



eUP Implementation in UPD: Concerns

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Outline

- 1 We want eUP to succeed!
- 2 Expectations
- 3 Concerns
- 4 Learning from Montclair State University

eUP for all of UP

A common system!

- standardize processes
- increase efficiency
- readily manage information

eUP for all of UP

A common system!

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Everybody wants this!

Meeting of 2012.02.08 at ITTC

Points raised:

- Need **proposal details** (licensing details, prototype testing, frequency of and revisions included in proposed agreement, etc.)
- **Process review/study** usually takes **about 18 months**, do we have one? Intend to have one?
- Organizations introduce **process/workflow changes as needed**, up to **what extent is part of customization/maintenance?**

Meeting of 2012.02.08 at ITTC

Points raised:

- Each UP campus is constrained by its **organizational structure**, that necessarily makes **different** the **workflow/process** compared to another with a **different structure** (in response to the suggestion to "minimize customization of the off-the-shelf-system")
- Existing system (**UPD CRS**) **can not be discontinued**; we require migration of data and procedures both ways

Meeting of 2012.02.08 at ITTC

Points raised:

- eUP will entail **additional workload/personnel**, is the **System paying** for it? (told that chancellors would have to make a proposal)
- Why not **execute** the project in a **modular** manner? Do modules where UP does not have a mature integrated system and **commit** to other modules **based on performance** . . .

Meeting of 2012.02.08 at ITTC

Points raised:

- Suggested to **start** with **financials and procurement**
- **Agreed** to have **detailed proposals distributed** to various CU representatives (did not happen)

eUP in UPD

Continue UPD CRS development

- currently **well documented** (prescribed upon transfer to OUR)
- **swift local development** (full knowledge of system)
- relatively **inexpensive**

eUP in UPD

UPD CRS Interoperability with eUP implementation

- data (no unnecessary reencoding)
- procedures (enable rapid tests on independent system)

eUP in UPD

Surprised by eUP

- **no study** was presented on the matter
- lack/absence of consultation with stakeholders
- **no** prototypes or demos for **evaluation**

Lessons . . .

Rough chronology

- Jan 2008: scouting for providers; spent a year to detail its requirements (about 3,200 items)
- Live demonstration of software . . .
- 2009: contract signed
- 2010: delays in project
- May 2011: MSU filed lawsuit
- Sep 2012: still not settled

Lessons . . .

Rough chronology

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MSU has about 18,000 students (< 25,000 of UPD)

Lessons . . .

In the beginning . . .

" . . . The Montclair State website touts the coming " **Bell Tower Initiative**" as a **replacement for the current business systems** "with a self-service, web-based system that is user-friendly and offers many new features and functions. The system will enhance our ability to **manage information, standardize processes, and improve compliance** . . . The initiative touches every operation in the university including **finance, human resources, and student administration.**" ¹

¹ Charles Babcock, 23 May 2011,

<http://www.informationweek.com/software/enterprise-applications/oracle-sued-over-alleged-erp-project-cos/229625407>

Lessons . . .

The price of ignorance . . .

"After entering into a contract with Montclair in 2009, Oracle missed deadlines and didn't properly test software, and workers assigned to the job had no idea how to execute the implementation methodology being used, according to the school . . . " ²

²Chris Kanaracus, 31 May 2011, <http://www.pcworld.com/article/229042/article.html>

Lessons . . .

The price of ignorance . . .

Montclair's failings "created a vacuum for outside consultants to exercise perverse influence over its direction," the filing adds.

"Indeed, at the point when MSU decided to terminate the contract with Oracle and refused to pay amounts owed, a lawyer from Illinois was, in large part, running the project for MSU, and continued to profit from promoting a dispute with Oracle at taxpayer expense." ³

³Chris Kanaracus, 31 May 2011, <http://www.pcworld.com/article/229042/article.html>

Lessons . . .

What extensive consultation could have prevented . . .

"When issues arose during the course of the project, it became clear that MSU's leadership **did not adequately understand the technology and the steps necessary to complete the project,**" it states. "Instead of cooperating with Oracle and resolving issues through discussions and collaboration, MSU's project leadership, motivated by their own agenda and fearful of being blamed for delays, escalated manageable differences into major disputes." ⁴

⁴Chris Kanaracus, 31 May 2011, <http://www.pcworld.com/article/229042/article.html>

Lessons . . .

