

Princeton University
Office of Finance & Treasury
Chart of Accounts Structure Design Project
Project Charter

Executive Sponsor: Carolyn Ainslie

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Document Change History

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Table of Contents

1. Executive Summary	4
2. Project Objectives	5
3. Scope and Approach	6
3.1 Scope Overview	6
3.2 Project Scope Definitions.....	6
3.3 Deliverables	7
3.4 Assumptions.....	9
3.5 Dependencies	10
3.6 Project Schedule / High Level Timeline	10
3.7 Roles and Responsibilities	11
4. Project Management.....	14
4.1 Management Approach	14
4.2 Project Governance	14
4.3 Project Management Communications	15
4.4 Issue Management.....	16
4.5 Change Control	17
5. Project Risks.....	18
6. Project Completion Criteria.....	21
7. Appendix A: Project Charter Acceptance.....	22
8. Appendix B: Steering Committee Members.....	23
9. Appendix C: Planning Group Members.....	24
10. Appendix D: Work Group Members.....	25

1. Executive Summary

Princeton University's Office of Finance & Treasury has identified five key priority areas as part of their multi-year planning process. These priorities are: Enhancing Communications, Enhancing Campus Financial Services, Enhancing Financial Stewardship & Compliance, Leveraging Technology, and Developing Organizational Structure & Skills. In support of enhancing Financial Stewardship & Compliance, the Office of Finance & Treasury is embarking on a comprehensive redesign of its Chart of Accounts (COA) Structure. The effort will replace the current COA structure which has been in use for 60 years.

The current COA has limitations that impact Princeton's ability to produce the financial reports and detailed forecasting, planning, and analysis necessary to effectively support the University's stewardship and compliance obligations. The current financial system architecture is complex with PeopleSoft at its core, and with multiple PeopleSoft customizations, custom and packaged ancillary systems, and an information warehouse. In addition, the current environment is limited by a general ledger which does not contain all financial transaction information and is not currently the complete book of record for producing financial statements.

This project is intended to deliver a new Chart of Accounts structure to enable Princeton to improve the financial information required to make sound financial and business decisions, and to facilitate compliance with internal policies and external regulation. The new COA structure will serve as the foundation connecting financial systems with each other and with the financial information contained in or derived from other operational and reporting systems. Thus the project will require analysis, evaluation and development of the use of the COA structure along with consideration of the ancillary systems and the upgrade of the PeopleSoft Financials application.

The goals of this project are to:

- Define ChartFields to meet the financial reporting and financial management needs of the administrative and academic departments.
- Enable the standardization of financial transaction coding to effectively and consistently represent the operations of the organization in support of enhanced financial information (one version of the truth).
- Define a financial information model to support greater transparency and easier access to financial information and more agile reporting.
- Align the COA structure design to support the goals of the technical plan, including but not limited to enabling and improving efficiencies between systems (within and external to PeopleSoft).
- Position the general ledger as the complete book of record.
- Improve flexibility to accommodate changes to the organization and programs over time.

2. Project Objectives

As indicated above, the primary goals for this project are to design a Chart of Accounts capable of supporting Princeton’s reporting requirements (both internal and external) and improving the quality of transaction coding across the systems architecture. These goals will be supported via the following Princeton business objectives:

1. Proactively engage and communicate with campus financial managers to solicit requirements for enhanced financial reporting and input on future needs.
2. Define the ChartFields and level of detail required in the General Ledger to support creation of external financial reporting statements in accordance with generally accepted accounting principles.
3. Define the ChartFields and Financial Information Model (in or outside of PeopleSoft) in support of transaction capture for management, sponsored research, and other regulatory reporting (internal and external).
4. Define the Financial Information Model to support both budgetary and actual information and enable variance analysis.
5. Identify the high level business rules required for edits and validations of transactional data to ensure proper data integrity.
6. Identify all current and planned integration points (PeopleSoft and other systems - including shadow systems) which utilize any and all ChartField values.
7. Define a strategic road map and high level work-plan in support of the implementation of the new COA structure.
8. Define a ChartField model to support views of budget planning data such that comparison to actuals transactions can be produced.

The primary project objective for the Princeton Chart of Accounts Structure Design is to successfully integrate the requirements in three key areas and to generate one comprehensive design.

