Administrative & Student Information Systems Refresh: Phase 1 Project Update

J. Michael Gower
Executive Vice President for Finance and Administration
and University Treasurer

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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

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 (Phase 1 to Phase 4)

- **Financial Management**
  - Implement a single Oracle Cloud Financial System that incorporates the needs of both legacy RU and legacy UMDNJ schools, centers and central units currently using Oracle and Banner Systems, with redesign of chart of accounts
- **Budget and Financial Planning**
  - Update the Hyperion Planning application to accommodate the new RCM budget model for FY17 budget process and new chart of accounts structure
- **Cost Management**
  - Implement a University costing management model to answer key questions around revenues, expenses and margins
- **Procurement**
  - Implement automated, university-wide purchasing, accounts payable and expense management tools to streamline and expedite processes at the University, utilizing SciQuest and Oracle
- **Human Resources/Payroll**
  - Migrate employee records on Banner HR/payroll system into existing Rutgers hosted Peoplesoft System in preparation for ultimate migration to Oracle Cloud HCM Solution
- **Research Administration**
  - Implement a series of systems improvements to enable efficiencies in research administration functions for both faculty and staff
- **Student**
  - Selection of a single student information system to be implemented across the University

Phase 1 Projects

Phase 1 administrative systems projects include:

1. **General Ledger and Project/Grant Accounting, including Redesign of Chart of Accounts**

2. **Procure-to-Pay and Expense Management**

3. **Human Resource/Payroll – RBHS Employee Migration to PeopleSoft**

4. **Budget and Financial Planning – common Hyperion budgeting tools**

The original go-live date for the first three items has been July 1, 2016.
The budget planning tool (item 4) is live now for cost centers and will be live for responsibility centers on schedule by March 1, 2016.

Reassessment of Phase 1

Key Issues

As part of review of the Phase 1 projects, several **key issues** came to light causing delays in start, with direct project work starting in October

- RFP and Contracting with software vendors and implementation partners
- Onboarding Rutgers employees and implementation partners on assignment
- Navigating completion of several critical projects in key operational units
  (e.g. Audited Financial Statements, Union Negotiations)

Reassessment of Phase 1 (cont.)

Key Risks

These delays have resulted in compression of time, highlighting the **key risks**:

- Adequate time for testing payroll and migration
- Preparation, testing, and training for the chart of accounts, grants data, and grants management processes
- Adequate time for integration partners to incorporate the changes into their independently maintained reports and systems
- Adequate time for reengineering the financial data warehouse, reports and data extracts

Recommended Next Steps

Extending to October 1, 2016 go live date for Phase 1 systems projects, which will have the following positive outcomes and support for a successful implementation:

- **Appropriate Time for Testing**
  - Time allotted to complete and test the integration with feeder and ERP systems, in particular:
    - Parallel test the payroll details coming from PeopleSoft for **each** RBHS employee currently in Banner
    - Test inbound and outbound integration partner systems with new chart of accounts in Cloud Financials
    - Grants system is loaded with sufficient back data for management in labs

- **More Preparation for Implementation**
  - Decompression of the schedule will result in a more reliable and accurate implementation for ERP and integration partners
  - Allows for enhanced schedules for required training

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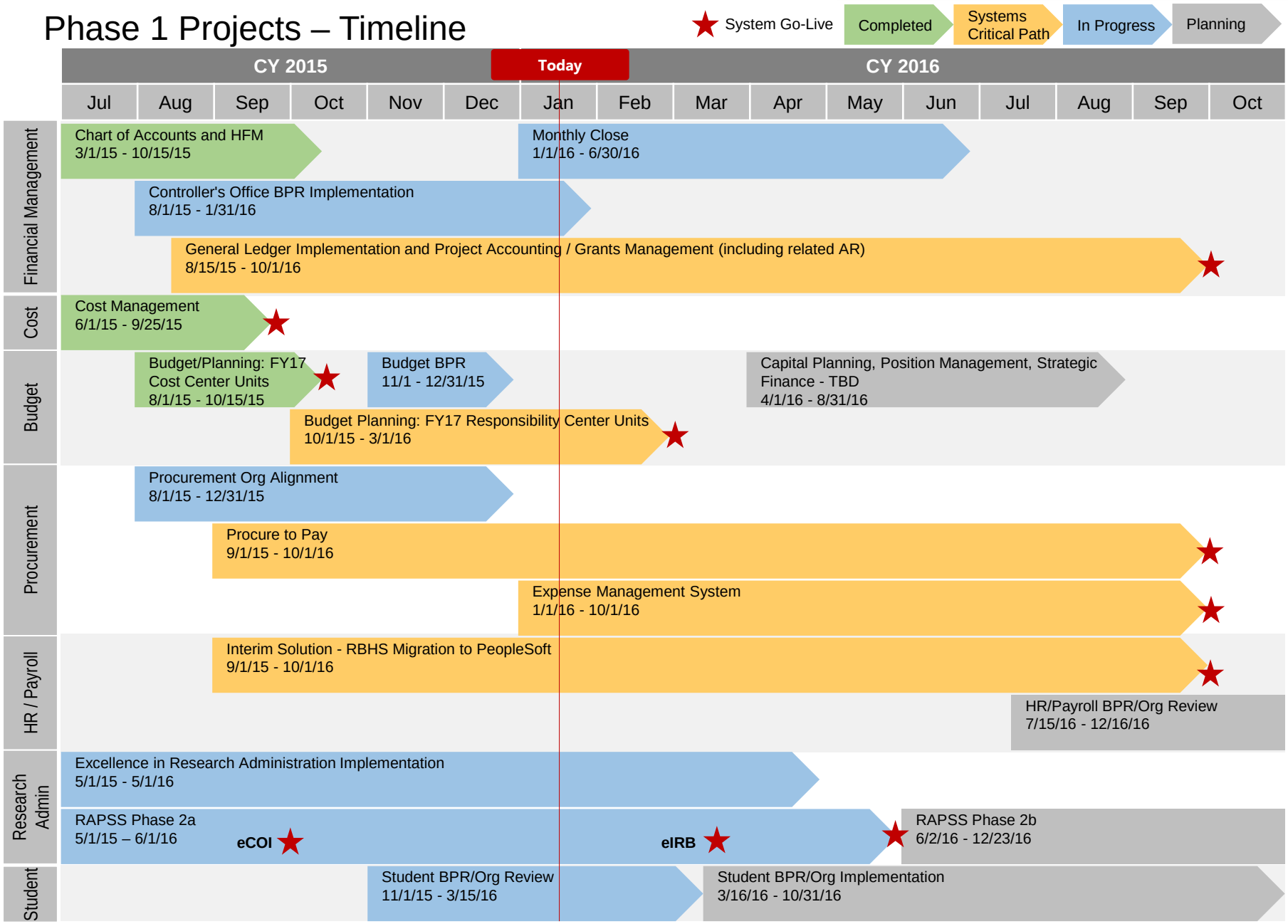
Phase 1 Projects – Timeline



