

CMS Overview

California State University, Chico

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CMS

- What is it?
- Why are we doing it?
- How much will it cost?
- When will we start, and how long will it take?
- What are the benefits?
- What are the risks?

CMS - What is it?

- CSU System-wide replacement of administrative information systems:
 - Human Resources Information System
 - Financial Information System
 - Student Information System
- PeopleSoft ERP system

CMS stands for Collaborative Management Systems, and is a CSU system-wide initiative designed to replace the administrative information systems at all 23 CSU campuses. The new systems encompass the Human Resources, Financial Management, and Student Information systems areas.

The genesis of the CMS Initiative was the efforts of a group of CSU campuses that were seeking to replace their financial systems with state-of-the-art ERP systems. The CMS Initiative was subsequently adopted as one of the first group of CSU system strategic technology initiatives to be pursued as part of an overall integrated technology strategy. CMS was further expanded to include Student Administration and Human Resources systems in addition to Financials. The CMS Task Force collectively spent many person-years over the past 36 months analyzing software packages and vendors, and resultantly selected PeopleSoft as the partner of choice for provisioning new information systems.

CMS - Why are we doing it?

- Next step in continuing administrative systems evolution
- Old systems need replacement

Information systems cannot remain static. Continual investment is required in keeping the systems current, supportable, and available. This is true of new state-of-the-art systems, and sometimes to an even greater extent of older, “legacy” information systems. A continual evolution of administrative systems is necessary to enable CSU campuses to remain responsive to customer demands.

Two examples of CSU Chico systems that need replacement in the immediate future are:

- The Financial Management system: This system is an in-house developed software package which has been developed and supported by the CSU Chancellor’s Office. Support for this product will be dropped in the near future, which means that a new system must be implemented to ensure that mission critical activities continue to be operated by a supported information system.
- The State Controller’s Office is in the process of implementing a completely new payroll system. Under the new payroll system, each campus will be required to exchange information electronically with the Chancellor’s Office and with the State Controller’s Office. This will require a full-featured Human Resources Information System, such as provided by the PeopleSoft HR product. The existing HR systems provide neither the capability nor flexibility to interoperate in this new payroll environment.

The PeopleSoft project moves campus administrative systems into the next generation of technology with supported systems, and enables the campus to continue fulfilling its regulatory, reporting and business responsibilities. The new systems also positions the campus for future system improvements that can help the CSU to be more competitive and responsive to consumer needs.

CMS - Why are we doing it?

- Campuses working together is more cost effective than “going it alone”
- Chancellor Reed support of CMS as system-wide direction

Analysis has shown that considerable cost savings may be possible through collaboration of the 23 CSU campuses on implementation of new systems—this over the cost of each campus implementing new systems in isolation.

A significant factor for campus participation is the strong support expressed by CSU Chancellor Charles Reed for the CMS initiative as a key element of the information system strategy for CSU. Support and commitment from top management is universally recognized as essential to success of a major undertaking such as the PeopleSoft implementation performed under the auspices of the CMS Initiative.

CMS - How much will it cost?

- Estimated campus implementation cost is \$12-\$15M
- Campus yearly assessment by C.O. is \$468,000

The project costs for the PeopleSoft implementation at CSU Chico fall into two principal categories:

- Direct campus costs for staffing, consulting support, training, and any hardware or software expenditures required;
- Yearly assessment paid by each campus to the CSU System (Chancellor's Office)

The budget numbers for the Chico campus CMS implementation are still being developed. A number of factors outside the control of the campus will significantly influence the cost of the project--thus the overall cost can only be estimated at this point.

These outside factors affecting project cost include:

- The state of the "CSU Baseline" product to be delivered by the CMS collaborative. To the extent that this product is well engineered and meets campus needs, campus costs will be driven down. To the extent that the baseline product falls short of meeting campus requirements, additional costs will be incurred in the form of workarounds, or campus/department reorganization.
- The suite of services that will be provided by the CMS shared service centers. The shared service centers are the CSU system provisioned centers for providing server support for the new PeopleSoft systems. If the campus is required to take on much of the responsibility for this support, then costs for supporting the server platform will go up.
- The timing of when the CSU Baseline product will be available for implementation by CSU Chico

CMS - Timeframe

- Chico plans to begin product implementation 6 months after 2nd wave availability
- Approximate time to implement:
 - Financials and HR: 30 months
 - Student: 30 months

The CSU Baseline Product:

The central CMS Collaborative organization includes a software maintenance group that is creating a CSU version of the PeopleSoft software. This CSU version, called the “CSU Baseline,” is the base PeopleSoft product with changes and modifications made to support CSU requirements.