Key Area	Approach	Deliverable(s)
Organization	Identify requirements for transaction coding, reporting and analysis of the various operational and accounting areas such as Budgeting and Research Accounting	Business Principles Business Requirements Proof of Concept Impact Analysis COA Definitions
Systems	Review of data flow, system constraints and opportunities for the General Ledger, other PS modules, Information Warehouse, other systems (packaged and custom) and shadow systems used to process or store financial transactions.	Systems Survey
Methodology	Document the process by which the organization can most successfully adopt and integrate the new Chart of Accounts Structure Design	Strategy Documents Implementation Plan Deployment Communication Plan

3. Scope and Approach

A critical component of scope management is a clear definition of what is to be included in the project. The project scope identifies which aspects of the business are to be included in the program and which aspects are to be excluded. It also establishes what other external influences and impacts, such as stakeholder needs or enterprise-wide initiatives should be addressed.

This section also details the overall project approach, time frame, deliverables, as well as the roles and responsibilities necessary to successfully complete this project. It summarizes the execution of this project's activities (what, who and how), highlights key milestones, deliverables and the interdependences of the project stakeholders.

The following defines the scope and approach for this project. Any areas not specifically identified as "in scope" are assumed to be "out of scope".

3.1 Scope Overview

A Chart of Accounts Structure design generally covers a large number of systems and operational areas by the very nature of its reach. While Princeton's COA project primarily affects Finance & Treasury, other managers and employees who participate in the budgeting, financial close, sponsored research, financial analysis, and other areas will need to be represented and evaluated. This project will impact large components of the Princeton community. Departmental resources will need to develop an awareness of their coding to submit various requests (such as check requests, requisitions, etc.).

The two sections below provide an overview of the scope based on the work to be performed (Design Scope) and the agreed upon deliverables for the project.

3.2 Project Scope Definitions

In Scope
<p>COA Structure Definition:</p> <ul style="list-style-type: none"> • A structural model of how the ChartFields (and assumptions regarding related fields) will be provided. This includes, the ChartField names, definitions, usage, size, type (character, number), delivered attributes, usage (required), sample values and sample trees (hierarchies). • Examples for how the ChartFields should be used including sample values and sample trees supporting how required information is to be captured. • Definitions of other required information fields and where that information may reside in the future (other systems, information warehouse, etc.). • High level business usage rules in support of combination checking.
<p>Systems Review:</p> <ul style="list-style-type: none"> • A high level analysis to list the impacts to the financial systems and recommendations for how to remedy those concerns (PeopleSoft, Information Warehouse, or other systems - packaged, custom and shadow). • The analysis and information capture will involve reviewing data flows, system constraints and change opportunities from the current state. • Change opportunities related to current systems where there is a delivered PeopleSoft solution will be shared with Princeton's Financial Systems group for their analysis and planning related to system's replacement.

In Scope
<p>Business Principles:</p> <ul style="list-style-type: none"> • The project team will conduct interviews (individual and group) with steering, planning and working groups to support the vision, context and planning for the COA structure design from both current state and future state perspectives. • Based on the interviews and the review materials provided by Princeton, draft spectrums for key business principles related to the COA structure will be developed. • Group sessions will be held to establish the key business principles to be used to drive the COA design sessions for the straw models for the COA structure and the financial information model.
<p>Requirements Gathering:</p> <ul style="list-style-type: none"> • A common template will be used to capture business requirements for all functional areas including unique requirement number, functional area, business process, sub-process and description for the initial business requirement gathering. • A detailed Chart of Accounts Structure document will be created utilizing the requirements template. For example, for the “Accounting” functional area, “Financial Reporting” business process, “Balance Sheet” sub-process, a COA requirement might be to “Establish balance sheet detail natural account values in support of amounts to produce the balance sheet from PeopleSoft”. • Incidental requirements for other functional areas will be captured as identified and placed in a similar template for future usage (the intent is not to lose information that has been captured, while still maintaining the scope intended for this project).
<p>Strategic Roadmap:</p> <ul style="list-style-type: none"> • The strategic roadmap will provide the recommendation for how to implement the various systems upgrades or replacements over time in support of the stated visions. • The systems review will identify the current state systems utilizing any part of the COA. • Potential delivery approach alternatives (PeopleSoft and/or current state system updates) for systems and types of transactions (above) will be identified. • Based upon review and feedback of the alternative approaches regarding future state direction, alternative high level deployment strategies and impacts will be developed for review. • Strategy documents (data conversion, interfaces, security reporting and change management) will be prepared to support the strategic roadmap.

3.3 Deliverables

Deliverables are those work products that have been selected and agreed upon by the project stakeholders. These work products must be approved and accepted by the receiving organization.

