Treasurer's Town Hall

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August 18, 2017

Camden Campus Center

Today's Agenda

- **Cornerstone Phase 1**
  - Completed and Stabilization Activities
  - Procurement
  - Reporting Tools to Help Manage Your Accounts
  - Voice of the Customer Outreach

- **Cornerstone Phase 2**
  - Human Resources and Payroll
  - Student Experience Improvement Initiative

- **Continuous Learning**

- **Resources**

CORNERSTONE: PHASE 1

Completed Phase 1 Activities

Key Activities	Completion Date
Budget Planning and Forecasting: Ownership and accountability of financial resource planning at the responsibility center level	*Oct. 2016*
HR/Payroll – Data Migration: Integrated two parallel systems and processes for business services and creating a single payroll system	*Dec. 2016*
Expense Management: Replaced lengthy, complex, paper-based process with streamlined online system	*Jan. 2017*
Procurement (RU Marketplace): Single purchasing and payables process and tool, and standardized internal purchase order processes for internal suppliers	*May 2017*
Financial Management: • Accounting corrections and payroll posting issues completed • Sep. 30, 2016 conversion corrections for Non-Sponsored Designated/Discretionary project account balances	*May 2017* *Aug. 2017*
Grant and Contract Accounting: • Cost transfer process for Sponsored projects (SWRJ and CISF forms) • Award end date corrections complete to offset system functionality • Expense adjustments to correct conversion	*Aug. 2017* *May 2017* *Jun. 2017*

SWRJ – Salary and Wage Redistribution and Justification
CISF – Change in Source Funds

System Stabilization: Finance

Stabilization Effort	Resolution
• Unprocessed transaction and suspense clean up	• Most unprocessed and suspense transactions have been cleared
• PeopleSoft suspense transactions (Aug. 10 memo from Controller's Office)	• Approximately $4.2M of unprocessed expenses remain in payroll suspense account (50190) and fringe suspense account (51220), including many items related to research projects with expired end dates • Units should correct employee charging instructions (ECIs) to generate correcting entries from PeopleSoft
• FY 2017 year-end activities	• Units should not transact for FY17 unless coordinated with University Controller's Office (UCO) • UCO will make various year-end adjustments and accruals through the middle of next week
• Discretionary account balances	• RBHS Discretionary accounts that remain in GCA as sponsored projects will be cleaned up and moved to the Controller's Office.

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System Stabilization: Finance

Stabilization Effort	Resolution

• Chart of Accounts immediate and short-term remediation activities	• University Controller's Office and University Budget Office implemented system rules, business processes, and compliance routines to ensure the optimal use of the chart of accounts, which will result in a reduction of the number of Unit, Division, and Organization (U-D-O) combinations
	
	• The next phase of the U-D-O project will include guidance on how to take corrective actions in the following systems:
	    o RU Marketplace
	    o Expense Management
	    o General Ledger
	    o PeopleSoft
	
	• Review Business Line alignment with U-D-O and Fund Type for external financial statement purposes and Facilities and Administration (F&A) reporting requirements

System Stabilization: Grants

Stabilization Effort	Resolution
• Finalize set-up for awards with no compliance hold to <15 business days	• Reviewing and collecting the current backlog; facilitating process improvements to expedite review • The target date for 15 business day turn around is early September
• Budget, revenue and demographic adjustments to correct conversion	• 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
• Cash applied for grants, contracts and clinical trials	• To be resolved in Fall 2017

Tools to Help You Manage Your Accounts

- We are taking the following steps to provide reporting tools for you:
  - Short-term (weeks): more details in the existing queries
  - Medium-term (Sept.): build more custom reports
  - Long-term (TBD): Work with Oracle to provide reports and screens with better information for administrators and faculty

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

Additional Reports and Queries in Development

Report Number	Report Name	Target Date to Make Available
RU PJ 073	**Projects Cost Detail Report**	**July 2017- Delivered**
RU PJ 069	Unprocessed Projects Transactions Error Report	August 2017
RU PJ 072	Sponsored Period Actual Report	August 2017
RU GL 073	Monthly Transaction Report (similar to legacy Monthly Account Report)	August 2017
RU PJ 068	Projects Fund Balance Report	September 2017
RU PJ 071	Sponsored Fund Balance Summary Report	September 2017
RU GL 071	Transaction Detail Report (similar to legacy Sub-Ledger Detail, will now have general ledger detail)	September 2017
RU GL 074	Encumbrance Detail Report (similar to legacy Commitment Detail)	September 2017
NA - FDW	Payroll - Appointment Level Charging Instructions Report	September 2017

User group consists of three focus groups – Executive/Management reports, Project reports (summary and detail), and general ledger reports (summary and detail)

Oracle Release 12 – Coming in October 2017

- Main features of the upgraded financial management and expense report management system include a more modern style and customized Rutgers look.

