



RUTGERS

Treasurer's Town Hall

J. Michael Gower

*Executive Vice President, University Finance and Administration
University Treasurer*

June 19, 2017

Rutgers New Jersey Medical School

Today's Agenda

- **Cornerstone**
 - System Stabilization Effort
 - Financial Management; Grant and Contract Accounting
 - Ongoing Activities
 - Procurement, Expense Report Management
- **FY17 Year-End Close**
- **Training**

Why Transform the Way We Work?

“Build a single, modern Enterprise Resource Planning system that will serve as the information technology foundation for the entire University and its administrative and student systems.”

– President Barchi’s 2015 Report to the University Senate

Cornerstone is the University’s multi-year strategic project to:

- Modernize our systems and advance Rutgers to the forefront of technology
- Operate on unified platforms with standardized practices
- Increase operational efficiencies
- Improve the way we collaborate

**As we approach year-end and
continue to stabilize the systems...**

Thank you!

Your continued efforts to partner with the Cornerstone project team to identify issues, test solutions, and manage day-to-day operations in this new environment are appreciated.

Completed Phase 1 Activities

Key Activities	Completion Date
Budget Planning and Forecasting: Ownership and accountability of financial resource planning at the responsibility center level	<i>Oct. 2016</i>
HR/Payroll – Data Migration: Integrated two parallel systems and processes for business services and creating a single payroll system	<i>Dec. 2016</i>
Expense Management: Replaced lengthy, complex, paper-based process with streamlined online system	<i>Jan. 2017</i>
Procurement (RU Marketplace): Single purchasing and payables process and tool, and standardized internal purchase order processes for internal suppliers	<i>May 2017</i>
Financial Management: Accounting corrections and payroll posting issues completed	<i>May 2017</i>
Grant and Contract Accounting: <ul style="list-style-type: none"> • Information and reference materials on the cost transfer process for Sponsored projects are available on the Grant and Contract Accounting website • Award end date corrections complete to offset system functionality (9,500 processed) • Expense adjustments to correct conversion (4,100 Banner) 	<i>Mar. 2017</i> <i>May 2017</i> <i>Jun. 2017</i>

System Stabilization: Actions being Taken by UCO

Stabilization Effort	Resolution
<ul style="list-style-type: none"> • Manage incomplete transactions <ul style="list-style-type: none"> ○ Payroll, payables, Banner, Student Accounts Receivable, FAMs, and Pinnacle interface issues ○ Scholarship and clinical trials revenue ○ Billing and cash receipts on grants ○ SWRJ and CISFs ○ Procurement transactions not yet posted 	<ul style="list-style-type: none"> • We have posted nearly all transactions from the source file to the general ledger • Ongoing review of all integrations and suspense transactions • Reconcile and correct conversion and transactional errors in preparation for financial statement and governmental audits
<ul style="list-style-type: none"> • Manage inaccurate transactions/balances <ul style="list-style-type: none"> ○ Accounting from sub-ledgers to the general ledger post-go live ○ Balances in general ledger and Projects from conversion ○ Post-go live transactions / balances from SLA rules ○ Payroll suspense amounts that have not been reconciled ○ Interface suspense amounts 	<ul style="list-style-type: none"> • Hosted Webinars to explain reclassification entries • Monthly reclassifications will continue • Continue to process and correct transactions in Project sub-ledger and general ledger
<ul style="list-style-type: none"> • Reconcile duplicate payments made through emergency process; made for non-converted, closed purchase orders 	<ul style="list-style-type: none"> • Resolve remaining invoice issues and reconcile payments
<ul style="list-style-type: none"> • Reporting <ul style="list-style-type: none"> ○ Correct reports with inaccurate or incomplete data, reports that do not work properly, or complex queries that require multiple reports 	<ul style="list-style-type: none"> • Continue to develop, test, and rollout reports and queries • Provide guidance on how best to use reports and other functions to manage finances • Gather and incorporate feedback from units

SWRJ – Salary and Wage Redistribution and Justification
CISF – Change in Source Funds

System Stabilization: Actions Units Can Take (UCO)