Note: The following table contains the specific deliverables for the Chart of Accounts Project.

Deliverable	Description	Responsibility	Date
Project Charter	Documentation of overall business objectives and project scope descriptions. Project objectives, approach, risks and assumptions are also included.	ESG Project manager (see section 3.7 below) with input from Princeton	7/28/11
Project Kick-Off	Meeting used to initiate project with all impacted areas and participants. This includes such project information as the governance structure, work group lists, guiding principles and project objectives.	ESG Project manager with input from Princeton	7/28/11
Team Learning Materials and Delivery	Project readiness materials used to facilitate a common language, terminology usage among team members for this project	ESG Project team with input from Princeton	7/28/11
Business Principles	Documented result of sessions where the organization determines the future state direction for various characteristics (e.g. extent of centralization for maintenance of ChartField values).	ESG Project manager with input from Princeton	8/26/11
Systems Survey	Design phase document detailing all financial transaction processing interfaces and data flow that use COA between these financial systems. This document will be updated throughout the project.	ESG Project Technical Architect with input from Princeton	4/06/12
Financial Information Model	Document continues the detailing of the structure from the straw model providing content such as ChartField length, naming and numbering conventions.	ESG Project manager with input from Princeton	4/06/12
Systems Specific Definitions and Representative Values	Document identifies the ChartField definitions relative to the systems in which they will be used (if there are differences in use) and provides representative values based on proof of concept vehicle effort.	ESG Project Technical Architect with input from ESG Project manager and Princeton	4/06/12
Proof of Concept	Document captures expectations (and updated results) of the data to be created based on the Draft Chart Structure Definition. This is likely to include data and report samples pending direction from workgroups. The larger user community will provide feedback which is then revised in the model and the final results are confirmed.	ESG Project Team with input from Princeton Workgroups	2/09/12
COA Business Requirements	Document detailing the requirements of various business areas for reporting, analysis and transaction capture of financial transactions. This document is updated throughout the project to reflect contributions of the core work group.	ESG Project Team with input from Princeton workgroup	4/06/12

Deliverable	Description	Responsibility	Date
Strategic Roadmap	Document shows the recommendations for implementations related to the Chart of Accounts Structure. This document will be updated throughout the project.	ESG Project team with input from Princeton workgroups	4/06/12
Chart Structure Definition	Provides definitions of the ChartField structure and use for the future state. Potential owning system with documentation updates based on feedback from workgroups.	ESG Project Team with input from Princeton workgroup	4/06/12
Strategy Documents	Once the final Proof of Concept is approved, several strategy documents (including conversions, interfaces, security, reporting and change management) will be finalized relative to the Chart of Accounts Design Structure.	ESG Project Team with input from Princeton Workgroups	4/06/12
Impact Analysis	The impact analysis captures the consequences of the key decisions involved in the approval of the Proof of Concept. This will help Princeton to move forward with implementation with an open view to potential areas of concern and required attention.	ESG Project Team	4/06/12
Deployment Communication Plan	Documentation lays out the communications required to complement the implementation plan for the Chart of Accounts Structure Design.	ESG Project Team and Princeton Project Manager	4/06/12
Implementation Plan	Documentation lays out the implementation plan for the Chart of Accounts Structure Design.	ESG Project Team with input from Princeton Workgroups	4/06/12

3.4 Assumptions

As of the date of this document, the project scope includes the following assumptions.

- The project will define the chart of accounts structure and an initial representative set of values for each ChartField. The project will not create fully defined sets of ChartField values as the implementation will identify further requirements beyond the scope of this project.
- The project may convert an initial set of financial data as part of the proof of concept depending on the proof of concept (POC) vehicle chosen.
- The data conversion strategy will cover potential approaches for the conversion of historical data as an activity of the COA implementation.

- New systems that begin implementation or go-live after the analysis of the source financial systems review as part of the Chart of Accounts Structure Design will not be included in the scope of the this project.

