RUTGERS

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

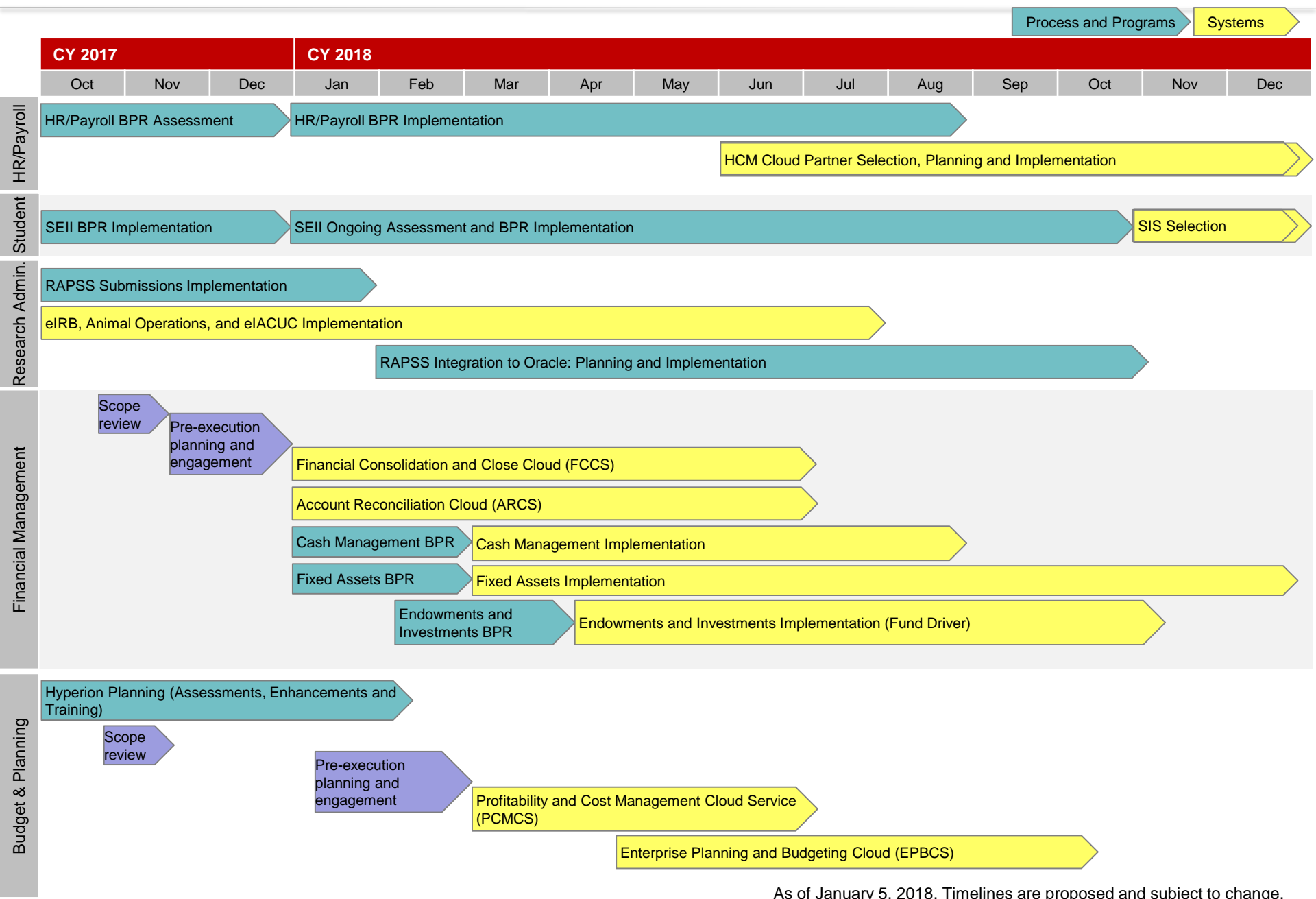| Stabilization Effort	Resolution
• FY 2017 year-end activities	• Field work for the annual audit for FY 2017 has concluded. The final Annual Financial Report was issued in December 2017. • The audit was completed, and adjustments were made, at the University level. We are in the process of validating unit numbers.
• Budget, revenue and demographic adjustments to grant accounts	• 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. Projects have been prioritized to address federal and state awards and expiring awards first.

