Treasurer’s Town Hall

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

November 7, 2017
Busch Student Center
Today’s Agenda

• **Cornerstone Phase 1**
  – Stabilization Activities

• **Cornerstone Phase 2**
  – Timeline of Current and Planned Projects
  – Human Resources Business Process Redesign
  – Student Experience Improvement Initiative

• **Ongoing Operations**
  – Reporting Optimization
  – Training Refresh
  – Website Enhancement
  – Chart of Accounts
CORNERSTONE: PHASE 1
<table>
<thead>
<tr>
<th>Stabilization Effort</th>
<th>Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>• FY 2017 year-end activities</td>
<td>• Completed year-end adjustments, accruals and reconciliations to complete the annual audit for FY 2017. Some reclassification entries being finalized within line item (no net impact on consolidated financial statement).</td>
</tr>
<tr>
<td>• Budget, revenue and demographic adjustments to correct conversion</td>
<td>• 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.</td>
</tr>
</tbody>
</table>
**Priority 1:**
4,825 Projects

- **GCA**
  - Invoice-able Cost-Reimbursable (931)

- **Huron**
  - Legacy RBHS Closeout (1,630)
  - Letter of Credit (2,264)

**Priority 2:**
7,209 Projects

- **Huron**
  - BR3: 1,187

- **TBD**
  - Other: 5,589
  - New Projects: 433

**Total Projects:**
12,034
CORNERSTONE: PHASE 2
# Phase 2 Projects Timeline

<table>
<thead>
<tr>
<th>CY 2017</th>
<th>CY 2018</th>
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<tbody>
<tr>
<td>Oct</td>
<td>Jan</td>
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<td>Nov</td>
<td>Feb</td>
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<td>Dec</td>
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<td>Dec</td>
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**HR / Payroll**
- HR/Payroll BPR Assessment
- HR/Payroll BPR Implementation
- HCM Cloud Partner Selection, Planning & Implementation

**Student Financial Management**
- SEII BPR Implementation
- SEII Ongoing Assessment & Implementation (TBD)
- SIS Selection

**Fixed Assets Planning & Implementation**

**Budget & Planning**
- Assessment/Scoping
- Hyperion Planning
- Assessment/Scoping
- Hyperion Profitability and Cost Management Cloud Service

**Procurement**
- Assessment/Scoping
- Expense & Travel Management Planning & Implementation
- Procure to Pay (Strategic Sourcing, Supplier Diversity, & Sustainability Programs)
- BOA Fuel Card Pilot

**Research Administration**
- Assessment/Scoping
- eCRT Implementation
- RAPSS Phase 3 Implementation
- eIRB, Animal Operations, & eIACUC Implementation

**Financial Management**
- Assessment/Scoping
- Fixed Assets Planning & Implementation
- Treasury Integration Planning & Implementation
- RAPSS Integration Planning & Implementation

**Timelines below are under review. Assessment and scoping will occur in November/December 2017. Final schedule TBD.**

**Systems**
- Process & Programs
- SEII BPR Implementation
- HCM Cloud Partner Selection, Planning & Implementation
- SIS Selection

**Process & Programs**
- eCRT Implementation
- RAPSS Phase 3 Implementation
- SEII BPR Implementation
- HCM Cloud Partner Selection, Planning & Implementation
- SIS Selection

**Reporting / Analytics**
- Assessment/Scoping
- Reporting / Analytics Planning & Implementation
HR Business Process Redesign: Our Transformation Journey

2017

Streamlined and integrated Human Resources services

2018

Stage 2

Lead
Socialize new model and structure to enable new behaviors to help employees embrace change

Stage 3

Improve Processes
Address issues, achieve operational excellence, and realize value

Stage 4

Adjust Organization
Realign organization to become a best-in-class organization

2019

Stage 5

Deploy Systems
Implement systems (HCM Cloud, Taleo, etc.)