3.5 Dependencies

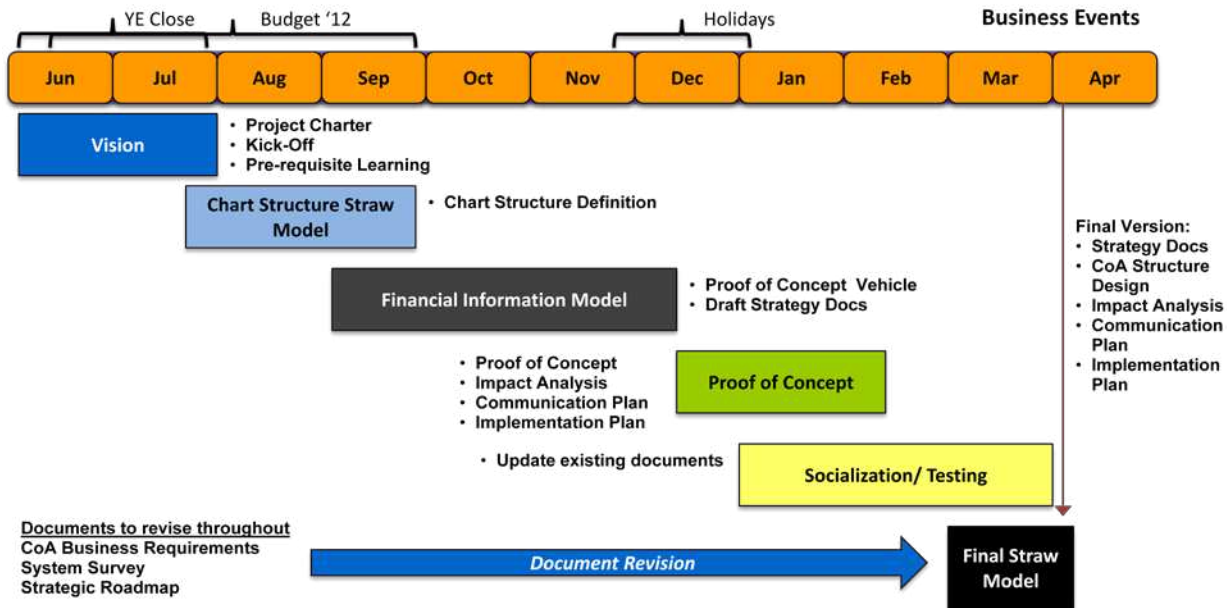
Most of the project dependencies will be project team based tasks and will be identified on the project plan. For those dependencies which extend beyond the core project team (working group), key dependencies will be identified in the issue log and/or identified as project risks to ensure risk mitigation is captured. Known risks beyond the core project team at this point in time include:

- During the Financial Information Model Stage, the project team will determine the Proof of Concept vehicle to be used during the Proof of Concept Stage.

3.6 Project Schedule / High Level Timeline

The following time line provides a high-level definition of the activities that will be performed during this project.

Preliminary High Level Timeline:



3.7 Roles and Responsibilities

The following table describes the roles and responsibilities of key team members.

Role	Resource(s)	Description
Executive Sponsor	Carolyn Ainslie	Sets direction for all Finance & Treasury initiatives and heads the COA Project's Executive Steering Committee, the project's primary decision making body.
Project Sponsor	Ken Molinaro	Sets direction for the COA Project and is a member of all the decision making committee's related to the project including: Executive, Steering and Planning Committees.
Engagement Manager	Bill Cage – ESG	The Engagement Manager is responsible for the overall project direction and works closely with both the ESG PM and Princeton's management to ensure that the project is moving efficiently and is meeting the client's expectations.
Executive Steering Committee Members	Carolyn Ainslie, Ken Molinaro, Diane Lefebvre, Mark Dingfield	Accountable for overall project strategy and leadership. Serves as the executive decision making body for the project with ESG serving in an advisory capacity. Will engage with other key University decision-makers as necessary.
Project Manager	Mark Dingfield - Princeton Russell Daum – ESG	The project managers are responsible to ensure that the overall project objectives are being met. They are charged with providing direction to the staff, ensuring that the information necessary to do their jobs is available, and to provide project updates to management.
Functional Architect	Russell Daum - ESG	The functional architect leads the overall team in executing the tasks required to design an effective COA structure.
Technical Architect	Bill Cage - ESG	The technical architect is responsible for evaluating the technical and application infrastructure to provide insight to the project team and to assist in the completion of the technical deliverables pertaining to data conversion and system environmental impact.
Steering Committee Member	See Appendix B	Provide overall guidance, organizational support and leadership for the Chart of Accounts Structure Design initiative. Members are expected to meet monthly, review project related materials, communicate the need for success at every available opportunity and work collaboratively with the other Executive Committee Members to remove any and all roadblocks (and stalled decisions) that interfere with project success

