



RUTGERS

Administrative & Student Information Systems Refresh: Phase I Project Update

Treasurer's Town Hall
Rutgers University – Camden
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Project Background

Transformational Goals

- University-wide efficient, effective, and responsive business practices and systems are foundational elements of the Rutgers Strategic Plan as a way to provide real savings for strategic initiatives
- The University's move to a Responsibility Center Management budgeting approach requires changes to budget processes and supporting infrastructure
- The University must provide reliable and accessible information to our academic and administrative leadership

Transformation Guiding Principles

Our vision is being guided by these five pillars for organizational transformation, focusing on administrative efficiency and effectiveness:

1. Rutgers' **people** and **organizational structures**
2. The business **processes**
3. The **impact** of the services on **internal and external** customers
4. The way that Rutgers **measures its performance** and applies metrics
5. The **technologies** employed in conducting services

The Projects

Business Process and Organizational Review Projects

Assessment and implementation of organizational alignment and business process improvement across the following areas:

- **Research Administration**
- **University Procurement**
- **Controller's Office**
- **Budget Office**
- **Student – Enrollment Management and Student Accounts**
- **Human Resources / Payroll**

Administrative Systems Projects

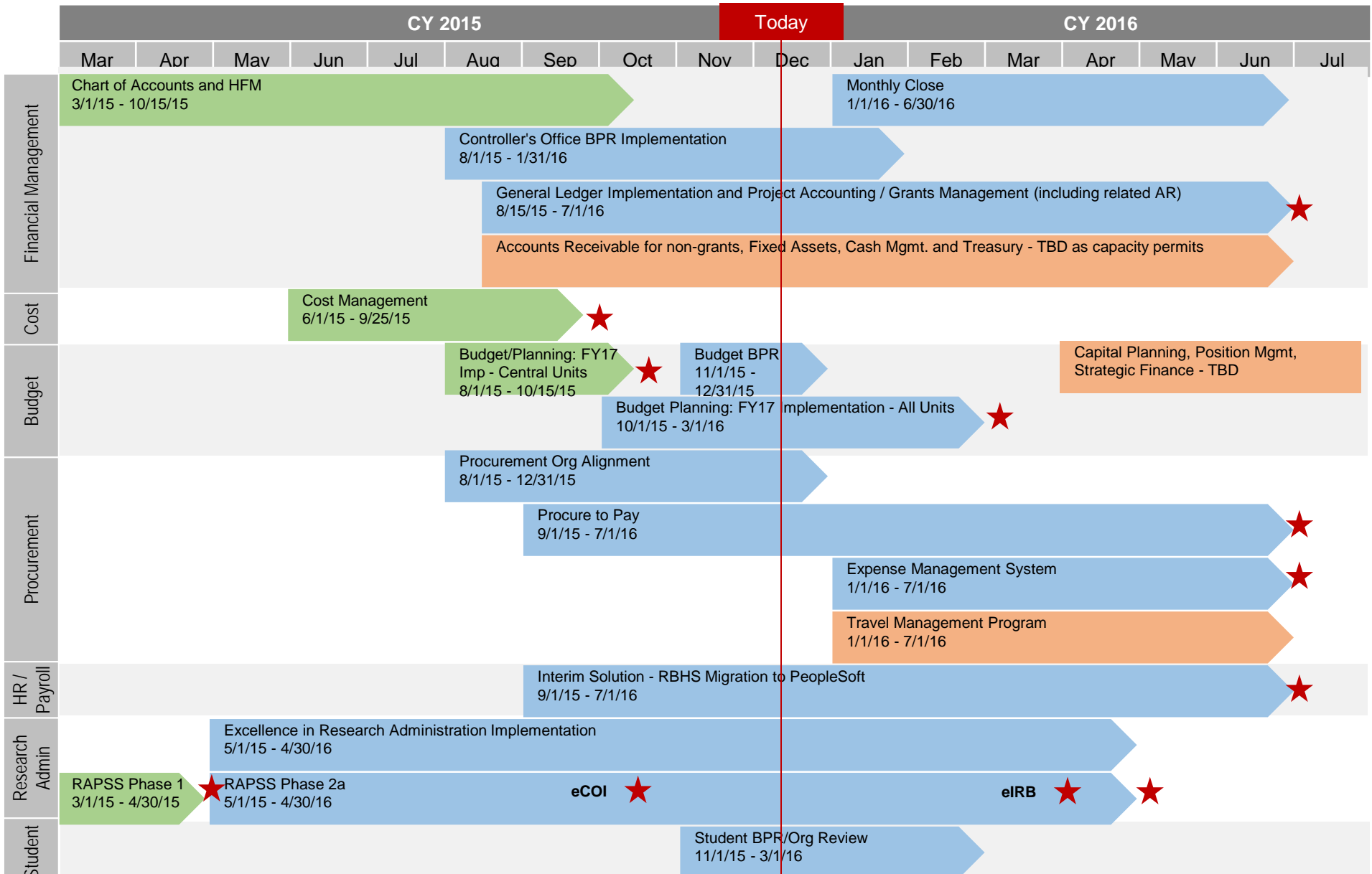
Implement new systems or major upgrades to existing legacy applications across the following areas:

