URFinancials Project

Project Kick-Off

The Seminar Room in the Alumni and Advancement Center
November 14, 2012 from 9:00-10:30am

UNIVERSITY of ROCHESTER

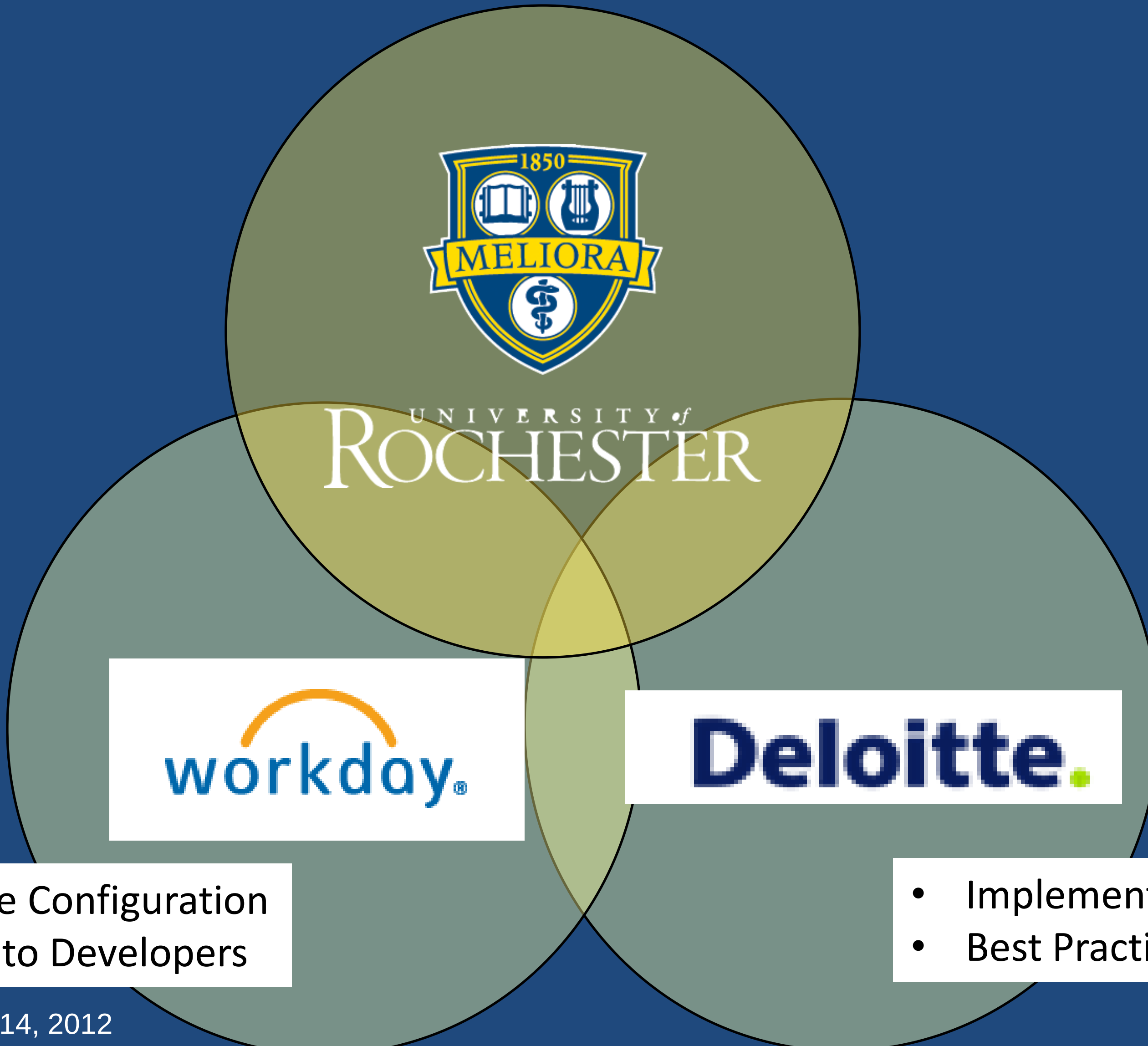
Topics

- Session Objectives
- Scope and Timeline
- Project Methodology
- Project Structure
- Technical Overview
- Functional Overview
- Change Management and Communications
- Challenges and Opportunities
- Panel Discussion Q&A
- Contacts

