

# Project Closeout Report

**Project Name:** Telecom Modernization Project

**Institution:** University of North Dakota

**Business Unit/Program Area:** University IT

**Project Sponsor:** Madhavi Marasinghe

**Project Manager:** Djoana Wisner

Objectives		
Project Objectives	Measurements	
	Met/ Not Met	Description
Move from the on-prem telephone solution to a cloud-based solution	Met	Phone system has been moved to a cloud-based solution
Ability to provide current phone functions such as calling, faxing, and conference calls	Met	Users can make conference calls, fax, and calling
Introduce new features such as text messaging and enhanced fax feature	Partial Met/Not Met	The new efax feature is now available to users. However, with the new federal law regarding text messaging, additional discovery is required for compliance
Integrate telephone with Microsoft Teams, TeamDynamix, and other software	Not Met	The project team completed the configuration and testing. However, the integration was not deployed
Provide softphones that can be accessed through computers and mobile phones	Met	Softphone is available to users including mobile phones
Advanced Call Center functionality	Not Met	Contact center was not used by Tech Support and TTAaDa

Schedule Objectives					
Met/ Not Met	Original Baseline Schedule (in Months)	Final Baseline Schedule (in Months)	Actual Schedule (in Months)	Variance to Original Baseline	Variance to Final Baseline
Met	5.5	5.5	6.2	12.1 behind	12.1 behind

Budget Objectives					
Met/ Not Met	Original Baseline Budget	Final Baseline Budget	Actual Costs	Variance to Original Baseline	Variance to Final Baseline
Met	1,201,097.79	1,201,097.79	795,978.15	405,120.00 (34% under)	405,120.00 (34% under)

Major Scope Changes
<p>CCaaS Implementation</p> <ul style="list-style-type: none"> <li>The contact center component of Avaya was originally planned to be used by UIT Tech Support and TTAaDA.</li> <li>Due to the organizational change structure within UIT, the requirement for contact center features became unnecessary.</li> <li>TTaDA determined after completing the UAT that contact center features are not required at the moment.</li> </ul>

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## SMS Implementation

- The use of SMS feature within Avaya Cloud Office is one of the best-selling features of the platform. With the federal law taking effect related to business SMS, it was determined that additional work is required and out of scope for the project.

## Application Integration

- The integration of MS Teams to Avaya Cloud Office was proven to be working. However, it was determined that the integration does not improve user experience. Thus, the project team recommended not to push the integration widely. TeamDynamix integration was required for the contact center application (CCaaS). The integration is no longer needed since the contact center application is not in use.

While the scope changes were not logged on quarterly reports, changes were reviewed with the project sponsor or presented to the ESC.

## Lessons Learned

The project brought a lot of things to repeat and improve in future project implementation.

### What went well

- Technical expertise within the project team
- Project Approach - Migration was done in phases
- Good vendor relationship
- Coordination with Telecom Coordinators
- Creative thinking that allowed the team to implement a workaround or resolve any roadblocks throughout the project

### What could we do differently

- Communication – While the project team communicated about the phone project, there was an opportunity to improve the communication process. More frequent communication is necessary in projects with a scale like the Telecom Project to ensure we are hitting all users in all possible venues. It is also learning that there should only be one person in control of communicating tasks instead of coming from multiple resources.
- Project Resources – Some resources assigned to the project are also allocated to other projects on top of their day job. It is learning to introduce an assessment process in the future to determine if critical resources must be pulled from commitments to commit full-time to the project.
- Organizational Change Management (OCM) – Involve stakeholders at the early phase of the project to understand their requirements and secure buy-in.

## Success Stories

The campus community expressed their gratitude for having the new phone system. The project team received feedback through conversations with some groups on how massive the project was and how easy it is for them to use their phone wherever they are.

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An example of a thank you note the project team received:

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**From:** Doty, Jessica <[jessica.doty@und.edu](mailto:jessica.doty@und.edu)>  
**Sent:** Wednesday, July 19, 2023 4:03 PM  
**To:** Marasinghe, Madhavi <[madhavi.marasinghe@und.edu](mailto:madhavi.marasinghe@und.edu)>  
**Cc:** Haddock, Kali <[kali.haddock@und.edu](mailto:kali.haddock@und.edu)>  
**Subject:** Re: Telecommunication modernization project update and closeout

Hi Madhavi-

**Congratulations** and **thank you** to your team for this hard work and a project well done!

Our clinic operation cannot function without phones to make patient appointment, and the telecommunication modernization transition was fairly seamless with no major issues. Kali (wonderful leader) and her team (David, was amazing!) took special care of Student Health Services and their customer service and understanding of our operation meant the world. Please share with your entire team a THANK YOU from Student Health Services - amazing job!



Thank you!

Jess