- **Financial Management**
- **Cost Management**
- **Budget and Financial Planning**
- **Procurement**
- **Human Resources / Payroll**
- **Research Administration**
- **Student**

The Timeline

Phase 1 Projects – Target Timeline

★ System Go-Live Completed Critical Path Planning



Project Updates

Financial Management

	Summary of Project	Target Timeline	Next Steps
1. Monthly Financial Close	Establish and implement a monthly close, financial review, and financial reporting process plan supporting the goal for obtaining timely financial information in order to make informed decisions	End of December 2015 – Implement a pilot of the Monthly Close Process Spring 2016 – Roll out the Monthly Close Process	<ul style="list-style-type: none"> • Work with finalized list of pilot units on reconciling and using new HFM reports. • Complete the instructions for variance analysis reporting
2. BPR/ Organizational Assessment	Assess and implement an efficient and integrated accounting organization within the Controller’s office to support the new monthly close, financial review and reporting processes.	October 2015 – Detailed job review (Completed) January 2016 – Implement recommendations	<ul style="list-style-type: none"> • Review details of job descriptions to ensure that tasks are incorporated in new org design • Begin implementation of the new organizational structure
3. Chart of Accounts and HFM	Redesign the chart of accounts structure to incorporate the mission and RCM reporting of the University For more information right click below and open hyperlink: http://uco.rutgers.edu/chart-accounts-redesign-project	December 2015 – Finalize segment structure and management sign-off (Completed) March 2016 – Complete Data Dictionary and mappings from old to new	<ul style="list-style-type: none"> • Finalize data mapping of existing Orgs to new Unit Divisions and Orgs as well as all mapping of all fund sources and indices for conversions • Review similarities and differences of Org structure and multiple hierarchies across the University
4. General Ledger, AR, Projects and Grants	Implement a single Financial System that incorporates the needs of both the legacy RU and legacy UMDNJ schools, centers and central units currently using Oracle and Banner systems	July 1, 2016 – Go-Live	<ul style="list-style-type: none"> • Conduct Initial Business Advisory Group Meeting December 16 • Complete Mobilization Phase • Continue with design sessions • Develop Change and Training Plans

Cost Management

	Summary of Project	Target Timeline	Next Steps
1. Hyperion Profitability and Cost Management (HPCM)	Implement a university cost management model to calculate cost allocations for RCM	December 2015 – Go-Live of HPCM application End of December – Post Go-live support of HPCM application	<ul style="list-style-type: none">• Final refresh of application in preparation for roll-out• Go/No-Go decision, December 17

Budget and Financial Planning

	Summary of Project	Target Timeline	Next Steps
1. BPR/ Organizational Assessment	Conduct an organizational design assessment and implement an efficient structure within the Office of Budget and Resource Studies	Winter 2015 – Complete assessment	<ul style="list-style-type: none"> • Complete assessment
2. Budget Planning and Forecasting - FY17 Implementation	Update Hyperion Planning application to accommodate the new RCM budget model for FY17 budget process and new chart of accounts structure	<p>October 15, 2015 – Cost Center Planning Application Go-Live (Completed)</p> <p>March 1, 2016 – Responsibility Center Planning Application Go-Live</p>	<ul style="list-style-type: none"> • Continue design and development of RC Planning app • Build demo for budget and controller's office review • Business Advisory Group Meeting, December 18