Session Objectives

- Provide a general awareness of project scope, structure, and deliverables
- Introduction to project team (U of R, Deloitte, and Workday)
- Overview of Workday financials
- Review next steps

Integrated Project Structure



- Software Configuration
- Linkage to Developers

- Implementation Experience
- Best Practices Knowledge

Scope

- Our primary focus is the elimination of high-risk financial information systems (FRS)
- Team to recommend opportunities for business process improvement
- Our implementation will be based on a standard solution where ever possible
- There will be opportunities to enhance the Chart of Accounts (COA). Integration of COA back into interfaced systems (111) will be evaluated on a system by system basis
- Feedback is encouraged and welcome

Two Phase Approach

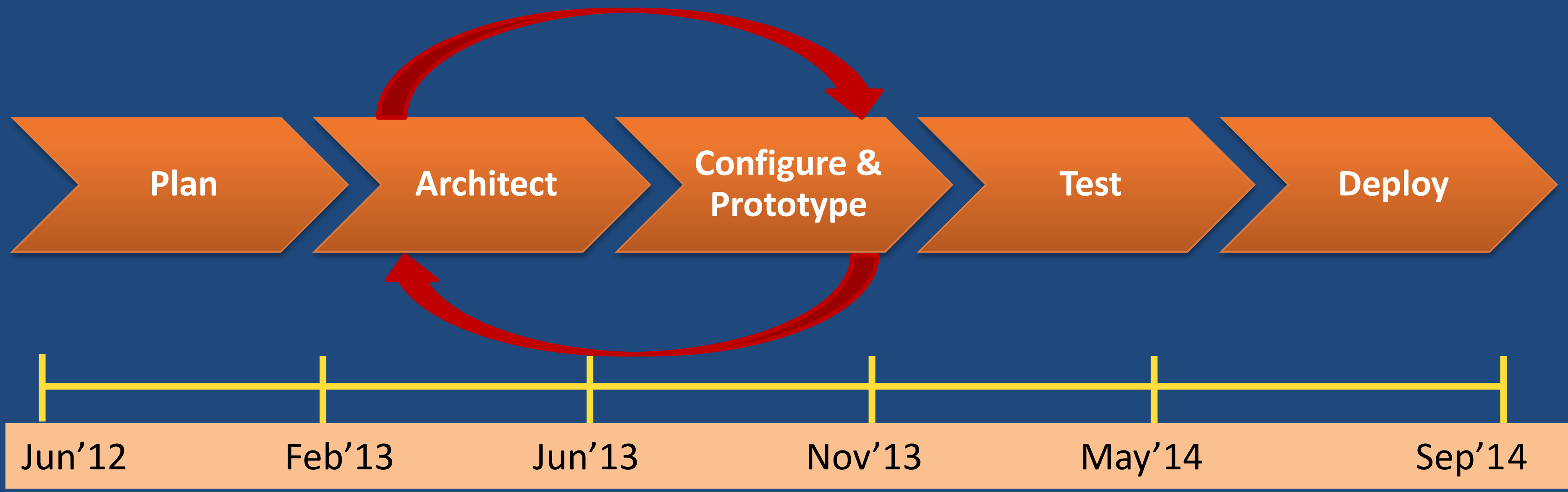
Phase I Project – Go-live July 2014	Phase II Project – Go-live July 2015
• Chart of Account Design and Integration • General Accounting and Reporting • Fund Accounting/ Post-Award Grant Management • Accounts Payable	• Budget Development and Forecasting • Treasury • Billing and Accounts Receivable (Grant related) • Encumbrance of Expense (still TBD) • Decommissioning of legacy systems *Timeline dependent on Workday deployment, pilot sites, and outcome of initial stages of mobilization*

<u>Out of Scope Processes</u>

- Purchasing
- Endowment Accounting
- Space Management
- Travel Expense
- Inventory
- Pre-Award Grant Management
- Asset Management

Focus of remaining material will be on the Phase I project

Phase I Timeline



Project Methodology

Plan
- ✓ Project Team Assembled
- ✓ Project Charter
- ✓ High Level Project Plan
- ✓ Team Training
- Project Kick-off

You are Here

Architect
- Initial Prototype
- Design Workshops
- Integrations Discovery
- Design Review & Approval
- Project Plan Update