Role	Resource(s)	Description
Planning Team Member	See Appendix C	<p>Participate and provide leadership in creation of the chart of accounts design structure, draft values, proof of concept analysis and feedback as necessary to create completed deliverables.</p> <p>Attend planning and work group meetings and complete assignments on a timely basis as the Project Team requires and advise team on requirements in their area of expertise.</p> <p>Identify additional resources to assist in completing a team activity when needed.</p>
Work Group Member / Subject Matter Experts (SME)	See Appendix D	<p>Participate in creation of chart of accounts design structure, draft values, proof of concept analysis and feedback as necessary to create completed deliverables.</p> <p>Attend work group meetings and complete assignments on a timely basis as the Project Team requires and advise team on requirements in their area of expertise.</p> <p>Identify resources to assist in completing a team activity when needed.</p> <p>Provide specific targeted knowledge for the area they represent.</p> <p>The time expectations for SME's are likely to be variable in nature. SME participation should be expected to be full time for short durations as needed (e.g. one week to work through a specific topic or issue).</p>
COA Lead	Kirstin Stone – ESG	<p>The COA lead is responsible for working directly with Princeton's Finance and Treasury area to identify and document the COA design elements.</p> <p>Additionally the lead will be responsible for management of the detailed chart of accounts design tasks including assembly of deliverable content and providing support to both the design lead and the Princeton assigned SMEs. This role will entail leading design session discussion, facilitating decision making and content capture.</p>
Change Management & Communications Lead	Mark Dingfield - Princeton Rod Green - ESG	<p>The Change Management & Education lead in conjunction with appropriate Princeton resources are responsible for organizational change management, communications, instructional design and delivery for adaption and adoption of content related to this project.</p> <p>They will assist with the short and long-term education needs, strategy and recommendations based on a Change Impact analysis obtained by reviewing existing communications and education</p>

Role	Resource(s)	Description
Grants Accounting Subject Matter Specialist	Chester Chu – ESG	<p>vehicles along with organizational input.</p> <p>Subject matter specialist responsible for addressing the organizational requirements of research; specifically the handling of grants.</p> <p>The specialist will also provide insight into the system impacts from both PeopleSoft and non-PeopleSoft systems views.</p>
Payroll Accounting Subject Matter Specialist	TBD - ESG	<p>Subject matter specialist responsible for evaluating the impacts of HR, Payroll, Benefits and Labor related to the Chart of Accounts Structure. The SMS will assist with the analysis of integration / interface points between Princeton's PS HCM (or other HR related systems) and the Financial systems.</p> <p>The specialist will also provide insight to the project team and assist in the completion of the deliverables pertaining to both the systems integration and strategic direction between these functional areas.</p>

4. Project Management

4.1 Management Approach

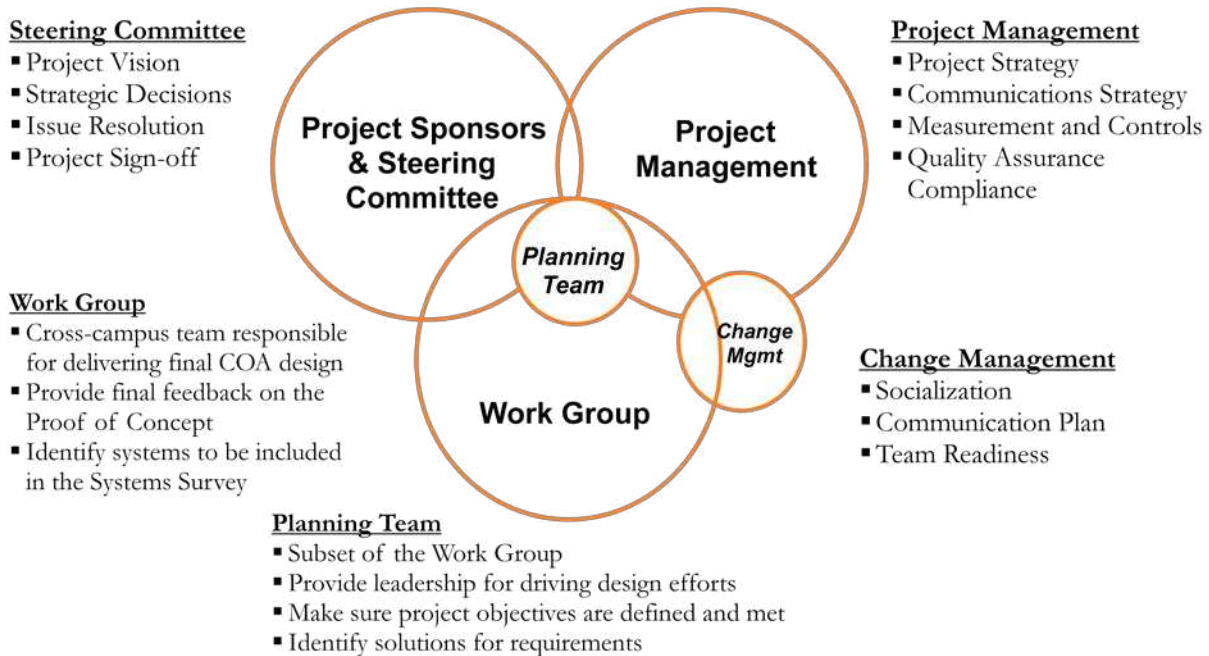
Princeton and ESG will be responsible for the management of the project and for providing the necessary resources to the project. The management objectives are focused on tightly monitoring, controlling, and balancing the project's three key constraints: Scope, Budget, and Schedule. To be effective in achieving this primary management objective, we must adhere to the following:

- Developing a project baseline
- Monitoring progress through status reporting
- Developing and implementing a communication strategy
- Tracking to a detailed project plan
- Identifying, monitoring, and managing project issues
- Following the change control procedure
- Identifying and managing risks

4.2 Project Governance

Efficient and effective decision making is a key component of any successful project. To ensure this is the case, each project must define specific governance structures and specify clear, unambiguous processes for making, communicating and enacting decisions.

Below is a diagram of the project governance structure for the COA Structure project and their key activities:



4.3 Project Management Communications

There are two key vehicles for providing project team communications: a weekly status report and a weekly status meeting.

All team members will report progress and status weekly. This information, and the analysis of it, will be summarized into a project status report for Princeton Executive Management. This executive report contains the following information:

- Major Milestone Status
- Recent Accomplishments / Completed Activities
- Planned Activities
- Pending Issues/Decisions/Discussion Items
- Change Requests
- Risk status

The weekly project status meeting will be used to review the project status and open issues in the status report. The management team must be committed to having this meeting and making it effective. The keys to making the meeting worthwhile are:

- Have the meetings often enough so that timely information is available.
- Focus the meeting on major issues or areas where management action or intervention is required.
- Make sure that the information provided is accurate and objective.

Extended Communications

Monthly Steering Committee headed by Carolyn Ainslie, the Executive Sponsor.

4.4 Issue Management

Every project has issues (and related items – Action Items, Parking Lots Items and Change Requests) that hinder progress. The first step in effectively dealing with these issues is to make the entire team aware of the importance of identifying them and getting proper resolution.

To ensure that project issues are identified and resolved quickly, we will then use the following process:

Identify issues. When the project begins, we will start identifying any issues that could hinder our ability to meet the objectives of the project. Issues can be identified by anyone involved with the project.

Document the issue. The person who identifies the issue must document it. The following information must be Included in the documentation:

- a description of the issue
- the date the issue was logged
- the name of the person to whom the issue is assigned
- a description of the resolution
- a scheduled resolution date
- the date the issue was resolved

Assign responsibility for resolving issues. The project managers will determine the appropriate person who will be responsible for resolving each issue. The responsible person must be an individual who has the knowledge and authority to make decisions regarding the issue. The project managers will also assign a priority to the issue.

Monitor and control progress. All issues will be tracked in an issues log that will be maintained in the project SharePoint facility to formally track the status and resolution of the issues. As needed issues will be escalated to the executive steering committee for resolution. In the event that an issue cannot be resolved to the mutual satisfaction by an agreed upon due date, the issue will be escalated as appropriate.

Report progress on issue resolution. As mentioned earlier, the issues log will be a part of the periodic status report and discussed in the project status meeting.

Communicate issue resolution. The issues log and documented resolutions of issues will be made available to all team members.

4.5 Change Control

The Change Control process will be used as the primary vehicle for managing scope and ensuring that management has the opportunity to make timely tradeoffs between the three key project variables of cost, time, and scope. It is imperative that potential changes or additions are identified early, their impact documented carefully, and the changes authorized by executive steering committee.

Changes are broadly defined as work activities or work products not originally planned for or defined in this Project Charter. More specifically, changes will include the following:

- Any scope items not listed in this Project Charter
- Participation in activities not previously Included in this Project Charter's list of work activities
- Provision for or development of deliverables not Included in this Project Charter
- A change in responsibilities, as defined in this Project Charter
- Any rework of completed activities or accepted deliverables
- Investigative work to determine the impact of major changes

5. Project Risks

The risks that are identified here are those that are foreseen at this time. This list is the starting point for the project's risk management activities.