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

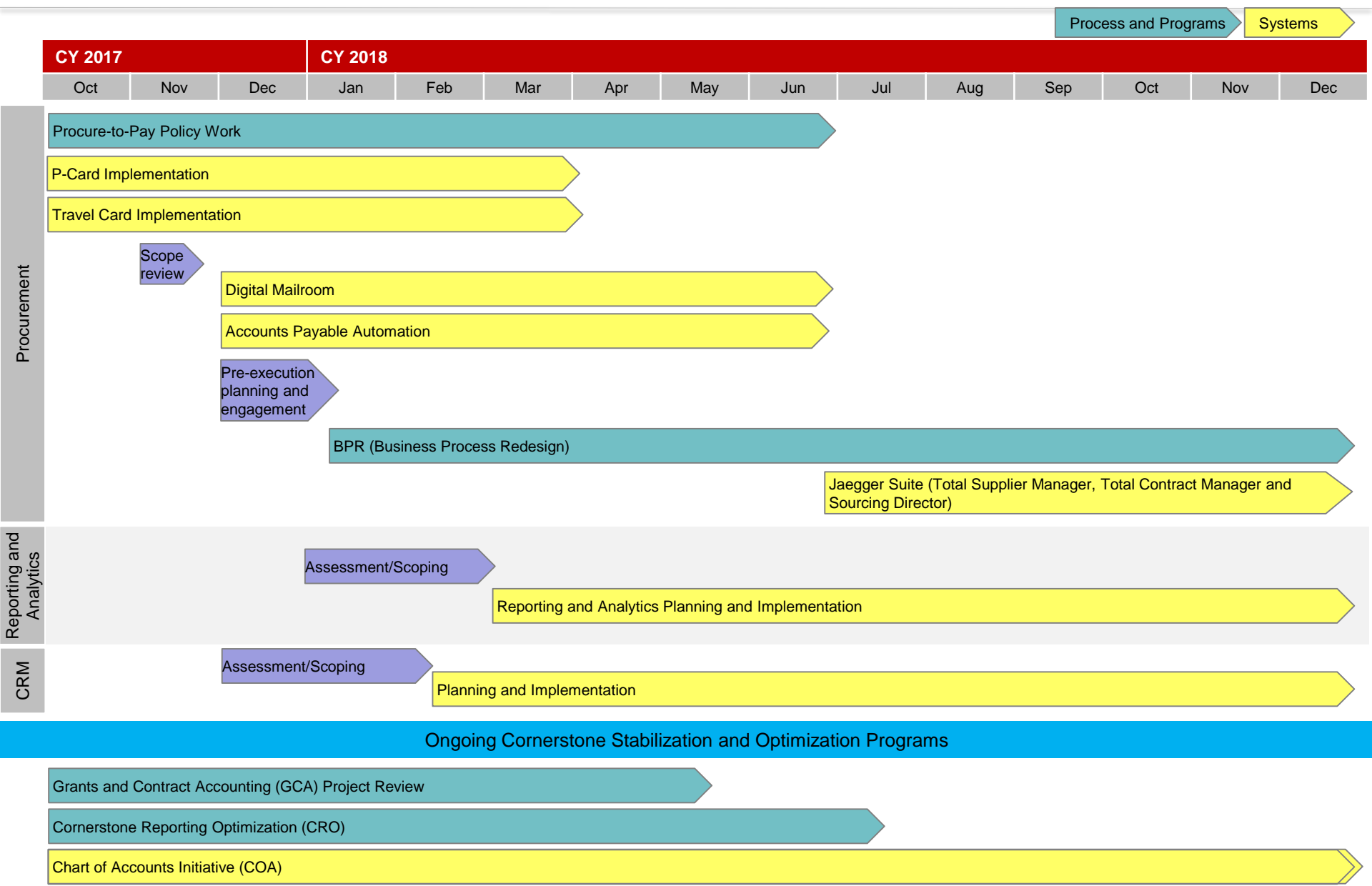| Complete: 1,511	System Financials Complete: 188	Financials In Progress: 2,019	Demographics Reviewed***: 7,500	Demographics In Process: 799

