Treasurer’s Town Hall

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

February 12, 2018
New Jersey Medical School
Today’s Agenda

- Cornerstone
- University Procurement Services Process Improvements
- Financial Management Update
- Chart of Accounts Initiative
Cornerstone

John Fahey
Project Executive
## Cornerstone Projects Timeline

**As of February 9, 2018. Timelines are proposed and subject to change.**

<table>
<thead>
<tr>
<th>CY 2018</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
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Cornerstone Projects Timeline

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### CY 2018

<table>
<thead>
<tr>
<th>Process and Programs</th>
<th>Systems</th>
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#### Procurement

- **Jan**: Procure-to-Pay Policy Work
- **Mar**: Digital Mailroom
- **Jun**: P-Card Implementation
  - Jaggaer Suite (Total Contract Manager, Total Supplier Manager and Sourcing Director)
  - Accounts Payable Automation
  - Travel Card Implementation

#### BPR (Business Process Redesign)

- **Mar**: eIRB, Animal Operations, and eIACUC Implementation
  - RAPSS Integration to Oracle: Planning and Implementation

#### Reporting and Analytics

- **Jun**: Reporting and Analytics Planning and Implementation

#### Cust. Rel. Mgmt.

- **Feb**: Assessment/Scoping
  - Planning and Implementation
HR Business Process Redesign: Transformation Journey

2017

Streamlined and integrated Human Resources services

Stage 1
“Let Go”
Recognize past successes, but prepare for the change

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

Stage 5
Deploy Systems
Implement systems (HCM Cloud, Taleo, etc.)

2018

2019
• 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.
  
  o 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.
The Student Experience: One Stop Service Center

Students…  
Recruitment  
Graduation  

• 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
Cornerstone Reporting Optimization (CRO)

**Goal**
Reduce the number of available reports and queries to those that are most effective for staff and faculty to manage their accounts.

- Conduct full review and analysis of all current and proposed reports
- Explore existing systems and tools (RU Marketplace, data warehouse, Tableau)
- Creation a Reporting Center of Excellence
- Leverage efforts of the Enhanced Reporting Initiative team to create new and improved reports based on user requests and requirements
  - Prepare recommendations on reports to use by role
- Launched online go-to reports to make it easier for staff and faculty to determine which report to use for specific tasks
Simpler Navigation to Online Go-To Reports

- 1-2 clicks to open parameters page to select criteria for recommended report
- Links to commonly used reports and saved queries
- Clearer descriptions
- Links to job aids
- RU Saved Queries easier to navigate
- Access the guide from the Controller’s Office and Cornerstone websites

### Go-To Reports

<table>
<thead>
<tr>
<th>Go-To Reports</th>
<th>General Ledger</th>
<th>Projects</th>
<th>Procure to Pay</th>
<th>Expense Reports</th>
<th>Payroll</th>
<th>COA/Security</th>
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</table>

#### General Ledger

<table>
<thead>
<tr>
<th>Task</th>
<th>Recommended Report (click on link)</th>
<th>Report Description</th>
<th>Report Job Aid</th>
<th>Navigation Path to Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search and Obtain Information about a journal</td>
<td>Manage Journals (see Navigation Path)</td>
<td>Providers capability to search for journals</td>
<td>How to Search for Journal Entries (PDF)</td>
<td>General Accounting -&gt; Journals -&gt; Manage Journals</td>
</tr>
<tr>
<td>Review GL Balances (all Accounts)</td>
<td>RU GL 088 Trial Balance with Account Number</td>
<td>Displays all accounts. Includes Beginning Balance, Total Debits, Total Credits and Ending Balance</td>
<td>Financial Reporting Center Reports (PDF)</td>
<td>Financial Reporting Center -&gt; Use the Magnifying Glass and Search for GL88</td>
</tr>
<tr>
<td>Review Detail GL Balances (Selected Chart Values)</td>
<td>Inquire on Detail Balances (see Navigation Path)</td>
<td>Displays all chart segments with the ability to add filtered values and see periodic or year to date activity</td>
<td>Inquire on Detail Balances (DOCK)</td>
<td>General Accounting -&gt; Period Close -&gt; Inquire and Analyze Detail Balances</td>
</tr>
<tr>
<td>Review PTD/YTD/Full Year GL Revenues and Expenses</td>
<td>RU GL 022 Management P&amp;L with MTD YTD &amp; Full Year with Location Page Parameter</td>
<td>Summary P&amp;L report at the GGP account level comparing Budget to Actual on the Month to Date, Year to Date, and Full Year periods. The report can be filtered by location.</td>
<td>Financial Reporting Center Reports (PDF)</td>
<td>Financial Reporting Center -&gt; Use the Magnifying Glass and Search for GL022</td>
</tr>
</tbody>
</table>
• Consolidate core details from multiple sites into single, user-friendly pages

• More consistent experience
  o Top navigation
  o Curriculum
  o Access
  o Calendar
  o Support materials
  o Frequently Asked Questions
  o Contact Us
INVOICE PROCESSING PROCEDURES
Effective February 1, 2018

- All invoices must be submitted by email to accountspayable@finance.rutgers.edu
  - Email address has not changed
- Invoices submitted by mail will not be accepted for payment.
- All invoices must reference a valid Rutgers purchase order (PO) number. Invoices that are submitted without a valid PO number will not be accepted for payment.

These changes have been communicated to all staff, faculty, and active suppliers.

