



RUTGERS

## Treasurer's Town Hall

***J. Michael Gower***

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

October 3, 2017  
Robeson Campus Center

- **Cornerstone Phase 1**
  - Completed and Stabilization Activities
  
- **Cornerstone Phase 2**
  - Human Resources and Payroll
  - Student Experience Improvement Initiative
  
- **Ongoing Operations**
  - Financial Management and Reporting Tools
  - Procurement
  - Cornerstone Survey
  - Training



- John will lead overall planning and implementation of administrative and student information systems' projects, including:
  - Creating detailed project plans to identify and manage project scope, clarifying project roles and responsibilities; managing risk, issues, cost, quality, and performance.
  - Developing project success metrics.
  - Reconciling functional requirements with technical and business process designs to identify and address gaps.
  - Developing and adhering to defined procedures for managing changes to project scope.
  - Overseeing change management and communications programs for projects

# CORNERSTONE: PHASE 1

Key Activities	Completion Date
<b>Budget Planning and Forecasting:</b> Ownership and accountability of financial resource planning at the responsibility center level	<i>Oct. 2016</i>
<b>HR/Payroll – Data Migration:</b> Integrated two parallel systems and processes for business services and creating a single payroll system	<i>Oct. 2016</i>
<b>Expense Management:</b> Replaced lengthy, complex, paper-based process with streamlined online system	<i>Jan. 2017</i>
<b>Procurement (RU Marketplace):</b> Single purchasing and payables process and tool, and standardized internal purchase order processes for internal suppliers	<i>May 2017</i>
<b>Financial Management:</b> <ul style="list-style-type: none"> <li>• Monthly close process initiated, and identified accounting and payroll posting issues addressed</li> </ul>	<i>Mar. 2017</i>
<b>Grant and Contract Accounting:</b> <ul style="list-style-type: none"> <li>• Award end date corrections complete to offset system functionality</li> <li>• Expense adjustments to correct conversion</li> <li>• Cost transfer process for Sponsored projects (SWRJ and CISF forms)</li> </ul>	<i>May 2017</i> <i>Jun. 2017</i> <i>Aug. 2017</i>

