

Finance Systems Operations Town Hall

August 26, 2021



Town Hall Agenda

Ahren Crickard, Strategic Academic Initiatives, Office of the Executive Vice Chancellor

Opening and Chancellor's Advisory Group

Elizabeth Simmons, Executive Vice Chancellor

Message to PIs and Fund Managers

Pierre Ouillet, VC/Chief Financial Officer

Talent Strategy and Reporting Improvements

Cheryl Ross, AVC/University Controller & Health Sciences Finance Officer

VC Area Action Plans

Cheryl Ross, AVC/University Controller & Health Sciences Finance Officer

Marie Carter-Dubois, AVC Academic Affairs Resource Administration

Patrick Callaghan, AVC Marine Sciences, Director of Finance and Operations

Technology Solutions

Vince Kellen, Chief Information Officer

Q&A

Chancellor's Advisory Group

Elizabeth Simmons, Executive Vice Chancellor

Charge: Advise the Chancellor on the status of the Financial System implementation with a focus on:

1. What is working and what remain as outstanding issues for fund managers and PIs
2. Measures that have helped and actions still needed
3. Any gaps in communication and engagement strategy

Health Sciences

- Zea Borok (Chair, Medicine)
- Jeff Daskalakis (Chair, Psychiatry)
- Kai Wang (Administrative Vice Chair, Pathology)

General Campus

- Vicki Grassian (Chair, Chem-Biochem)
- John McCartney (Chair, Structural Engineering)
- Patricia Camacho (Divisional DBO, Biological Sciences)
- Alma Palazzolo (Asst. Dean, Arts & Humanities)

Marine Sciences

- Bruce Appelgate (Asst. Director, Ship Operations)
- Anne Footer (MSO)

Faculty Senate

- Ian Galton (Chair, Committee on Academic Information Technology)
- Shirley Meng (Vice Chair, Budget and Planning)
- Nick Spitzer (Distinguished Professor, Biological Sciences)

Message to PIs and Fund Managers

Pierre Ouillet, VC-CFO

We hear you

- We are aware of the pain and struggles caused by the implementation of multiple new systems and a new chart of accounts in the last year. Issues in the timely allocation of some expenses to research awards has created reporting delays for sponsored projects. We understand the urgency of the needs
- We recognize that fund managers, staff and principal investigators are held responsible by the sponsoring agencies for the fiscal management and integrity of their awards.
- We know that increased complexity, backlogs, learning curves, growing research portfolios and vacancies have created very significant workload and morale issues for fund managers

We stand in support of our fund managers, staff and research faculty by:

1. Implementing a comprehensive **talent strategy** to retain fund managers through competitive compensation and career path and to hire new talents where we have gaps
2. Continually **improving the reporting** available to fund managers, staff and research faculty to support the PI portfolio financials, as well as required agency milestones and closeout reporting
3. Investing in central temporary resources to create **SWAT/Tiger teams within VC offices** to relieve fund manager and staff workload wherever possible
4. Using **automation and technology** to address some of the backlog and reducing upstream error rates impacting fund managers
5. **Protecting research** by responding to any written concerns or requests from a sponsoring agency and by creating a fund where PIs may apply for reimbursement for losses due to the system implementations (instructions to come)

1. Talent Strategy

Cheryl Ross, AVC Controller and Health Sciences Finance Officer

Retention and career paths

- Equity reviews in all academic areas + OCGA + OPAFS
- Created senior and lead roles to provide additional promotional opportunities
- Encouraging supervisors to allow flexible work arrangements for fund managers

Hiring

- Dedicated one of our central HR recruiters to focusing on fund manager recruitment
- Creating a pipeline by hiring a pool of financial analysts who will receive an intensive training program on arrival. We will be able to deploy them to cover vacancies with the option for departments to permanently hire these individuals as needed
- Investing in a dedicated trainer for this program
- The first cohort is expected to graduate in October