* 855 of the 967 completed projects have finished review and will be processed in production on Jan. 9
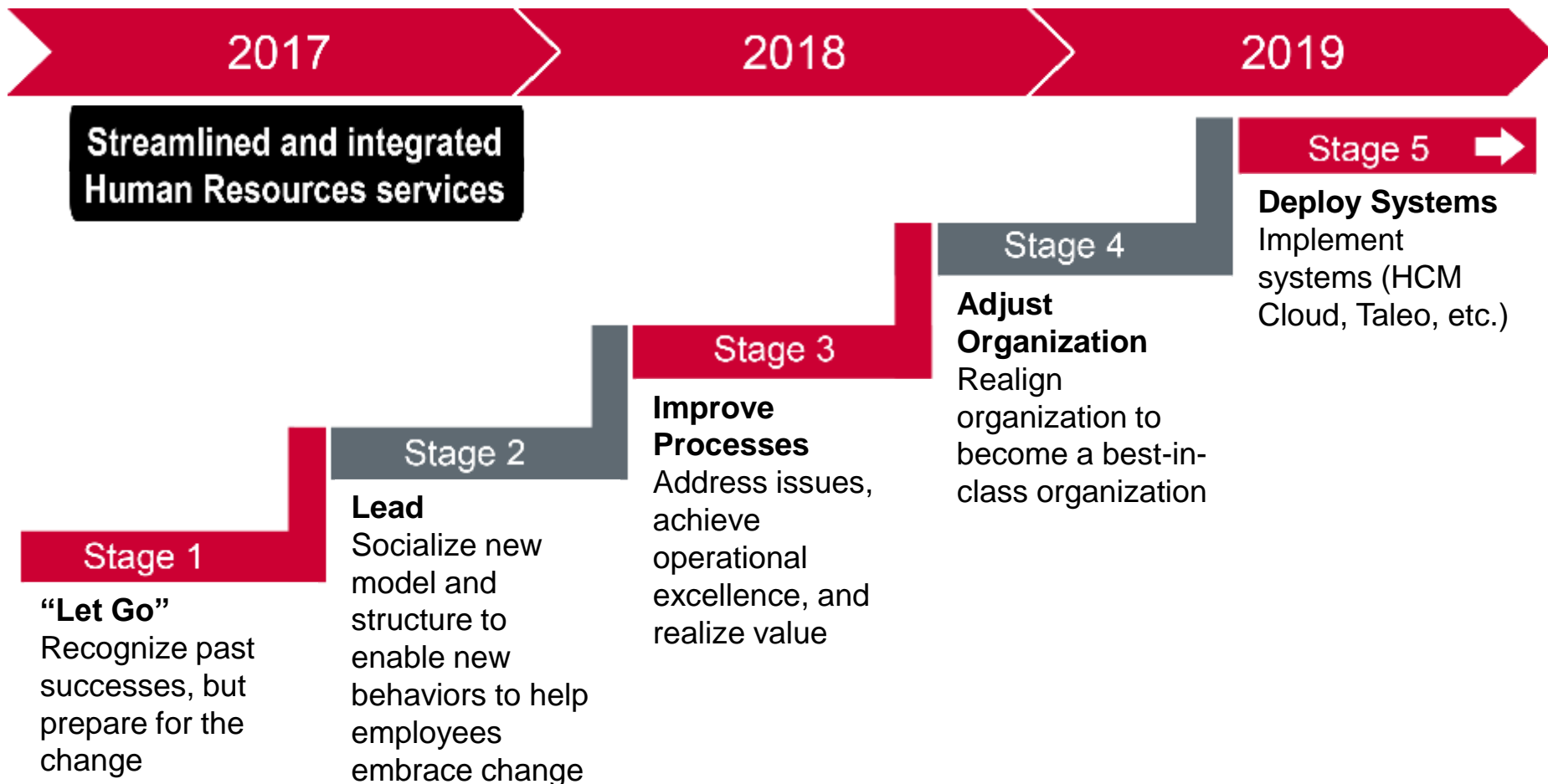
** New awards are only being reviewed as they relate to projects in the other five categories.