SWRJ – Salary and Wage Redistribution and Justification

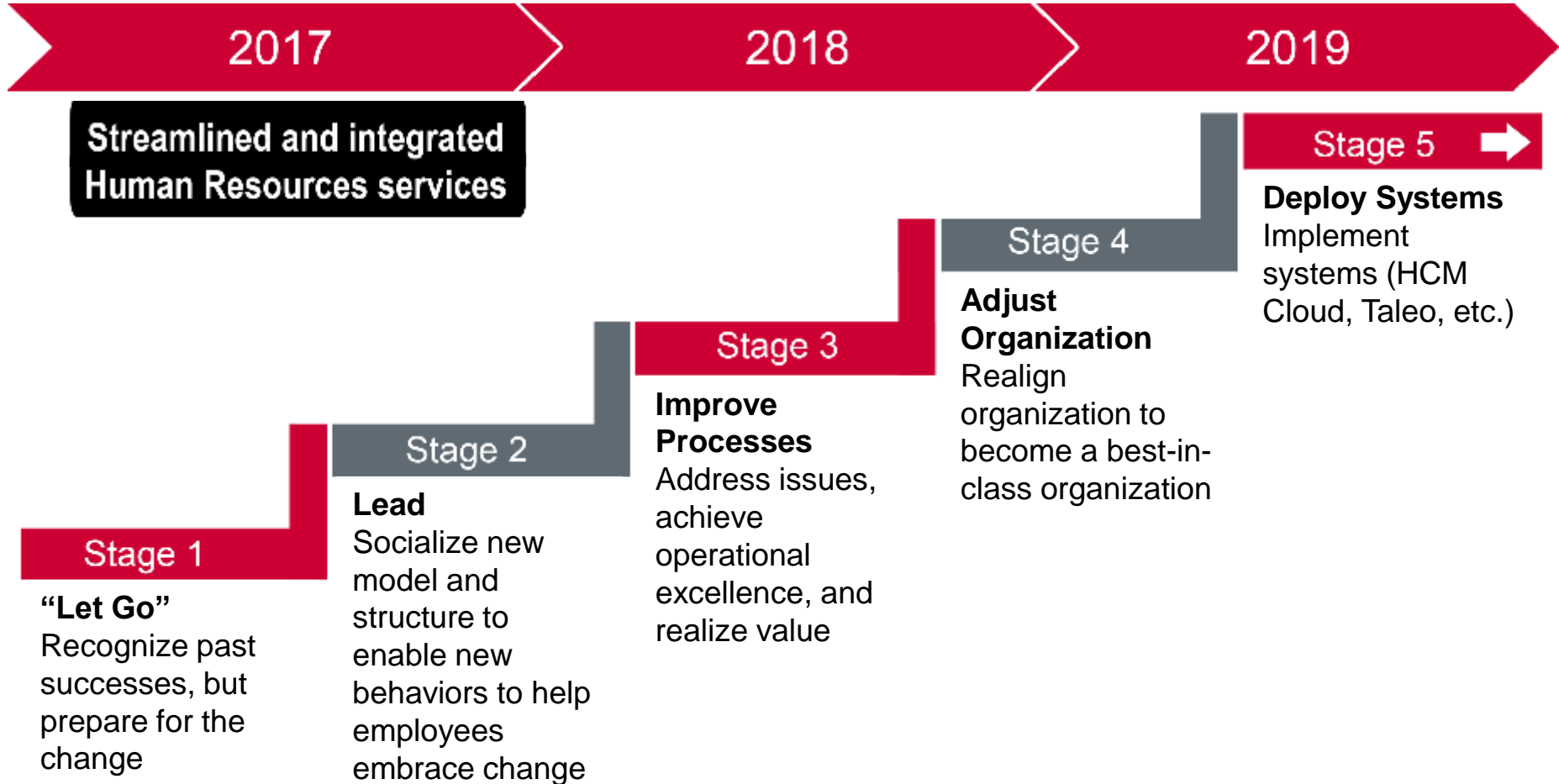
CISF – Change in Source Funds

Stabilization Effort	Resolution
<ul style="list-style-type: none"> <li>FY 2017 year-end activities</li> </ul>	<ul style="list-style-type: none"> <li>Year-end adjustments and accruals will be complete by October 13. Additional year-end adjustments may be needed to complete the annual audit which will be complete by the end of October.</li> </ul>
<ul style="list-style-type: none"> <li>Discretionary account balances</li> </ul>	<ul style="list-style-type: none"> <li>BR3 and RBHS Discretionary accounts that remain in GCA as sponsored projects will be cleaned up and moved to the Controller's Office as Non-Sponsored projects.</li> </ul>
<ul style="list-style-type: none"> <li>Chart of Accounts (COA) immediate and short-term remediation activities</li> </ul>	<ul style="list-style-type: none"> <li>After working within the COA for a year – receiving feedback and experiencing difficulties with its use – the Controller’s Office and Budget Office are exploring ways to improve the chart and how we use it.</li> <li>Our goal is to ensure data is accurate and easily reportable, and that the project ledger interacts seamlessly with the general ledger.</li> <li>We have implemented system rules, business processes, and compliance routines to ensure optimal use of the chart, which will result in fewer Unit, Division, Organization (U-D-O) combinations.</li> <li>We are establishing an advisory group to review recommendations and options for changes.</li> </ul>

