diana Hood - Hospital HR	10	Columbia		Eileen	Marie	7/13 4:00-5:00	President's Conference Room - 321 University Hall
24	UMC Student Administration User Group 18	Ann Korschgen - Admissions, Student Records, FA Barbara Rupp - Admissions Melissa Ronan - Admissions Chuck May - Admissions Clint Chapman - Admissions Larry Linneman - Student Records Brenda Selman - Student Records Pat Schwartz - Student Records Steve Winters - Student Records Bob Baker - Student Records Paul Toler - Student Financials Cathy Turner - Student Financials Kim Brooks - Student Financials Joe Camille - Financial Aid Rich Eyler - Financial Aid Lori Hartman - Financial Aid Frankie Minor - Director Residential Life Rich Anderson - Student Affairs	Ann Korschgen - Admissions, Student Records, FA Melissa Ronan - Admissions Clint Chapman - Admissions Larry Linneman - Student Records Brenda Selman - Student Records Pat Schwartz - Student Records Steve Winters - Student Records Paul Toler - Student Financials Cathy Turner - Student Financials Kim Brooks - Student Financials Rich Eyler - Financial Aid Lori Hartman - Financial Aid Rich Anderson - Student Affairs	13	Columbia	Wayne		Marie	7/9 10:30-Noon	Chancellor's Conference Room - 123 Jesse Hall
25	Reporting Task Force WorkGroup 17	Bob Mullen, Task Force Chair - IR Ben Phelps - UM Bill Edwards - UM Richard Knapp - UM Cindy Martin - UMC Extension Linda Okamura - UM Pat Morton - UMC Pat Schwartz - UMC Ken Hill - UMKC Art Brooks - UMR David Saphian - UMR Larry Westermeyer - UMSL Mardy Eimers - UM Linda Koch - UM Jennifer Doll - UM Laura Stoll - UMR Nancy Zielke - UMKC	Bob Mullen, Task Force Chair - IR Bill Edwards - UM Richard Knapp - UM Cindy Martin - UMC Extension Linda Okamura - UM Pat Morton - UMC Pat Schwartz - UMC Ken Hill - UMKC Art Brooks - UMR Larry Westermeyer - UMSL Mardy Eimers - UM Linda Koch - UM Laura Stoll - UMR Donna Johanning - Controller's Office	14	Columbia	Wayne	Eileen	Marie	7/9 3:30-5:00	205ABC Locust Street Bldg

Interview #	Person or Group Invited	Description of Role(s) and Group Invitees	Person(s) in Attendance	Attendees	Location	Interviewer	Interviewer	Interviewer	Scheduled	Location
26	Reporting Task Force Technical Team 4	Randy Wiemer Michele McFadden Jim Casstevens Phil Leith	Randy Wiemer Michele McFadden Jim Casstevens Phil Leith Andrew McAllister Linda Okamura	6	Columbia		Eileen	Marie	7/13 10:00-11:00	205ABC Locust Street Bldg
27	APPO "Purchasing" 5	Dennis Cesari (unavailable) Jennifer Alexander Sherri Wood Bruce Weston Bobbi Walker	Jennifer Alexander Bruce Weston Bobbi Walker	3	Columbia		Eileen	Marie	7/14 1:30-2:30	Small Conference Room P/MM - 1105 Carrie Francke Drive
28	Martha Gilliland	UMKC Chancellor	Martha Gilliland	1	Kansas City	Wayne	Eileen		8/5 10:00-10:30	301 Administrative Center
29	Bill Osborne	UMKC Interim Provost	Bill Osborne	1	Kansas City	Wayne	Eileen		7/8 2:15-3:15	358 Administrative Center
30	Larry Gates	UMKC Vice Chancellor Admin & Finance	Larry Gates	1	Kansas City		Eileen		7/28 8:45-9:45	333 Administrative Center
31	Mel Tyler & Pat Long	UMKC Asst. Vice Chancellor Student Affairs UMKC Vice Chancellor Student Affairs	Mel Tyler & Pat Long	2	Kansas City	Wayne		Marie	7/28 8:45-9:45	336 Administrative Center