- **This will have little to no impact on how staff and faculty use the Oracle platform functions.**

- Testers from campus and central units are participating in three cycles to thoroughly test the platform prior to going live universitywide.

- We will continue to work with Oracle to resolve existing performance and functionality improvements that we have requested as a result of the initial implementation.

- Q&As have been posted on the Controller's website. Additional communications on the release of this upgrade will be available in the coming weeks.

University Finance and Administration

Nimish Patel

Associate Vice President – Procurement, and Chief Procurement Officer

- Nimish will lead the University Procurement Services (UPS) organization and have primary responsibilities for several areas, including:

  - Determine and implement strategies that optimize procuring goods/services for customers and in partnership with business partners/vendors.

  - Develop a creative and dynamic approach to procuring goods and services that customers need at the best economic value.

  - Create an environment that consistently delivers unsurpassed customer service.

  - Stabilize, manage, and extend procure-to-pay tools for UPS, administrative, faculty, and student users.

AP Invoice Processing Report

Date: 8/17/2017				
Invoice Workflow Step	**Invoices in Queue**	**Non-Accrued Total Due**	**Avg/Day**	**FY18 Totals**
1 **Scanning**			1,205	39,776
2 **Validation**	861		1,210	39,943
3 **Processing**	4,867	$ 2,223,710	1,485	49,013
4 **Departmental Review**	319	$ 7,344,965		
5 **Integration**	226	$ 250,486		
6 **Oracle Holds**	905			
Total Pending Invoices	**7,178**	**$ 9,819,160**		

1 – Average number of invoices per day scanned by AP; aggregate total of invoices scanned by AP this fiscal year.

2 – Total number of invoices in the Kofax system, awaiting validation by the AP and import into RU Marketplace workflow; average number of invoices per day validated by AP; aggregate total of invoices validated by AP this fiscal year.

3 – Total number of validated invoices in RU Marketplace (Invoice Import Notifications, Invoice Import Approval, Non-PO Approvals, Closed PO Exception, Matching Exception and Invoice Notification queues), awaiting review, matching or further action AP in order to complete processing. Non-Accrued total not available for invoices in Invoice Import Notifications, Invoice Import Approval and Non-PO Approvals queues.

4 – Total number of validated, matched invoices in RU Marketplace (Invoice Review queue) with total due of $5,000 or more, awaiting end user approval to complete processing.

5 – Total number of invoices fully processed in RU Marketplace, but integration issues preclude payment confirmation in RU Marketplace because either: (1) Oracle Load Status is "Sent to Oracle" (no confirmation has been received from Oracle); or (2) Oracle Load Status is "Error" (and integration error must be remediated by University Procurement Services).

6 – Total number of invoices successfully integrated to Oracle, but unable to be paid until hold is released by AP. Expenses associated with these invoices have been booked in Oracle.