Stabilization Effort	Resolution
<ul style="list-style-type: none"> • Manage incomplete transactions <ul style="list-style-type: none"> ○ Payroll, payables, Banner, Student Accounts Receivable, FAMs, and Pinnacle interface issues ○ Scholarship and clinical trials revenue ○ Billing and cash receipts on grants ○ SWRJ and CISFs ○ Procurement transactions not yet posted 	<ul style="list-style-type: none"> • Run queries provided to understand costs booked to projects and general ledger • Manage projects to budgeted amounts • Process SWRJ/CISF in a timely manner
<ul style="list-style-type: none"> • Manage inaccurate transactions/balances <ul style="list-style-type: none"> ○ Accounting from sub-ledgers to general ledger post-go live ○ Balances in general ledger and Projects from conversion ○ post-go live transactions / balances from SLA rules ○ Payroll suspense amounts that have not been reconciled ○ Interface suspense amounts 	<ul style="list-style-type: none"> • Monitor suspense accounts for balances
<ul style="list-style-type: none"> • Duplicate payments made for non-converted, closed purchase orders 	<ul style="list-style-type: none"> • If you identify a duplicate payment, send an email titled, "Duplicate Payment" to Accounts Payable at accountspayable@finance.rutgers.edu, and provide the invoice number(s) and explanation
<ul style="list-style-type: none"> • Reporting <ul style="list-style-type: none"> ○ Reports with inaccurate or incomplete data, or reports that do not work properly 	<ul style="list-style-type: none"> • Test and use reports and queries, and provide feedback on issues and improvements • Follow guidance on how best to use reports and other functions to manage finances • Contact uco@finance.rutgers.edu with feedback

System Stabilization: Actions being Taken by GCA

Stabilization Effort	Resolution / Timing
<ul style="list-style-type: none"> Finalize set-up for awards with no compliance hold to < 15 business days 	<ul style="list-style-type: none"> Huron is assisting with backlog and expediting reviews End of July 2017
<ul style="list-style-type: none"> Post missing transactions (expenses/F&A, salary, procurement) 	<ul style="list-style-type: none"> FY17 year-end (see slides 7 and 8)
<ul style="list-style-type: none"> Budget, revenue and demographic adjustments to correct conversion 	<ul style="list-style-type: none"> Under analysis
<ul style="list-style-type: none"> Cash applied for grants, contracts and clinical trials 	<ul style="list-style-type: none"> Fall 2017
<ul style="list-style-type: none"> Complete outstanding cost transfers 	<ul style="list-style-type: none"> End of June 2017
<ul style="list-style-type: none"> Revised grant account reports (revise queries first, then modified reports) Long-term improved screens and reports from Oracle 	<ul style="list-style-type: none"> Priority work in-progress

System Stabilization: Actions Units Can Take (GCA)

Stabilization Effort	Resolution / Timing
<ul style="list-style-type: none"> Finalize award set-up for awards with no compliance hold 	<ul style="list-style-type: none"> Continue to complete compliance tasks (IRB and IACUC protocol submission, COI, updated budgets)
<ul style="list-style-type: none"> Post missing transactions (expenses/F&A, salary, procurement) 	<ul style="list-style-type: none"> Reconcile accounts and contact uco@finance.rutgers.edu to regarding missing transactions
<ul style="list-style-type: none"> Expense adjustments to correct conversion 	<ul style="list-style-type: none"> Central corrections have been completed, contact your GCA accountant if conversion expenses have not been corrected appropriately
<ul style="list-style-type: none"> Budget, revenue and demographic adjustments to correct conversion 	<ul style="list-style-type: none"> Under analysis centrally, report specific issues to gca@ored.rutgers.edu
<ul style="list-style-type: none"> Cash applied for grants, contracts and clinical trials 	<ul style="list-style-type: none"> Review unapplied cash to identify payments for clinical trials Submit clinical trial invoices submitted by the department to gcainvoice@ored.rutgers.edu
<ul style="list-style-type: none"> Complete outstanding payroll cost transfers (SWRJ and CISF) 	<ul style="list-style-type: none"> Process any outstanding cost transfers directly through the system
<ul style="list-style-type: none"> Revised grant account reports (revise queries first, then modified reports) Long-term improved screens and reports from Oracle 	<ul style="list-style-type: none"> Feedback is currently being collected on draft reports

SWRJ – Salary and Wage Redistribution and Justification
 CISF – Change in Source Funds

Ongoing Efforts: Grant and Contract Accounting

- GCA staff are receiving ongoing regular training and your assigned accountant should be the first place to go for help, then their manager.
- Ernst and Young has been engaged to focus on audit readiness analysis, they are here now with a team and working closely with finance and GCA, this will help assure we are prepared for all our reporting and audit requirements on grants.
- We have retained more Huron staff to assist in clearing all backlogs and work with our staff on business processes. This includes working with Huron staff on the Vanderbilt Oracle implementation.
- Invoicing is proceeding however many manual invoices had to be generated and these must be reconciled with the current data.