*** 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

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Process and Programs | Systems

	CY 2017			CY 2018											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

HR/Payroll

- HR/Payroll BPR Assessment
- HR/Payroll BPR Implementation
- HCM Cloud Partner Selection, Planning and Implementation

Student

- SEII BPR Implementation
- SEII Ongoing Assessment and BPR Implementation
- SIS Selection

Research Admin.

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

Financial Management

- Scope review
- Pre-execution planning and engagement
- Financial Consolidation and Close Cloud (FCCS)
- Account Reconciliation Cloud (ARCS)
- Cash Management BPR
- Cash Management Implementation
- Fixed Assets BPR
- Fixed Assets Implementation
- Endowments and Investments BPR
- Endowments and Investments Implementation (Fund Driver)

Budget & Planning

- Hyperion Planning (Assessments, Enhancements and Training)
- Scope review
- Pre-execution planning and engagement
- Profitability and Cost Management Cloud Service (PCMCS)
- Enterprise Planning and Budgeting Cloud (EPBCS)

As of January 5, 2018. Timelines are proposed and subject to change.

Phase 2 Projects Timeline

Process and Programs | **Systems**

CY 2017			CY 2018												
Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

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)
- Jaegger Suite (Total Supplier Manager, Total Contract Manager and Sourcing Director)

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.

Streamlined and integrated Human Resources services

2017 — 2018 — 2019

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.)

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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.

Activity Analysis Benefits

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.

Prepare Survey → Introduce Activity → Administer Survey → Analyze Data

Current status

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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 — 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**

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.

Financial Management System
Recommended Reports by Task

Last updated: November 16, 2017

This **summary tab** outlines recommended reports that should be used to perform specific tasks. For more details and navigation instructions, click on the detail tab.

Desired Task	Recommended Report
GENERAL	
Look up User's or Department's Oracle Access	RU SEC 002 Security Access Lookup Report
Look up GL Chart of Account Values	RU GL 003 Chart of Accounts Segment Listing
Look up Projects Chart of Account Values	RU PJ 013 COA Segment Listing for Projects Report
GENERAL LEDGER	
Search and Obtain Information about a Journal	Manage Journals
Review GL Balances (all Accounts)	RU GL 088 Trial Balance with Account Number
Review Detail GL Balances (Selected Chart Values)	Inquire on Detail Balances
Review YTD GL Revenues and Expenses	RU GL 021 Management P&L by Business Line
Review PTD/YTD/Full Year GL Revenues and Expenses	RU GL 022 Management P&L with MTD YTD & Full Year with Location Page Parameter
Review Calculated Ending Net Position Balance	RU GL 072 GL Transaction Summary
Review Unit Budget vs. Actual Variance	Summary P&L by Unit Variance (RU GL 075 – 080)
Review GL Transactional Data	Account Analysis Report
Review GL Encumbrance Balances	407 - Open and Closed Commitment Report
Review GL Encumbrance Detail	RU GL 072 Encumbrance Detail (in development)
Find GL String Postings Outliers	GL Reconciliation Queries
PROJECTS	
Review Activity of a Project - Summary and Detail	505 - Project Cost, Revenue, Budget, Commitments
Review and Reconcile Project Cost Transactions to the General Ledger	BETA NEW RU PJ 073 Project Costs Detail Report
Review and Reconcile Project Revenue Transactions to the General Ledger	Project Revenue with Accounting Details
Review Activity of a Sponsored Project for a PI	Awards and Projects Financial Review
Review Activity of a Sponsored Project Inception to Date	BETA NEW RU PJ 071 Sponsored Summary - Budget Cost and Encumbrance (in development)
Review Activity of a Sponsored Project for an Accounting Period	BETA NEW RU PJ 072 Sponsored Period Actual Report