<b>Stabilization Effort</b>	<b>Resolution</b>
<ul style="list-style-type: none"><li>Finalize set-up for awards with no compliance hold to &lt;15 business days</li></ul>	<ul style="list-style-type: none"><li>The turnaround for awards since July 1 is &lt;10 days</li><li>Oct 1 initiated new budget process to expedite review, work to reduce compliance holds continues</li></ul>
<ul style="list-style-type: none"><li>Budget, revenue and demographic adjustments to correct conversion</li><li>Cash applied for grants, contracts and clinical trials</li></ul>	<ul style="list-style-type: none"><li>Project review has started and will take several months to: reconcile and make each project “whole”; and allow GCA to move forward using Oracle and its delivered services/ functionality. Projects are prioritized to address federal and state awards and expiring awards first.</li></ul>

# CORNERSTONE: PHASE 2







	August - October	November – June 2018		June and Beyond	
<b>Work Products</b>	<ul style="list-style-type: none"> <li>▶ Service Delivery Model</li> <li>▶ Change Management Journey Map</li> <li>▶ Communication Plan</li> <li>▶ Activity Analysis Readout</li> </ul>	<ul style="list-style-type: none"> <li>▶ Change Management work products</li> <li>▶ Change Network Mobilized</li> </ul>	<ul style="list-style-type: none"> <li>▶ Pilot Strategy</li> <li>▶ Pilot Analysis</li> <li>▶ Enhanced/Updated Model</li> </ul>	<ul style="list-style-type: none"> <li>▶ Communications</li> </ul>	<ul style="list-style-type: none"> <li>▶ Metrics Dashboard</li> <li>▶ New Technology</li> </ul>
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>▶ Conduct Activity Analysis and provide readout</li> <li>▶ Key Stakeholders will attend review sessions to buy in on future state design</li> </ul>	<ul style="list-style-type: none"> <li>▶ Change Network Selection and Mobilization</li> <li>▶ Pilot Analysis</li> </ul>	<ul style="list-style-type: none"> <li>▶ Service Delivery Model Rollout Approach</li> <li>▶ Change Management: Communicate and Educate organization</li> </ul>	<ul style="list-style-type: none"> <li>▶ Stakeholder Engagement Activities</li> <li>▶ Organizational Adjustment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Measure Effectiveness</li> <li>▶ Implementation of the HCM Cloud</li> </ul>

\*Please note that this is a high level journey timeline and dates are still being determined

