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

Welcome
Michael Zwick, Senior Vice President for Research
Budget Update
Year-End Close/Annual Audit
Dr. Samuel Dewitt Proctor Hall/Student ABC
Human Capital Management/Payment Services Migration
Michael E. Zwick, Ph.D.
Senior Vice President for Research
We team with the Rutgers community to create knowledge and advance discoveries that benefit the citizens of NJ and the world.
Our Guiding Values

COMMUNITY
The ideal of a beloved community

EXCELLENCE
The relentless pursuit of academic excellence

CLARITY
The need for strategic clarity

As outlined by President Holloway in First University Senate Address, September 25, 2020
https://www.rutgers.edu/president/university-senate-address
Strategies Guiding My Leadership

How will we recognize innovation?
Force Multiplier

An attribute that dramatically increases the effectiveness of a team or organization
A Record Year for Research & Innovation

$907.8m in Sponsored Research

$42.6m in Licensing Revenue
Research Impact – Fiscal Year 2021

- 4,151 Awards
- 154 Invention Disclosures
- 1,553 # PIs Receiving Awards
- 1,000+ Companies Engaged in Research
- $145m Industry-Sponsored Research
- 88 Active Startups
- 180 Awards
- 126 Global Patents
Research Administration
FY21: A Year of Strength

BY THE NUMBERS:
- 2,963 research faculty served
- 3,885 proposals submitted
- 114 S.P.A.C.E. Program Trainees (NB: 31; RBHS: 28; Newark: 7; Camden: 3; Central: 44; RUF: 1)

Research & Sponsored Programs (Pre-Award)
- Rolled out Service Level Agreements
- Drafting Policy and Process:
  - F&A Recovery: Collaboration, Waivers
  - Undue foreign influence

Research & Sponsored Programs (Post-Award)
- Integrated into Finance Department
- Achieved 100% completion rate for each Effort Certifications cycle
- October Release of digital Research Administration Handbook

BY THE NUMBERS:
- 1,773 New awards
- 10,500+ Certified effort reports

BY THE NUMBERS:
- 2,089 contracts negotiated and executed valued at $424,461,408

Research Contract Services
- Using Artificial Intelligence (LegalSifter)
- Provided higher level support to CTO during transition

Research Contract Services
- October Release of digital Research Administration Handbook

Research Analytics & Systems
- Leveraged visual business intelligence analytics platform (Tableau) to quarterly award and submission reports
- October Release of a PI Dashboard

Regulatory Affairs
- Export Control – Developed new system that improves services, reporting, and operational efficiency.
- Responsible Conduct of Research
- Developing new systems to ensure better PI experience
- IRB - Reorganized for greater effectiveness & undergoing AAHRPP accreditation

Research Analysis & Systems
- Leveraged visual business intelligence analytics platform (Tableau) to quarterly award and submission reports
- October Release of a PI Dashboard

Regulatory Affairs
- 1,326 IRB protocols submitted; 1,199 approved
- 8 Formal research misconduct investigations
- 4,080 Conflict of Interest submissions reviewed
- 400+ COVID-related protocols reviewed and approved in 8 calendar days on average
Innovation Ventures

FY21: A Year of Impact

- $4.5m in Licensing Revenue
- $42.6m in Licensing Revenue
- 154 Invention Disclosures
- 87 Licenses & Options signed & 811 Total License Agreements
- 198 Global Patents Filed & 128 Global Patents Issued
- 1,157 Active Technologies & 43% of Portfolio Licensed
- $9.8m Follow on Funding After TechAdvance
- 5 New Startups
- 87 Active Startups
- 400 Total Agreements Signed
- $2.1m HealthAdvance Funding Since FY20
- 400 Total Agreements Signed
- 13 New Startups
- 87 Active Startups

innovate.rutgers.edu
University Cores / RUBRIC

FY21: A Year of Advancement

- Awarded **95 Faculty Core Utilization Grants**
- Awarded **21 Core Facility Equipment Grants** to Core Directors
- Matching commitments made to Chancellor Unit SIG submissions
- Agilent iLab Core Facility Management Software rolled out to **10** core facilities
- Ongoing counsel and support to all new and existing core on rates review and core facility compliance with federal regulations
- Established Office for Research Core Facility Advisory Committee to provide substantive input on the above functions including scoring or grant submissions
Animal Care