Critical project risks that must be managed, tracked, and mitigated will be formally documented and reviewed. Each risk identified will be assessed in terms of the impact it could potentially have on the success of the project and a mitigation strategy will be identified which is commensurate with this potential impact.

Risk	Mitigation Strategy	Probability	Impact
<u>Availability of knowledgeable resources</u> People assigned to the project must have sufficient time and expertise to complete their project tasks.	This may require adjusting standard job responsibilities, adjusting priorities, shifting work responsibilities to others and/or backfilling jobs for the duration of the project.	Medium/ High	High
<u>Staff turnover</u>	Key project staff members should be identified and backup alternatives identified as necessary. Project incentives should be identified to support successful project completion.	Low	High
<u>Staff Empowerment</u>	Staff assigned to the project must be capable and empowered by the executive steering group and sponsors to make decisions throughout the project lifecycle.	Low	High
<u>Slow Decision Making</u>	Princeton project lead will proactively communicate and escalate decisions to the Executive Steering Committee. This body will make final decisions in a timely manner in-line with project's guiding principles.	Medium	High
<u>Ineffective Communication</u>	A communication plan should be developed, managed, and revised throughout the project.	Medium	Medium
<u>Indecisiveness</u> Participants may fail to make a decision.	Effective project management, which clearly defines key decisions and facilitates decision-making process Reviews by the executive steering committee should be taken if this is a frequent occurrence to determine the underlying cause. Review of best and sharing of best practices to inform decision-making.	Medium	High

Risk	Mitigation Strategy	Probability	Impact
<p><u>Revisiting Decisions</u> People may not fully voice concerns until after a decision is made, leading to revisiting established decisions.</p>	<p>Encouragement and executive support for voicing concerns during the decision making process.</p> <p>Proactive communications to and among project team's members and key stakeholders regarding key decisions.</p> <p>After a decision is made, if there is new information that warrants further attention, the escalation process can and will be re-activated.</p>	Low	High
<p><u>Simultaneous, significant projects</u></p>	<p>Cross project representation on executive and working group levels to support communications and to ensure proper alignment between the teams.</p> <p>Backfill resources for key positions to enable participation of project team members.</p>	Medium	High
<p><u>Concurrent business transformation activities</u> Business Process constraint</p>	<p>Cross project representation on executive and working group levels to support communications and to ensure proper alignment between the teams.</p>	High	High
<p><u>Inability to effect Change</u></p>	<p>Develop and implement change management plan.</p>	Low	Low
<p><u>Inadequate knowledge of delivered PeopleSoft functionality</u> People assigned to the project may not have the level of understanding needed to design a new solution.</p>	<p>Learning sessions provide a base of terminology and structural elements.</p> <p>Project subject matter expertise provides team members with sufficient insight into delivered functionality and context.</p> <p>Demonstration of delivered functionality provides context for potential solutions</p>	Medium	Low
<p><u>Inadequate financial knowledge</u> People assigned to the project may not have the level of financial expertise and insight needed to design a new solution.</p>	<p>Learning sessions provide a base of terminology.</p> <p>Engage subject matter experts, internal and external, to address any potential weaknesses in key financial topics. Review and share best practices.</p> <p>Focus on design flexibility to meet requirements.</p>	Medium	Medium
<p><u>Insufficient consideration of business process improvements.</u> Over-reliance on the chart structure or systems to resolve fundamental business process issues.</p>	<p>Project subject matter expertise provides insight for alternative business processes and efficiency.</p> <p>Steering Committee and Executive Steering Committee should provide guidance on business requirements and potential process improvements.</p>	High	High