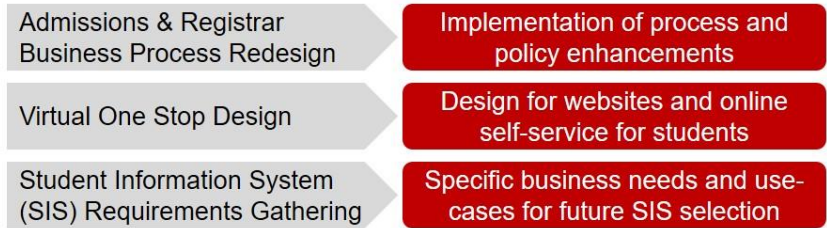
**Fall 2015 – Spring 2016**



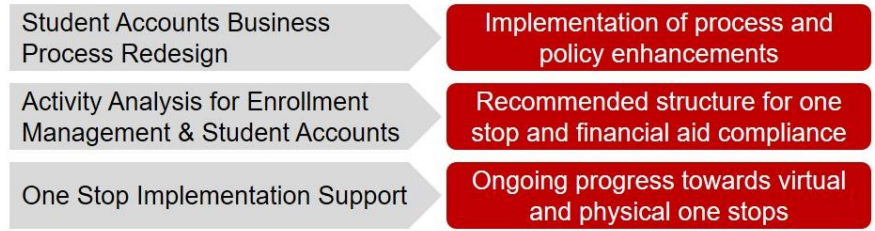
**Summer 2016 – Spring 2017**

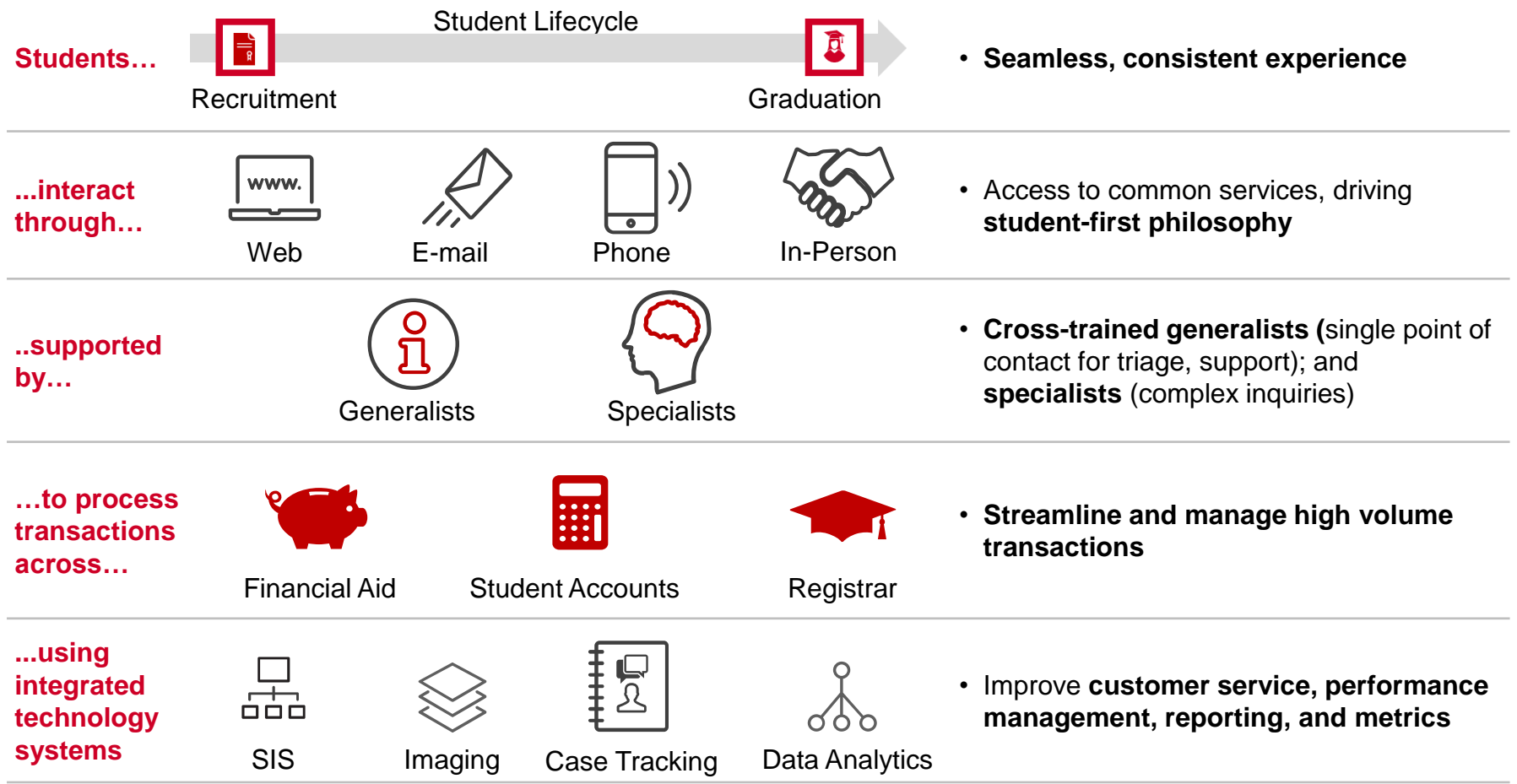


**Spring 2017 – Summer 2017**



**Summer 2017 – Fall 2017**





Project	Scope
<b>Human Resources / Payroll</b> (2/17 – 6/19)	<ul style="list-style-type: none"> <li>• Business process redesign and implementation</li> <li>• Cloud-based HR/Payroll system implementation initiated</li> </ul>
<b>Reporting and Analytics</b> (4/17 – 12/18)	Real-time, interactive, and actionable university-wide and divisional analytics capabilities; includes operational efficiency dashboards and predictive analyses
<b>Student Experience Improvement Initiative</b> (7/16 – 8/18)	Business process redesign for student services including one-stop shop, Customer Relationship Management, and selection of a student information system
<b>Research Administration</b> (6/16 – 3/18)	Completion of e-compliance modules and transition of all submissions to Research Administration & Proposal Submission (RAPSS), enhanced reporting in RAPSS, implementation of business process improvements for animal operations
<b>Financial Management</b> (5/17 – 6/18)	Oracle software upgrade, Fixed Assets implementation, Treasury integration
<b>Budget and Planning</b> (6/17 – 9/18)	Extend financial planning for multi-faceted modeling, including capital planning tied in with balance sheet models; transition to Cloud-based versions of software
<b>Procurement Services</b> (7/16 – 12/18)	Strategic sourcing for spend categories; expense and travel management program

# ONGOING OPERATIONS

- We are taking the following steps to provide account management tools:
  - Short-term (June-ongoing): More details in the existing queries
  - Medium-term (Sept.): Build more custom reports
  - Long-term (Ongoing): Working with Oracle to provide reports and screens in Projects that reflect input from users and provides better information for administrators and faculty

Information Need	Query to Use	
<b>Reconcile General Ledger</b>	GL Trial Balance Journal Detail AP GL Entries	Project GL Entries AR GL Entries
<b>Reconcile Projects</b>	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