AP TA/GA Processing Report – Summer 2017

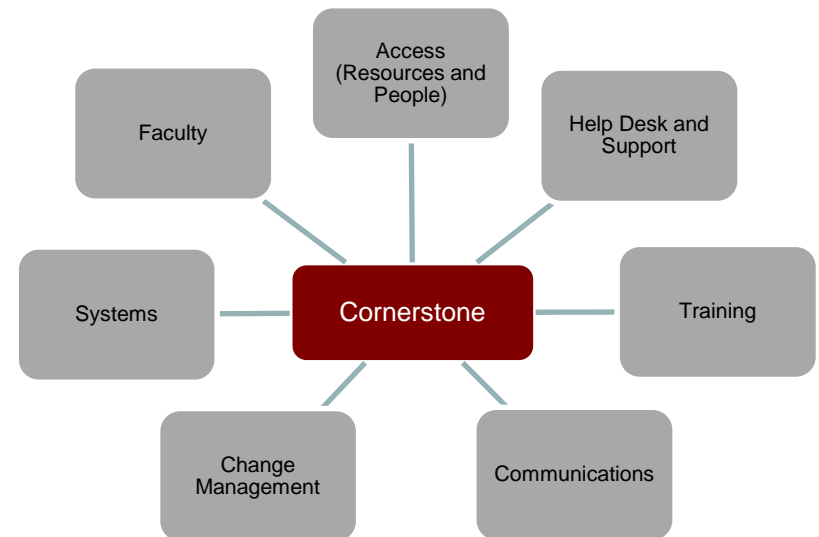| Campus	Total Stipend Requests	Total Amt. Requested	Completed		Pending - Waiting on Dept.	
RU - New Brunswick	620	$ 558,623.50	354	57%	266	43%
RU - Newark	105	$ 103,700.00	83	79%	22	21%
RU - Camden	32	$ 31,245.95	32	100%	0	0%
RBHS	19	$ 17,175.00	19	100%	0	0%
TOTALS	**776**	**$710,744.45**	**488**	**63%**	**288**	**37%**

- Status of upload requests to pay stipends to Teaching Assistants and Graduate Assistants for Summer 2017

Process Improvement: University Procurement Services

- The team is actively drafting high-level processes to support staff and faculty's understanding of key procedures, including:

  - How to Buy

  - Sole Source

  - Request for Proposal

  - Contract Approval

  - How to Expense

  - How to Approve Expenses

- Engaging focus team to provide input on website, which is being overhauled to incorporate policies, business processes and supporting forms/documentation

Cornerstone Survey (May 30-Jun. 9)

- Experiences and preferences regarding communications, change management, and training (pre-launch through survey period)

- Final response rate was 15.4%

- Faculty/Staff focus groups – "voice of the customer," candid and constructive insight
  - New Brunswick (Aug. 7-9)
  - Camden (TBD)
  - RBHS–Newark (Aug. 30)
  - RU–Newark (TBD)

- Next Steps (now-Sep. 2017)
  - Complete analyses of survey results, focus group insights
  - Develop action plans
  - Communicate update to University community

CORNERSTONE: PHASE 2

HR/Payroll Business Process Redesign Project Timeline

We are here

| Prep and mobilize | Assess | Recommend |

| Week 1 | Week 2 | Week 3 - 9 | Week 10-13 | Week 14 - 17 | Week 19 | Week 20 | Week 21 | Week 22 | Week 23 | Week 24 | Week 25 - 35 |

Prep and mobilize — Project kick-off

1.1 Conduct current state assessment

1.2 Current State Validation

2.1 Future State Design – Performance Improvement

2.1 Future State Processs Redesign

2.2 Document future state operating and service delivery model

3 HCM Cloud Insight

Future state design complete

4 Finalize, socialize and present recommendations

Final deliverables presented

Communication and alignment

Project management and stakeholder engagement

New Project End Date – 10/31/17

16

Milestones: BPR Summary

5 — Meetings/Workshops conducted with stakeholders and field representatives to validate business process documents

- 4/18 – Recruitment and Onboarding Workshop
- 4/27 – Workforce Administration Workshop 1
- 5/3 – Workforce Administration Workshop 2
- 5/18 – Benefits Administration Workshop
- 5/24 - Payroll Workshop
- 8/22 - Steering Committee Update
- 8/24 - Stakeholder Committee Update

45 — Working sessions conducted with the project team including the functional experts to document current state business processes

107 — Performance improvement opportunities captured during working sessions and workshops

104 — Process maps and corresponding process narratives developed and validated in workshops with stakeholders and field representatives

Student Experience Improvement Initiative

Fall 2015 – Spring 2016

Initial Assessment → Recommended opportunities to improve the student experience

Summer 2016 – Spring 2017

Enrollment Management Service Alignment → Service Level Agreements between central and campus functions

Financial Aid Operational & Service Improvements → Implementation of process and policy enhancements

One Stop Shop Planning → One Stop Shop model development

Evaluation of Confirmation of Attendance, Deregistration, & Cancellation Processes → Implementation of revised process and policies for Fall 2017

