

UC San Diego Project Portfolio Management User Guide

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1 Overview

Oracle Project Portfolio Management is a suite of modules designed to facilitate cost tracking. The project module will be used for three separate purposes:

- To track traditional projects that have a start and an end date (eg. sponsored research, construction, conferences).
- To separate and record short-term and one-time costs (eg. Faculty startup dispensations, service agreements).
- Tracking of long-term efforts that cannot be cleanly tracked by another segment in the chart of accounts (eg. recharge operations, academic courses, department organizations below the posting level).

1.1 Templates

The first step in creating a project is to select the applicable template. The template dictates

- the initial work breakdown structure (number of tasks and default project length)
- budgetary control settings
- business unit and project unit

1.2 Projects

Naming convention: [Project Classification Prefix] - [Purpose of Project]

Projects have the following attributes:

Funding Source	Only for Sponsored
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Restricted Characters:

Character or Word	Meaning	Suggested Action
,	Comma	/ forward slash is not a restricted character and will be used as a replacement when a comma cannot be removed.
-	Dash, hyphen, or minus sign	Remove where possible, but in many cases, this will remain.

PPM User Guide

()	Parentheses	Most, if not all, can be removed. In many cases, parentheses are used around initials following a title. The initials will be removed. (e.g. Population Health Svc Orgn (PHSO) will become Population Health Svc Orgn)
.	Period	Remove.
'	Single quotation mark	Remove when it indicates possessive. (e.g. Chancellors Fund) Leave when it indicates a year. (e.g. David R Schink '63 Scholarship Current Fund)
_	Underscore	Remove.
&	Ampersand	This is a wildcard used to search. When it cannot be replaced, use the word “and”. (e.g. Resource Management and Planning)
= < >	Equal, less than, greater than	Replace with words.

Reserved words include: All, And, Div, Or, To. As long as these are not used alone as a title or description, these will remain. “Group” can be replaced by “Grp”.

1.3 Tasks

Tasks represent components of a larger project. Each project must have at least one task, but there is no limit to how many can be.

Numbering convention: Tasks will be numbered sequentially – they will NOT use dots or dashes.

Tasks have the following fields:

Field	Required?	DFF?
Task Number	Yes	
Task Name	Yes	
Location	No	Yes
Fund	No	Yes
Function	No	Yes
Program	No	Yes

1.3.1 Fabrications

Fabrications are when one or more groups create a capital asset from component parts. They will be represented in FIS by Tasks under the one or more projects doing the work.

1.4 Project-Owning Organization

In PPM, the list of Organizations that can be selected as Project-Owning Organizations is not linked to any segment in the chart of accounts. By convention, however, we are choosing to make the list of organizations an exact match to the Financial Units in the Chart of Accounts. The values, however, will be different. In the COA/GL, the segment for Financial Unit will use the FinUnit number, whereas in PPM it will be the FinUnit name.

Examples:

COA FinUnit	PPM Organization
1000176	Bioengineering
8000003	Animal Care Program
5000043	BFS General Accounting

2 Project Types

Each project has one type, a class category, and a class code. The types may be used to drive certain accounting processes. Class categories and codes are used purely for ease of grouping and reporting. All projects, regardless of type, will have the same fields visible and available.

2.1 Sponsored Project

Sponsored projects represent efforts with an external funding source awarded. These projects will be created automatically through an integration with Kualu Research (KR).

2.1.1 Class Category

Name	Class Code	Description	Index Crosswalk Category as of 2/25/20
Research	Research	Traditional grant for research projects	Sponsored Project *
Research	PI Initiated Clinical Trial	PI Initiated Clinical Trial	Sponsored Project

PPM User Guide

Research	Sponsor Initiated Clinical Trial	Sponsor Initiated Clinical Trial	Sponsored Project
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2.2 Capital Project

Capital Projects represent large construction projects that will be converted into capital assets upon project completion.

Note: Capital Projects will have the org that is running the project as the Project-Owning Organization. The SLAs, however, will overwrite that to posting to Net Investment in Capital Assets (NICA) as the FinUnit.