Project duration . . . Miscalculation?

"Oracle also misled Montclair State about how long the project would take, saying **it could be done quickly** . . . At the same time, Oracle was working out a contract with the Lone Star College System to install a similar set of software, . . . Oracle **repeatedly told MSU that the Lone Star project was comparable to its own plans,** . . . In fact, "the **number of personnel and resources** available to the Lone Star College System to complete its implementation . . . **was four times greater than the personnel and resources available to the University to implement its ERP system, . . .**" ⁵

⁵Chris Kanaracus, 14 Dec 2011,

http://www.pcworld.com/article/246238/university_accuses_oracle_of_extortion_lies_rigged_demo_in_lawsuit.html

Lessons . . .

What scoping?

"For example, the school had alleged that Oracle said its base PeopleSoft system for higher education institutions would satisfy 95 percent of MSU's **more than 3,000 business requirements**. But "the Consulting Agreement makes clear, however, that **596 of the 3,071 requirements** laid out in Attachment C-1 of the Fixed Price Exhibit were '**Not in Scope**,' that 60 of the requirements were designated as 'Undefined,' and 52 of the requirements were to be met by customization of the base product," Oracle said . . ." ⁶

⁶Chris Kanaracus, 12 Jan 2012,

http://www.pcworld.com/article/248424/oracle_calls_schools_revised_lawsuit_over_software_project_a_transparent_ploy.html

Lessons . . .

Adapt operations to fit software?

"If the base PeopleSoft product **could do** "what" a particular requirement called for, **but not "how"** MSU wanted it addressed, "it is **MSU's responsibility to change MSU's business process to accommodate how the base product's business process** addresses the requirement," the motion states." ⁷

⁷ Chris Kanaracus, 12 Jan 2012,

http://www.pcworld.com/article/248424/oracle_calls_schools_revised_lawsuit_over_software_project_a_transparent_ploy.html

Lessons . . .

Evaluation dispute . . .

” Oracle was chosen in 2009 to implement PeopleSoft in support of the project, named the **Bell Tower Initiative** for the school’s landmark tower. The university contracted for \$4.3 million in software and technical support along with a \$15.75 million fixed fee implementation agreement.

Montclair State claims it made **repeated demands for a better accounting of progress** on the project. The parties disputed the degree of progress in a series of meetings through the summer of 2010. **Oracle sought \$8 million beyond the fixed fee agreement to finish the project**, and when the university balked, it acted on a statement that it would walk away; the Oracle consulting team walked away last October.”⁸

⁸ Charles Babcock, 23 May 2011,

<http://www.informationweek.com/software/enterprise-applications/oracle-sued-over-alleged-erp-project-cos/229625407>

Lessons . . .

Didn't you listen?

" A Montclair State spokesperson said the complaint offers a long list of issues that caused the parties to part ways . . . Oracle attempted to implement two different project management systems in the course of the project, both of which failed, and **didn't log or address university complaints about the implementation . . .**" ⁹

⁹ Charles Babcock, 23 May 2011,

<http://www.informationweek.com/software/enterprise-applications/oracle-sued-over-alleged-erp-project-cos/229625407>

Lessons . . .

We need teamwork!

"ERP projects are complex affairs that require customers, systems integrators and software vendors to each play important roles

. . . " ¹⁰

¹⁰Chris Kanaracus, 05 Sep 2012,

http://www.computerworld.com/s/article/9230928/Oracle_wins_partial_victory_in_school_s_ERP_project_lawsuit

Lessons . . .

Documentation!

"MSU made some smart moves to **protect itself**, such as documenting all conversations and interactions with Oracle, and working out an escalation procedure in the event the project ran into problems. It also was wise to use **real-life cases for the demonstrations**, . . ." ¹¹

¹¹Chris Kanaracus, 14 Dec 2011,

http://www.pcworld.com/article/246238/university_accuses_oracle_of_extortion_lies_rigged_demo_in_lawsuit.html