2. Improving Reporting

Cheryl Ross, AVC Controller and Health Sciences Finance Officer

- Add payroll distribution details to Faculty & Researcher Panorama
 - **Approved by Finance Steering Committee on 8/12/21**, (Excl. Medical Center, Population Health, Physician Group)
 - Finance BI team is working on finishing and testing the enhancement for release to production by **September 17**
 - Up next: Integrate Personnel Expense Projection (existing report) into the Panorama (committee needs to standardize departmental practices)
- Delayed allocation of graduate support expenses
 - Grad Division added 2 experienced staff borrowed from campus departments
 - OPAFS helping to prioritize list of grants by end dates
 - As of 8/25 – backlog for FY20-21 has been reduced from \$7.09M to < \$875k; with priorities on sponsored projects
 - **Estimated completion of catch up of all backlogged expenses by 8/31**
- Department Default Project balance
 - Expenses that do not meet the rules for allowable posting to a project are redirected to a “Default project.”
 - These transactions then require reviewing and correcting, putting a lot of extra work on fund managers
 - UC Path payroll adjustments are the largest contributor to defaults (60%+), followed by Procurement and Travel transactions
 - Leverage automation and WalkMe to both prevent errors and relieve fund managers of cumbersome Salary Cost Transfers processes
- Expenses charged to the General Ledger instead of PPM/subledger due to data entry mistakes or process gaps
 - Puts a lot of extra work on fund managers to find errant transactions
 - Impacts accurate and timely reporting to PIs/sponsors
 - Enhanced WalkMe (currently only 25-30% adoption) to prevent errors by validating data entry for procurement
 - More training for lab managers / requisitioners and people filing expense reports
- Communications are ongoing. Financial system operations communications log is [here](#)

2. Improving Reporting – Budget & Finance User Group

Cheryl Ross, AVC Controller and Health Sciences Finance Officer

- Adam DiProffio; Academic Affairs; VC Academic Affairs
- Jillian Kochan; Academic Affairs; Qualcomm Institute
- Lisa Russon; Academic Affairs; Engineering Dean's Office
- Heather Sears; Academic Affairs; Chemistry and BioChem
- Wayne Zhang; Health Sciences; Controller Office
- Isabella Bryant-Parkinson; Health Sciences; Research Service Core
- Andrina Marshall; Health Sciences; School of Pharmacy
- Matthew Vanderbilt; Health Sciences; SOM Dept of Medicine
- Hanna Choe; Marine Sciences; Integrative Oceanography Division
- Andrei Koudriavtsev; Marine Sciences; CASPO
- Kyle Nakanishi; Research; Research Affairs
- Nirvana Navarro; Student Affairs; VC Student Affairs
- Lawrence Pineda; UC San Diego Health; Medical Center
- Michelle York; UC San Diego Health; Medical Center
- William Burnette; UC San Diego Health; Physician Group/Population Health
- Kelly Todd; Advancement; Development VC Operations
- Simona Vieru; Resource Management & Planning; Financial Services Unit
- Nickolaus Lekovish; Chief Financial Officer; Internal Controls and Accounting
- Caitlin Chu; Chief Financial Officer; CFO Office
- Gregory Buchanan; Ethics and Compliance; Audit Management & Advisory Services
- Susselys Virgil; Chief Financial Officer; Business & Financial Services
- Robert Hannahs; Chief Financial Officer; Campus Budget Office
- Kierstin Sykes; Advancement; Foundation
- Melissa Navarro; Chief Financial Officer; Internal Controls and Accounting
- Nikki Giaquinta; Chief Financial Officer; Integrated Procure to Pay Services
- Marissa Prough; Chief Financial Officer; Office of Post Award Financial Services
- Sylvia Jeung; Chief Financial Officer; UCPATH
- Irene Xavier; Marine Sciences; Marine Physical Laboratory
- Cheryl Kaino; IT Services; Financial Information Services
- Laura Virgil; Chief Financial Officer; Business & Financial Services

2. Improving Reporting – End User Feedback

Cheryl Ross, AVC Controller and Health Sciences Finance Officer

Faculty and Researcher Workgroup

- Art Miller; Ocean & Atmosphere
- Brad Moore; Bio Section
- Craig Callender; Philosophy
- Drew Hall; Bioengineering
- Erik Groessl; School of Public Health
- Hanh-Phuc Le; Electrical and Computer Engineering
- Jesse Jokerst; Nanoengineering
- Jose Ricardo Suarez; School of Public Health
- Josh Graff Zivin; Global Policy and Strategy
- Ju Chen; Medicine
- Michael Burkart; Chemistry and Biochemistry
- Nigel Woolf; Surgery
- Olivier George; Psychiatry
- Partho Ghosh; Chemistry and Biochemistry
- Ravi Ramamoorthi; Computer Science and Engineering
- Ross Frank; Ethnic Studies
- Teddy Cruz; Visual Arts
- Teevrat Garg; Global Policy and Strategy
- Tom Defanti; Qualcomm Institute