32	UMKC Deans w/ Fiscal Officers 28	Arts & Science Bryan Le Beau Business & Public Administration O. Homer Erekson Biological Sciences Lawrence Dreyfus Biological Sciences Assoc Dean Jakob Waterborg Conservatory Randy Pembrook Dentistry Mike Reed Education Interim Linda Edwards Interdisciplinary Computing & Eng Bill Osborne Law Interim Ellen Suni Medicine Betty Drees Nursing Interim Lora Lacey Haun Pharmacy Bob Piepho Libraries Interim Joan Dean Comp Sci & Engineering Dean Khosrow Sohraby Patrick Hilburn - Arts & Sciences Fiscal Officer Mary Morgan - Bus & Public Admin Fiscal Officer Laura Batenic - Biological Sciences Fiscal Officer Gailyn Strayer - Conservatory of Music Fiscal Officer Ed Ellyson - Denistry Fiscal Officer Jackie Walter - Education Fiscal Officer Tom Green - Law Fiscal Officer Andrea Brown - Law Assistant Business Manager Chuck Henning - Medicine Fiscal Officer Peggie Springer - Medicine Manager Busi/Fiscal Opns Cyndi Auston - Nursing Fiscal Officer Linda Teater - Pharmacy Fiscal Officer Jennifer Eigsti - Libraries Fiscal Officer Stephanie Griffin Comp Sci & Engineering Fiscal Office	Arts & Science Bryan Le Beau Arts & Science Pat Hilburn Business & Public Administration Mary Morgan Law Interim Tom Green Law Andrea Brown Nursing Cyndi Auston Pharmacy Bob Piepho Pharmacy Linda Teater Libraries Interim Joan Dean Libraries Jennifer Erigsti	10	Kansas City	Wayne	Eileen	Marie	7/8 3:30-5:00	Alumni Room - Univeristy Center
33	Vice Provost & Vice Chancellors w/ Fiscal officers 11	Vice Provost Academic Affairs MaryLou Hines(unavailable) Interim Vice Chancellor of Research Nancy Mills Vice Provost for Research Ron MacQuarrie Asst VC Institutional Effectiveness Jennifer Spielvogel Pam Becker – VC Academic Affairs Janet Carnett – Information Systems Brenda Fasken – Campus Facilities Carla Heins – VC Inst Development Julie Leahy – Grad Studies Paris Saunders – VC Student Affairs Carla Wilson – Athletics	Interim Vice Chancellor of Research Nancy Mills Office of Research Services Doris E. Wilson Asst VC Institutional Effectiveness Jennifer Spielvogel Janet Carnett – Information Systems Brenda Fasken – Campus Facilities Carla Wilson – Athletics	6	Kansas City		Eileen	Marie	7/8 1:00-2:00	Alumni Room - Univeristy Center

Interview #	Person or Group Invited	Description of Role(s) and Group Invitees	Person(s) in Attendance	Attendees	Location	Interviewer	Interviewer	Interviewer	Scheduled	Location
34	Financials User Group 13	Nancy Zielke - Asst VC for Finance Bob Crutsinger - Director of Accounting Shannon Stone - Advancement Development Director Paris Saunders - Dir Business Affairs-Student Affairs Grants: John Baumann - Director Grants and Contracts Joy Loesch - Supervisor, Grants & Contracts Amir Ayoub - Senior Accountant Research Svcs Naoji Sugihara - Senior Accountant Research Svcs Jon Goodell - Research Assistant Research Svcs Courtney Allen - Research Assistant Research Svcs Maureen Hannoun - Asst Program Director Res Svcs Camilah Hicks - Research Associate Research Svcs Aletha McDonald - Grant/Contract Specialist Res Svcs	Nancy Zielke - Asst VC for Finance Bob Crutsinger - Director of Accounting Shannon Stone - Advancement Development Director Paris Saunders - Dir Business Affairs-Student Affairs Grants: John Baumann - Director Grants and Contracts Joy Loesch - Supervisor, Grants & Contracts Amir Ayoub - Senior Accountant Research Svcs Naoji Sugihara - Senior Accountant Research Svcs Jon Goodell - Research Assistant Research Svcs Courtney Allen - Research Assistant Research Svcs Maureen Hannoun - Asst Program Director Res Svcs Camilah Hicks - Research Associate Research Svcs Aletha McDonald - Grant/Contract Specialist Res Svcs Peggie Springer - School of Medicine Karen Wilkerson - Budget John Morrissey - Budget Mary Ann Richey - Budget	17	Kansas City	Wayne	Eileen	Marie	7/8 8:45-10:15	Alumni Room - Univeristy Center
35	Human Resources User Group	Jill Reyes - Asst Director HR Carol Fitzpatrick - Payroll Diane Dunfee - Payroll	Jill Reyes - Asst Director HR	3	Kansas City		Eileen	Marie	7/28 10:00-11:00	226 Administrative Center
