



# RUTGERS

## Administrative & Student Information Systems Refresh: Phase 1 Project Update

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Treasurer's Town Hall

February 17, 2016

## 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 early in March 2016.

# Reassessment of Phase 1

## Key Issues

As part of review of the Phase 1 projects, several **key issues** came to light causing delays, with direct project work starting in October instead of July, 2015

- 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 and significant **key risks**:

- Adequate time for testing payroll and migration
- Sufficient 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

## Next Steps

**Extending to October 1, 2016** the go-live date for Phase 1 systems projects, 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 the new chart of accounts in Cloud Financials
- Ensure the grants system is loaded with **sufficient back data** for management in the labs

- **More Preparation for Implementation**

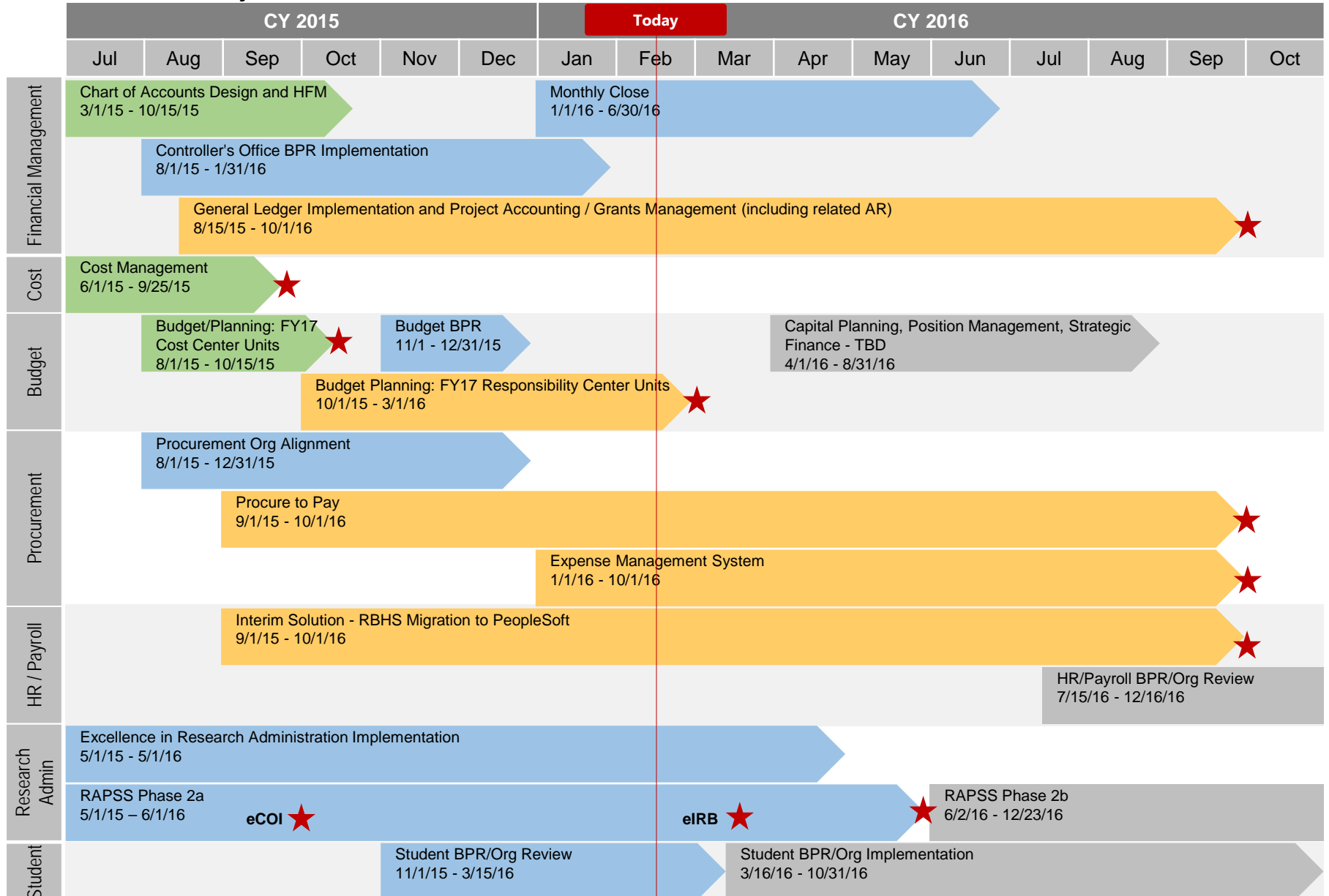
- Decompression of the schedule will result in a more reliable and accurate implementation for ERP and integration partners
- Allows for enhanced schedules for required training

- **Phase 2, 3, and 4 projects will not be delayed** (parallel efforts)

