URFinancials Project
Project Kick-Off

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

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>• Chart of Account Design and Integration</td>
<td>• Budget Development and Forecasting</td>
</tr>
<tr>
<td>• General Accounting and Reporting</td>
<td>• Treasury</td>
</tr>
<tr>
<td>• Fund Accounting/ Post-Award Grant Management</td>
<td>• Billing and Accounts Receivable (Grant related)</td>
</tr>
<tr>
<td>• Accounts Payable</td>
<td>• Encumbrance of Expense (still TBD)</td>
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<tr>
<td></td>
<td>• Decommissioning of legacy systems</td>
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**Out of Scope Processes**

- Purchasing
- Endowment Accounting
- Space Management
- Travel Expense

- Inventory
- Pre-Award Grant Management
- Asset Management

*Timeline dependent on Workday deployment, pilot sites, and outcome of initial stages of mobilization*

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**Focus of remaining material will be on the Phase I project**
Project Methodology

Plan
- Project Team Assembled
- Project Charter
- High Level Project Plan
- Team Training
  - Project Kick-off
  - Initial Prototype
  - Design Workshops
  - Integrations Discovery
  - Design Review & Approval
  - Project Plan Update

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

Iterative Design

Configure & Prototype
- Create Test Cases & Scenarios
- System Test
- User Acceptance Test
- Go-Live Checklist
- Production Readiness Review
- Go-Live
- Post Production Support
- Post Project Review

Test

Deploy

You are Here

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Project Structure

Executive Steering Committee
Ron Paprocki – Exec. Sponsor

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

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

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

University Finance Advisory Committee

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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
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

Data Warehouse

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

Historical Comparisons
Highly Formatted Reports
Data Management

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Workday Financials - Overall Scope
<table>
<thead>
<tr>
<th>Functionality</th>
<th>Project Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Ledger</td>
<td>• Journal entry template will conform to Workday standard</td>
</tr>
<tr>
<td>- Journal Entries</td>
<td>• Conversion of 2 years worth of journals</td>
</tr>
<tr>
<td>- Account Reconciliations</td>
<td>• Interfaces connecting systems to the General Ledger will be retained</td>
</tr>
<tr>
<td>- Account Analysis</td>
<td></td>
</tr>
<tr>
<td>Chart of Accounts</td>
<td>• Chart of accounts will be mapped to Workday data elements</td>
</tr>
<tr>
<td>Budgets</td>
<td>• Budgets will be loaded into Workday, but not developed there</td>
</tr>
<tr>
<td>Period Closing Activities</td>
<td>• Consolidation will include all divisions and non-FRS entities</td>
</tr>
<tr>
<td>- Consolidation</td>
<td>• Reporting will be from Workday and the data warehouse</td>
</tr>
<tr>
<td>- Allocations</td>
<td>• Financial Statements should be derived from chart of accounts detail</td>
</tr>
<tr>
<td>- Repeating Entries</td>
<td></td>
</tr>
<tr>
<td>- Accruals</td>
<td></td>
</tr>
<tr>
<td>- Financial Statements</td>
<td></td>
</tr>
<tr>
<td>- Business Analytics</td>
<td></td>
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</table>
## Workday – Post-Award Grant Mgmt (Fund Accounting)

### Functionality

<table>
<thead>
<tr>
<th>Accounts Receivable</th>
<th>Project Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Sponsors</td>
<td>• Accounts receivable for grants will be included as a part of the Workday implementation</td>
</tr>
<tr>
<td>- Cash Receipts</td>
<td>• Better able to align letter of credit draws with real time expenses</td>
</tr>
<tr>
<td>- Invoicing</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Post-Award Grants Management</th>
<th>Project Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Fund balance summary data, and in-process transactions manually remapped are part of the conversion</td>
</tr>
<tr>
<td></td>
<td>• <strong>Collaborate with other universities and Workday to enhance grant functionality</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reporting and Analytics</th>
<th>Project Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Reporting at individual grant level</td>
</tr>
<tr>
<td></td>
<td>• Reporting will be from Workday and the data warehouse</td>
</tr>
<tr>
<td></td>
<td>• End of ROE Process</td>
</tr>
</tbody>
</table>
### Workday – Accounts Payable

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

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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?

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
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<tbody>
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