NJMS FIC Report on Financial Mgmt. and Research Issues

Item	Topic	Status
1	<p>Inconsistent and inaccurate reports from the financial management system</p> <ul style="list-style-type: none"> a) Difficulties posting transactions and bills creates an accumulation of non-paid bills b) Most core facility charges and supply center charges have not been posted c) No available encumbrance report to track balances d) Reports to sponsoring agencies are underreported due to items a-c above e) Departments and investigators cannot see the actual available balance, making it difficult to operate f) This will likely require extensive cost transfers, potentially leading to compliance issues, and more time (labor) from school and departmental administrators and faculty 	<ul style="list-style-type: none"> a) We have posted nearly all transactions from source files to the general ledger. GCA is developing and communicating the queries to enable grant administrators and PIs to begin to look at the project information and get feedback. b) Core facility charges and supply center charges have been posted. Run the “IPO-Invoices & Payments” query to reconcile. c) The “Commitments” report in the 505 dashboard shows encumbrances. Payroll encumbrances are not live yet, and there have been some issues with Accounts Payable invoices relieving the encumbrances – these are not reporting issues. Report these as transaction problems and send specific examples to the project team so they can be addressed. d) Interim solution – run queries, which report only what is in the system e) Interim solution – run queries, which report only what is in the system f) Interim solution – run queries, which report only what is in the system

NJMS FIC Report on Financial Mgmt. and Research Issues

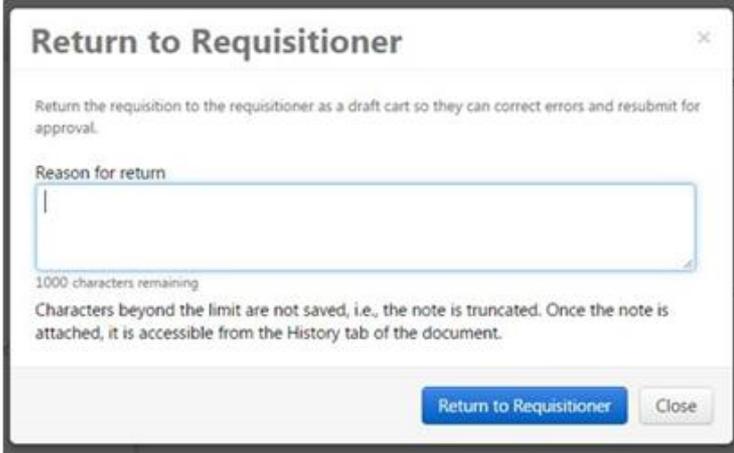
Item	Topic	Status
2	No suitable reports for salary or grants that integrate several types of information into one report, e.g. employee position information (salary, FTE, etc.) salary payment allocation, total salary, project percentage.	<p>The system did not come packaged with reports for higher education institutions. We built initial reports for go-live and are providing queries. We recognize these reports are not sufficient for PIs to run their businesses, and we are taking the following steps:</p> <ul style="list-style-type: none"> • Short-term – Provide more details on the queries currently available • Medium-term – Build more custom reports to better meet needs • Long-term – Work with Oracle to provide reports and screens to provide better information for administrators and faculty users. • Requests for data across multiple sources should come from the financial data warehouse – this is not an Oracle Cloud issue.
3	Expense report rejections are not specific and sometimes hard to follow. There is no contact person listed to follow-up with if a more detailed explanation is needed.	Reports are rejected after two attempts to correct or obtain additional information from the employee, when no response is received. A note is in the file, indicating why the report is rejected.

NJMS FIC Report on Financial Mgmt. and Research Issues

Item	Topic	Status
4	Award set-up takes more than 2.5 months.	<p>Award set-up activities in Oracle are completed faster through the use of a home grown FOG system.</p> <p>Huron is reviewing and collecting the current backlog to allow targeting reviews and facilitating process improvements to expedite review. eCOI data issue corrected to reduce requests for eCOI actions on continuing awards. The target date for 15 business day turn around is early August.</p>
5	Inconsistent grant setup randomly causes expense rejections. These rejections are sometimes due to the award showing as expired or without funds, although the budget period is still active and with available funds.	<p>The end date corrections are complete, and GCA and Huron have begun the process of "Project Review" with the goal to:</p> <ul style="list-style-type: none"> • Reconcile and make each project "whole" • Allow GCA to move forward using Oracle and its delivered services/functionality <p>This review will take several months. Units need to complete approver form once an award is set-up.</p>