36	Student Administration User Group 21	Doretta Kidd - Admissions Chris Chidester - Admissions Sucharita - Admissions Mel Tyler - Admissions Jennifer Dehaemers - Admissions Wilson Berry - Student Records Chris Meiers - Student Records Tim Sullivan - Student Records Ed Beijen - Student Records Jane Gu - Student Records Nancy Bahner - Student Financials Nancy Zielke - Student Financials Mary Ann Richey - Student Financials Jan Brandow - Financial Aid Michael Passer - Financial Aid Paul Schwartz-Financial Aid Carol Rotach-Financial Aid Andy Goodenow - Web Design Kim McNeley - Student Affairs (Medicine) Mary Anne Morenegg - Student Admissions(Medicine) Carol Kariotis - Director Residential Life	Doretta Kidd - Admissions Chris Chidester - Admissions Sucharita Simhadri - Admissions Wilson Berry - Student Records Chris Meiers - Student Records Ed Beijen - Student Records Jane Gu - Student Records Nancy Bahner - Student Financials Nancy Zielke - Student Financials Jan Brandow - Financial Aid Michael Passer - Financial Aid Paul Schwartz-Financial Aid Carol Rotach-Financial Aid Andy Goodenow - Web Design Kim McNeley - Student Affairs (Medicine) Mary Anne Morenegg - Student Admissions(Medicine) Carol Kariotis - Director Residential Life Aaron Slusher - International Student Affairs	18	Kansas City	Wayne		Marie	7/8 10:30-Noon	Alumni Room - Univeristy Center
37	Gary Thomas	UMR Chancellor	Gary Thomas	1	Rolla	Wayne	Eileen		7/15 9:15-10:15	206 Parker Hall
38	Y.T. Shah	UMR Provost	Y.T. Shah	1	Rolla	Wayne	Eileen		7/15 8:00-9:00	204 Parker Hall
39	Steve Malott	UMR Vice Chancellor Admin Services	Steve Malott	1	Rolla		Eileen	Marie	7/23 2:00-3:00	Phone Interview
40	Jay Goff	UMR Dean Enrollment Management	Jay Goff	1	Rolla	Wayne		Marie	7/15 3:30-4:30	207 Parker Hall
41	UMR Deans 10	Arts & Science Paula Lutz Engineering O. Robert Mitchell Management & Info Systems Arlan Dekock Mines & Metallurgy Interim Mariesa Crow (unavailable) CIO Randy Tucker Vice Provost Research Wayne Huebner Vice Provost UMR Global Henry Wiebe Vice Provost Undergrad&Grad Studies Harvest Collier Joan Singley - Mines & Metallurgy David Saphian - Institutional Research	Arts & Science Paula Lutz Engineering O. Robert Mitchell Management & Info Systems Arlan Dekock CIO Randy Tucker Vice Provost Research Wayne Huebner Vice Provost UMR Global Henry Wiebe Joan Singley - Mines & Metallurgy Art Brooks - IT	8	Rolla		Eileen	Marie	7/15 1:00-2:00	216 Parker Hall

University of Missouri PeopleSoft Assessment Interview Schedule

Interview #	Person or Group Invited	Description of Role(s) and Group Invitees	Person(s) in Attendance	Attendees	Location	Interviewer	Interviewer	Interviewer	Scheduled	Location
42	Financials User Group 3	Andy Lamar - Director Accounting (SA group also) John Terrill - Asst Director Accounting (SA group also) Linda Evans - Grants	Andy Lamar - Director Accounting John Terrill - Asst Director Accounting Linda Evans - Grants	3	Rolla	Wayne		Marie	7/15 2:15-3:15	216 Parker Hall
43	Human Resources User Group	Phyllis McCoy - Director HR (unavailable) Connie Hudgens - Sr. Personnel Associate	Connie Hudgens - Sr. Personnel Associate	1	Rolla		Eileen		7/15 3:30-4:30	216 Parker Hall
44	Student Administration User Group 16	Jennifer Bayless - Admissions Lynn Stichnote - Admissions Jay Goff - Admissions Laura Stoll - Student Records Jonathan Helm - Student Records Deanne Lohr - Student Records Art Brooks - Student Records Shevawn Tipton - Student Records Deb Mash - Student Financials Andy Lamar - Student Financials Steve Malott - Student Financials John Terrill - Student Financials Bob Whites - Financial Aid Dave Saphian - Institutional Research Dee Leuellyn - Financial Aid Sarah Salmons - Manager Student Recruiting	Jennifer Bayless - Admissions Lynn Stichnote - Admissions Jay Goff - Admissions Laura Stoll - Student Records Jonathan Helm - Student Records Deanne Lohr - Student Records Art Brooks - Student Records Deb Mash - Student Financials Andy Lamar - Student Financials John Terrill - Student Financials Bob Whites - Financial Aid Dave Saphian - Institutional Research Dee Leuellyn - Financial Aid	13	Rolla	Wayne	Eileen	Marie	7/15 10:30-Noon	216 Parker Hall
