Before We Begin...

Everyone has been placed on mute by the host.

If you have questions for the presenters, use the Q&A function.

We will address questions at the end of each presentation.

If you want to talk with other participants, please use the chat.
Welcome

J. Michael Gower
Executive Vice President - Chief Financial Officer
University Treasurer
Today's Agenda

Main Topics

Welcome
Institutional Planning and Operations Update
Mid-Year Financial Report
Lease Administration
Project Management Office
Close
Institutional Planning and Operations
SUPPORTING TODAY, ENVISIONING TOMORROW

Henry Velez
Vice President, Institutional Planning and Operations
Overview

Largest business division within the university

3,300 employees

State-wide responsibility

Mission – To create an evolving, safe, inviting environment to advance the institutional mission
Overview

Six Functional Areas
Unite under a common purpose: Supporting Today, Envisioning Tomorrow
What We Do
What We Do

To learn more about Institutional Planning and Operations (IP&O), visit our website at https://ipo.rutgers.edu/

Our six functional areas Service Level Agreements can be found at https://ipo.rutgers.edu/ipo-service-level-agreements
# Facts & Figures

## Mail Services
- Packages Delivered: 477,376
- Outgoing Metered Mail: 2,208,100
- Incoming Mail: 1,993,003
- Walk-up Customer Service: 48,602

## Building & Maintenance
- Total Number of Buildings: 979
- Total Gross Square Footage: 30,062,454
- Total Acreage: 6,163
- Current Replacement Value: 29,572,098,141
- Current Deferred Maintenance Liability: 4,827,754,621
- Work Orders Addressed: 103,275
- Service Calls: 59,413

## Records Management
- New Boxes Received: 9,309
- Records Request: 4,768
- File Returns: 1,296
- Flat Box/Barcode Label Request: 9,980
- Total Record Boxes in Storage: 165,221

## Transportation
- Ridership: 10,379,839
### UNIVERSITY POLICE DEPARTMENT

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-1-1 Emergency Calls</td>
<td>44,400</td>
</tr>
<tr>
<td>9-1-1 Text</td>
<td>239</td>
</tr>
<tr>
<td>Police Calls for Service</td>
<td>83,841</td>
</tr>
<tr>
<td>Police Incident Reports</td>
<td>3,509</td>
</tr>
<tr>
<td>Non-Emergency Calls</td>
<td>254,516</td>
</tr>
<tr>
<td>Alarm Signals</td>
<td>539,942</td>
</tr>
<tr>
<td>Computer Aided Dispatch</td>
<td>133,074</td>
</tr>
<tr>
<td>Protection of Minor Training Completed</td>
<td>6,544</td>
</tr>
</tbody>
</table>

### EMERGENCY SERVICES

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Responses</td>
<td>13,223</td>
</tr>
<tr>
<td>Emergency Medical Services</td>
<td>1,871</td>
</tr>
<tr>
<td>Psychiatric/Medical Incidents</td>
<td>233</td>
</tr>
<tr>
<td>Fire System Bureau Response</td>
<td>14,399</td>
</tr>
<tr>
<td>Fire Inspections</td>
<td>14,569</td>
</tr>
<tr>
<td>Defense Driving / CPR Training Completed</td>
<td>238</td>
</tr>
<tr>
<td>ESO Life Safety Inspections</td>
<td>4,381</td>
</tr>
<tr>
<td>Emergency Response Major Incidents</td>
<td>607</td>
</tr>
</tbody>
</table>

### IDENTITY & ACCESS MANAGEMENT

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Card Readers</td>
<td>5,131</td>
</tr>
<tr>
<td>Total ID Cards Printed</td>
<td>35,639</td>
</tr>
<tr>
<td>Photo Approvals</td>
<td>29,803</td>
</tr>
<tr>
<td>Add Access Request</td>
<td>25,023</td>
</tr>
<tr>
<td>Remove Access Request</td>
<td>27,823</td>
</tr>
<tr>
<td>Scheduling Request</td>
<td>4,255</td>
</tr>
<tr>
<td>Add Users to Database</td>
<td>349</td>
</tr>
</tbody>
</table>
Facts & Figures