<b>Reconcile Projects to General Ledger and Accounts Payable</b>	Project – GL Reconciliation Project Cost Details	Project – AP Reconciliation Project – AP Reconciliation with PO Number
<b>Reconcile Internal Purchase Orders – Invoices and Payments</b>	IPO – Invoices and Payments	
<b>Analyze transactions from Accounts Payable and Procurement</b>	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

\* Commitments report shows encumbrances. Payroll encumbrances are not live, and there have been 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.

Report Number	Report Name / Description	Reporting Tool
NA	Payroll Distribution Report	Financial Data Warehouse via Discoverer
NA	Appointment Level Charging Instructions (New)	Financial Data Warehouse
RU GL 005	RU GL 005 Transaction Report by Document Number	BI
RU SEC 001	RU SEC 001 Security Access Lookup Report	BI
RU PJ 070	RU PJ 070 UDO's Available for Projects Listing (New)	BI
RU PJ 073	RU PJ 073 Project Costs Detail Report (New)	BI
RU GL 071	Transaction Detail Report (similar to legacy SD)	BI
RU GL 072	RU GL 072 Transaction Summary Report (New)	FRS
RU PJ 069	Unprocessed Projects Costs Transactions Error Report	BI
RU PJ 013	COA Segment Listing for Projects	BI



Report Number	Report Name	Launch Month (Target)
RU PJ 071	<b>Sponsored Fund Balance Summary Report</b> <i>Expenditure type categories, budget, actuals, encumbrances, and balances for sponsored projects</i>	Oct. 2017
RU PJ 072	<b>Sponsored Period Actual Report</b> <i>Project transaction actual amounts by transaction number and date within expenditure type</i>	Oct. 2017
RU PJ 031	<b>Sponsored Monthly Activity Report</b>	Oct. 2017
RU GL 074	<b>Encumbrance Detail Report (similar to legacy CD)</b>	Oct. 2017
RU GL 073	<b>Monthly Transaction Report (similar to legacy MAR)</b>	Oct. 2017
RU PJ 074	<b>Unprocessed Project Revenue Transactions Error Report</b>	Oct. 2017
RU PJ 068	<b>Projects Fund Balance Report</b>	Oct. 2017
NA	<b>Modified Account Analysis Report</b> Modification of the baseline GL transaction report to include only the specific columns and parameters desired and add the Project and PO numbers	Oct. 2017
TBD	<b>Project/GL Reconciliation Report</b> Reconciliation aid of revenues and expenses from sponsored project types to the general ledger.	Oct. 2017