We ask that you reinforce these practices with your suppliers.
- Project Management Office (PMO), Grant and Contract Accounting (GCA), and consultants are conducting demographic and financial reviews, and reconciling all grants in the system.

- **Key updates**
  - PMO completed demographic reviews of all grants.
  - GCA processing demographic updates, which are expected to be completed by February 16, with exception of bill plan updates. This will allow grants to move to the financial review stage.
  - New bill plan processes to correct conversion issues are in final testing. Bill plan updates are expected to be in the test environment by March 2, and completed and in the live system by March 30. This will allow for full financial reconciliation on affected grants.
  - Completion of clinical trial grants reviews targeted for March 1.
  - Full reconciliation and completion of project review for all grants targeted by end of FY18 (June 30).
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<tr>
<th>Population</th>
<th>Completion Status</th>
<th>Projects Completed</th>
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<tr>
<td>P1-Invoiceable Cost-Reimb.</td>
<td>10% 1% 25% 64%</td>
<td>88 of 921</td>
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<tr>
<td>P1-Legacy UMDNJ Closeout**</td>
<td>60% 1% 26% 13%</td>
<td>969 of 1,630</td>
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<tr>
<td>P1-LOC</td>
<td>42% 18% 25% 15%</td>
<td>920 of 2,171</td>
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<tr>
<td>P2-LOC</td>
<td>3% 1% 31% 65%</td>
<td>6 of 203</td>
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<tr>
<td>P2-Clinical Trial</td>
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<td>0 of 565</td>
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<tr>
<td>P2-Other</td>
<td>1% 1% 2% 96%</td>
<td>29 of 4,914</td>
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<tr>
<td>P2-BR3/Discretionary</td>
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<td>0 of 1,190</td>
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<tr>
<td>New^</td>
<td>5% 1% 2%</td>
<td>43 of 718</td>
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Complete: 2,055  System Financials Complete: 442  Financials In Progress: 1,348  Demographics Reviewed ^^5,764  Demographics In Process: 295

- *As of Thursday, February 1st, 11:00 AM
- **855 projects have been processed in prod, final validation in progress
- ^Only reviewed as they relate to projects in the other buckets
- ^^Project demographics have been reviewed and are pending GCA processing.
Financial Management Update

Pete Larson
Associate Vice President for Finance and University Controller
Resource Planning

Cross-functional team, including: Controller’s Office, Budget Office, Project Management Office, Chancellor units and others

Comprehensive resourcing plan underway to identify priorities and gaps

**FY17/FY18 Data Reconciliation**

Adjustments posted to central for Jun. FY17 and Jun. Adjusted FY17 to be allocated to campus

Central default account reclassifications

Ending balance and converted activity conversion 9-30-16

6-30-16 Banner Fund Balance reconciliation

Project-to-General Ledger reconciliation for Sponsored and Non-sponsored Projects

Unit-level Unit-Division-Organization activity corrections based on materiality

Project Review University Accounting impacts
• Draft calendar shared with Vice Chancellors, central business managers for comment

• Calendar includes key dates for University Budget Office (UBO) and Office of the University Controller (UCO)

• **UBO Calendar Highlights**
  – Feb. 13: Responsibility Center Management allocations distributed
  – Feb. 14: Hyperion Planning open for forecasting
  – Mar. 16: Forecasting and budgeting due to University Budget Office

• **UCO Monthly Close Calendar Highlights (Proposed)**
  – Accounts Payable closes on 2\textsuperscript{nd} business day
  – Projects sub-ledger closes on 3\textsuperscript{rd} business day
  – “System” general ledger closes by 6\textsuperscript{th} business day (moving toward 5\textsuperscript{th} business day)
  – Controller review with Chancellor and central units
  – Final close by the 8\textsuperscript{th} business day

• Monthly close education and change management
  – Outreach underway to support Chancellor and central units with Accounting 101 and Chart of Accounts training
Chart of Accounts Initiative

Kathy Dettloff
Vice President of Financial Planning and Budgeting
• 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.

**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.

• In this phase, we will:
  o Clearly (re)define chart segments, values; identify, communicate how to use them;
  o Break out Central units currently identified in Unit 900 into separate units;
  o Provide guidance and directives on common business practices;
  o Establish cross validation rules and/or segment security to systematically reject invalid chart segment combinations;
  o Optimize use of chart segments; and
  o Develop more comprehensive training courses.
• Partnering with Chancellor units and central business managers to reduce chart of accounts segments to approximately 2,100 valid Unit-Division-Organization combinations

• System rules will be implemented to:
  – Prevent the creation of new U-D-O combinations
  – Stop the usage of invalid U-D-O combinations that already are in the system

• All units will be required to use only valid U-D-O combinations for transactions in the general ledger, Projects module, RU Marketplace, and PeopleSoft

• Steps Units Will Need to Take
  – Review list of valid and invalid U-D-Os, and use only the valid combinations.
  – Immediately discontinue using invalid U-D-Os.
Next Steps

- Provide lists of valid and invalid U-D-O combinations, and guidance and support to Chancellor and central units
- Implement changes to segment value descriptions, and implementation of sub-ledger accounting rules and cross validation rules
- Implement system rules to prevent invalid U-D-O combinations, and invalid combinations across other segments from being entered into the system
- Modify RU Marketplace to allow only valid U-D-Os in the approval workflow
- Manage changes in other systems, such as PeopleSoft, to ensure only valid U-D-Os are available for use
- Provide education and support to help units understand and manage the changes
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
Treasurer’s Town Hall

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

February 12, 2018
New Jersey Medical School