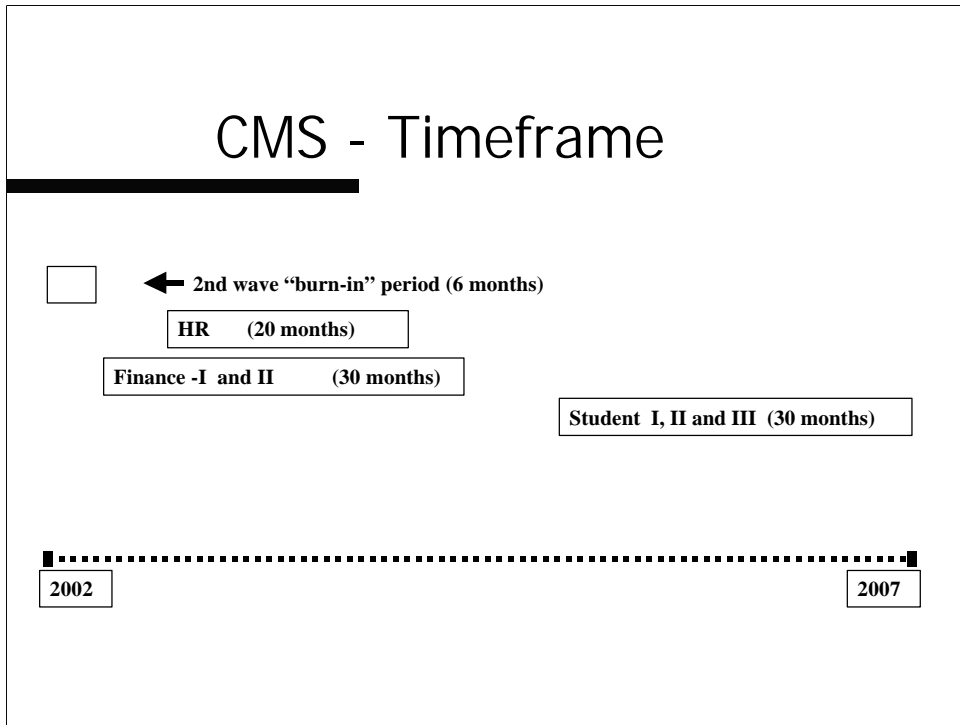
First Wave:

The first group or “first wave” of campuses to implement the new PeopleSoft software will begin implementation on their campuses beginning early 2001, which is when the CSU Baseline products for Human Resources and Financials are projected to be available. *There is not yet a projected availability date for the Student Information system component of the CSU Baseline product.*

Second Wave:

The CSU Baseline software is expected to be available to the second group or “second wave” of campuses, including CSU Chico, approximately 6 months later. NOTE: The CMS Collaborative management has not yet decided when to make the software available to second wave campuses.

CMS - Timeframe



These timeframes are approximate, and will be continually adjusted as delivery and other dates are adjusted by the Central CMS Collaborative organization.

CMS - Benefits

- *Long term improvement:*
 - New systems enable the campus to continue enhancing the service and information available to students, faculty and staff of CSU Chico.
- *Supportability:*
 - *New systems will be fully supported by vendors and the CMS Collaborative organization*
- *Synergy:*
 - *Participation in the CMS initiative enable Chico to take advantage of the skills, efforts and developments made by other campuses and the CMS Collaborative.*

Long Term Improvement:

The new PeopleSoft systems are open architecture, and based on an industry standard database. This platform is ideal for building new services and capabilities, and for supporting the CSU Chico Data Warehousing strategy.

Supportability:

The PeopleSoft product is fully supported by the vendor, which is essential for any mission critical application. The CSU Baseline version of the PeopleSoft products are also supported by the CMS Collaborative organization, which has brought together some of the best talent within the CSU to construct systems that will work effectively for the CSU.

Synergy:

The CMS Initiative provides a framework and common application base for CSU campuses to cooperate, share information and innovation, and to share information. Although CSU campuses have always collaborated to some extent in the past on the operation of administrative systems, the commonality achieved through the CMS initiative will enable campuses to share resources more effectively.