2.2.1 Class Category

Name	Code	Description	Index Crosswalk Category as of 2/25/20
Capital Project	Capital Project	Managed by Capital Projects	Capital Project*

2.3 General Project

2.3.1 Class Category

Name	Code	Description	Index Crosswalk Category as of 2/25/20
Event	Events	Short-term efforts to stage a particular event, such as a conference	General Project - Events
Service Agreement	Research Service Agreement	Efforts where UCSD hands are doing work for third parties – must be created by KR integration.	General Project - Service Agreement
Service Agreement	Non-Research Service Agreement	Efforts where UCSD hands are doing work for third parties, unrelated to Research.	General Project - Service Agreement
Line of Service	Recharge Operation	An operation that recovers costs from other UCSD entities.	General Project - Lines of Service
Line of Service	Auxiliary	An operation that recovers costs from the public.	General Project - Lines of Service
Course	Academic	Credit-granting courses offered by the campus.	General Project - Courses

PPM User Guide

Course	Extension	Courses solely provided by University Extension.	General Project - Courses
Course	SAPD	Strategic Academic Program Development (courses offered by the academic colleges to the public). Project-Owning Organization is always the academic department.	General Project - Courses
Cost Tracking	Faculty Start up	Monies allocated to a new faculty member.	General Project - Startup & Retention
Cost Tracking	Faculty Retention	Monies allocated to a faculty member as part of salary negotiations.	
Cost Tracking	Faculty Discretionary	Unrestricted monies allocated to a faculty member.	General Project - Faculty or Individual Specific Spending
Cost Tracking	Clinical Administration	Non-research efforts for the clinical practice.	
Cost Tracking	Committee	Cross-campus committees.	
Cost Tracking	Team	Organization unit at a level below the Financial Unit structure.	
Cost Tracking	Campus Fellowships	UCSD-funded student support.	General Project - Fellowships & Scholarships
Cost Tracking	Non-capital construction	Facilities improvements and renovations below the threshold to be considered capital improvements.	General Project - Facilities & Renovation Projects - non capital
Cost Tracking	Committed Reserves	Monies committed to specific endeavors.	
Cost Tracking	General Reserves	Reserve funds that need to be earmarked at a more granular level than Fund allows.	

PPM User Guide

Cost Tracking	Other	Any effort best modeled in PPM that does not fit into an established Class Category and Code.	General Project - Cost Center Tracking General Project - Milestone Billing - Time based General Project - Project or Task Specific Spending General Project - Student Discretionary Funds General Project - Sub Department Spending
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2.4 Default

There will be at least one project created for each Financial Unit in the Chart of Accounts. This project may be used for recharges or other transactions that come from the general monies of a department. The account should NOT be set for default projects, and the fund should always be university core funds SOFI (13991).

2.5 Naming Conventions

Project Type	Class Category	Code	Abbreviation
Sponsored Project	Sponsored Project	Sponsored Project	SP
Capital Project	Capital Project	Capital Project	CP
General Project	Event	Event	EV
General Project	Service Agreement	Research Service Agreement	RSA
General Project	Service Agreement	Non-Research Service Agreement	NSA
General Project	Line of Service	Recharge Operation	REC
General Project	Line of Service	Auxiliary	AUX
General Project	Course	Academic	ACAD
General Project	Course	Extension	EXT

PPM User Guide

General Project	Course	SAPD	SAPD
General Project	Cost Tracking	Faculty Start Up	FSUR
General Project	Cost Tracking	Faculty Retention	FR
General Project	Cost Tracking	Faculty Discretionary	FD
General Project	Cost Tracking	Clinical Administration	CLIN
General Project	Cost Tracking	Committee	COMT
General Project	Cost Tracking	Team	TEAM
General Project	Cost Tracking	Campus Fellowships	CFEL
General Project	Cost Tracking	Non-capital construction	NCCON
General Project	Cost Tracking	Committed Reserves	CRV
General Project	Cost Tracking	General Reserves	GRV
General Project	Cost Tracking	Other	OTHR
Default	Default	Default	DFLT

3 Update and Creation Process

3.1 Integration with Kualu Research

All projects of type Sponsored will be generated through an integration with Kualu Research (KR). These projects will all have Awards and Funding Sources established. The Award number will always be the base KR Award Number and the Funding Source will always be the KR Sponsor Name.