NJMS FIC Report on Financial Mgmt. and Research Issues

Item	Topic	Status
6	Within JAGGAER (formerly SciQuest), information regarding why a requisition or purchase order has been rejected is too general and lacks guidance.	<p>University Procurement Services does not reject many requisitions as part of its review. An approver can enter extensive comments when s/he rejects the requisition; the more feedback provided, the better for the requester.</p> <p>Below is a screen shot of the form an approver is asked to complete when s/he rejects a requisition.</p>



NJMS FIC Report on Financial Mgmt. and Research Issues

Item	Topic	Status
7	Purchase order approval levels are incorrect for many projects, and are being routed to unknown personnel in the University.	The initial step to correct the approval loop that delayed supplier payments is complete. If the approval hierarchy is incorrect, please complete the RU Marketplace Access Request Form.
8	In PeopleSoft, payroll information is not transmitting properly. For example, when the time keeper enters data, the approver is unable to see the entries once the time keeper has completed the entries.	As designed, once the Time Administrator process runs (at 3:00 a.m. and 12:00 p.m. daily), the approver should be able to see the time.
9	Unable to track the status of manual Electronic Personnel Action Form (EPAF) submissions. The department does not know if processing has been done in a timely matter.	<p>When the HCM Specialist processes a manually submitted EPAF, the Specialist notifies the individual who submitted the EPAF to them. It is usually, but not always, the Knightsbridge Preparer.</p> <p>The Knightsbridge Preparer notifies whomever submitted the request to them, usually the HR Generalist or Representative, the Faculty Coordinator, or the HR Compensation Services Specialist. Those individuals then contact the department originators.</p>
10	Designated central administration contacts for departments to meet with and to contact directly to help with reporting issues.	Reporting issues should be submitted to the Controller's Reporting team. Please contact Stephen Roga at (848) 445-4417.

NJMS FIC Report on Financial Mgmt. and Research Issues

Item	Topic	Status
11	Lack of communication between units. For example, HR received notice of a position class change from HCM. However, compensation was unaware of the change which resulted in confusion and a significant delay in posting a position.	The central offices strive to ensure coordination and communication among the units within their offices. Please continue to provide examples so that we can address improvements.
12	In many cases, the help desk does not respond within 48 hours. If the issue requires further follow-up, it can take several months or there is no response at all. The assigned ticket number does not include a description of the problem making it difficult to track each issue, especially when several issues are reported to the help desk.	We are making efforts to improve the help desk response and resolution times. We recently posted updated help desk and support contact information . Please refer to the updated information when submitting a request for support with the systems and processes.
13	Due to the instability of the financial management system, administrator workload has dramatically increased as tracking information and balances must be done manually in order to ensure accuracy.	The instability of the system has largely been addressed through the May FY17 close date. All system accounting rules have been reconfigured and reclassification entries have been posted. We expect to resolve remaining unprocessed transactions, rejected records and suspense items by June 30.

Tools to Help You Manage Your Accounts

- We are taking the following steps to provide reporting tools for you:
 - Short-term (weeks): more details in the existing queries
 - Medium-term (Sept.): build more custom reports
 - Long-term (TBD): Work with Oracle to provide reports and screens with better information for administrators and faculty

Information Need	Query to Use	
Reconcile General Ledger	GL Trial Balance Journal Detail AP GL Entries	Project GL Entries AR GL Entries
Reconcile Projects	201- Project Billing 202 – Project Summary 203 – Project Cost Summary 204 – Project Cost Details	205 – Project Revenue Details 505 – Dashboard (multiple reports) – project Cost, Revenue, Budget and Commitments
Reconcile Projects to General Ledger and Accounts Payable	Project – GL Reconciliation Project Cost Details	Project – AP Reconciliation Project – AP Reconciliation with PO Number
Reconcile Internal Purchase Orders – Invoices and Payments	IPO – Invoices and Payments	
Analyze transactions from Accounts Payable and Procurement	401 – AP Invoice Register 402 – AP Payment Register 403- Invoice Register for AP 404 – Payment Register for AP	405 – Invoices and Payments for AP 601 – Purchase Orders 602 – Purchase Orders with Status

FISCAL YEAR 2017 YEAR-END CLOSE

FY17 Year-End Deadlines

June 2017

Jun. 23

All requisitions due

Jun. 28

- Complete approvals of requisitions for Internal Purchase Orders
- Complete processing and approvals of IPO related invoices