FY21: A Year of Resilience

- **Unified program** across all Rutgers campuses (Newark, New Brunswick, Piscataway and Camden) since 2019, resulting in efficiencies and cost savings
- **108** FTEs and managing **21** animal facilities across Chancellor Units
- Added oversight of **2** ABSL3 facilities in Newark
- **Maintained 100% operation during pandemic**
- Established new **Veterinary Residency Program** in Lab Animal Medicine
- Completed overhaul of animal housing infrastructure in Newark and NB/Pisc facilities at a cost of **$6.4 million**
- **Inspections:** 4 USDA inspections in FY20 with no findings and clean report. AAALACi accreditation visit in June 2022
- **New In Vivo Training** program focused on researcher training at undergraduate, graduate and post-graduate level courses/certificates
- **Award-winning staff** recognized by LAWTE (National group for training in the lab animal field) and NJAALAS (NJ branch of AALAS)
Corporate Engagement

FY21: A Year of Partnerships

FY 2021 Highlights

- 45 companies - $11m in awards
- Notable Corporate Engagement awards and relationships
  - J&J, BMS, Merck, Colgate, Siemens, BASF, Lockheed, Regeneron, Novartis-IBR, Agilent Technologies, BD, ATT, Prudential, PayPal, etc.
  - Launched PhD Experiential Learning Opportunities
  - Merck support of Rutgers Future Scholars in Rahway

Rutgers Corporate Engagement Outcomes FY19-FY21

<table>
<thead>
<tr>
<th>YEAR</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Industry Investment into Rutgers (research, philanthropy, clinical trials, royalties, etc.)</td>
<td>$146,720,728</td>
<td>$101,946,874</td>
<td>$190,824,680</td>
</tr>
<tr>
<td>CEC Contribution - Total</td>
<td>$2,143,894</td>
<td>$2,996,889</td>
<td>$11,379,176</td>
</tr>
</tbody>
</table>

FY 2021 highlights:

- 45 companies - $11m in awards
- Notable Corporate Engagement awards and relationships
  - J&J, BMS, Merck, Colgate, Siemens, BASF, Lockheed, Regeneron, Novartis-IBR, Agilent Technologies, BD, ATT, Prudential, PayPal, etc.
  - Launched PhD Experiential Learning Opportunities
  - Merck support of Rutgers Future Scholars in Rahway

Results
Research Development
FY21: A Year of Victory

• Project management of multi-unit, large-scale complex proposals of institutional priority. Examples of success:
  o $20m NSF CoPE Award (climate change and resilience)
  o $3m NSF Research Traineeship Program SOCRATES (socially-cognizant robotics)
  o $1m NJ OHSE State Policy Lab (informing NJ government on state policy design)

• Direct-to-faculty proposal development support on popular solicitations through info sessions, peer-review workshops; 1:1 proposal review consultations. Examples:
  o NSF CAREER support series: 50+ faculty participants
  o NSF and NIH mid-career enhancement awards sessions: 40+ faculty participants

• Strengthening local research support knowledge-base through administration of university wide Pivot funding search portal
  o 350+ faculty and staff trained since Pivot’s adoption in Spring 2020
  o Pivot “super users” group formed to boost local-level expertise

• Establishment of cross-chancellor unit Research Strategy Roundtable for Rutgers research leadership, a joint initiative of the SVPR and EVPAA
  • Mission: To identify approaches for strategic intervention at the nexus of research and academics
  • Vision: To strengthen academic excellence through enhanced engagement across campuses
  • Accomplishments to date: Completed cross-unit SWOT analysis with short list of thematic priorities for FY22
Support Services

FY21 Successes

Information Technology
- Developed comprehensive Return to Research Portal to manage safe repopulation of research activity on campus.
- Redesigned several modules in RAPSS to simplify and enhance functionality for subawards, compliance review, agreements
- Merged with OARC Research Infrastructure and Scientist teams into one organization, offering new opportunities for collaboration and innovation and enhancing OARC’s ability to support the university’s research mission.

Finance
- Managed 10% across-the-board RCM budget cut
- Participation in COA Phase 2 Project
- Streamlined the Busch Biomedical Award setup

Communications, Marketing and PR
- Launched new Rutgers Research website implementing best practices for contemporary, responsive design, accessibility and usability.
- Amplified outreach effort for COVID and vaccine communications.
- Pitched research and innovation stories and prepared PIs for regional, national and international network news broadcasts highlighting their research.