Example: In KR, the complete KR award number might be 150685-00001. The Award Number would be 150685.

3.2 Change request process

All requests to update projects or create new non-sponsored projects will be handled by creating a ServiceNow (SNOW) ticket. This includes any changes to field values of creation of new tasks. Sponsored project requests will be routed to the OPAFS team, non-sponsored project requests will be routed to General Accounting.

4 Awards

Awards represent a pool of money that projects may draw upon. One award may be associated with multiple projects, and (by design decision, not system constraint) each project will only be associated with one

award. Most awards will be automatically generated through an integration with KR. The only time that multiple projects will need to be associated with a single award is when the awards span departments or when there are 2 different billing methods on an award (cost reimbursable and fixed price).

4.1 Awards vs Contracts

All awards are contracts, not all contracts are awards. The OFC Award module is an extension of contract, and when a new Award is created via the KR integration, OFC is creating a special type of contract with additional fields behind the scenes. This is why the Award Number on the MCI file and similar interfaces is called the “Contract Number” and certain screens will say “Submit Contract” instead of “Submit Award.”

4.2 Non-KR Awards

For money awarded to sponsored projects that do not come from UCOP-recognized sources, the Award will be created in OFC without a corresponding entry in KR. They will all begin with the letter “N.”

4.3 Clinical Trials

All Clinical Trials related to research will be entered through KR, and it will create the award in OFC. There are two types of research-related clinical trials: Sponsor-Initiated and PI-Initiated. Both types will follow a consistent costing and burdening configuration.

5 Contracts

Contracts represent agreements between the university and an external entity. One contract may be associated with many projects. One contract may have many different lines describing services and price agreements.

Not all Projects have Contracts associated with them, but they are necessary to generate invoices using Accounts Receivable via PPM.

Research Service Agreement projects will have a contract auto-generated via KR integration.

5.1 Event Billing Uploads

Details TBD

6 Transactions

Transactions in PPM do not occur via journal files and the General Ledger. PPM operates as a subledger that can track transactions separately and then generate accounting to push those transactions to the GL.

PPM User Guide

6.1 POETAF

POETAF is the shorthand for the fields in all PPM-related transactions. The POETAF represents a specific *transaction*, not a specific *project*.

All transactions in PPM have four required fields and two (sometimes) optional fields:

Name	Description	Required for:
Project Number	The unique number that describes a project. These identical values will also appear in the COA in the Project segment.	All transactions in PPM
Expenditure Organization	Organization generating the expense. This is often not the same as the Project-Owning Organization. The values in this segment come from the Organization table in OFC (which is populated with the names, not numbers, of the Financial Units).	All transactions in PPM
Expenditure Type	The specific type of expense being incurred. The expenditure type will be used to derive the Account segment value in the COA, but expenditure types are more granular. One account may be represented by many different expenditure types.	All transactions in PPM
Task Number	The number that represents the project task incurring the expense.	All transactions in PPM
Award number	The award to be used for this transaction. It matched the KR award number.	Transactions against projects that have awards
Funding Source	Name of the sponsor in KR for the external funding source. This is NOT the same as the Fund in the CCOA. This is the name of the sponsor name in KR.	Transactions against projects that have awards

6.2 Transaction Methods

6.2.1 Accounts Receivable

Authorized users may generate invoices through PPM. The invoice is generated with the project information provided, and then is processed through AR in the normal fashion. The revenue is generated in PPM when the invoice is created.

6.2.2 Accounts Payable

All university staff and affiliates may use the procurement module to acquire goods and services. If they wish to use project monies to pay for those services, they are required to supply the Project Number, Task Number, and Expenditure Type. It is also possible for authorized buyers to create entries directly in Accounts Payable. Accounts Payable will then process the transaction and send it to PPM via a POETAF string.

6.2.3 Direct Cost Entry

Authorized users may enter costs directly into PPM at the task level. They are required to supply the Expenditure Type and amount.

6.2.4 Miscellaneous Cost Import

The Miscellaneous Cost Import (MCI) function is like a journal file for PPM. It allows users to upload a text file with multiple lines to add expenses to projects.

