Project Completion Report

PI Dashboard Planning Project

6/30/2016
Summary Metrics

**Budget:** 47% under due scope change  
Green = less than 10%, Yellow = between 10% and 20%, Red = more than 20%

**Schedule:** 0 months late  
Green = less than 10%, Yellow = between 10% and 20%, Red = more than 20%

**Total Value Achieved:** n/a  
Green = 90%, Yellow = between 80% and 90%, Red = less than 80%

**Open Serious Defects:** n/a  
Green = 0, Yellow = between 1 and 3, Red = more than 3

**Award:** $600,000  
**Spent:** $380,000

**Start:** 07/2015  
**End:** 06/2016

Major Benefits Achieved

- PI Dashboard functionality was made available for use by multiple schools far sooner than originally anticipated (i.e. within 9 months vs. original estimate of up to 2 years)
- Dashboard technology now scalable to accommodate more schools than SEAS, Chan SPH and HMS
- Application support now enterprise-wide using existing HUIT support structures

Key Success Factors

- Involvement from SEAS developers and detailed analysis of technology

Areas for Improvement

- Should have questioned results of previous “discovery” phase before assuming that a rebuild of the application would be required
PI Dashboard Planning

The Vision: PI Dashboard planning phase

To create a plan for delivering a supportable, well performing Principal Investigator (PI) Dashboard for sponsored data.

Objectives

1. Draft an implementation plan for deploying the PI Dashboard, including:
   - Technology approach that aligns with HUIT strategy:
     - Systems architecture and Data Architecture approach
     - BI/Tools assessment (i.e., stick with SEAS technology or convert to OB or Qlikview)
     - Implementation scope, timeline and cost estimates
       - Infrastructure
       - Project Management, Change Management, Development
       - Business engagement and governance
   - Alignment with other initiatives
     - GMAS 2.0
     - MFR, Enterprise Intelligence, Next Gen HDW
2. Organizational plan for ongoing operational support
   - Role of schools vs role of center
   - Support model and ongoing governance
3. Assessment of organizational readiness for implementation

Guiding Principles

1. Establish/sustain strong sponsorship and governance.
2. Balance local innovation with the need to ensure enterprise-level operational sustainability.
3. End users must be closely involved throughout the duration of the project.
4. Ensure ownership, engagement, and financial commitment by the schools.
5. Ensure this initiative fits into the broader university reporting and analytics strategy.

Key Performance Indicators

1. Implementation proposal created and delivered to ITCRB.
2. Organizational plan completed
3. Organizational readiness assessment completed.
### Vital Statistics

- **Project Name**: PI Dashboard Planning
- **Project Manager(s)**: Matt Walton
- **Functional Area**: FSS
- **Sponsor(s)**: Leslie Kirwan (FAS) & Steve King (HUIT)

### Timeline Planned and Actual

<table>
<thead>
<tr>
<th>Phase</th>
<th>Planned Start</th>
<th>Actual Start</th>
<th>Planned Finish</th>
<th>Actual Finish</th>
</tr>
</thead>
</table>

### Costs – Planned and Actual

<table>
<thead>
<tr>
<th>Phase</th>
<th>Total Approved</th>
<th>YR1 Budget</th>
<th>YR1 Actual</th>
<th>YR2 Budget</th>
<th>YR2 Actual</th>
<th>YR3 Budget</th>
<th>YR3 Actual</th>
<th>Savings or Cost Overruns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>$600k</td>
<td>$600k</td>
<td>$380k</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$220k savings</td>
</tr>
</tbody>
</table>
Project ROI

- **Did the project have an anticipated ROI?**

<table>
<thead>
<tr>
<th><strong>ROI CALCULATIONS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COSTS</strong></td>
</tr>
<tr>
<td>Total Project Cost</td>
</tr>
<tr>
<td>Annual Incremental Operating Cost</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ESTIMATED ANNUAL VALUE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>New Annual Income*</td>
</tr>
<tr>
<td>Annual Savings</td>
</tr>
<tr>
<td># of FTEs affected</td>
</tr>
<tr>
<td>% of labor effort saved per year</td>
</tr>
<tr>
<td>Annual Efficiency Gain**</td>
</tr>
<tr>
<td><strong>TOTAL ANNUAL VALUE</strong></td>
</tr>
</tbody>
</table>