Human Resources
- Transitioned staff to fully remote work.
- Facilitated three shared work furlough programs impacting significant number of employees.
- Provided consultation to all Research unit leaders to ensure their areas are properly staffed, redesigning the organizations as appropriate.
Looking Ahead:

Key Strategic Initiatives

INITIATIVE 1:
• Complete Unified Patent Policy

INITIATIVE 2:
• Implement F&A Cost Recovery Policy for Rutgers

INITIATIVE 3:
• Fill Executive-Level Vacancies

INITIATIVE 4:
• Launch Rutgers Integrated Core Facilities

INITIATIVE 5:
• Leverage Research Roundtable for Strategic Promotion of Research Operations
FY 2022 Budget
A budget that reflects our priorities

David B. Moore
Associate Vice President
Chief Budget Officer
Rutgers’ annual budget reflects the values of the university in fulfilling its core priorities of outstanding teaching, research, service, and clinical care, while providing the best academic experience for our students.

The university’s fiscal year (FY) 2022 total adopted budget is a $4.8 billion statement of our priorities, a statement of our values and a recognition of the fiscal limitations we face together.
Where does the $4.8 billion come from?

*Miscellaneous Sources includes auxiliary enterprise, student aid, athletics as well as endowment and investment income.*
$4.8 billion spent on the things that are most important to us

- 77.9% spent on our core missions of student instruction, research, public service and patient care
- 14.5% spent on administration, operations and maintenance
- 4.8% spent on auxiliary enterprise
- 2.8% spent on athletics
## FY 2022 Revenues – September Report

Most revenue sources are on track with the established university budget and overall total revenues shows a positive position when compared to prior years.

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>FY 2019 Sept Actual vs Annual Budget</th>
<th>FY 2020 Sept Actual vs Annual Budget</th>
<th>FY 2021 Sept Actual vs Annual Budget</th>
<th>FY 2022</th>
<th>FY 2019 Sept Actual vs Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Tuition and Fees</td>
<td>15.44%</td>
<td>16.02%</td>
<td>16.32%</td>
<td>1,376,744</td>
<td>223,391 16.23%</td>
</tr>
<tr>
<td>Federal and State Student Aid</td>
<td>11.77%</td>
<td>11.76%</td>
<td>14.12%</td>
<td>270,042</td>
<td>80,094 29.66%</td>
</tr>
<tr>
<td>Federal Appropriation</td>
<td>46.69%</td>
<td>50.26%</td>
<td>16.63%</td>
<td>7,426</td>
<td>1,541 20.75%</td>
</tr>
<tr>
<td>Allocated University Support</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0</td>
<td>0 0.00%</td>
</tr>
<tr>
<td>NJ State Appropriations</td>
<td>24.67%</td>
<td>25.35%</td>
<td>25.25%</td>
<td>434,686</td>
<td>118,783 27.33%</td>
</tr>
<tr>
<td>State Paid Fringe</td>
<td>23.03%</td>
<td>25.19%</td>
<td>25.27%</td>
<td>464,625</td>
<td>117,491 25.29%</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>21.43%</td>
<td>25.95%</td>
<td>24.42%</td>
<td>567,392</td>
<td>114,064 20.10%</td>
</tr>
<tr>
<td>Facilities and Administrative Recoveries</td>
<td>25.78%</td>
<td>26.28%</td>
<td>25.56%</td>
<td>128,316</td>
<td>32,968 25.69%</td>
</tr>
<tr>
<td>Gift and Contribution Revenue</td>
<td>96.75%</td>
<td>23.39%</td>
<td>29.71%</td>
<td>39,475</td>
<td>7,592 19.23%</td>
</tr>
<tr>
<td>Endowment and Investment Income</td>
<td>25.95%</td>
<td>22.58%</td>
<td>43.35%</td>
<td>57,099</td>
<td>15,864 27.78%</td>
</tr>
<tr>
<td>Healthcare Revenue</td>
<td>22.53%</td>
<td>24.05%</td>
<td>25.52%</td>
<td>413,304</td>
<td>99,510 24.08%</td>
</tr>
<tr>
<td>Affiliated and Housestaff</td>
<td>24.16%</td>
<td>22.13%</td>
<td>18.85%</td>
<td>627,623</td>
<td>137,275 21.87%</td>
</tr>
<tr>
<td>Other Sources Revenue</td>
<td>26.61%</td>
<td>23.78%</td>
<td>8.24%</td>
<td>104,037</td>
<td>21,749 20.91%</td>
</tr>
<tr>
<td>Auxiliary Revenue</td>
<td>20.77%</td>
<td>20.03%</td>
<td>6.84%</td>
<td>276,764</td>
<td>42,366 15.31%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>20.89%</strong></td>
<td><strong>21.16%</strong></td>
<td><strong>20.63%</strong></td>
<td><strong>4,767,532</strong></td>
<td><strong>1,012,689</strong> 21.24%</td>
</tr>
</tbody>
</table>
## FY 2022 Expenses – September Report