CMS - Benefits

- *Flexibility:*

- Existing (i.e., legacy) systems are not easily adaptable to changing business practices; new systems are more flexible and adaptable to new business practices, and enable greater responsiveness to continuing demands for new services and improvements to existing service.

- *Interoperability:*

- Ability to interface with the California State Controller's Office for payroll processing.

Flexibility:

Although existing systems can be modified, the time and expense required to do so limits the options for adding new capabilities to the systems, and any resultant new services that would be enabled by system modifications. The PeopleSoft software is inherently more flexible than legacy systems.

Interoperability:

The PeopleSoft Human Resources system provides the advanced functionality required to interface with the State Controller's Office for payroll processing. This interconnection cannot be accomplished by existing systems, and will be required to ensure that CSU Chico continues to accurately and promptly pay all employees.

CMS - Benefits

■ *CSU System-wide:*

- A long term strategy for containing increases in the CSU system-wide cost of maintaining administrative software.
- Potential for overall cost savings of collaborative effort versus individual campuses acting alone.
- A common reporting framework and better CSU-wide data aggregation.

CSU System-wide:

- The CSU System spends something on the order of \$200M or more annually on information technology. The CMS Initiative embodies a long term strategy for containing increases in the cost of administrative systems by tapping the commonality among campuses within the CSU, and avoiding the waste of campuses re-inventing the wheel of administrative systems.
- Overall costs are expected to limited through the collaboration of all CSU campuses in the CMS Initiative. Many of the costs of a PeopleSoft implementation that would traditionally be borne by the individual campus performing the implementation are being shared by all campuses within the CSU System. Many of the costs of implementation will be incurred and paid by the individual campuses, but the shared expenses is where the savings is expected to emerge.
- The ability to provide data for regulatory and reporting requirements has always been a major challenge within the CSU. Disparate information systems and data have resulted in considerable time and manual effort being spent to comply with reporting requirements. The new, common systems deployed under the CMS Initiative will provide a common reporting framework that will enhance the ability to supply required reporting data.

CMS - Challenges



- Full management support and commitment are absolutely essential for success
- Staffing impact will be considerable
- Other campus projects impacted
- CSU baseline PeopleSoft product is an unknown factor

Management support:

The PeopleSoft project is a major campus initiative. Considerable campus resources and corporate will-power will be required to make it a successful project, and to provide the campus with a valuable, functional new suite of administrative information systems. Support from the top will help to make success a reality.

Staffing impact:

Many of the staff member who will be working on the PeopleSoft project will be pulled away from their existing responsibilities. Although the campus project plan calls for some augmentation of staff support for the project, existing campus functions will be affected to some degree.

Other campus projects:

Due to the far-reaching requirements of the PeopleSoft implementation, other campus projects may need to be postponed.

CSU Baseline Product unknown:

The CSU Baseline version of the PeopleSoft product is being modified and customized by the first wave (first group to implement) of eleven CSU campuses. Neither CSU Chico nor any of the other campuses not in the first wave have had direct input as to how the CSU Baseline product will be configured, customized, and modified. The risk in this unknown factor is that CSU Chico management does not know to what extent the CSU Baseline product will fit within the existing organizational framework of CSU Chico. This factor does, however, have the benefit of providing an opportunity for CSU Chico to re-engineer business processes. Also unknown is how much of the functionality required by CSU Chico will be present and functioning in the CSU Baseline product.

CMS - Current Status

- CMS Steering Committee formed
- Functional teams being finalized

CMS Steering Committee:

The Enterprise Systems Committee has been chartered as the body that will function as the campus CMS Steering committee. The CMS Steering committee provides overall project and policy oversight to the CSU Chico CMS project.

Functional Teams:

- Human Resources team has been finalized.
- Financials team is still in formation.
- Student team is still in formation.

CMS - Next Steps

- Enact backfill strategy:
 - Identify needs, hire, and train for backfill – HR and Business & Finance;
 - Identify needs, hire, and train for backfill – Student.
- Finalize the composition of the HR, Financials, and Student project teams.
- Construct and implement campus and core-team training strategy.

For more information:

- CMS project information available:
 - <http://www.csuchico.edu/computing/cms/>
 - Findings of the Chico Readiness Assessment
 - Project Status
 - Links to CSU System CMS resources