COST CENTERS’ BUDGET

FY21 $195.8M

- **Facilities (46%)** $90,710,072
- **Planning Development & Design (2%)** $4,091,132
- **Public Safety (12%)** $22,708,959
- **Environmental Health & Safety (3%)** $5,683,570
- **Strategic Services (.6%)** $1,029,078
- **Business Services (5%)** $10,180,602
- **Code Office (.4%)** $805,077
- **Commodities - Utilities (31%)** $60,610,221

Pandemic Impact

$22.1M
Facts & Figures

RESPONSIBILITY CENTERS' BUDGET

FY21 $72.7M

Pandemic Impact

Parking (10%) $7,536,669
Retail & Bookstore (6%) $4,395,551
Student Centers & Recreational Centers (23.5%) $17,112,820
Golf Course (1.5%) $955,500
Housing (59%) $42,681,883
Preparing Our Buildings and Campuses

Communicating to Our Community
- Centralized and comprehensive COVID website
- *Return to Rutgers* document
- COVID dashboard
- Regular communications (many methods)
- Public Service Announcement videos
- Presentations and “road shows”

Protecting People
- Mandatory training
- Rutgers-provided face coverings
- Plexiglass barriers where separation is difficult
- Personal Protective Equipment stockpile/supply chain
- Employee screening app (My Campus Pass)
- Online COVID Observation Reporting Form
- COVID Alert NJ app
Preparing Our Buildings and Campuses

Population Control
- Prohibition of casual visitors
- Restriction on meetings
- Prohibition of events
- Restricted access to buildings
- Visitors' log

Social Distance
- Reduced occupancy/de-densification
- Distance/cue decals on floor
- Seat markers (Sit Here/Do Not Use)
- Social distance reminders (downloadable PDFs and table tent cards)
## Preparing Our Buildings and Campuses

### Occupancy Calculations
- Offices
- Academic settings
- Clinical settings
- Research facilities
- Residence halls
- Libraries and computer labs

### Signage
- Building entrances (It's Up to Us)
- Circulation markers
- Stairs and elevators
- Restrooms
- Room occupancy limitations
- Exit Here/Enter Here
### Preparing Our Buildings and Campuses

#### Sanitization
- Hand sanitizer stations at all common areas
- Frequent cleaning high-touch and common spaces
- Revised cleaning schedules and methods
- Disinfect wipes for fleet vehicles

#### Building Operations & Maintenance - Systems
- Flush plumbing systems
- Ensure proper operations – HVAC and controls systems
- Filter upgrades where appropriate
- Outside air increases where appropriate
- Ensure no high-density spaces in use
Preparing Our Buildings and Campuses

FAST

- Facilities Assessment Special Teams system established to assist units setup their work areas to meet R2R guidelines
- Materials and supplies for direct order and delivery from IP&O warehouse (access through the Marketplace portal)

Coordination with State

- Governor’s Office
- Office of the Secretary of Higher Education
- Department of Health
Preparing Our Buildings and Campuses

PLANNING TIMELINE

December
- Socialize Vaccine Message, Timeline & Effect

January-March
- Detailed Plan Development for Repopulation
- Detailed Academic Plans for September

April-June
- Soft Repopulation ~10-25% Depending on State Guidelines

July-August
- Full Repopulation Allowable

September
- F2F Instruction
- Social Activities
- Residence Halls
- Dining
- Events
- Athletics
<table>
<thead>
<tr>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Return to Rutgers Guidebook</strong></td>
</tr>
<tr>
<td><a href="https://coronavirus.rutgers.edu/returning-to-rutgers-guidebook/">https://coronavirus.rutgers.edu/returning-to-rutgers-guidebook/</a></td>
</tr>
<tr>
<td><strong>Developing and Creating Repopulation Plans – Quick Reference Guide</strong></td>
</tr>
<tr>
<td><a href="https://ipo.rutgers.edu/sites/default/files/Our%20Path%20Forward.pdf">https://ipo.rutgers.edu/sites/default/files/Our%20Path%20Forward.pdf</a></td>
</tr>
<tr>
<td><strong>Universitywide COVID-19 Website</strong></td>
</tr>
<tr>
<td><a href="https://coronavirus.rutgers.edu/">https://coronavirus.rutgers.edu/</a></td>
</tr>
</tbody>
</table>
Supporting Our Community

