Treasurer’s Town Hall

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

January 8, 2018
College Avenue Student Center
• **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
Ongoing Stabilization

<table>
<thead>
<tr>
<th>Stabilization Effort</th>
<th>Resolution</th>
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<tbody>
<tr>
<td>• FY 2017 year-end activities</td>
<td>• Field work for the annual audit for FY 2017 has concluded. The final Annual Financial Report was issued in December 2017.</td>
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<td>• The audit was completed, and adjustments were made, at the University level. We are in the process of validating unit numbers.</td>
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<tr>
<td>• Budget, revenue and demographic adjustments to grant</td>
<td>• Project review efforts continue to reconcile data for 11,000+ grants and enable Grant and Contract Accounting (GCA) to move forward fully utilizing Oracle, and its delivered services and functionality.</td>
</tr>
<tr>
<td>accounts</td>
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<td>Projects have been prioritized to address federal and state awards and expiring awards first.</td>
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</tbody>
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### GCA Priority Item Status

<table>
<thead>
<tr>
<th>Population</th>
<th>Completion Status</th>
<th>Projects Completed</th>
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<tbody>
<tr>
<td>Invoice-able Cost Reimbursable</td>
<td>8% 1% 23% 68%</td>
<td>81 of 921</td>
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<tr>
<td>Legacy UMDNJ Closeout*</td>
<td>60% 22% 18%</td>
<td>967 of 1,630</td>
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<tr>
<td>Letter of Credit</td>
<td>18% 6% 20% 56%</td>
<td>410 of 2,171</td>
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<tr>
<td>BR3/Discretionary</td>
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<td>0 of 1,190</td>
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<tr>
<td>Other</td>
<td>1% 1% 2% 96%</td>
<td>21 of 5,673</td>
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<tr>
<td>New**</td>
<td>4% 1% 1%</td>
<td>32 of 718</td>
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</table>

* 855 of the 967 completed projects have finished review and will be processed in production on Jan. 9
** New awards are only being reviewed as they relate to projects in the other five categories.
*** 7,500 projects’ demographics data have been reviewed by PMO, and are pending GCA approval and corrections to move in to financial review.
CORNERSTONE: PHASE 2
As of January 5, 2018. Timelines are proposed and subject to change.
Phase 2 Projects Timeline

### Procurement

- **Procure-to-Pay Policy Work**
- **P-Card Implementation**
- **Travel Card Implementation**

#### Scope Review

- **Digital Mailroom**
- **Accounts Payable Automation**
- **Pre-execution planning and engagement**

#### BPR (Business Process Redesign)

### Reporting and Analytics

#### Assessment/Scoping

- **Reporting and Analytics Planning and Implementation**

### CRM

- **Assessment/Scoping**

#### Planning and Implementation

### Ongoing Cornerstone Stabilization and Optimization Programs

- **Grants and Contract Accounting (GCA) Project Review**
- **Cornerstone Reporting Optimization (CRO)**
- **Chart of Accounts Initiative (COA)**

As of January 5, 2018. Timelines are proposed and subject to change.
“Let Go”  
Recognize past successes, but prepare for the change  

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

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

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

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

Streamlined and integrated Human Resources services
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.

Current status

Prepare Survey Introduce Activity Administer Survey Analyze Data
The Student Experience: One Stop Service Center

- Seamless, consistent experience

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

...supported by...
- Generalists
- Specialists

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

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

- Access to common services, driving student-first philosophy

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

- Streamline and manage high volume transactions

- Improve customer service, performance management, reporting, and metrics
ONGOING IMPROVEMENT INITIATIVES
• Cornerstone Reporting Optimization program will create new and improved reports based on user requests and requirements.

• Streamlined reports matrix was rolled out on Nov. 30 to make it easier for staff and faculty to determine which report to use for specific tasks.

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

• Conducting 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.

• Looking at other systems and tools (RU Marketplace, data warehouse, Tableau).

• Additional outcomes include the creation of a Reporting Center of Excellence.
• New, easier-to-understand guide on “go-to” reports to help you perform key business functions.

• Prepared, tested and approved w/ research administrators, business managers, faculty and administrative staff.

• Report categories: general ledger, project, expense management, procurement and payroll.

• Summary tab outlines recommended reports to use to perform specific tasks.

• Detail tab includes report description, name of tool needed to run a report, and the navigation path to locate the report.
• In November, we launched an enhanced universitywide 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 register at https://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).

New sessions to educate business managers on use of Hyperion forecasting system, including: navigating forecasting entry forms and reports to complete quarterly forecasting, and multi-year forecasting. Pre-requisite: access to Hyperion Planning Budget system. Open to Hyperion Planning users.

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.

New courses on GCA awards basics and reports in the financial management system. Effort certification courses provide guidance on post-award management of sponsored projects. Award closeout courses to begin in February 2018.
Launched refreshed website in October. Reorganized information and resources to make it easier to find what you need.

- Refreshed homepage layout, top navigation
- Simplified, reorganized content throughout the site
- Improved content links from Cornerstone to related sites, such as University Finance and Administration Division websites, and Canvas

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

**Suggestions or feedback?**
Send an email to the Cornerstone team at cornerstone@rutgers.edu.
After working in the COA for more than a year, and hearing about 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 COA.

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**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.

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In this phase, we will:

- Clearly (re)define chart segments, values; identify, 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.
### COA Initiative: Optimization and Design Timeline

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**Near-Term Efforts**

- Document current-state business processes
- Expand Activity segment; develop training materials
- Add proposed Fund Types; develop training materials
- Define use of PPM

**Longer-Term Efforts**

- Detailed Project Planning
- Complete full future-state structure and values
- Compare current configuration to best practice
- Implement full future-state COA structure and values
- Develop local and central reports and queries
- Campus-wide training and change management

*Estimated timeline; strategy sessions to begin in December 2017 to develop more comprehensive timeline*
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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