Fiscal and Fund Manager Workgroup

- Mike Duszynski; Medicine
- Hanna Choe; Integrated Oceanography Division
- Irene Xavier; Marine Physical Lab
- Jay Covell; SOM Dean's office
- Jennie Morrow; Computer Science and Engineering
- Najat Naime; Rady's School of Management
- Isabella Parkinson; SOM Dean's office
- Angie Robles; Surgery
- Albin Soares; Moores Cancer Center
- Crystal Liu; Qualcomm Institute
- Heather Sears; Chemistry and Biochemistry

Feedback from the broader community and endorsed by these two workgroups is prioritized by the [Budget and Finance User Group](#)

3. VC Action Plans – Health Sciences

Cheryl Ross, AVC Controller and Health Sciences Finance Officer

- Updates at regular meetings
 - Council of HS Chairs
 - HS Department Business Officers
 - HS Financial Operations meeting (ADBO's)
 - VC Health Sciences
- PI portfolio reviews
- Monthly status meeting w/ select members from the HS Council of Chairs
- Weekly Community of Practice meeting
- Central SWAT team performing on behalf of departments:
 - Cost Transfers (Salary and non-Salary)
 - Monthly report on subaward invoice aging, default project balances and GL/PPM discrepancies
 - Ad hoc department support
- Improved recruitment and retention: Staffing levels in Health Sciences have increased by 13 FTE from where they were back in March

3. VC Action Plans – Academic Affairs

Marie Carter-Dubois, AVC Academic Affairs Resource Administration

- Equity and classification review for fund managers by end of **August**
- Creation ESR-Assistant Deans committee by end of **August**
 - Sharing Best Practices
 - Coordinating effort
 - Connecting the groups
- Creation of the Center of Excellence by end of **September**
- Community of Practice (MS Teams)
- Change Network
- Central TIGER team:
 - Lead, train, guide, mentor
 - Ad hoc department support

3. VC Action Plans – Marine Sciences

Patrick Callaghan, AVC Marine Sciences, Finance & Operations

- 2-Way Communication
 - Monthly IWT-Budget meetings
 - IWT-Budget Listserv discussions
 - Weekly Office Hours
 - Bi-Weekly SIO-ESR Issues meeting
 - Monthly SIO Town Halls
- Actions
 - Sharing of best practices
 - Issue-resolution project plans
 - Fund Manager equity and classification

4. Technology Solutions: UCPATH Automation

Vince Kellen, Chief Information Officer

UCPATH Salary Cost Transfer (Direct Retro) Automation

- In partnership with VC offices, a solution has been created to automate, by mimicking user interaction with UCPATH, batches of Direct Retro transactions captured in an excel template.
- The solution eliminates data entry error and reduces per transaction time from 15-20 minutes each to approximately 3-4 minutes, running autonomously 24/7/365.
- VC offices will solicit department input to create a central backlog. Once processed, transactions will follow standard departmental approval prior to posting.
- Target timeline for deployment
 - VCHS started using this tool in a pilot capacity in **July**
 - EVCAA will be on boarded at the end of **August**
 - VCMS will evaluate the tool for potential adoption in **September**

4. Technology Solutions: Data Entry Validation

Vince Kellen, Chief Information Officer

Data entry validation and more intuitive error handling using WalkMe

- Originated as an opt-in tool to supplement end-user training
 - 25-30% adoption for Oracle Financials Cloud
- Enhanced to perform data entry validation for Oracle Procurement; pilot for 3 weeks (7/13-8/4)
 - Transactions reviewed by WalkMe: 1,919
 - Correction Triggers: 307 (16%) - **this means 307 corrections by fiscal/fund managers were avoided**
- Have made some but not all screen performance improvements.
 - Continue with prioritizing Oracle improvements based on community feedback
- Next steps
 - Partner with distributed IT teams to help increase adoption in **September**
 - Explore technical options to mandate use of WalkMe on University managed workstations by end of **August**
 - Implement data entry validation for UCPATH (**in planning**)

4. Technology Solutions: Concur/OFC Integration

Vince Kellen, Chief Information Officer

Improving efficiencies between SAP Concur and Oracle Financials

- Add payee/traveler and expense type details to the posting in OFC **(completed)**
- Add backup documentation from Concur expense report to invoice in OFC **(completed)**
- (manually) Issue monthly report to Department Administrators of outstanding Procurement Card charges **(completed)**
- Add delegation for admins to submit P-Card expense reports on behalf of faculty **(completed)**
- Created an “auditor”/view-only role to allow fiscal staff to search/view all expense reports in Concur **(completed)**
- Move Concur and US Bank data into FINAH to support blended data reporting **(in queue)**

Your Questions

All Panelists



Thank You For Attending the
Finance Systems Operations Town Hall

UC San Diego