- Operations
- Safety & Training
- Communications
- Committees
- Campus Repopulation

COVID Response & Support Services

Click the image to access the e-book
Supporting Our Community

Rutgers continues to place the highest priority on the health, safety and wellbeing of its faculty, staff and students, as well as the community. Rutgers Institutional Planning and Operations has kept the University operationally sound, safe and prepared during the COVID-19 pandemic.
Supporting Today, Envisioning Tomorrow

- Wear a face-covering
- Watch your distance
- Wash your hands
FY 2021 Financial Report
THROUGH DECEMBER 2020

David Moore
Associate Vice President and Chief Budget Officer
Most revenue sources are on track with the established university budget and overall total except Auxiliary Enterprise which is behind due to fewer students choosing to live on campus while purchasing meal plans and parking permits.

<table>
<thead>
<tr>
<th>Revenue (Sources of Funds)</th>
<th>FY 2018 Dec Actual vs Budget</th>
<th>FY 2019 Dec Actual vs Budget</th>
<th>FY 2020 Dec Actual vs Budget</th>
<th>FY 2021 Budget</th>
<th>FY 2021 Dec Actual</th>
<th>FY 2021 Dec Actual vs Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Student Tuition and Fees</td>
<td>51.42%</td>
<td>51.92%</td>
<td>51.72%</td>
<td>1,284,807</td>
<td>669,002</td>
<td>52.07%</td>
</tr>
<tr>
<td>2 Federal and State Student Aid</td>
<td>50.56%</td>
<td>54.04%</td>
<td>51.34%</td>
<td>265,710</td>
<td>128,420</td>
<td>48.33%</td>
</tr>
<tr>
<td>3 Federal Appropriation</td>
<td>67.56%</td>
<td>55.73%</td>
<td>73.22%</td>
<td>7,324</td>
<td>2,811</td>
<td>38.38%</td>
</tr>
<tr>
<td>4 Allocated University Support</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>5 NJ State Appropriations</td>
<td>50.09%</td>
<td>49.95%</td>
<td>50.07%</td>
<td>437,032</td>
<td>220,749</td>
<td>50.51%</td>
</tr>
<tr>
<td>6 State Paid Fringe</td>
<td>48.13%</td>
<td>49.90%</td>
<td>50.38%</td>
<td>431,008</td>
<td>217,981</td>
<td>50.57%</td>
</tr>
<tr>
<td>7 Grants and Contracts</td>
<td>42.44%</td>
<td>43.52%</td>
<td>52.71%</td>
<td>528,965</td>
<td>321,585</td>
<td>60.80%</td>
</tr>
<tr>
<td>8 Facilities and Administrative Recoveries</td>
<td>52.13%</td>
<td>49.87%</td>
<td>51.71%</td>
<td>118,816</td>
<td>61,933</td>
<td>52.12%</td>
</tr>
<tr>
<td>9 Gift and Contribution Revenue</td>
<td>33.31%</td>
<td>49.22%</td>
<td>46.76%</td>
<td>38,104</td>
<td>20,999</td>
<td>55.11%</td>
</tr>
<tr>
<td>10 Endowment and Investment Income</td>
<td>30.74%</td>
<td>52.88%</td>
<td>44.76%</td>
<td>57,051</td>
<td>29,973</td>
<td>52.54%</td>
</tr>
<tr>
<td>11 Healthcare Revenue</td>
<td>46.82%</td>
<td>47.05%</td>
<td>48.83%</td>
<td>526,582</td>
<td>288,400</td>
<td>54.77%</td>
</tr>
<tr>
<td>12 Affiliated and Housestaff</td>
<td>48.90%</td>
<td>50.37%</td>
<td>46.12%</td>
<td>410,019</td>
<td>157,683</td>
<td>38.46%</td>
</tr>
<tr>
<td>13 Other Sources Revenue</td>
<td>54.52%</td>
<td>62.24%</td>
<td>53.07%</td>
<td>112,280</td>
<td>38,904</td>
<td>34.65%</td>
</tr>
<tr>
<td>14 Auxiliary Revenue</td>
<td>47.32%</td>
<td>53.10%</td>
<td>51.77%</td>
<td>102,807</td>
<td>18,824</td>
<td>18.31%</td>
</tr>
<tr>
<td>15 Total Revenue</td>
<td>48.51%</td>
<td>50.25%</td>
<td>50.64%</td>
<td>4,320,505</td>
<td>2,177,264</td>
<td>50.39%</td>
</tr>
</tbody>
</table>
Most expense categories are trailing behind prior year actuals due to the overall effort to reduce discretionary spending while instituting an overall hiring freeze and halting new capital planning and associated spending.