Procurement

	Summary of Project	Target Timeline	Next Steps
1. Procure to Pay (P2P)	Implement an automated, university-wide purchasing and accounts payable tool that streamlines the purchasing and payment process at the University	July 1, 2016 – Go-Live	<ul style="list-style-type: none"> • Complete build of the integration between SciQuest and Oracle
2. Expense Management	Implement an automated, university-wide expense management tool to expedite travel and expense reimbursement process	July 1, 2016 – Go-Live	<ul style="list-style-type: none"> • Complete SOW for July 1 implementation with selected partner, Deloitte
3. Travel Card Program	Implement a University Travel Card Program	Summer, 2016 – Go-Live	<ul style="list-style-type: none"> • Review integration with and use of iExpense

Human Resources / Payroll

	Summary of Project	Target Timeline	Next Steps
1. Banner Migration to PeopleSoft	Migrate employee records on Banner payroll system into existing Rutgers PeopleSoft System in preparation for ultimate migration to Cloud HCM/Payroll Solution	July 1, 2016 – Go-Live	<ul style="list-style-type: none"> • Conduct deep-dive process and technical workshops • Continue to document and resolve policy decisions identified as a result of system discrepancies • Plan technical designs for transition efforts
2. BPR/ Organizational Review	Conduct an organizational review of the Human Resources and Payroll function	Fall 2016 – Complete BPR Assessment	<ul style="list-style-type: none"> • Finalize and issue RFP

Research Administration

	Summary of Project	Target Timeline	Next Steps
1. Excellence in Research Administration (ERA)	Implementation of process improvement, including updated policies, procedures and forms to create efficiencies in research administration functions for faculty and staff	<p>November 2015 – Additional Wave 1 process improvements implemented and communicated (Completed)</p> <p>June 2016 – Complete implementation of Wave 2 and 3 process enhancements</p>	<ul style="list-style-type: none"> • Continue to monitor feedback and evaluate changes • Complete Wave 2 implementation
2. RAPSS Implementation	Implementation of an electronic research administration and proposal submission system in two phases; Phase 1 implementation is complete and Phase 2 has kicked off	<p>April 2016 – Phase 2a Go-Live</p> <p>November 2016 – Phase 2b Go-live</p>	<ul style="list-style-type: none"> • Complete design/build phase
3. eCOI	Implementation of a single system for Conflict of Interest (COI) disclosures	October, 2015 – eCOI system went live for all of Rutgers (Completed)	<ul style="list-style-type: none"> • Continue training and communications as needed
4. ERA IT Process	Establish inventory of all pre-award, post-award, and research compliance IT projects and link to ERA and RAPSS projects	Fall 2015 – Inventory and timeline of IT projects (Completed)	<ul style="list-style-type: none"> • Continue Integrations with ERA process improvements and AIS initiatives outside 17 research

Research Administration (continued)

	Summary of Project	Target Timeline	Next Steps
5. eIRB	Implementation of a single system for routing and tracking of human subjects research protocols needing Institutional Review Board (IRB) approval	Spring 2016 – Go-Live	<ul style="list-style-type: none"> • Add user information into eIRB for all investigators • Develop project work plan
6. Effort Certification	Implementation of a single system for certification, and simplification of existing RBHS system until transfer to ECRT system	TBD – Initiating process	<ul style="list-style-type: none"> • Develop timeline for certification process upgrade
7. eIACUC	Implementation of a single system for routing and tracking of animal research protocols needing Institutional Animal Care and Use Committee (IACUC) approval	TBD	<ul style="list-style-type: none"> • Complete policy changes and links in eIACUC system • Develop project work plan