Spring 2017 – Summer 2017

Admissions & Registrar Business Process Redesign → Implementation of process and policy enhancements

Virtual One Stop Design → Design for websites and online self-service for students

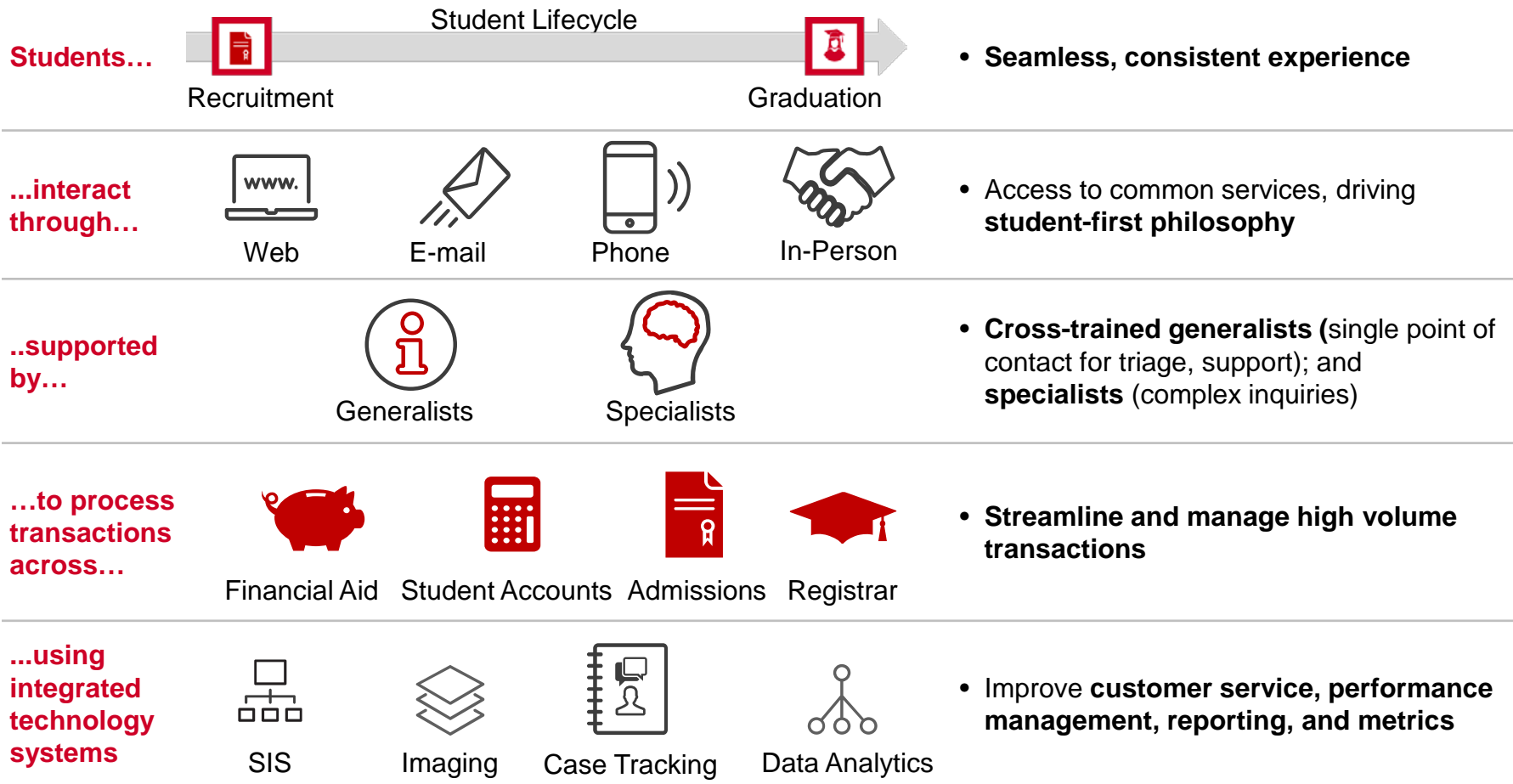Student Information System (SIS) Requirements Gathering → Specific business needs and use-cases for future SIS selection