<table>
<thead>
<tr>
<th>Expense (Uses of Funds)</th>
<th>FY 2018 Dec Actual vs Budget</th>
<th>FY 2019 Dec Actual vs Budget</th>
<th>FY 2020 Dec Actual vs Budget</th>
<th>FY 2020 Budget</th>
<th>FY 2021 Dec Actual vs Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 Salaries and Wages</td>
<td>49.12%</td>
<td>49.63%</td>
<td>50.43%</td>
<td>2,194,421</td>
<td>1,092,378 49.78%</td>
</tr>
<tr>
<td>17 Fringe Benefits</td>
<td>46.90%</td>
<td>47.01%</td>
<td>46.36%</td>
<td>691,448</td>
<td>328,056 47.44%</td>
</tr>
<tr>
<td>18 Total Compensation</td>
<td>48.44%</td>
<td>48.98%</td>
<td>49.43%</td>
<td>2,885,869</td>
<td>1,420,435 49.22%</td>
</tr>
<tr>
<td>19 Supplies and Other</td>
<td>52.60%</td>
<td>48.10%</td>
<td>54.26%</td>
<td>249,984</td>
<td>106,523 42.61%</td>
</tr>
<tr>
<td>20 Scholarships and Fellowships</td>
<td>50.22%</td>
<td>50.98%</td>
<td>50.61%</td>
<td>455,943</td>
<td>217,834 47.78%</td>
</tr>
<tr>
<td>21 Travel</td>
<td>50.45%</td>
<td>51.03%</td>
<td>50.05%</td>
<td>36,328</td>
<td>3,580 9.85%</td>
</tr>
<tr>
<td>22 Plant Operation and Maintenance</td>
<td>48.30%</td>
<td>50.68%</td>
<td>51.48%</td>
<td>122,931</td>
<td>55,991 45.55%</td>
</tr>
<tr>
<td>23 Debt Service - Principal and Interest</td>
<td>38.53%</td>
<td>50.00%</td>
<td>49.92%</td>
<td>182,317</td>
<td>90,763 49.78%</td>
</tr>
<tr>
<td>24 Other Operating Expense</td>
<td>38.91%</td>
<td>55.31%</td>
<td>44.41%</td>
<td>250,939</td>
<td>116,314 46.35%</td>
</tr>
<tr>
<td>25 Professional Services</td>
<td>53.18%</td>
<td>49.64%</td>
<td>49.80%</td>
<td>269,675</td>
<td>124,388 46.12%</td>
</tr>
<tr>
<td>26 Total Expense</td>
<td>48.23%</td>
<td>49.59%</td>
<td>49.60%</td>
<td>4,453,986</td>
<td>2,135,827 47.95%</td>
</tr>
</tbody>
</table>
Lease Administration

Project Overview & Update

Ernie DiSandro
Associate Vice President and University Controller
Lease Administration

BACKGROUND, SCOPE & APPROACH

Governmental Accounting Standards Board (GASB)
• Organization that establishes financial accounting and reporting standards for U.S., state, and local governments

GASB Statement No. 87, Leases (GASB 87)
• New standard on lease accounting, establishes single approach to accounting for and reporting leases
• All leases are categorized as financing
  o Lessee required to recognize liability; lessor required to recognize asset
• Will become effective on July 1, 2021

Scope & Approach
• University’s Lease Portfolio – ~800 leases, ~2,500 assets
• Compliance with GASB 87
• Lease Management Program
• Lease Management & Accounting Solution and Processes
Project Management Office