### Dollars in thousands

<table>
<thead>
<tr>
<th>Expense (Uses of Funds)</th>
<th>FY 2019 Sept Actual vs Annual Budget</th>
<th>FY 2020 Sept Actual vs Annual Budget</th>
<th>FY 2021 Sept Actual vs Annual Budget</th>
<th>FY 2022 Sept Actual vs Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 Salaries and Wages</td>
<td>24.37%</td>
<td>24.82%</td>
<td>24.78%</td>
<td>24.05%</td>
</tr>
<tr>
<td>17 Fringe Benefits</td>
<td>23.96%</td>
<td>24.63%</td>
<td>23.17%</td>
<td>21.53%</td>
</tr>
<tr>
<td>18 Total Compensation</td>
<td>24.27%</td>
<td>24.78%</td>
<td>24.39%</td>
<td>23.39%</td>
</tr>
<tr>
<td>19 Supplies and Other</td>
<td>23.07%</td>
<td>27.11%</td>
<td>22.41%</td>
<td>20.38%</td>
</tr>
<tr>
<td>20 Scholarships and Fellowships</td>
<td>12.73%</td>
<td>12.58%</td>
<td>12.55%</td>
<td>13.03%</td>
</tr>
<tr>
<td>21 Travel</td>
<td>20.98%</td>
<td>20.90%</td>
<td>1.86%</td>
<td>7.66%</td>
</tr>
<tr>
<td>22 Plant Operation and Maintenance</td>
<td>26.09%</td>
<td>27.12%</td>
<td>22.35%</td>
<td>23.52%</td>
</tr>
<tr>
<td>23 Debt Service - Principal and Interest</td>
<td>24.91%</td>
<td>24.96%</td>
<td>24.89%</td>
<td>25.00%</td>
</tr>
<tr>
<td>24 Other Operating Expense</td>
<td>25.83%</td>
<td>19.45%</td>
<td>21.12%</td>
<td>20.99%</td>
</tr>
<tr>
<td>25 Professional Services</td>
<td>18.88%</td>
<td>20.23%</td>
<td>17.92%</td>
<td>17.27%</td>
</tr>
<tr>
<td>26 Total Expense</td>
<td><strong>22.92%</strong></td>
<td><strong>23.19%</strong></td>
<td><strong>22.27%</strong></td>
<td><strong>21.65%</strong></td>
</tr>
</tbody>
</table>

Most expense categories are aligning to prior year actuals while some are trailing behind prior year actuals due to the overall effort to reduce discretionary spending.
Through this budget we strive to provide an affordable, high-quality education for our students and achieve academic and research excellence.
Comments or Questions?
Year-End Close/Annual Audit

Ernie DiSandro
Associate Vice President
University Controller
Year-End Close

• Year-end close is substantially complete
• Waiting for the State Of NJ for information regarding our share of the postemployment benefits, other than pensions (other postemployment benefits or OPEB) amount

Annual Audit

• Audit plan is on schedule and on pace with last year. The plan consisted of:
  o **May** - to begin the planning and risk assessment
  
    o **June through August** - begin interim field work to perform process walkthroughs and substantive procedures on expenses and revenues based on YTD March results
  
    o **September through October** - complete year end field work

• Audit Committee meeting is tomorrow, October 27, when a substantially completed draft of the FY21 financial report will be presented for approval.
Student ABC

Anthea Jeffrey
Associate Controller
Student Accounting, Billing, and Cashier Services
Student Accounting, Billing & Cashier Services

Get To Know Us
We help students resolve any financial issues that they might encounter with their student account. We oversee charges and credits related to tuition, fees, housing, dining, payments, financial aid credits, tuition remission, and Student Health Insurance Plan (SHIP) premiums.
The payment center is responsible for all student bill payments and processing, generation and distribution of student refunds. This is the student-facing team of the department and provide highly skilled customer service.