<b>Group</b>	<b>Reporting Need Request</b>	<b>Description</b>	<b>Reporting Tool</b>
Project	Project / General Ledger Reconciliation Report	Report to reconcile revenues and expenses from sponsored projects fund types to the general ledger.	BI Publisher
General Ledger	Modified Account Analysis Report	Modify baseline general ledger transaction detail report to include only specific columns desired in order specified. Project number, task number and purchase order number will display in the Line Item Detail column.	BI Publisher
	P&L with ending Fund Balance	Report will display balances for all code combinations based on segments entered. Balances can be displayed at roll-up levels or lowest level, and for actual and budget.	Smart View
Management	Pending	New Board of Governors report being discussed.	TBD

- Successfully upgraded financial management and expense report management platform.
- [Q&As and resources are posted](#) on the Controller’s website.

Issue	What We Are Doing	What You Need to Do
<b>RESOLVED</b> <ul style="list-style-type: none"> <li>• <b>Expense Reports:</b> Users can access expense report screens in Oracle, but may not be able to change general ledger and/or Project detail entry fields.</li> </ul>	<ul style="list-style-type: none"> <li>• We completed testing the expense process for entering general ledger and Projects strings for all users.</li> </ul>	<ul style="list-style-type: none"> <li>• You may resume entering and submitting expense reports.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Projects Module:</b> Projects data is accurate, but not displaying correctly in Oracle Transactional Business Intelligence (OTBI) under RU Saved Queries or on BI reports such as RU PJ 013, 015 and 060.</li> </ul>	<ul style="list-style-type: none"> <li>• We are implementing a manual fix for all Project BI reports and queries. We will notify you when this has been resolved.</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to Oracle screens for Project revenue and cost data.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Project Requisitions:</b> Budgetary controls for Projects is not allowing over-spending on the budgeted Project amount.</li> </ul>	<ul style="list-style-type: none"> <li>• We are testing a solution for this issue. We will notify you when this has been resolved.</li> </ul>	<ul style="list-style-type: none"> <li>• No action is required. You may not be able to complete the requisition in RU Marketplace if it exceeds the Project budget.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Financial Management:</b> A security update created a “Welcome” email prompting some users to change their password.</li> </ul>	<ul style="list-style-type: none"> <li>• We are testing a solution for this issue. We will notify you when this has been resolved.</li> </ul>	<ul style="list-style-type: none"> <li>• No action is required. Disregard the email.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Expense Reports:</b> The upgrade created an “Action Required” notification in the system on some expense reports that <u>have been processed already</u>.</li> </ul>	<ul style="list-style-type: none"> <li>• We are testing a solution for this issue. We will notify you when this has been resolved.</li> </ul>	<ul style="list-style-type: none"> <li>• No action is required. Disregard the system notification if the expense report <u>has been processed already</u>.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Expense Reports:</b> The upgrade created an email notification to some employees that a deposit has been made to their account <u>for expenses previously paid</u>.</li> </ul>	<ul style="list-style-type: none"> <li>• We are working with Oracle on a solution. We will notify you when this has been resolved.</li> </ul>	<ul style="list-style-type: none"> <li>• No action is required. Disregard the system notification.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Financial Management:</b> Some scheduled processes, such as Create Accounting, did not start to run automatically.</li> </ul>	<ul style="list-style-type: none"> <li>• We have started to run scheduled processes manually, as needed. We will continue to do this until they are rescheduled.</li> </ul>	<ul style="list-style-type: none"> <li>• No action is required.</li> </ul>






- In response to June 2017 Cornerstone survey results, we are developing high-level processes to support staff and faculty’s understanding of key procedures, including:

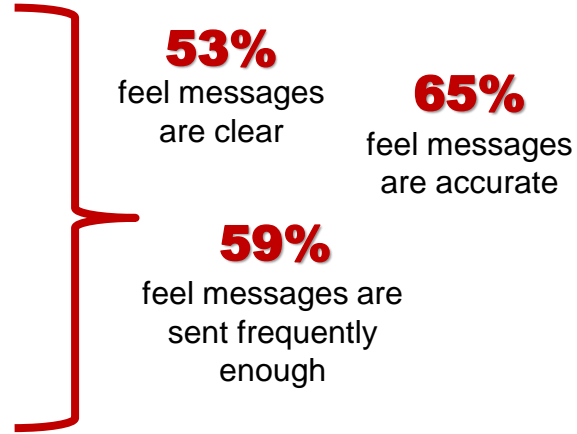
Category	Processes
<b>How to Buy</b>	Internal Purchase Orders Requests for Proposals Sole Source Contract Reviews and Approvals
<b>How to Pay</b>	Check Requests Wire Transfers
<b>How to Expense (Reimburse)</b>	Travel/Business Reimbursements Employee Relocation

- Engaging focus team to provide input on website, which is being overhauled to incorporate policies, business processes and supporting forms/documentation
- Training curriculum – instructor-led, web-based, job aids – 4Q 2017 targeted launch

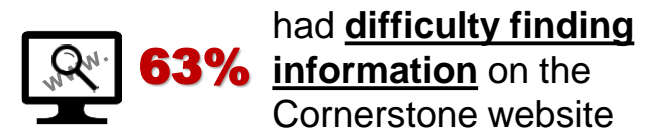
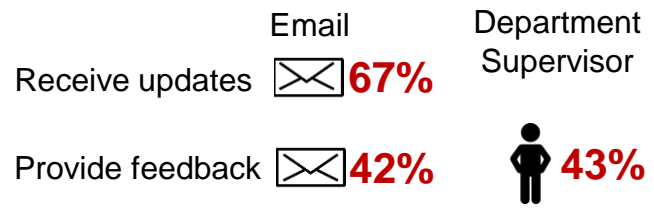
## Communications

### Satisfaction

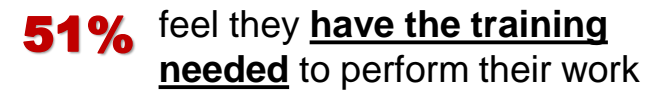
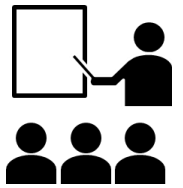
-  Cornerstone Website
-  Email
-  Cornerstone Newsletter
-  Treasurer's Town Hall Meetings
-  Leadership Videos