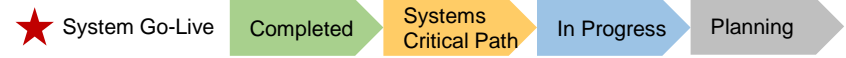






# Phase 1 Projects – Timeline

★ System Go-Live    Completed    Systems Critical Path    In Progress    Planning



# Phase 2 & 3 Projects – Timeline



	CY 2016		CY 2017												CY 2018	
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Financial Management	Phase 2 GL: Accounts Receivable, Cash Management and Treasury - TBD 11/1/16 - 9/19/17 															
Procurement	Phase 2 Travel Management Program 11/1/16 - 5/2/17															
HR / Payroll	Phase 2 HCM Implementation 11/1/16 - 1/31/18 															
	Phase 2: HR/Payroll BPR/Org														Phase 3: Payroll Implementation 11/1/17 - 3/4/19	
Research Admin	RAPSS Phase 2b 		Effort Reporting Transition to ECRT 2/1/17 – 7/1/17 													
Student	Student System Selection 11/1 - 12/31/16		Student BPR – Round 2 1/1/17 - 5/1/17						Implement 1st Round of Student System Modules 7/1/17 - 12/31/17							

# Phase 3 and 4 Projects

## Phase 3 – Payroll and Student (2017)

- Payroll (Oracle cloud-based)
  - Deploy HCM Cloud Payroll
  - Integrate Time & Labor and Absence Management applications (Oracle or other)
  - Migration of Payroll, Time & Labor, and Absence Management data from 9.1
- Student Information System
  - Implement 1st round modules in event-driven time plan
  - Deploy SIS reporting
- IT Infrastructure
  - Desktop Management and Active Directory

## Phase 4 – Student (2018)

- Student Information System
  - Implement 2nd round modules in event-driven time plan
  - Deploy balance SIS reporting

# Change Management

## **Stakeholder Engagement**

- Business Advisory Groups have convened by each project teams and will meet monthly
- School/Unit Representatives have also been convened and will meet monthly
- Encourage grass roots communications and solicit feedback

## **Training**

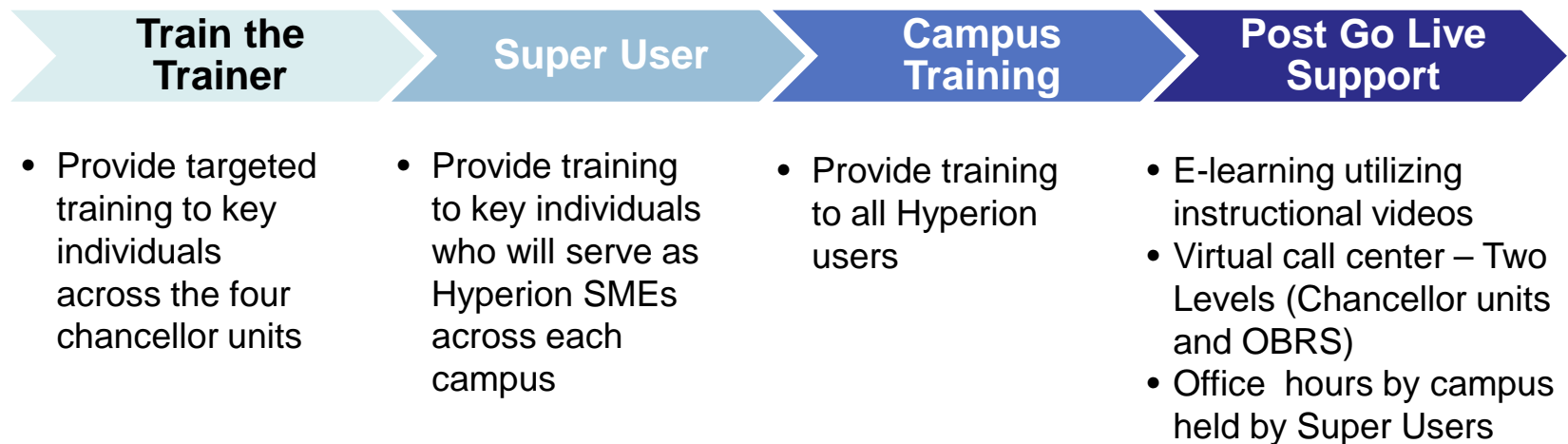
- Based on feedback and discussions with training experts including the Division of Continuing Studies, revising training strategy and plan while recruiting a Director of Training

## **Recruitment**

- Director of Communications – Stephanie Reed starting 2/17/16
- Director of Training – position posted

# Training Strategy/Plan

- High Level Timeframe: July – Sept\*



**Training Methods:  
Information Sessions, Demonstration, Hands on training, E-Learning**

\*detailed timing forthcoming

# Miscellaneous

## **Financial Data Warehouse**

- Re-engineering based on new COA and Cloud Financial fields
- Open access to financial data

## **Integration Partners**

- Scheduling meetings with all inbound and outbound integration partners
- Changes will be required to feeds, reports or downstream systems

***Questions?***