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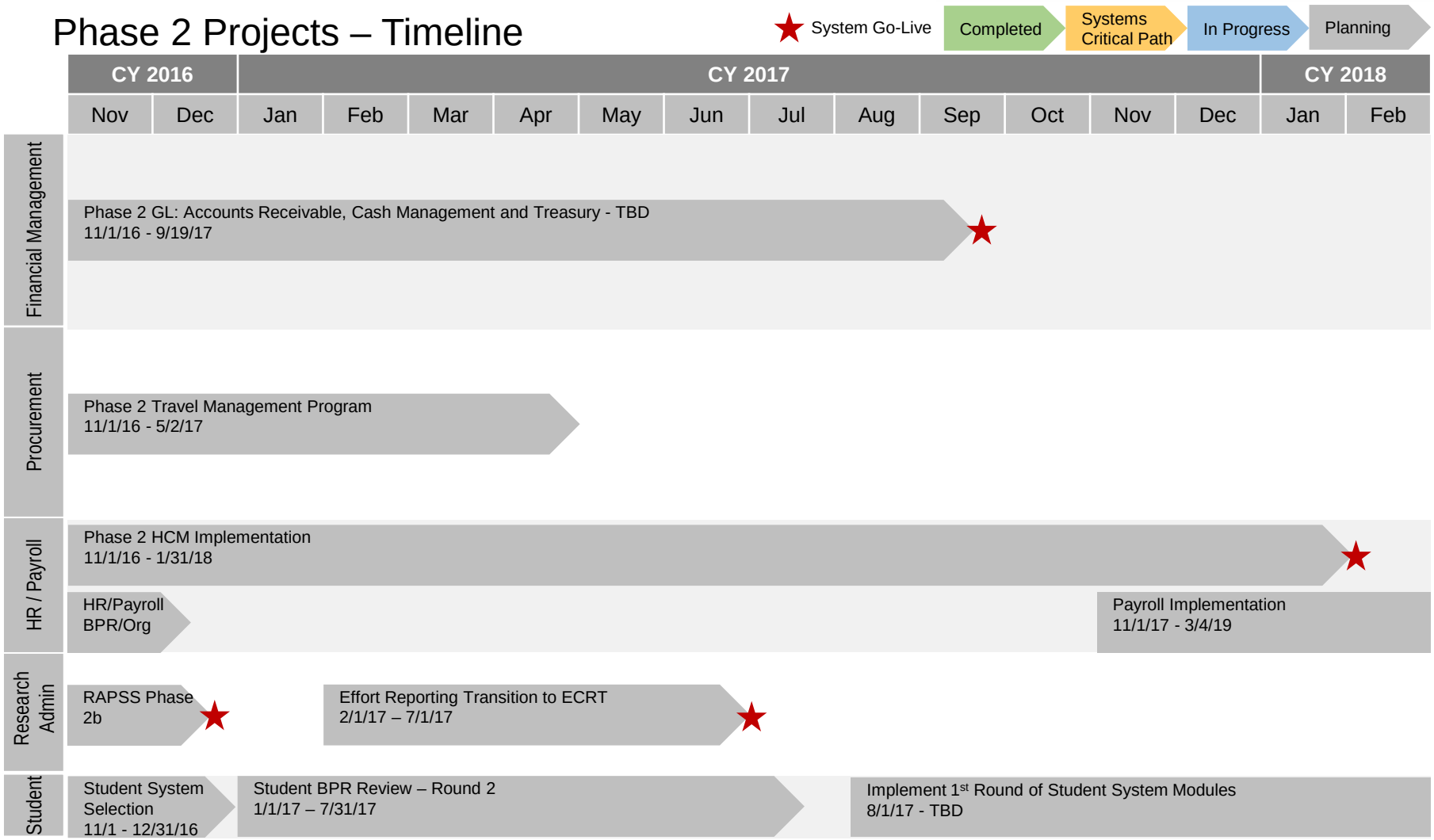
Phase 2 Projects – Timeline



In Summary

For Phase 1 projects

- **Project Timeline:**
  - Extend the go-live date to October 1, 2016 (from the July 1, 2016 go-live date for foundational projects in Financial Management, Human Resources/Payroll and Procurement workstreams)
  - Implementations will be “vanilla” with no customizations; business processes will be aligned with standard functionality of modules

- **Potential Risks:**
  - Tracking carefully to the new timeline
  - Overlapping demands for resources on multiple projects
  - Budget issues as full scope of projects are developed (deferrals to Phase 2 likely)

Questions?