- 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.
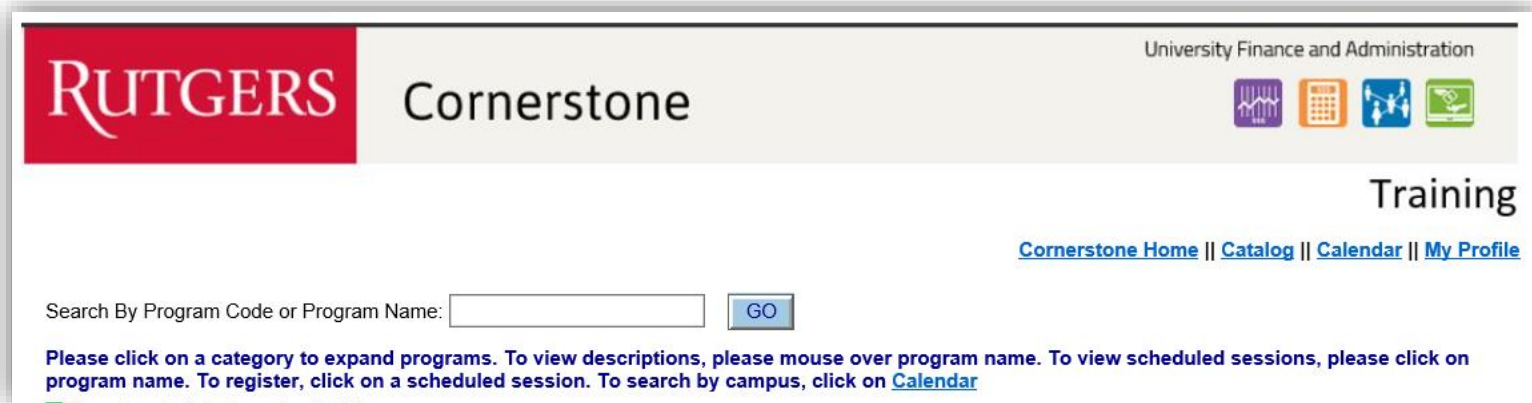
FINANCIAL MANAGEMENT

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).

PROCUREMENT   EXPENSE MANAGEMENT

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.

BUDGET PLANNING AND FORECASTING

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.**

Office of Research and Economic Development

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.