The Collections team is responsible for the billing and collections of the Federal Title IV and Title VII campus-based student loans, the Rutgers University Loan Program (RULP) and provides delinquent tuition account management for students who are no longer enrolled.

The Accounting and Reconciliation team provides students, families and alumni with accurate financial information, reporting and guidance.
Social Responsibility

Give Back to Frontline Workers
During the pandemic, SABC provided lunch from Honeygrow to 60 frontline workers at Rutgers Robert Wood Johnson University Hospital.

Adopt a Family
The SABC staff actively participates in the RAH Adopt A Family program to provide food and clothing for families in need during the holiday season.
New Location:
Dr. Samuel DeWitt Proctor Hall

PAYMENT CENTER: ROOM 205

Old Building: 620 George St, New Brunswick

New Building: 65 Davidson Rd, Piscataway
Records Hall
Dr. Proctor Hall: Workstations & Payment Center
In-Person One Stop Student Experience

1. Jack checks in using One Stop Self-Check in
2. Jack is queued and waits in the designated socially distanced waiting area
3. Jack’s turn is up, and he is assisted by a One Stop Specialist
4. If additional assistance is needed, Jack is directed to Student ABC
Jessica visits StudentABC.rutgers.edu but has additional questions.

Jessica submits a question via the Contact Us link.

Jessica’s inquiry is placed in the queue where she is responded to timely.

If additional assistance is needed, Jessica’s inquiry is escalated to Student ABC.
Highlights – Annual Report/Future Goals

Highlights FY 2021:
• **Amount Billed:** $1.6 billion ~ 53,000
• **Payments Received:** $641 million (excluding financial aid)
• **Amount Reconciled:** $1.6 billion
• **Delinquent Tuition Collected:** $3 million
• **Cash payments:** $138 thousand

For more information on SABC, visit [studentabc.rutgers.edu](http://studentabc.rutgers.edu)

Future Goals:
• Refund Automation
• Tableau reporting
• International Payment Plans
• Docusign
  • Student Loan Promissory Notes
  • Student Financial Responsibility Statement
Comments or Questions?
Quick Break
Payment Services Migration

Mankit Tsui
Senior Business Manager
Project Management Office
Payment Services Migration – Overview

- Replacement of ScholarChip Payment System
- New platform implemented using NelNet Business Solutions

Impact

Student Payment and Refund Services
- Over 60,000 students on New Brunswick, Newark, and Camden Campuses, and their parents, guardians and authorized payers/refund recipients
  - Term Bill Payments
  - Student Tuition Payment Plans
  - Student Electronic Refunds (ACH) [includes RBHS]

Departmental Payment Services
- 77 University Departments and 256 Subunits
  - Parking
  - Housing
  - Dining
  - Admissions
  - Continuing Studies
  - Registrar
Payment Services Migration – Current Status

**Completed Releases**

- **July 2020**
  - Student Tuition Payment Plans (Nelnet)
- **July 2020**
  - Interim Student & Dept Payments (SchoolPay)
- **Nov. 2020**
  - Student ACH Electronic Refunds (Nelnet)
- **July 2021**
  - Departmental Payments GL Feed (Nelnet)
- **October 2021**
  - Dept Payments Project Feed (Nelnet)

**Remaining releases to be completed by May 2022**

- Continue phased migration of Departmental Payments to Nelnet
  - 15 departments now live in Nelnet, including Admissions, Registrar, Dining, Social Work
  - Numerous other departments in active scoping, testing, and/or pre-production

- Nelnet long-term solution for Student Online Term Bill Payments
Oracle Human Capital Management (HCM)
HCM Transformation Business Objectives

As part of the Cornerstone initiative, the HCM project is meant to transform the way HR and Payroll services are delivered and to refresh/update legacy business processes and replace legacy systems with new technology in the Oracle platform. This project will further expand the existing Oracle Finance Cloud environment to include a full suite of Oracle HCM modules.