Risk	Mitigation Strategy	Probability	Impact
<p><u>Burning platform approach</u> Project direction may be unduly influenced by resolving immediate crisis for the organization and fail to address long term needs</p>	<p>Guiding principles provide framework for priority and focus and enable consistency in approach. Cross project representation on executive and working group levels to support balanced decision making.</p>	Low	Medium
<p><u>Over Designing</u> Project may attempt to address every requirement to the detriment of the design.</p>	<p>Review of requirements by working and executive groups provides direction and prioritization of requirements. Project issue escalation process resolves conflicts in requirements when required.</p>	High	High
<p><u>Under Designing</u> Project may attempt to maintain the status quo and fail to take a progressive approach.</p>	<p>Encouragement and executive support for consideration of innovation during the design process. Extensive requirements gathering from key campus constituents, including senior leaders responsible for setting the academic and administrative strategic priorities.</p>	Medium	Medium
<p><u>Change Over-load</u> Magnitude of change may be significant enough that the organization will not be successful in adaptation</p>	<p>Follow through on the content to be captured in the communication plan, implementation plan and strategy documentation will support the change effort of this organization. This includes appropriate escalation of concerns identified as the content is developed to proactively prevent conflicts and allow for change management mitigation.</p>	High	High
<p><u>Disconnect with system planning</u> Technology roadmap and chart of accounts structure design are insufficiently coordinated.</p>	<p>Inclusion of Director of Financial Systems and Planning in project Executive Steering Committee. Regular information sharing and reviews of deliverables between both initiatives.</p>	Low	Medium/ High
<p><u>New Chart of accounts does not improve reporting</u></p>	<p>Accurate capture and careful review and approval of the COA business requirements document support the effort to create the data required for reporting. Proof of Concept vehicle and testing thoroughly vets new COA structure design.</p>	Low	High

6. Project Completion Criteria

As project deliverables are completed and reviewed, the Princeton project manager will bring them to the Executive Steering Committee for approval. Unless otherwise agreed upon, approval of the deliverables will be provided verbally by the Executive Steering Committee and the Executive Sponsor. The Executive Steering Committee and Executive Sponsor will also be responsible for verbally 'signing-off' on overall project completion.

All final deliverables will be posted to a secure folder on the project's SharePoint site.

7. Appendix A: Project Charter Acceptance



Project Name: _____

Date: _____

Project Manager: _____

Each Stakeholder involved with this project has reviewed and accepts the Project Charter as stated above. Once reviewed and accepted, this document will be considered 'base lined' and any subsequent changes most follow the Change Management Process noted above.

Accepted By:	
Stakeholder Name: Carolyn Ainslie	Stakeholder Name: Ken Molinaro
Stakeholder Role: Vice President for Finance and Treasurer	Stakeholder Role: Controller
Date:	Date:
Signature:	Signature:
Stakeholder Name: Mark Dingfield	Stakeholder Name: Diane Lefebvre
Stakeholder Role: Business and Special Projects Manager	Stakeholder Role: Director of Financial Systems Planning and Management
Date:	Date:
Signature:	Signature:

8. Appendix B: Steering Committee Members

1. Carolyn Ainslie, Executive Sponsor
2. Ken Molinaro, Controller, Co-Sponsor
3. Mark Dingfield, Project Lead
4. Steven Gill, Budget and Costing
5. Matthew Kent, Asset Administration
6. Diane Lefebvre, Financial Systems
7. Jason Knoch, Financial Services
8. Kathy Rohrer, Office of the Provost
9. Jed Marsh, Office of the Provost
10. Nilu Shroff, Internal Audit
11. Chad Klaus, Facilities
12. Janet Pumo, OIT
13. Sharon Cohen, Molecular Biology
14. Jeff Friedland, ORPA

9. Appendix C: Planning Team Members

1. Mark Dingfield, Project Lead
2. Joan Otieno-Davis, Project Coordinator
3. Ken Molinaro, Controller
4. Jennifer Treichler, Financial Reporting
5. John Tarnecki, Financial Reporting
6. Steven Gill, Budget
7. Steve Semenuk, Budget and Restricted Gifts
8. Mary Bechler, Capital Budget
9. Ami Patel, Sponsored Research Accounting
10. Craig Richmond, Labor Accounting
11. Tammy Knutson, Financial Systems
12. Catherine Kossou, Financial Planning and Reporting (September 2011)

10. Appendix D: Work Group Members

1. Mark Dingfield, Project Lead
2. Joan Otieno-Davis, Project Coordinator
3. Ken Molinaro, Controller
4. Jennifer Treichler, Financial Reporting
5. John Tarnecki, Financial Reporting
6. Steven Gill, Budget
7. Steve Semenuk, Budget and Restricted Gifts
8. Mary Bechler, Capital Budget
9. Ami Patel, Sponsored Research Accounting
10. Craig Richmond, Labor Accounting
11. Tammy Knutson, Financial Systems
12. Catherine Kossou, Financial Planning and Reporting (September 2011)
13. Irina Rivkin, OIT
14. Nancy Silldorff, OIT
15. Tim Downs, Facilities
16. Jena Dillon, DOF
17. Laura Strickler, Andlinger Center
18. Kim Roskiewicz, Woodrow Wilson School
19. Jennifer Poacelli, Civil and Environmental Engineering