  o Refreshed homepage layout, top navigation

  o Simplified, reorganized content throughout the site

  o 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
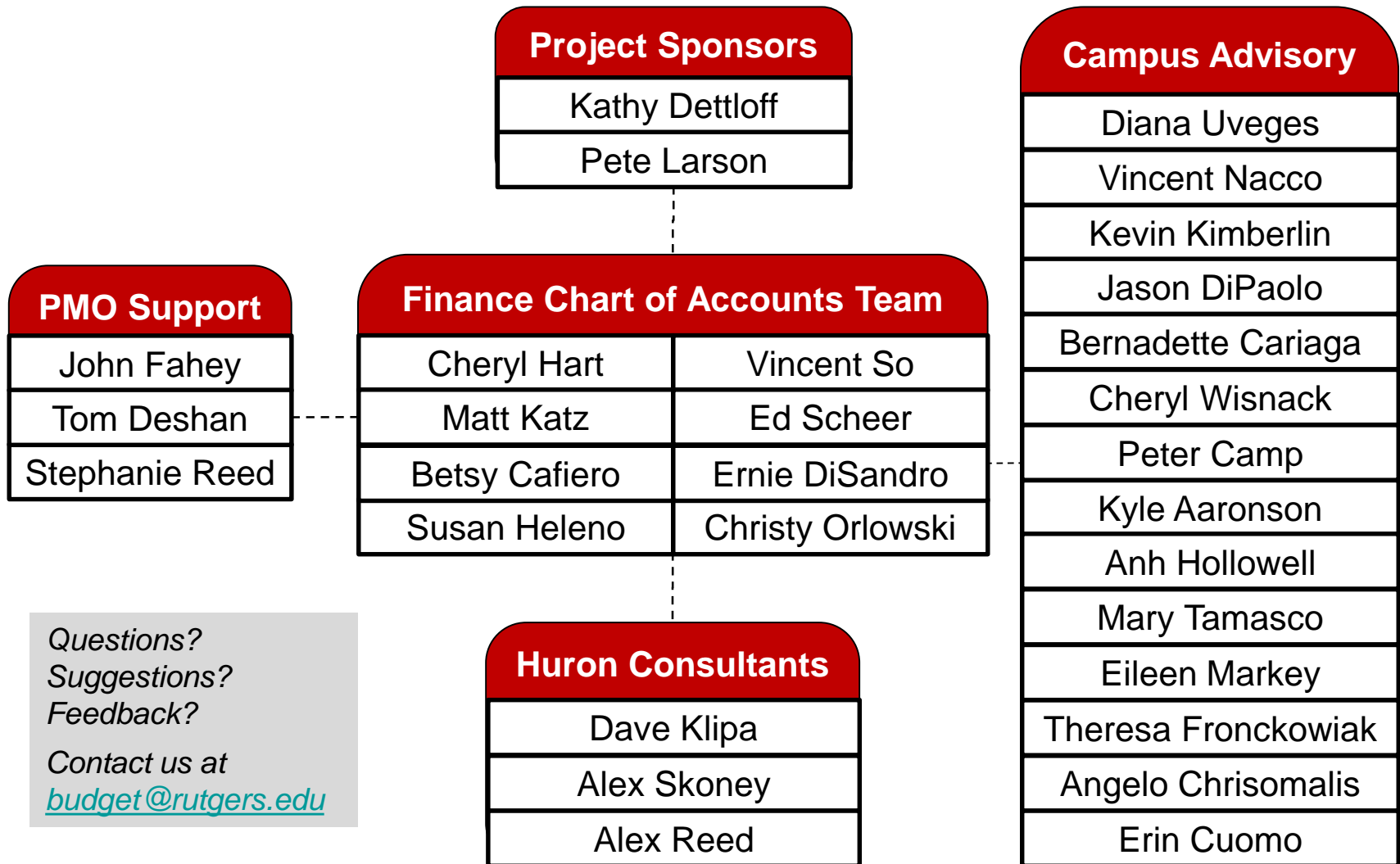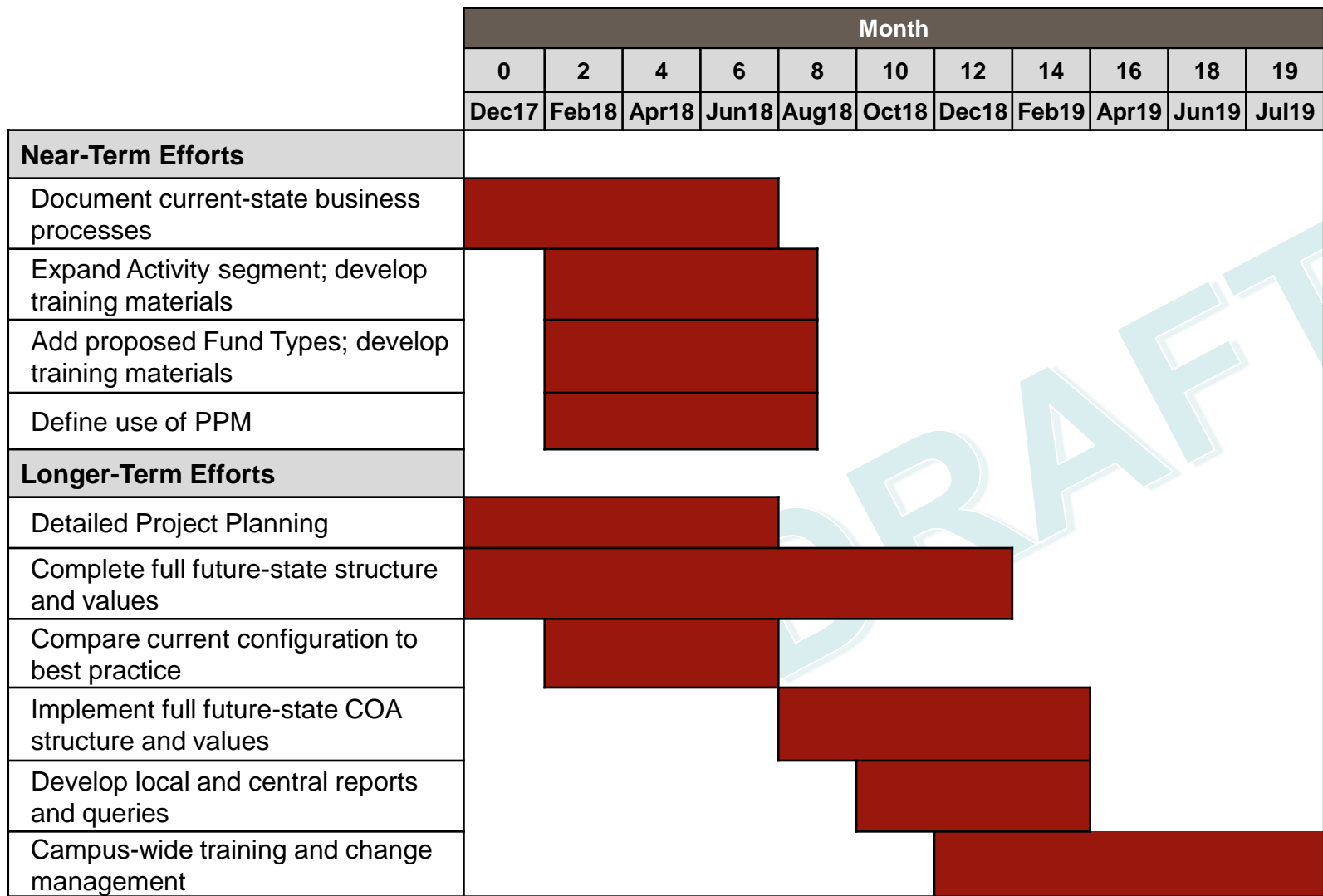cornerstone@rutgers.edu.
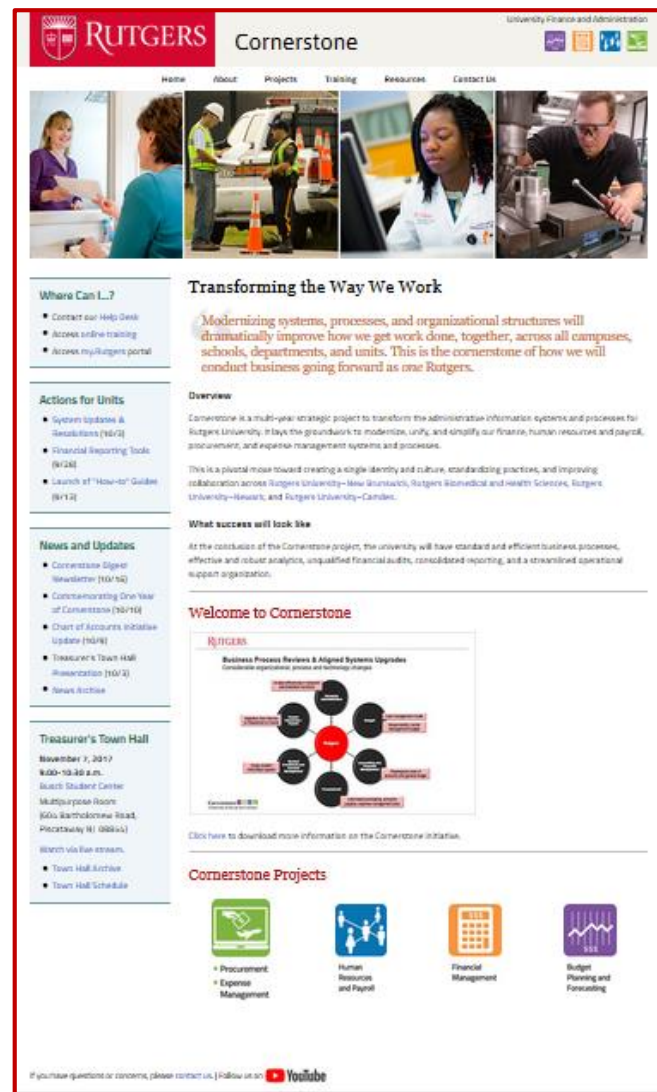
- After working in the COA for more than a year, and hearing about difficulties staff, faculty and central administration experienced with its use, we are exploring ways to better serve the University through chart of accounts changes, improved controls and education, guidance, support, and policies to ensure best use of the COA.