“Let Go” Recognize past successes, but prepare for the change
## HR BPR: High-Level Journey Timeline

<table>
<thead>
<tr>
<th>Finalize Model</th>
<th>Approve Model</th>
<th>Mobilize Change Network</th>
<th>Pilot Execution/Review</th>
<th>Make Adjustments</th>
<th>Socialize Model</th>
<th>Adjust Org</th>
<th>Evaluation and Reporting</th>
<th>Employ Technology</th>
</tr>
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<tbody>
<tr>
<td><strong>August - October ‘17</strong></td>
<td><strong>November 2017 – June 2018</strong></td>
<td><strong>June 2018 and Beyond</strong></td>
<td><strong>Work Products</strong></td>
<td><strong>Key Activities</strong></td>
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</tr>
<tr>
<td><strong>Service Delivery Model</strong></td>
<td><strong>Change Management Journey Map</strong></td>
<td><strong>Communication Plan</strong></td>
<td><strong>Pilot Strategy</strong></td>
<td><strong>Communications</strong></td>
<td><strong>Metrics Dashboard</strong></td>
<td><strong>New Technology</strong></td>
<td><strong>Service Delivery Model Rollout Approach</strong></td>
<td><strong>Stakeholder Engagement Activities</strong></td>
</tr>
<tr>
<td><strong>Change Management work products</strong></td>
<td><strong>Pilot Analysis</strong></td>
<td><strong>Enhanced/Updated Model</strong></td>
<td><strong>Communications</strong></td>
<td><strong>Stakeholder Engagement Activities</strong></td>
<td><strong>Measure Effectiveness</strong></td>
<td><strong>Implementation of the HCM Cloud</strong></td>
<td><strong>Organizational Adjustment</strong></td>
<td><strong>New Technology</strong></td>
</tr>
<tr>
<td><strong>Change Network Mobilized</strong></td>
<td><strong>Communications</strong></td>
<td><strong>New Technology</strong></td>
<td><strong>New Technology</strong></td>
<td><strong>New Technology</strong></td>
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</tr>
<tr>
<td><strong>Activity Analysis Readout</strong></td>
<td><strong>Conduct Activity Analysis and provide readout</strong></td>
<td><strong>Change Network Selection and Mobilization</strong></td>
<td><strong>Pilot Strategy</strong></td>
<td><strong>Communications</strong></td>
<td><strong>Metrics Dashboard</strong></td>
<td><strong>New Technology</strong></td>
<td><strong>Pilot Analysis</strong></td>
<td><strong>Stakeholder Engagement Activities</strong></td>
</tr>
<tr>
<td><strong>Pilot Analysis</strong></td>
<td><strong>Key Stakeholders will attend review sessions to buy in on future state design</strong></td>
<td><strong>Pilot Analysis</strong></td>
<td><strong>Stakeholder Engagement Activities</strong></td>
<td><strong>Measure Effectiveness</strong></td>
<td><strong>Implementation of the HCM Cloud</strong></td>
<td><strong>New Technology</strong></td>
<td><strong>Organizational Adjustment</strong></td>
<td><strong>New Technology</strong></td>
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*Please note that this is a high level journey timeline and dates are still being determined.*
The Student Experience: One Stop Service Center

- Seamless, consistent experience

...interact through...
- Web
- E-mail
- Phone
- In-Person

- Access to common services, driving student-first philosophy

..supported by...
- Generalists
- Specialists

- Cross-trained generalists (single point of contact for triage, support); and specialists (complex inquiries)

...to process transactions across...
- Financial Aid
- Student Accounts
- Registrar

- Streamline and manage high volume transactions

...using integrated technology systems
- SIS
- Imaging
- Case Tracking
- Data Analytics

- Improve customer service, performance management, reporting, and metrics
SEII Activity Analysis Survey: Purpose and Benefits

Purpose & Scope

- Improve process/function for the future. Understand how work is done today, including time and effort required to perform key activities to deliver services.
- SEII team conducted Activity Analysis survey to clarify the effort performed in the Offices of the Registrar, Financial Aid, and Student Accounts to inform the future state One Stop service model.
  - Example: the survey will provide a data-based approach to developing the future state centralized Financial Aid packaging and processing operational model.

Near-Term Benefits

- Opportunity to proactively participate in process of improving the student experience and defining One Stop model.
- Identify effort needed to perform key activities.
- Help determine how departments could benefit from having certain services supported through the One Stop.
- Identify opportunities to enhance professional development or training.

Activity Analysis Benefits

Prepare Survey  Introduce Activity  Administer Survey  Analyze Data

Current status
ONGOING IMPROVEMENT INITIATIVES
• The Enhanced Reporting Initiative team continues to create new and improved reports based on user requests and requirements, and will continue to be an integral part of the larger Cornerstone Reporting Optimization program.

• We are developing a streamlined reports matrix to make it easier for staff and faculty to determine which report to use for specific tasks. The matrix is being reviewed by the Enhanced Reporting group, and we anticipate delivering the matrix by the end of November.

• The team is preparing recommendations on reports to use by role.