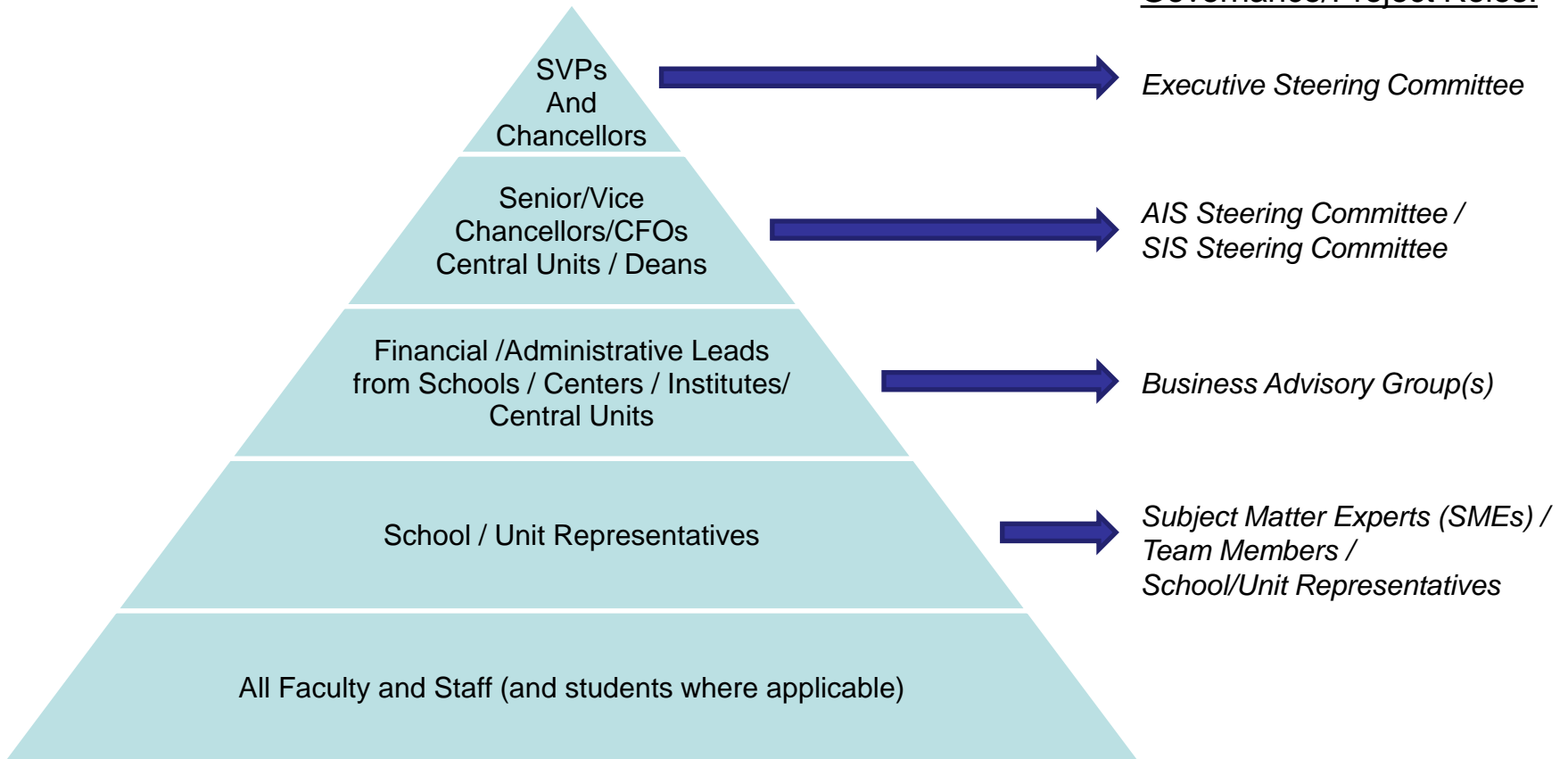
Student

	Summary of Project	Target Timeline	Next Steps
1. BPR/ Organizational Assessment	Conduct phase 1 of business process and organizational review of student processes: enrollment management and student accounts	November 2015 – Kickoff Assessment (Completed) March 2016 – Complete Assessment	<ul style="list-style-type: none"> • Continue interviews with staff, administrators and students • Review interim project deliverable with Sponsors
2. Student System Selection	Selection of a single student information system to be implemented across the university	Summer 2016 – Select a student system	<ul style="list-style-type: none"> • TBD