45	Thomas George Jim Krueger Don Driemeier (unavailable)	UMSL Chancellor UMSL Vice Chancellor Managerial & Tech Services Deputy To The Chancellor	Thomas George Jim Krueger	2	St. Louis	Wayne	Eileen		7/12 9:15-10:15	401 Woods Hall
46	Curt Coonrod	UMSL Vice Provost Student Affairs	Curt Coonrod	1	St. Louis			Marie	7/12 9:15-10:15	301 Woods Hall
47	UMSL Deans 25	Art & Science - Dr. Mark Burkholder Business Administration - Dr. Thomas Eyssell Education - Dr. Charles Schmitz (unavailable) Fine Arts & Communication - Dr. John Hylton Nursing & Health Studies - Dr. Connie Koch Nursing & Health Studies - Dr. Lucille Travis (unavailable) Evening College - Dr. Sheilah Clarke-Ekong (unavailable) Honors College - Dr. Robert Bliss Optometry - Dr. Larry Davis UMSL/WU Joint Engineer Program - Dr. William Darby Libraries - Amy Arnott Graduate School Judith Walker de Felix Assoc Vice Chancellor Info Tech - Jerry Siegel Vice Chancellor for Research Nassar Arshadi Assoc VC Academic Affairs - Joel Glassman Interim Assoc VC Acad Affairs-Margaret "Peggy" Cohen Interim Assoc VC Acad Affairs - Dave Klostermann Vice Chancellor Academic Affairs Jerry Durham Vice Chancellor University Relations Dixie Kohn Vice Chancellor Admin Services Reinhard Schuster Robert Mayo - Evening College Fiscal Officer Teresa Thiel - Assoc Dean Arts and Sciences Tina Hyken- Education Fiscal Officer Ann Kaup - Nursing	Business Administration - Dr. Thomas Eyssell Education Fiscal Officer - Tina Hyken Fine Arts & Communication - Dr. John Hylton Evening College Fiscal Officer - Bob Mayo Honors College - Dr. Robert Bliss Optometry - Martha Menendez Graduate School Judith Walker de Felix Assoc Vice Chancellor Info Tech - Jerry Siegel Vice Chancellor for Research Nassar Arshadi Assoc VC Academic Affairs - Joel Glassman Interim Assoc VC Continuing Ed - Dave Klostermann Vice Chancellor Academic Affairs Jerry Durham University Relations Charlotte Hitchcock Vice Chancellor Admin Services Reinhard Schuster Elaine Flipping - Performing Arts Center	15	St. Louis	Wayne	Eileen	Marie	7/12 10:30-Noon	Century Room A - Millennium Student Center
48	Financials User Group 5	Randy Vogan - Manager Accounting Ernie Cornford - Director Finance (also SA group) Karen Boyd - Grants Joann Wilkinson - Planning & Budget Specialist Brenda Hogenkamp - Asst Director Administrative Serv	Randy Vogan - Manager Accounting Ernie Cornford - Director Finance (also SA group) Karen Boyd - Research Administration Joann Wilkinson - Planning & Budget Specialist Ginny Schodroski - Research Administration Brenda Stutte - Research Administration	6	St. Louis		Eileen	Marie	7/12 4:00-5:00	Century Room A - Millennium Student Center

University of Missouri PeopleSoft Assessment Interview Schedule

Interview #	Person or Group Invited	Description of Role(s) and Group Invitees	Person(s) in Attendance	Attendees	Location	Interviewer	Interviewer	Interviewer	Scheduled	Location
49	Human Resources User Group 3	Errol Benson - Manager Payroll/Benefits Peter Heithaus - Director Human Resources John Tighe Jr. - Asst Director HR	Errol Benson - Manager Payroll/Benefits Peter Heithaus - Director Human Resources John Tighe Jr. - Asst Director HR	3	St. Louis		Eileen	Marie	7/12 8:00-9:00	407 Woods Hall