  **CALCULATED ROI** 173%

- **Did the achieve projected savings or income?**
  - The ROI can only be fully realized after the Dashboard has been rolled out across all schools. This has not happened, and was not expected, during the planning project.
  - The above original ROI calculations were considered back in late 2014/early 2015, before the scope of the Dashboard user base was fully understood. The % of labor effort saved per year and number of affected FTEs were pitched too high. During the Planning project, the FTE number was refined to a more accurate figure of 200 and the labor effort saved was reduced to 2%.
  - The $2MM identified as new annual income was re-categorized as annual savings.
Objectives Realization

• Problem or Opportunity Statement:
  – In FY15, the University had over $811 million in expenditures from externally funded sponsored projects. These funds account for nearly 20% of the University’s operating budget. As such, financial and compliance management and stewardship of these funds is critical. To date, the University has had a fractured landscape of tools available for department, grants, and finance staff in departments and schools to manage faculty members’ funding.
  – In the last few years, the sponsored environment has shifted due to the threatening decrease in the federal funding. Along with this impending reality is an increasing transparency, scrutiny, and compliance requirements from our federal sponsors. Faculty members also have a host of funds from gifts, start up funds, and other non-sponsored sources.
  – Since all funding sources are experiencing a squeeze, it’s critical that staff have a set of tools that allow them to effectively manage, plan, and project the use of those funds.

• Problem Resolved or Opportunity Realized:
  – This planning project was successful in that a plan was developed to make the PI Dashboard available University-wide, with no changes to present functionality, in a time-frame of less than one year.
  – The PI Dashboard was transferred to the HUIT cloud from SEAS, and into HUIT ownership, in April 2016, thus allowing more schools and research departments to take advantage of it.
Benefits Realization

• **Anticipated Benefits:**
  
  – Implement a future state for solving some of the critical reporting needs facing the sponsored community.
  
  – Provide regular, accurate financial reporting which will minimize the significant financial risk exposure. Each research school will likely have proportional risk exposure on an annual basis. The sooner the Dashboard can be rolled out to more departments, the more savings can be realized.

• **Achieved Benefits:**
  
  – The Planning project changed focus over time, so instead of anticipating a re-write of the Dashboard, the application was moved to HUIT through a “lift-and-shift” approach
  
  – This approach allowed the application to be made available to schools and end-users much more quickly than previously anticipated.
  
  – The Dashboard application team will now be able to work with schools to determine a baseline for research accounting KPIs such as reduced carry-forward request denials and write-offs

• **Other Benefits:**
  
  – The “list-and-shift” approach taken has allowed HUIT to accommodate a new technology stack and expand its range of technical skills
Features and Requirements Delivery

• Did the project deliver all planned features and requirements?
  – The planning project was successful in this respect as there was no reduction or change in functionality in the Dashboard during the transition to HUIT

• List any planned features/requirements that were not delivered: N/A

• List any significant changes to scope: N/A
Transition

• **Ongoing Governance:**
  – Technical and functional ownership of the PI Dashboard has been transferred from SEAS to HUIT
  – Mark Hayford is now the application team lead/application owner
  – Describe ongoing governance for defect correction and enhancement requests.

• **Ongoing Support:**
  – HUIT Support is providing tier 1 support
  – The Support team were prepared on the purpose and basic functionality of the Dashboard
  – The Dashboard application team are responsible for tier 2 and 3 support

• **Communication and Engagement:**
  – Throughout the transition, the project and application teams remained close
  – In addition, these teams held regular meetings with the schools’ representatives, which helped them understand the details and timing of the transition
Lessons Learned

• Surprises:
  – As the analysis of the Dashboard increased during the planning project, it became clear that a complete re-write of the application would not be necessary. This went against the original expectations of the project team
  – This actually reduced the risk of a drawn-out design, coding & implementation effort, but introduced other risks:
    • Transferring ownership of an existing operational technology from a school to CADM
    • The Dashboard technology stack is not currently standard or supported by HUIT
  – The ownership transfer of the technology meant that operational resources had to be transferred, too, which created challenges with operational funding

• Best Practices:
  – The governance model of Executive Committee and Leadership Group worked well in keeping all interested schools involved in, and providing input to, the evolution of the approach to this project

• Lessons Learned:
  – At the start of the project, we made a basic assumption that the Dashboard would need to be re-written in a HUIT-standard technology. If we had challenged that assumption, we might have saved a couple of months of diving straight into discovery & design meetings