Stakeholder Engagement & Project Structure

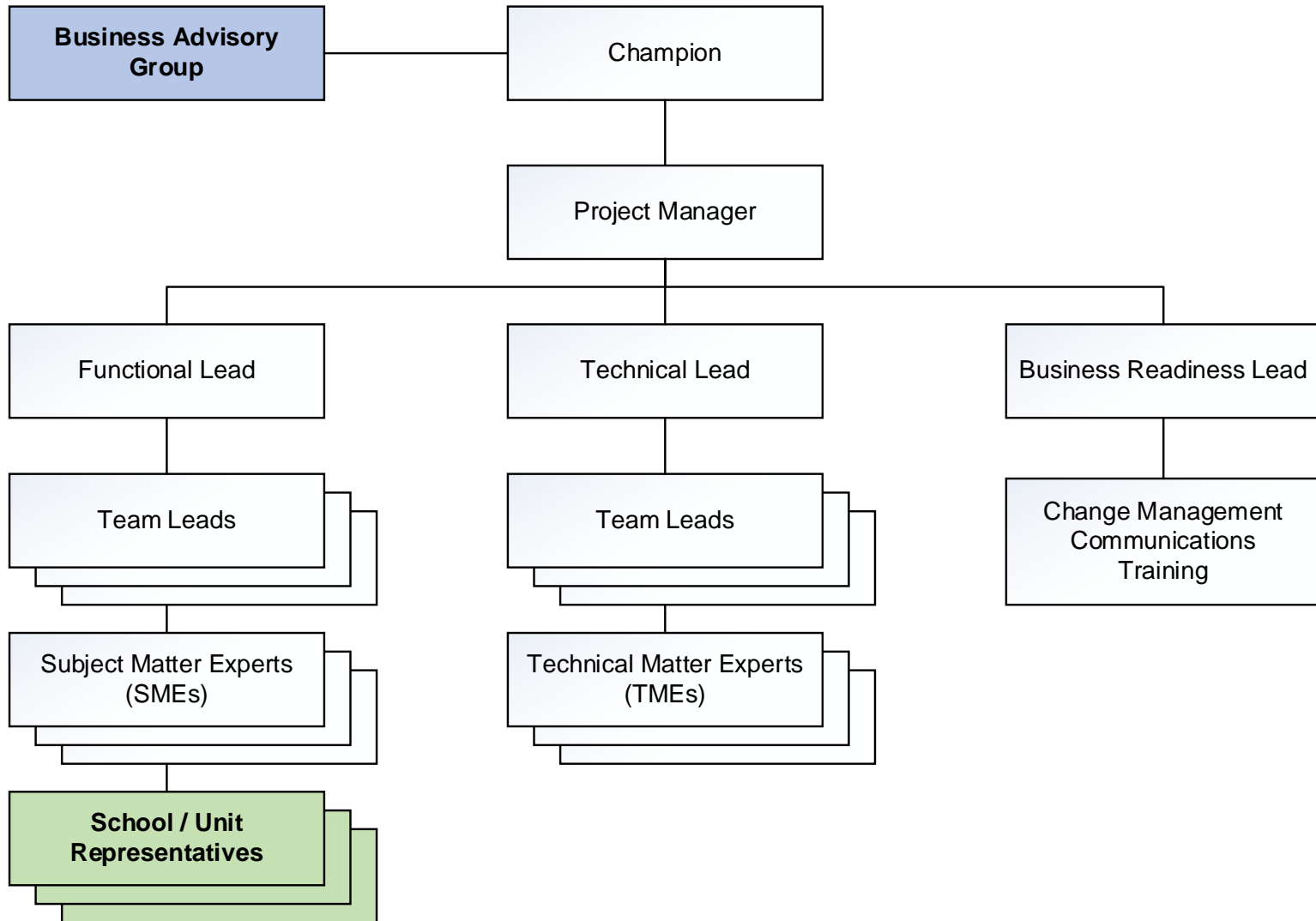
Stakeholder Engagement – Engagement Layers

Governance/Project Roles:



Stakeholder engagement at *multiple* levels throughout the organization.

Systems Implementation Project Structure



Project Roles and Responsibilities

Role	Selection / Definition	Responsibilities
Champion	<ul style="list-style-type: none"> Oversees the work stream 	<ul style="list-style-type: none"> Leads the work stream Has overall responsibility for projects in the work stream
Project Manager	<ul style="list-style-type: none"> Full-time Selected by Champion and PMO 	<ul style="list-style-type: none"> Leads project team for a specific project(s) within the work stream Manages project scope, workplan, issues log, project budget, and issue escalation/ resolution Coordinates with external consultants to ensure project is on track
Business Advisory Group	<ul style="list-style-type: none"> Project Manager Business Readiness team PMO Change Management & Communications High-level administration from schools/units (i.e., Vice Deans/CFOs of schools/ centers/ institutes/ units) 	<ul style="list-style-type: none"> Serves as liaisons to the chancellor unit /campus which they represent Assists in determining specific change management, communications, and/or training strategies for a specific project Assists in disseminating information to their chancellor unit/campus Target is 15-20 people (with representation from across the University) per Business Advisory group

