CUNY is the largest urban public university in the United States:

* 24 Institutions(7 community colleges, 11 senior colleges, and 6 other schools)
* >274,000 degree-seeking students
* >218,000 continuing education students
* >7,000 full-time faculty
* >10,000 part-time faculty
* 1,000 continuing education teachers
* >35,000 total employees
* 1,400 academic programs
* 200+ associate and baccalaureate degree majors
* 100+ graduate degree programs
* 280+ buildings on 23 million square feet of space
* 641+ acres

The CUNYfirst project is an implementation of the Financials, Human Capital Management and Campus Solutions modules from the Oracle (formerly PeopleSoft) ERP product line. It replaced two 35 year old legacy systems (SIMS and SIS product and CUPS for limited aspects of Human Resources). While there were two primary procurement systems (one for community colleges and one all others) there was no common solution for the rest of the traditional financial module area.

In part driven by the Chancellor’s vision, the implementation is configured as a single instance. This configuration meant that a single database was used for all student and staff. Associated with this single database is the need for common configurations that are pervasive across the University.

Additionally, there are almost a dozen unions across the university system, primarily the Professional Staff Congress for faculty and professional staff and DC37 for many types of technical and trade employees. There is both city and state oversight and funding approval. Separate payroll systems are also managed by the city and state (once again with the Community Colleges on city payroll and everything else is provided by the state).

There was no maturity in change management prior to the CUNYfirst project.

Scenario #1 – General Ledger  
The initial project plan from the implementation partner called for an initial and foundational implementation of a General Ledger. The ledger would form the basis of all budget and budget references across the University through in part a common Chart of Accounts. This first implementation was planned as a “big bang” across all colleges and the central office.

Scenario #2 – Faculty Workload  
Faculty Workload (FWL) was implemented as a mixed mode big bang. FWL in the Oracle suite primarily resides in the base HR product, though it relies on student and course data. Since the Campus Solutions module was deployed in waves of schools, FWL would need to gradually phase its data correlation between an interface to the legacy course data and the native Oracle solution. This occurred as the third go-live after GL and base HR.

Scenario #3 – Campus Solutions  
Designed as a waved implementation, CS would be release at two vanguard schools and then in each subsequent year, at four to six colleges. This would replace all student systems at each waved school with the exception of Financial aid which would be deployed at each school one year after the initial implementation. In the interim, schools that were not yet live on native FA would rely upon interfaced data and packaging in a legacy system.

* Splintered Change Management
  + Large scope made it clear that we needed more resources than practicable in a centralized team
  + Existing University models in communications and training did not support massive change effort
  + Wave approach
    - By module
    - Campus Solutions (Student Information) by schools
    - A few “big bangs”