• As part of this Optimization process we are also doing a full review and analysis of all current and proposed reports in an effort to reduce the number of reports and queries to those that are most effective for staff and faculty to manage their accounts.

• This effort includes review of not only Oracle reports but we are also looking at other systems and tools (such as RU Marketplace, data warehouse, Tableau).

• Another outcome of this initiative will be the creation of a Reporting Center of Excellence.
<table>
<thead>
<tr>
<th>Report Number</th>
<th>Report Name / Description</th>
<th>New / Enhanced</th>
<th>Reporting Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>RU GL 073</td>
<td>Monthly Transaction Report (similar to legacy MAR)</td>
<td>New</td>
<td>BI</td>
</tr>
<tr>
<td>RU GL 088</td>
<td>Trial Balance with Account Number</td>
<td>New</td>
<td>FRC</td>
</tr>
<tr>
<td>N/A</td>
<td>Employee Status Report</td>
<td>Enhanced</td>
<td>Financial Data Warehouse via Discoverer</td>
</tr>
<tr>
<td>RU GL 071</td>
<td>Transaction Detail Report (Similar to legacy SD, CRL 9 and CRL 168)</td>
<td>Enhanced</td>
<td>BI</td>
</tr>
<tr>
<td>RU PJ 072</td>
<td>Sponsored Period Actual Report</td>
<td>New</td>
<td>BI</td>
</tr>
<tr>
<td>RU PJ 073</td>
<td>Project Costs Detail Report</td>
<td>Enhanced</td>
<td>BI</td>
</tr>
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</table>

RU PJ 071  Sponsored Summary - Budget Cost and Encumbrance  Targeted release: November 17
• We are launching an enhanced University wide training initiative, with a redesigned curriculum of courses to help the University community better understand the Cornerstone systems and business processes.

• All class schedules will be posted on the Cornerstone course registration page. You can begin registering now at: hrservices.rutgers.edu/CornerstoneTraining.
New and redesigned courses to cover a wide range of topics: general ledger and Projects, reporting, charts of accounts, cash management, time entry, and commitment accounting (PeopleSoft).

Open for registration.

New session to educate business managers on use of Hyperion forecasting system. Sessions include navigating forecasting entry forms and reports to complete quarterly forecasting, and multi-year forecasting. Access to Hyperion Planning Budget system is a pre-requisite.

Registration by invitation; Nov. 27-Jan. 12

New courses – Just the Basics for expense management and procure-to-pay – to support requisitioner, approvers, inquirers and internal purchase order processors. Offered monthly at 33 Knightsbridge (Piscataway), and other locations as requested.

Open for registration; courses start Nov. 13

New courses provide overview of Office of Research and Economic Development (ORED), life cycle of sponsored programs and other services to support research and the university’s economic development activities.

Registration by invitation only; Nov./Dec. 2017. Roll out – Jan. 2018
• Launched refreshed website on October 30. Reorganized information and resources to make it easier for you to find what you need.
  o Refreshed homepage layout, top navigation
  o Simplified and reorganized content throughout the site
  o Improved the way content from Cornerstone is linked to related sites, such as University Finance and Administration Division websites and Canvas

• **Next Steps:** Update training section, create content for targeted groups (business managers, research administrators and faculty, for example)

**Suggestions or feedback?** Send an email to the Cornerstone team at cornerstone@rutgers.edu.
After working with the chart of accounts during the past year, and hearing about the difficulties staff, faculty and central administration experienced with its use, we are exploring ways to better serve the University through chart of accounts changes, improved controls and education, guidance, support, and policies to ensure best use of the chart of accounts (COA).

In this phase, we will:

- Clearly define/redefine chart segments and values; identify and communicate how to use them.
- Break out Central units currently identified in Unit 900 into separate units.
- Provide guidance and directives on common business practices.
- Establish cross validation rules and/or segment security to systematically reject invalid chart segment combinations.
- Optimize use of chart segments.
- Develop more comprehensive training courses.

**Goal**

Improve how we support our operations by making the chart of accounts simpler to use, ensuring the data are accurate and easily reportable across the University, and making certain that the project ledger interacts seamlessly with the general ledger.
RESOURCES
• Updated support and help desk contacts
  o cornerstone.rutgers.edu

• Stay connected
  o Finance and Cornerstone websites
  o Treasurer’s Town Hall
  o Cornerstone News Digest

• Send questions, suggestions and feedback to:
  o cornerstone@rutgers.edu
  o finance@rutgers.edu

• Grant Administrators
  o Join the RAIN listserv
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