Key Project Updates

John Fahey
Associate Vice President, Project Management Office Executive
## Lease Administration: Project Implementation

<table>
<thead>
<tr>
<th>Component</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Team Formation</td>
<td>Complete</td>
<td>• Controller’s Office, Tax Services, Procurement Services, Institutional Planning &amp; Operations, Real Estate (IP&amp;O), Treasury, Office of Information Technology, UFA Project Management Office</td>
</tr>
<tr>
<td>Lease Identification</td>
<td>Complete</td>
<td>• Real estate leases (lessee and lessor contracts) • Non-real estate leases (office equipment, laboratory, other)</td>
</tr>
<tr>
<td>System Selection</td>
<td>Complete</td>
<td>• Request for Proposal process • Lease Accelerator/EZ Lease Solutions</td>
</tr>
<tr>
<td>Data Abstraction</td>
<td>In Progress</td>
<td>• Majority of leases abstracted • Real estate vs. equipment approach</td>
</tr>
<tr>
<td>BPR &amp; SOPs/Procedures</td>
<td>In Progress</td>
<td>• Business process review completed; adjustments will be made, as needed • Units will develop standard operating procedures, processes as we near implementation</td>
</tr>
<tr>
<td>System Implementation</td>
<td>In Progress</td>
<td>• Design workshops completed • Accounting validation • Configuration and integrations • Testing • Timeline (see next slide)</td>
</tr>
<tr>
<td>Change Management</td>
<td>In Progress</td>
<td>• See next slide</td>
</tr>
</tbody>
</table>
# Lease Administration: System Implementation Timeline

<table>
<thead>
<tr>
<th>Month</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week Starting</td>
<td>Nov</td>
<td>Dec</td>
</tr>
<tr>
<td>Implementation Assessment</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Design Workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product Fundamentals Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting Validation Workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>User Acceptance Testing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Go Live</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- We Are Here: 4/30 - GO LIVE
Lease Administration

ENGAGEMENT (CHANGE MANAGEMENT, COMMUNICATIONS, & TRAINING)

Activities to Date

• Communication to finance leadership community (Jul. 27, 2020)
• Online and face-to-face training for project team on lease abstraction, embedded lease identification, lease administration system (ongoing)

Future Activities

• Communication to finance leadership community (early-mid March)
• Change management plan
  o Chancellor-led and central units
  o End-user impact – reinforce multi-line purchase order set up; collaboration among units, Real Estate and Procurement Services on lease contract changes; inform Procurement Services of equipment deliveries, returns, end of term decision, physical audit of lease equipment, etc.
  o Reporting post-launch (Apr. 30, 2021)
Human Capital Management (HCM)

The implementation consists of reviewing people, process, and technology within Human Resources and Payroll across Rutgers University.

- **People**
  - Initial implementation and long-term success of processes rely upon stakeholder buy-in & involvement.

- **Processes**
  - Implementation, adoption, and maintenance of technology relies upon the establishment of standardized processes.
  - Act as a support structure for ensuring alignment and consistency.

- **Technology**
  - Provides the mechanism for delivering core mission and support services.
  - Serve as the foundation for understanding current barriers and facilitators of future success.
Where Are We Now?

The project team has started discovery and is assessing business process redesign.

**Preliminary Discovery & Assessment**
During this phase, the team engaged stakeholders across multiple departments, developing detailed current state analyses across the following areas:

- Time & Labor
- Effort Certification
- Position Management
- Absence Management
- Faculty Information Systems
- Performance Management
- Recruiting & Onboarding

**Business Process Redesign**
Processes will be evaluated during the BPR to standardize and simplify exiting processes to improve value and timeliness of activities.