### Preferred Method



## Training

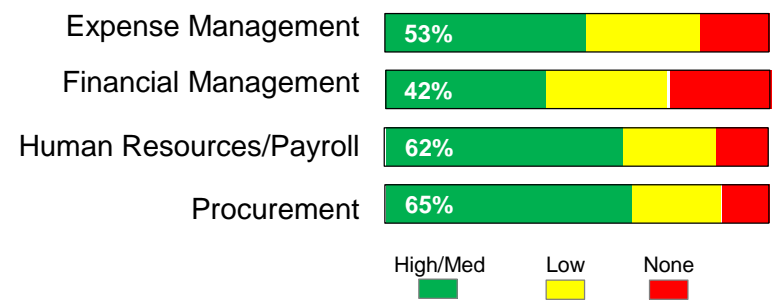


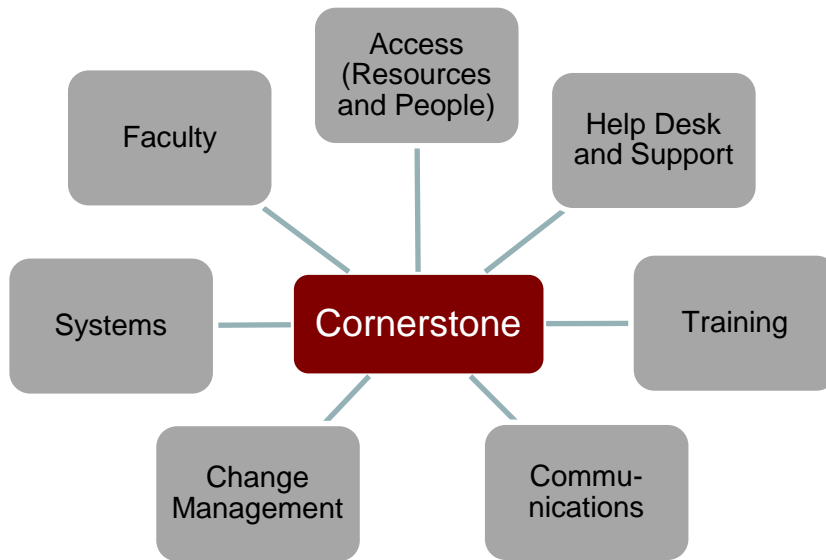
## Managing Change



Business Advisory and School/Unit reps. **did not understand or were unsure about the impact** that no change in systems/processes would have on the University

### Applicable and Relevant Training





## Change Management

- Overwhelming to absorb this much change at once. Need grassroots and manager-level engagement.

## Systems

- Not intuitive, cumbersome (RU Marketplace)
- Better reports needed (financial management)

## Training, Help Desk and Support

- Update, organize materials in one place.
- More relevant, hands-on (learning labs) sessions. Trainers who can apply information to Rutgers (less generic).
- More responsive help desk and support teams. More knowledgeable staff to provide consistent guidance and answers.

## Business Processes

- Detailed, step-by-step instructions, “How to” guides

## Communications

- More honest, consistent, targeted and timely updates. Improve organization of online information and resources.

## Faculty

- Customized education modules, better access to accurate data and reporting tools to manage grant accounts.

## Key elements to further develop skills in finance areas across central and campus

<b>Foundational Courses</b>	<ul style="list-style-type: none"> <li>• High-level instruction covering basic financial terms and concepts, understanding work and workflows in Finance units</li> <li>• Required training for all University Finance &amp; Administration employees, and users with a financial role</li> </ul>
<b>Intermediate Courses</b>	<ul style="list-style-type: none"> <li>• Based on current course pathways, which are being updated to address current processes and training gaps</li> <li>• Ongoing training for reporting</li> </ul>
<b>Specialized Courses</b>	<ul style="list-style-type: none"> <li>• Intended for subject matter experts</li> </ul>

- **Embed Business Processes:** All courses to include business processes to support employee understanding of Finance workflows
- **Recognition and Career Advancement:** Establish certificate program for intermediate and specialized courses; enable staff recognition and means for staff to advance careers at Rutgers
- **Streamline Registration:** Provide one registration method for all training offerings to simplify the “how to” for the end user

Courses are open now (Controller’s Office), others will roll out beginning 4Q 2017

# RESOURCES



- **Updated support and help desk contacts**

- [cornerstone.rutgers.edu](http://cornerstone.rutgers.edu)

- **Stay connected**

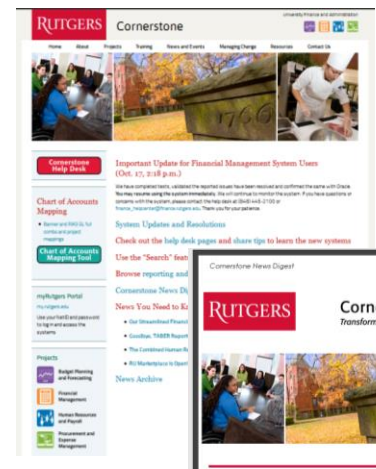
- Finance and Cornerstone websites
- Treasurer’s Town Hall
- Cornerstone News Digest

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

- [cornerstone@rutgers.edu](mailto:cornerstone@rutgers.edu)
- [finance@rutgers.edu](mailto: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*

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