Configure & Prototype
- Configuration Prototype
- Unit Test, Validate Configuration
- Build Integrations & Reports
- Final Config Prototype

Iterative Design

Test
- Create Test Cases & Scenarios
- System Test
- User Acceptance Test

Deploy
- Go-Live Check-list
- Production Readiness Re-view
- Go-Live
- Post Production Support
- Post Project Review

Project Structure

Executive Steering Committee
Ron Paprocki – Exec. Sponsor

Project Mgmt Team
Doug Wylie, John Barden
Jim Dobbertin – Project Manager

Workday Product Advisory Group
(with Georgetown, Brown, NYU, and Yale)

Core Project Team (Phase 1)

- **General Ledger/COA**
  Kathy Strojny /Patty Stevens
- **Accounts Payable**
  Marta Herman
- **Grant Accounting**
  Jeff Sullivan

Support Teams (technical, deployment, communications, COA remediation)

Functional Advisory Groups

University Finance Advisory Committee

Workday Overview

- Workday is a Software-as-a-Service (SaaS) application
  - Hosted by Workday
  - Accessed via the web
  - Common, non-customizable software. Best practices
  - Works on a 3x per year release strategy. New releases available in production in March, July, and November each year
- Workday application is cloud based
- Broad integration requirements

Finance Information Architecture

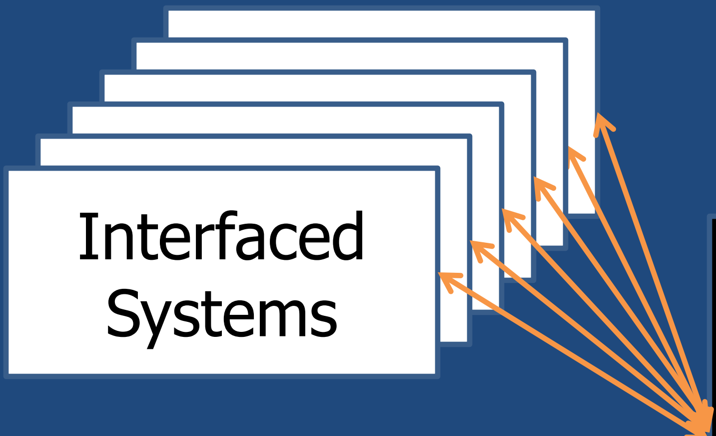


Chart of Accounts Translator

FRS Data Element	Workday Data Element
Division	Company
Account	Cost Center / Fund
Sub-code	Ledger Account

workday.

Integration Principles:

- *Adoption of new COA evaluated on a system by system basis*
- *Develop cross reference from old to new COA*
- *Develop cross reference from new to old COA*