Jun. 29

Employee Charging Instructions (ECI) screen disabled for FY2018 salary reallocations and salary instructions

July 2017

Jul. 7

- Cash journals to Cashier's Office
- Salary reallocations forms to GCA and Payroll (transactions 6/30/17)

Jul. 12

ECI screens available for FY2018 salary reallocations and instructions

Jul. 14

Preliminary close of Projects sub-ledger and general ledger

Jul. 21

Final close of Projects and general ledger entries; clear all deficits

Jul. 24-Aug. 3

Controller's Office will complete final close out entries for FY17

Jul. 31

Controller's Office will complete final close out entries for Jun. FY17

August 2017

Jul. 24-Aug. 3

Controller's Office will complete final close out entries for FY17

Aug. 4

Jun. FY17 close

Aug. 7

Final FY17 activity and balance reports available

Training Classes being Held through June 2017

Course Category	Course Details
Financial Inquiries and Reporting	<ul style="list-style-type: none"> • How to use reporting tools to locate general ledger and Projects sub-ledger balances and transactions • Classes will be held from May 17-Jun. 22 via Skype • Register online at https://hrservices.rutgers.edu/CornerstoneTraining
SmartView	<ul style="list-style-type: none"> • How to use the Excel and web-based reporting tool available through the financial management system • Classes will be held from May 8-June 30 at 33 Knightsbridge • Working with Chancellor Unit Reps, Central Business Managers to register people for open sessions
Advanced Project Adjustments	<ul style="list-style-type: none"> • Working session for project cost and revenue transactions to be completed for participants' departments • Sessions held May 16-Jun. 20 • Register online at https://hrservices.rutgers.edu/CornerstoneTraining
Financial Management System Reporting	<ul style="list-style-type: none"> • Hands-on session on how to use reporting tools in the Financial Management System • Sessions held May 17-June 22 • Register online through https://hrservices.rutgers.edu/CornerstoneTraining
Grant and Contract Accounting	<ul style="list-style-type: none"> • Effort Reporting Policy and Process, and ECRT System Training – Parts 1 & 2 (June 28) • Register online at https://hrservices.rutgers.edu/crs/

Additional sessions will be scheduled through Fall 2017, as needed

RESOURCES

Resources

- **Updated support and help desk contacts**

- cornerstone@rutgers.edu

- **Stay connected**

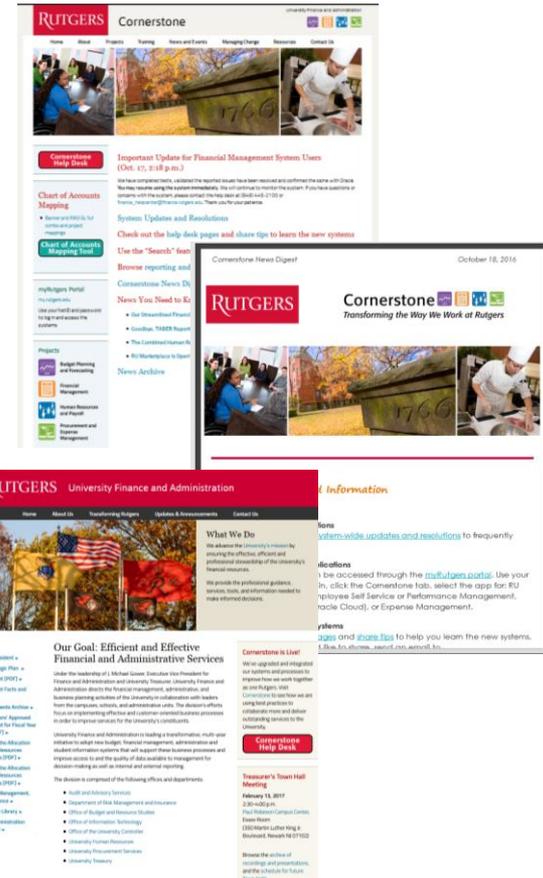
- Cornerstone and Finance websites
- Treasurer's Town Hall
- Cornerstone News Digest

- **Send questions, suggestions and feedback to:**

- cornerstone@rutgers.edu
- finance@rutgers.edu

- **Grant Administrators**

- Join the [RAIN listserv](#)





RUTGERS

Treasurer's Town Hall

J. Michael Gower

*Executive Vice President, University Finance and Administration
University Treasurer*

June 19, 2017

Rutgers New Jersey Medical School