[Annotated MCI file](#)

6.3 Balance Transfers

The PPM module is intended to be a cost-tracking mechanism, with an assumption that all money coming into a project is coming from a third-party organization via receivables and contracts.

However, there are two business cases at the university that require us to be able to move monies from Financial Units to Projects: recharges and balance transfers.

6.3.1 Balance Transfer Application

As part of UCSD's implementation of OFC we will be creating a custom application to handle cost transfers (corrections after-the-fact) and balance transfers (moving money across segments in the COA). That application will also be able to transfer balances to projects.

Users will be required to supply the Project and Task number. The application will generate a journal file (as per normal balance transfers) moving money into the Project in the GL. It will also generate a Miscellaneous

Cost Import file to generate a negative expense with a transfer account at the task level. This will cause the "revenue" to appear at the task level in PPM.

7 Recharge Operations

Each separate recharge operation will be a separate project of General, Category of Line of Service, and Class Type of Recharge in PPM. The project will represent the overall recharge operation, and the tasks the various services provided.

Example: Animal Care

The Animal Care Program department administers a recharge operation that provides animal care services to the campus. Each category of animal is a separate service with different rates. They would create one Project for the overall recharge operations, and separate tasks for the different animals.

All recharges will be project-to-project. The customer for the service may choose to use the default project for their FinUnit or provide a different project to be billed.

7.1 Accounts

There will be one credit account for all recharge operations. Each operation will use a distinct debit account. There will also be a corresponding Expenditure Type created for each recharge operation.

7.2 Import mechanism

Recharges will be imported into PPM via the Miscellaneous Cost Import file. Each recharge transaction will consist of two lines in the file:

1. An expense on the project belonging to the customer.
2. A contra-expense on the project for the recharge operation representing their “revenue.”

Example: Animal Care has provided services to the Biology department, and now it is time for them to recover costs via recharge.

Project Name	Expenditure Org	Expenditure Type	Task Name	Amount
Biology Default Project	Animal Care	Animal Care recharge expense account	Task 1	\$5,000
Animal Care Recharge Operation	Biology	Recharge Credit	Mouse Services	-\$5,000

7.3 Required Information

Customers of recharge operations will only be required to provide the project and task number that should be billed, and funding source for sponsored projects. All other necessary information is derivable.

[Recharge Transaction Guide](#)

7.4 NGN

The Next Generation Network (NGN) recharge operation in ITS has slightly different requirements than most of our campus operations.

7.4.1 Requirements

1. There must be one charge for entire NGN bundle
 1. With aggregated cost for all employees and all services into one single charge
2. Must be able to track costs for seventeen separate Lines of Service within NGN
3. Must be able to attribute costs to multiple FinUnits within a single Line of Service

7.4.2 Solution

- One project called NGN for billing/recharge purposes
 - Will show up on department expense report as just one line for all of NGN
 - Operational costs will NOT be tracked on this project
- 17 different line of service projects for cost-tracking purposes
 - Each project will have separate tasks for the ITS departments/teams that support it
 - The FinUnit on those tasks will be the posting levels for the teams
 - These projects will NOT generate recharges
- Monthly process to reallocate the recharge revenues from overall NGN project to the appropriate FinUnits
 - This will be handled via Miscellaneous Cost Import file.

8 SLAs and Accounting

The default SLAs for all Projects is to use the values in the task-level DFFs that match the CCOA segments (Fund, Location, Program, Activity) when they are supplied. Other SLAs may overwrite this based on the Project Type. The Account is always determined by the Expenditure Type.

9 Appendix A: Glossary

Term	Description
PPM	Project and Portfolio Management
COA	Chart of Accounts
CCOA	Common Chart of Accounts
ITS	IT Services
SLA	Sub Ledger Accounting Rule
FinUnit	Financial Unit
KR	Kuali Research
NICA	Net Investments in Capital Assets
SNOW	ServiceNow or Services & Support
OPAFS	Office of Post-Award Financial Services
MCI	Miscellaneous Cost Import
GA	General Accounting
OFC	Oracle Financial Cloud