Legend:

Work Stream → Key Outcome

The Student Experience: One Stop Service Center

Students…

Student Lifecycle

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 | Admissions | 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: Phase 2 Summary

Project	Scope
Human Resources / Payroll (2/17 – 12/18)	• Business process redesign and implementation • Cloud-based HR/Payroll system implementation
Reporting and Analytics (4/17 – 12/18)	Real-time, interactive, and actionable university-wide and divisional analytics capabilities; includes operational efficiency dashboards and predictive analyses
Student Experience Improvement Initiative (7/16 – 8/18)	Business process redesign for student services including one-stop shop, Customer Relationship Management, and selection of a student information system
Research Administration (6/16 – 3/18)	Completion of e-compliance modules and Research Administration & Proposal Submission Integration with Oracle; implementation of business process improvements for animal operations
Financial Management (5/17 – 6/18)	Oracle software upgrade, Fixed Assets implementation, Treasury integration
Budget and Planning (6/17 – 6/18)	Extend financial planning for multi-faceted modeling, including capital planning tied in with balance sheet models; transition to Cloud-based versions of software
Procurement Services (7/16 – 12/17)	Strategic sourcing for spend categories; expense and travel management program

Key Dates for Finance: 1Q FY2018

Date	Milestone
August 16, 2017	FY 2017 final close for units
By August 22, 2017	FY 2017 sweeps processed by University Controller's Office
August 31, 2017	FY 2018 Budget spreads due to the University Budget Office
September 15, 2017	FY 2018 Budgets loaded to the financial management system

*** FY 2018 July and August close dates remain in flux*

CONTINUOUS LEARNING

Developing Our People: Three-Tiered Approach

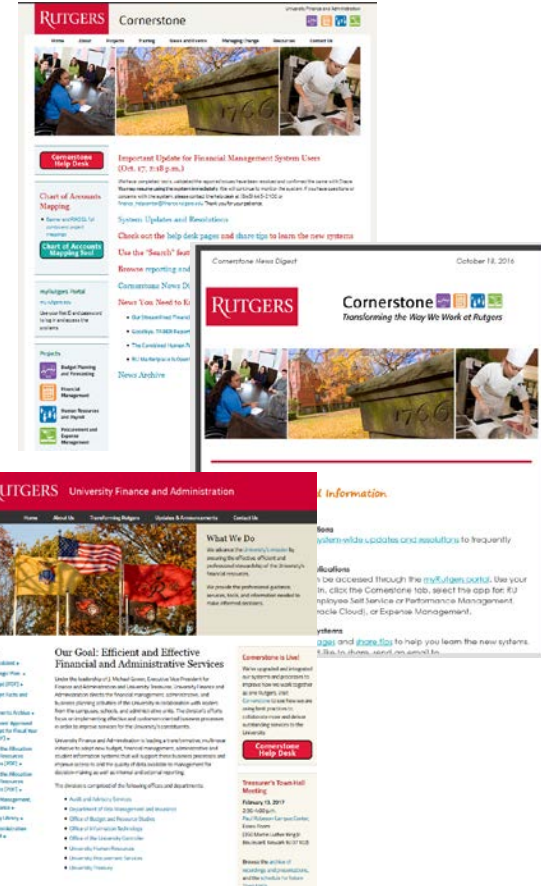Key elements to further develop skills in finance areas across central and campus

Foundational Courses	• High-level instruction covering basic financial terms and concepts, understanding work and workflows in Finance units • Required training for all University Finance & Administration employees, and users with a financial role
Intermediate Courses	• Based on current course pathways, which are being updated to address current processes and training gaps • Ongoing training for reporting
Specialized Courses	• Intended for financial subject matter experts

- **Embed Business Processes:** All courses to include new or updated business processes to support employee understanding of Finance workflows

- **Recognition and Career Advancement:** Move toward establishing certificate program for intermediate and specialized courses to enable staff recognition and provide a means for staff to advance their careers at Rutgers

- **Streamline Registration:** Provide one registration method for all training offerings to simplify the "how to" for the end user

RESOURCES

Resources

- **Updated support and help desk contacts**
  - 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

  - finance@rutgers.edu

- **Grant Administrators**
  - Join the RAIN listserv

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