> **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:

  - 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.

Project Sponsors

| Kathy Dettloff |
| Pete Larson |

Campus Advisory

| Diana Uveges |
| Vincent Nacco |
| Kevin Kimberlin |
| Jason DiPaolo |
| Bernadette Cariaga |
| Cheryl Wisnack |
| Peter Camp |
| Kyle Aaronson |
| Anh Hollowell |
| Mary Tamasco |
| Eileen Markey |
| Theresa Fronckowiak |
| Angelo Chrisomalis |
| Erin Cuomo |

PMO Support

| John Fahey |
| Tom Deshan |
| Stephanie Reed |

Finance Chart of Accounts Team

Cheryl Hart	Vincent So
Matt Katz	Ed Scheer
Betsy Cafiero	Ernie DiSandro
Susan Heleno	Christy Orlowski

Questions?
Suggestions?
Feedback?

Contact us at
budget@rutgers.edu

Huron Consultants

| Dave Klipa |
| Alex Skoney |
| Alex Reed |

	Month										
	0	2	4	6	8	10	12	14	16	18	19
	Dec17	Feb18	Apr18	Jun18	Aug18	Oct18	Dec18	Feb19	Apr19	Jun19	Jul19
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**
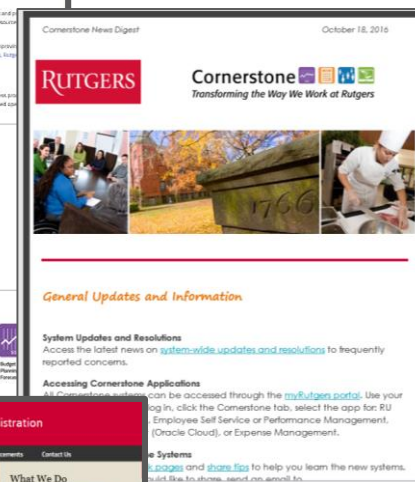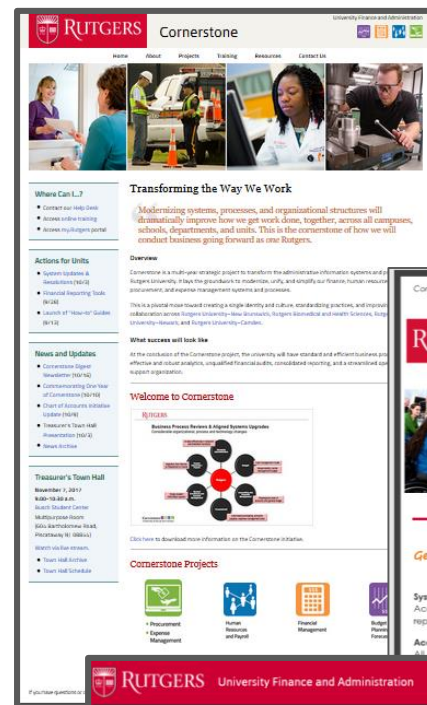 - cornerstone.rutgers.edu

- **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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