Financial Reporting Environments

Reporting Principle: Use Best Tool Based on it's strengths

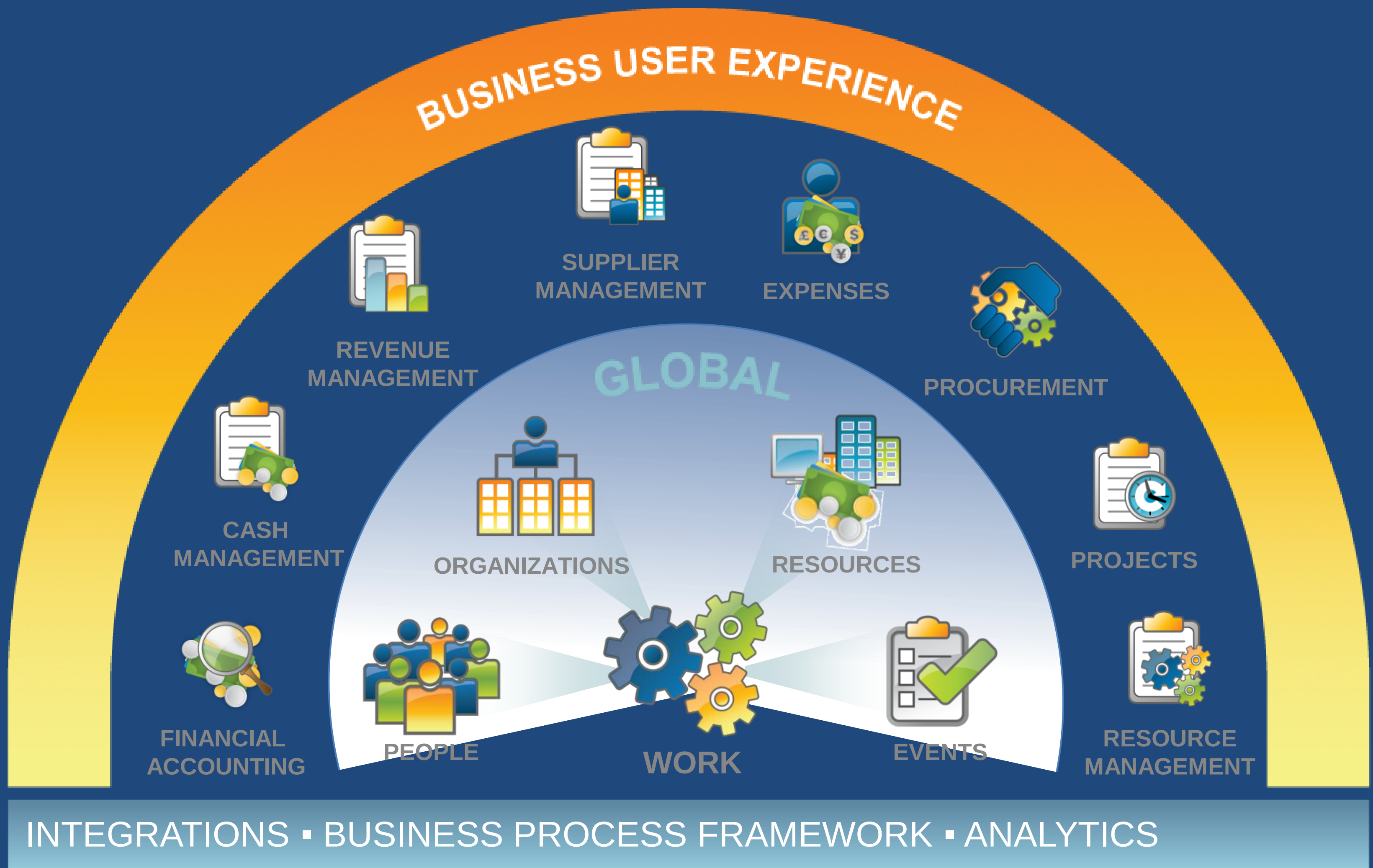
workday.

Data Warehouse

Operational Reporting
Process Controls
Real-time Look-ups
Financial Management

Historical Comparisons
Highly Formatted Reports
Data Management

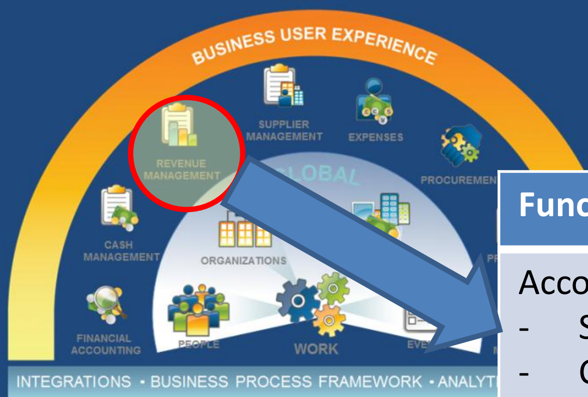
Workday Financials - Overall Scope



Workday – Financial Accounting

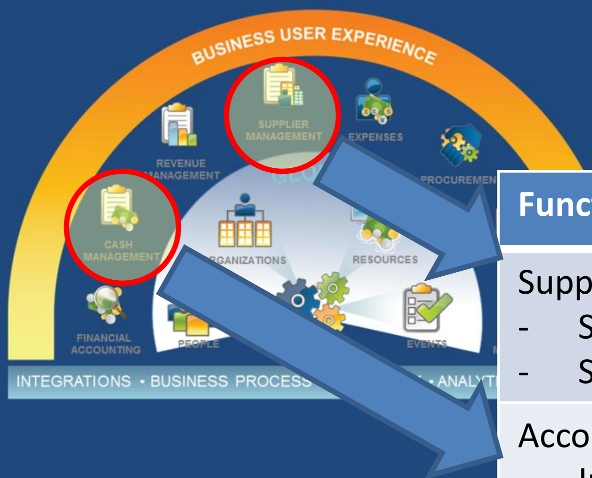
Functionality	Project Assumptions
General Ledger - Journal Entries - Account Reconciliations - Account Analysis	• Journal entry template will conform to Workday standard • Conversion of 2 years worth of journals • Interfaces connecting systems to the General Ledger will be retained
Chart of Accounts	• Chart of accounts will be mapped to Workday data elements
Budgets	• Budgets will be loaded into Workday, but not developed there
Period Closing Activities - Consolidation - Allocations - Repeating Entries - Accruals - Financial Statements - Business Analytics	• Consolidation will include all divisions and non-FRS entities • Reporting will be from Workday and the data warehouse • Financial Statements should be derived from chart of accounts detail