**BPR Benefits:**
- Standardized Processes
- Operational Efficiency
- Service Quality Improvement
- Risk Mitigation / Issue Resolution

**Implementation**
Implement a cloud solution based on standardized HR and Payroll processes.

- Design
- Configure
- Test
- Deploy

**Key**
- In Progress
- To Be Completed
Next Steps

1. Gain alignment on BPR next steps with the HCM Executive Committee
2. Conduct HR & Payroll Business Process Redesign
3. Begin system implementation by kicking off design
**Chart of Accounts: Vision**

*Design a simple, efficient, and enduring chart of accounts that aligns with the organizational structure and addresses business needs.*

**What benefits will we gain?**

- **Streamlined department segment** that represents the actual organizational structure used in financial and human resources systems
- More **consistent and robust** financial reporting across the university
- **Enhanced** transaction management and tracking capability
- **Simplified and standardized** project accounting

**How are we doing it?**

**Collaborate:** Gather input from Chancellor and central administration units to ensure the proposed changes meet the university’s needs

**Refine:** Validate the chart mapping, reconcile data, and pinpoint unit training needs

**Socialize:** Open lines of communication and feedback to provide project updates and include unit leadership for local/ intra-unit information exchange

**When are we doing it?**

- **Fall 2020** – Kick-off planning, engage universitywide financial community to validate the proposed design
- **Spring 2021** – Conduct conference room pilot
- **Fall 2021** – Begin pre-deployment testing
- **July 2022** – Target for implementing the new chart

**Why are we doing it?**

- **Reduce complexity and optimize the university community’s experience**
- **Eliminate unnecessary cross validation rules, duplications, and data entry errors**
- **Improve upon previous chart enhancements and prepare the university for the future**

---

**CoA PHASE 2**

**Simple**

Each segment will have a single purpose, streamlining process, reporting and usability.

**Efficient**

The simplicity of the new chart allows the user to spend more time analyzing and less time reconciling.

**Enduring**

The new chart structure aligns with HR and financial system now and the foreseeable future.
What Are We Doing?

The chart of accounts structure will not change.

- Four segments will be repurposed
- Five segments will have no material changes
- **Location** segment will most likely change to Future Use

---

### Current CoA Structure

<table>
<thead>
<tr>
<th>Unit* (3)</th>
<th>Division (4)</th>
<th>Organization (4)</th>
<th>Location (4)</th>
<th>Fund Type** (3)</th>
<th>Business Line (4)</th>
<th>Account (5)</th>
<th>Activity (4)</th>
<th>IntraUnit (3)</th>
<th>Future Use (5)</th>
</tr>
</thead>
</table>

* Primary Balancing Segment
** Secondary Balancing Segment

---

### Future CoA Structure (Proposed)

<table>
<thead>
<tr>
<th>Unit* (3)</th>
<th>Department (4)</th>
<th>Program (4)</th>
<th>Future Use2 (4)</th>
<th>Fund Type** (3)</th>
<th>Expense Class (4)</th>
<th>Account (5)</th>
<th>Initiative (4)</th>
<th>IntraUnit (3)</th>
<th>Future Use (5)</th>
</tr>
</thead>
</table>

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Where Are We Now?

PROJECT SETUP

- Created the project team and infrastructure
- Established and engaged the governance teams
- Established the engagement teams and processes

CHART OF ACCOUNTS DESIGN AND PROTOTYPE

- Defined the proposed implementation approach
- Confirmed the chart of accounts high-level design proposal
- Configured and tested prototype instance w/ Enterprise Data Management Cloud Service (EDMCS)
- Developed and started socializing the proposed conversion scope

ENGAGEMENT

- Held campus and central Chief Business Officer kickoff meetings
- Engaged the integration partners and third-party vendors
Where Are We Going?

**Stakeholder Design Meetings**
- **Complete stakeholder design meetings**
  - Invitations will be sent the coming weeks
  - Focus will be on department listings developed during 2018 project
  - Validate approach for location usage through examples
  - Introduction to program and initiative usage

**CoA Phase 2 Design Scope and Approach**
- **Deploy EDMCS mapping tool that stakeholders will use to validate new values, mappings**
  - This will enable areas to modify and validate mappings
- **Confirm conversion scope and approach**
  - Includes confirmation of how non-converted data will be made available
- **Complete internal and external system and process impact analysis**
- **Complete detailed design, including cross-validation rules**
Resources

coa.rutgers.edu

cornerstone.rutgers.edu

financepmo.rutgers.edu
Questions?

Please share your questions in the Q&A section.
Thank You!