Project Roles and Responsibilities (continued)

Role	Selection / Definition	Responsibilities
Functional Lead	<ul style="list-style-type: none"> • Full-time • Selected by Champion and Project Manager 	<ul style="list-style-type: none"> • Serves as day-to-day lead on the business/ functional components of project • Reports to Project Manager all business/functional progress, issues, and deliverables
Functional Team Lead	<ul style="list-style-type: none"> • Full-time • Selected by Project Manager and Functional Lead 	<ul style="list-style-type: none"> • Leads a specific business/functional team if applicable • Reports to Functional Lead on all progress, issues, and deliverables related to that specific business/function • Maintains ownership for key project deliverables
Functional SMEs / Team Members	<ul style="list-style-type: none"> • Part-time • Selected by Project Leadership based on expertise within a specific functional area • Should be users of the relevant system/process from within schools/units 	<ul style="list-style-type: none"> • Performs tasks identified in project plan • Reports to appropriate Functional Team Lead • Hands on during design and testing
School/Unit Representatives	<ul style="list-style-type: none"> • Part-time • Selected by Project Leadership to represent schools, campuses, and units across the university 	<ul style="list-style-type: none"> • Provides input into the project • Hands on during design and testing • Serves as a change agent • Communicates project updates and key changes within their organization
Technical Lead	<ul style="list-style-type: none"> • Full-time • Selected by Champion and Project Manager 	<ul style="list-style-type: none"> • Serves as day-to-day lead on technical components • Reports to PM on all technical progress, issues, and deliverables
Technical Team Lead	<ul style="list-style-type: none"> • Full-time • Selected by Project Manager and Technical Lead 	<ul style="list-style-type: none"> • Leads a specific technical team, if applicable • Reports to Technical Lead on all progress, issues, and deliverables
Technical TMEs / Team Members	<ul style="list-style-type: none"> • Part-time • Selected by Technical Lead based on expertise within a specific business/functional area • May be selected from within Champion's division or from across the university 	<ul style="list-style-type: none"> • Perform tasks identified in the project plan • Reports to appropriate Technical Team Lead

Project Roles and Responsibilities (continued)

Role	Selection / Definition	Responsibilities
Business Readiness Lead	<ul style="list-style-type: none"> • Full-time • Selected by Champion and Project Manager • This role and the roles below are interchangeable, it can be performed by one person or multiple people 	<ul style="list-style-type: none"> • Leads the change management, communications, and training components of the project • Reports to Project Manager on all progress, issues, and deliverables related to business readiness
Change Management	<ul style="list-style-type: none"> • Part-time • Selected by Business Readiness Lead 	<ul style="list-style-type: none"> • Assesses change readiness of stakeholders • Works closely with PMO Change Management Director to align change management approach with other ongoing projects
Communications	<ul style="list-style-type: none"> • Part-time • Selected by Business Readiness Lead 	<ul style="list-style-type: none"> • Develop communications plans and draft communications across the entire project • Works closely with PMO Communications Director to align communications strategically with other ongoing projects
Training	<ul style="list-style-type: none"> • Part-time • Selected by Business Readiness Lead 	<ul style="list-style-type: none"> • Develops and implements training plan, often in conjunction with external consultant training team

Responsibility Center Management An Update

Implementation Unique In Higher Education

- Most complex RCM implementation that we can identify
- Involves multiple campuses
- Complicated by merger taking place simultaneously with two universities that are:
 - On different IT systems
 - With different practices and procedures

Why Switch to RCM?

Academically Centered -
“Academics over Economics”

Provides schools with better
data, more control, and greater
flexibility over resource
decisions

Increased
accountability and
transparency

Greater focus on long-range
strategic planning

RCM enables understanding of
“ROI” and priority decisions
given limited resources

How Does RCM Work?