Workday – Post-Award Grant Mgmt (Fund Accounting)



Functionality	Project Assumptions
Accounts Receivable - Sponsors - Cash Receipts - Invoicing	• Accounts receivable for grants will be included as a part of the Workday implementation • Better able to align letter of credit draws with real time expenses
Post-Award Grants Management	• Fund balance summary data, and in-process transactions manually remapped are part of the conversion • **Collaborate with other universities and Workday to enhance grant functionality**
Reporting and Analytics	• Reporting at individual grant level • Reporting will be from Workday and the data warehouse • End of ROE Process

Workday – Accounts Payable



Functionality	Project Assumptions
Suppliers - Supplier Requests - Supplier Portal	• Supplier master data will be converted into Workday
Accounts Payables - Invoices/Payables - 1099 Processing	• Conversion of open invoices • 1099-Misc processing will be performed from Workday
Banking - Settlement	• Payment to suppliers can be performed within Workday via ACH and EFT payments
Reporting and Analytics	• Reporting will be from Workday and the data warehouse

Change Management

- There will be structured reviews for all impacted business processes. Feedback is encouraged
- Business Processes may change. Some examples:
  - Forms and templates may have different requirements based on how Workday is implemented
  - More on-line look-ups instead of hard copy reports (target = less than 50 reports)
  - Approvals on-line
- Our intention is to identify the organizational structure. If able, we will need to define it in Workday to enable routing approvals
- Some jobs and roles may be redefined based on changes to business processes (i.e. Elimination of the 312 requisition for journal entries)

Communications

- Scheduled project communication events:
  - Demo Days – monthly demonstrations of standard business processes (i.e. posting a journal entry) with open invitation. Currently being scheduled for early December
  - Design Review sessions – team led interactive reviews of design components. Expected to be held in February
  - University Finance Advisory Committee – meeting in December
  - Executive Steering Committee – meet bi-monthly
- Twice a month collaboration sessions with Brown, Georgetown, and other universities on standards, best practices, and Workday functionality requests
- Extensive training opportunities and events
- Finance website will be updated frequently. Find us at: **www.rochester.edu/adminfinance/urfinancials**

Challenges & Opportunities

- SaaS application concept – no customization but based on industry best practices
- Internal resource allocation
- Change management
- Chart of Accounts conversion
- Potential for business process change prior to software implementation (reduce the variables required for go-live)
- In-flight development of the software

Panel Discussion

- Question and Answers?

We Need Your Help!

- Share with your teams and others
- Review material, provide feedback
- Seek out team for answers
- Participate in communication sessions

Questions?

Role	Name	Phone	Email
Project Manager	**Jim Dobbertin**	**275-5768**	**jdobbertin@finance.rochester.edu**
University Controller	Doug Wylie	275-8567	dwylie@finance.rochester.edu
Associate CIO	John Barden	275-4900	john.barden@rochester.edu
G/L Team Co-Lead	Patty Stevens	785-5178	patricia_stevens@urmc.rochester.edu
G/L Team Co-Lead	Kathy Strojny	273-1349	kathleen_strojny@urmc.rochester.edu
Accounts Payable Team Lead	Marta Herman	275-7880	mrta@finance.rochester.edu
Funds Accounting / Grant Mgmt. Team Lead	Jeff Sullivan	275-1648	jpsullivan@finance.rochester.edu
Technical Team Lead	Doug Ryan	273-2605	doug.ryan@rochester.edu

Find us at: **www.rochester.edu/adminfinance/urfinancials**