- Deliver comprehensive, high quality employee data required to attract, develop and retain the faculty and staff needed to fulfill the University’s mission
- Provide a single source of integrated, validated, and timely data
- Design processes that deliver high quality service, are easy to navigate and minimize frustration
- Significantly reduce or eliminate non-value-added tasks (i.e., manually cleansing, coalescing, validating, and reconciling data across multiple source systems)
- Minimize/eliminate the need for shadow departmental systems and/or duplication of data
- Capitalize on technological advances such as easy to use self-service functionality, business intelligence, artificial intelligence and automation
- Gain insights into the business and to help make better decisions for improved outcomes
- Maintain high levels of compliance to external laws, and internal policies and procedures
- Increased control and reduced risk associated with data privacy by reducing the number of systems containing protected data
- Coordinate disparate department business processes
Leverage standardized processes and integrated HR systems to help streamline HR operations, increase efficiency and lower operating & maintenance costs.

Increase workforce productivity, employee engagement and talent retention by moving beyond back office administrative tasks.

Forecast what’s likely to happen, catch potential risks in talent by moving from historical analysis to predictive analysis. Use automation and artificial intelligence to gain insights to help make better decisions throughout the business.

With vendors in charge of evolving technology, quickly adopt new tools and functions as they are implemented. Opportunity and flexibility to incorporate new features and adapt to changes with greater frequency than the typical multi-year improvement cycles.

Enable a global, extended workforce that collaborates through social networks. Allow them to work seamlessly, in real-time with more access to data and information to manage their own performance and careers.
The HCM Transformation Initiative consists of reviewing people, process, and technology within HR and Payroll across Rutgers University.

**HCM Transformation Initiative Overview**

- **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.
- **Technology**: Provides the mechanism for delivering core mission and support services.
- **People**
  - **Processes**: Act as a support structure for ensuring alignment and consistency.
  - **Technology**: Serve as the foundation for understanding current barriers and facilitators of future success.
Phase 1 of the HCM Transformation Initiative incorporates four workstreams that will help prepare the institution for the upcoming implementation of Oracle HCM Cloud (Phase 2/3)

<table>
<thead>
<tr>
<th>HCM Workstreams</th>
<th>Fall 2021</th>
<th>Winter 2021</th>
<th>Spring 2022</th>
<th>Summer 2022</th>
</tr>
</thead>
</table>
Business Process Redesign Vision

Provide simple, clear and uniform business processes across the organization and address business needs. Shift focus on business processes to identify strategic priorities.

What benefits will we gain?

- **Streamlined processes** tailored for Rutgers
- **Increased productivity** by ensuring processes follow the most direct, efficient path
- **Improved quality** and **stakeholder satisfaction**
  - Safeguard the integrity of the university by **reduced risks and issues**
  - **Enhanced protection** of personal and confidential data
- **Improved job satisfaction** through improved processes and training
  - Standardize HR and payroll **data structures**

How are we doing it?

- **Collaborate:** Gather input from all respective central and campus units to ensure the proposed future state operations meet the university's needs
- **Refine:** Provide recommendations and pinpoint training needs
- **Socialize:** Open lines of communication and feedback to provide project updates and include unit leadership for local/intra-unit information exchange
- **Enhance:** Leverage preliminary discovery work and partner on any improvement initiative that is planned or underway

When are we doing it?

**Starting Fall 2021**

* Dates are tentative and subject to change

Why are we doing it?

- **Reduce complexity and optimize the university community’s experience**
- **Provide clear direction and identify roles and responsibilities across the respective teams**
- **Create standardized and consistent business model and operational procedures**
Below are the eight prioritized process areas for Business Process Redesign:

- Talent Acquisition & Management
- Workforce Planning & Administration
- Time & Leave Administration
- Total Rewards
- HRIS & Data Management
- Payroll
- Payroll Information Systems & Data Management
- Benefits

NOTE: Above is representative of the approved scope for UHR and UCO Payroll only. This scope will be reviewed and modified as appropriate with campus and unit stakeholders.
Comments or Questions?
Thank You!
Finance Town Hall

OCTOBER 26, 2021