Revenues are credited to the Responsibility Center that generate them

Responsibility Centers must then pay for their direct expenses as well as a share of the expenses to fund the Support Units

REVENUE

- Tuition and Fees
- F&A Return
- Other Income

RESPONSIBILITY CENTERS

- Schools
- Research Centers
- Auxiliaries

DIRECT & INDIRECT COSTS

- Direct Expenses
- System-wide Support Units
- Local/ Regional Support Units

Allocation of Costs

System-wide



Costs that are incurred by system-wide support units providing services to NB, RBHS, Newark and Camden

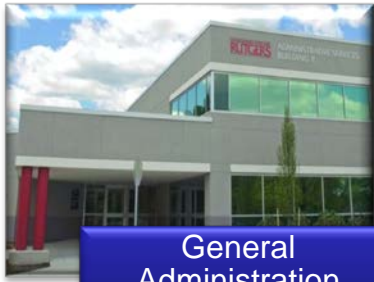
Local/ Regional



Costs that are incurred by support units providing services at the local/ regional or chancellor level

Allocation of Costs

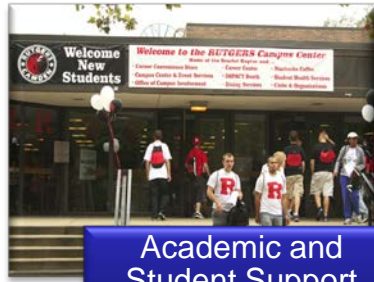
System-wide Cost Pools



General Administration



Facilities (O&M and Utilities)



Academic and Student Support



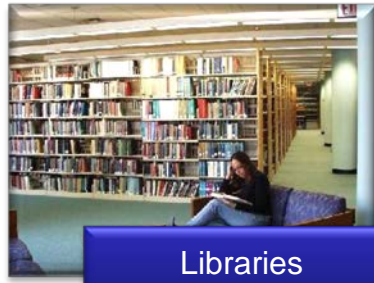
Debt Service



Strategic Fund



Information Technology



Libraries



Research Support

Metrics for Allocation of Costs

- Cost pools allocated to the schools and other RCs using a metric that is a *reasonable measure of their use of those services*
- The metrics based on “best practices,” verifiable, easy to understand, and uniform
- Our model includes the following metrics: unit expenditures, net assignable square footage, F&A return data, student headcounts and faculty & staff FTE

Who Decided on the RCM Model?

- RCM Steering Committee
 - Consists of Chancellors, CFOs, SVP Finance, SVP Administration, and VP Budget
 - Provided policy direction and came to consensus on the current model
 - Committee will continue in FY16 and also include the SVP Academic Affairs

- RCM Advisory Committee
 - Consists of deans, support unit heads, and faculty representatives from the Senate budget committee
 - Provided ongoing advice, questions, etc.

- RCM Technical Committee
 - Consists of business managers from major units
 - Reviewed metrics, data sources, and calculations

Primary Benefits Responsibility Centers (RCs)

- Makes clear the full cost of programs, both direct expenses and overhead costs for support services
- Demonstrates the level of university support needed for each RC on common set of assumptions
- Encourages discussion of appropriateness of ratio of self-funding to university support
- Promotes trade-off discussions
- Encourages better planning

Primary Benefits Support Units (Cost Centers)

- Pushes support units to justify their costs and evaluate services being provided
- Makes support units more accountable to schools and other RCs that clearly see the charges for the services being provided
- Makes clearer that choices are needed within fiscally constrained environment
- Encourages priority setting

NO Fund Raising in Chancellor's or President's Office

- Requests for university funds need to be truly strategic and to complement other revenue sources
- Focus on new audiences, new revenue sources, strategic initiatives to move the university forward
- Emphasis on greater self reliance in a changing higher education fiscal environment

Is the Model Done?

- No budget model is perfect or “done”
- Issues deferred to phase 2 for further study now underway
 - Enrollment Management / Student Accounts
 - Information Technology
 - HR/Payroll
 - Development / RUF
 - Libraries
 - Research Administration
- Business process redesigns in key areas in progress
- Current model is a significant step forward in increasing the understanding of the *true financial position of RCs under a common set of assumptions*
- Finishing project to automate cost allocations for budget and accounting needs
- HOWEVER: RCM went into effect and the sun came up in the morning
- Units becoming accustomed to thinking in an RCM way: more strategic, more trade offs, more cognizant of the need to take control of both revenues and costs

RCM IT Work In Progress With Hyperion Products

- Consolidating chart of accounts for two universities
- Aligning monthly close procedures for two universities
- Aligning the revised budget planning system and the new AIM system with RCM's HPCM to allow sharing of data between the various systems
- Automating RCM cost allocations
- Reducing amount of time required to create "what if" cost allocation scenarios

Questions?