50	Student Administration User Group 15	Linda Silman - Admissions & Student Records Mimi LaMarca - Admissions & Student Records Jerry Hoffman - Admissions Pam Kaiser-Lee - Admissions Curt Coonrod - Admissions Judy Young - Student Records Mitch Hess - Student Financials Ernie Cornford - Student Financials Linda Gatson - Student Financials Jim Krueger - Student Financials Tony Georges - Financial Aid Samantha Ruffini - Financial Aid Christopher Sullivan - International Student Advisor Melissa Hattman - Admissions John Klein - Asst. Director Residential Life	Linda Silman - Admissions & Student Records Pam Kaiser-Lee - Admissions Judy Young - Student Records Mitch Hess - Student Financials Ernie Cornford - Student Financials Linda Gatson - Student Financials Jim Krueger - Student Financials Tony Georges - Financial Aid Samantha Ruffini - Financial Aid Melissa Hattman - Admissions Clara Jackson - Graduate School Admissions Rebecca McClure - International Studies	12	St. Louis	Wayne		Marie	7/12 2:15-3:45	Century Room A - Millennium Student Center
51	UMSL Faculty & Staff 18	Van Reidhead - Chair, Faculty Senate Vicki Sauter-Prof Management Science & Info Systems Paul Speck-Assoc Professor Marketing Joe Martinich-Professor Management Science Rocco Cottone - Chair, IFC Ruthann Perkins-Asst to the Dean of Arts & Sciences Debra Braun-mgr bus/fiscal ops CE&O Robert Calsyn - Psychology Professor (sending Sub) Patricia Barton-Sr. Grant Writer A&S Mary Brown - ITS Tech Trainer Andrea Dunbar - HR Assistant Ericka Grim - Sr. Data Entry Operator-Registration Karen Kirkwood-Mgr Bus/Fiscal Ops ITS John Mulderig - Asst to the Dean A&S Paul Pratte - DB Programmer Analyst ITS Mary Fowler - Director User Services Melody Freeman - CE & O	Van Reidhead - Chair, Faculty Senate Vicki Sauter-Prof Management Science & Info Systems Joe Martinich-Professor Management Science Rocco Cottone - Chair, IFC Ruthann Perkins-Asst to the Dean of Arts & Sciences Patricia Barton-Sr. Grant Writer A&S Mary Brown - ITS Tech Trainer Karen Kirkwood-Mgr Bus/Fiscal Ops ITS John Mulderig - Asst to the Dean A&S Paul Pratte - DB Programmer Analyst ITS Melody Freeman - CE & O Melinda Bowen - Gerontology Charlotte Diane Hanes - Continuing Education	13	St. Louis	Wayne	Eileen	Marie	7/12 1:00-2:00	Century Room A - Millennium Student Center
52	Richard Wallace	UMC Chancellor	Richard Wallace	1	Columbia	Wayne	Eileen		7/16 9:15-10:15	105 Jesse Hall
53	Mary Lou Hines	UMKC CIO & Vice Provost for Aca Prgms	Mary Lou Hines	1	Kansas City	Wayne	Eileen		7/23 9:45-10:45	354 Administrative Center
54	Michele McFadden	UM DBA Principal - Reporting	Michele McFadden	1	Columbia			Marie	7/16 3:45-4:45	204J Locust Street Bldg
55	Andy McAllister	UM System Administrator	Andy McAllister	1	Columbia			Marie	7/14 3:00-4:00	225F University Hall
56	Deb Mash	UMR Supervisor Cashiering	Deb Mash	1	Rolla	Wayne			7/15 1:15-1:45	Cashier's Window
57	Enrollment Management	UMC Ann Korschgen UMKC Mel Tyler UMR Jay Goff UMSL Curt Coonrod	UMC Ann Korschgen UMKC Mel Tyler UMR Jay Goff UMSL Curt Coonrod	4	Telephone Call	Wayne	Eileen	Marie	7/13 12:30-2:00	
58	Jakob Waterborg	Associate Dean & Graduate Programs Officer	Jakob Waterborg	1	UMKC	Wayne			7/28 10:00-11:00	
59	Jerry Siegel	Assoc Vice Chancellor Info Tech	Jerry Siegel	1	UMSL		Eileen		7/28 3:00-4:00	Telephone Call
60	Randy Tucker	CIO	Randy Tucker	1	UMR		Eileen		7/26 1:00-1:30	Telephone Call
61	Linda Koch	UM System Human Resources	Linda Koch	1	By Phone		Eileen	Marie	7/27/04 3:00-3:30	
			Total Individuals Interviews	**247**						
			System Interviews	**18**						
			UMC Interviews	**12**						
			UMKC Interviews	**11**						
			UMSL Interviews	**8**						
			UMC Interviews	**10**						
			Cross System Interviews	**2**						
			Total Interviews	**61**						