Cornerstone Reporting Optimization (CRO)

CRO Project Overview
May 2018

Cornerstone
Transforming the Way We Work at Rutgers
Agenda

- Project Description and Scope
- Project Objectives
- Team Organization
- Team Roles and Responsibilities
- Project Approach
- High-Level Project Timeline
- Analysis Phase Timeline
- Frequently Asked Questions (FAQ’s)
The CRO Project is an integrated financial data and reporting platform that will support finance reporting and analytics across the entire organization, and will result in the creation of a Reporting Center of Excellence (COE) to meet the current and future finance reporting demands of the business community.

Scope

- **Systems Scope:** All source systems that provide financial and administrative information. The major source systems include Oracle Cloud, HR, Payroll, JAEGGAR, RAPSS, Legacy RU Student Accounting and Financial Aid, Banner AR, and Student Registration.

- **Project scope:** Gathering and analyzing data and report requirements, designing the solution, implementing the new reporting environment, and putting into operation a new Reporting Center of Excellence (COE) team for the ongoing enhancements, governance, and support of the CRO reporting platform.
Project Objectives

Why take on this project
There is a need to integrate and harmonize data from multiple source systems and optimize information access to provide timely and accurate reporting to all levels within the organization (executive, management, analysts, operational, and other governing bodies) to gain insights into the business and to help make better decisions for improved outcomes.

Benefits of this project
• Provide a single source of integrated, validated, and timely data used for reporting that will significantly reduce or eliminate non-value added tasks (i.e. manually cleansing, coalescing, validating, and reconciling data across multiple source systems)
• Provide a single reporting platform where users have visibility into their units’ information from summarized balance level data to detailed transaction level data from multiple source systems
• Provide a set of standard/rationalized reports across the university
• Provide a set of tools for users to analyze their data tailored to their unique business needs
• Operationalize a **CRO Reporting Center of Excellence** for the on-going improvement, maintenance, support, governance, and administration of the reporting solution
Team Organization

CRO Project Sponsors
- Mike Gower (F&A)
- Michele Norin (OIT)
- Ellen Law – (OIT)

CRO Project Chairs
- John Fahey (PMO)
- Ernie DiSandro (F&A)

CRO PMO Support
- Stephanie Reed (PMO)
- Anide Eustache (PMO)

CRO Core Project Team
- CRO Requirements and Design Team
  - Ernie DiSandro
    - Project Champion (F&A)
  - David Voutsinas
    - PM / Functional Team Lead (F&A)
  - Betsy Cafiero
    - Functional Lead (UCO)
  - Cheryl Hart
    - Functional Lead (UCO)
  - Richard Merkel
    - Functional Lead (UCO)
  - Michael Constanza
    - Functional Lead (UCO)

- CRO Technical Design Team
  - Glenn Oldis
    - Tech Team Lead (OIT)
  - Piyush Patel
    - Data Integration Lead (OIT)
  - Mike Hennessy
    - Data Modeling Lead (OIT)

CRO Functional SME’s
- (G/L, Project, P2P, HR, Payroll, Student, Financial Aid SME’s)

CRO Report Leadership Group
- (Cross Functional Report Leadership)

CRO C/U Report Key Users
- (Campus/Unit Report Key Users)

CRO Requirements and Design Extended Team
Team Roles and Responsibilities

CRO Requirements and Design Extended Team

- Capture and analyze all Finance and Administrative data and reporting requirements
- Current State Reporting Environment Assessment and Gap Analysis
- Organize, manage, and administer the Report Requirements Gathering Workshops
- Define the overall CRO Solution design
- Define the CRO Solution implementation roadmap, project plan, and recommendation for the CRO Reporting COE Structure

- Assist in organizing and administering the Report Requirements Workshops
- Participate in Report Requirements Workshops
- Ensure all requirements are captured to support each reporting functional area
- Assist in the overall CRO Solution Design
- Validate data and report outcomes against requirements definition
- UAT and Report Approval

- Participate in Report Requirements Workshops
- Define future data, reporting, and analytic needs
- Validate requirements from workshop outcomes
- Inform the overall CRO Solution design
- Validate data and report outcomes against requirements definition
- UAT and Report Approval

- Participate in Report Requirements Workshops
- Help define future data, reporting, and analytic needs
Project Approach

• Leverage the work completed or work-in-process from other reporting initiatives
  • Enhanced Reporting Initiative: Report rationalization/consolidation/enhancement of existing key reports, new key finance reports, implementing an intuitive report interface (Go-To List)
  • Tableau Reporting: Budget Office Tableau Workbooks, Expense Analysis Dashboards, OIT Discoverer Replacement
  • Procurement Dashboard: Excel-based dashboard published monthly to Sakai

• Conduct Report Requirements Gathering Workshops
  • Workshops designed to capture data, report, and analytic requirements from a large population of campus/unit users at the executive, management, and operational levels across the organization

• Engage the CRO Report Leadership Group and CRO Functional SME’s throughout the requirements, design, and delivery phases of the project
  • Engagement of key campus/unit business users will ensure that the reporting requirements, the overall reporting solution design, and implementation are driven by the business to meet the reporting and analytic needs of the organization

• Use a Rapid Application Development approach for the implementation phase of the CRO Report environment
  • An iterative approach to design, build, and deliver reporting applications in frequent release cycles
  • Use of rapid report prototyping that enables early and frequent user feedback for report changes or refinements that are better aligned to requirements
  • Multiple release cycles demonstrate measurable progress during the implementation phase of the CRO project and will enable a smoother and earlier transition to the CRO Reporting COE team.
### High-Level Project Timeline – by Month

<table>
<thead>
<tr>
<th>2018</th>
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<td>Jan</td>
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#### Initiate
- **CRO Analysis Phase**
  - Strategy/Approach
  - Stakeholder Analysis
  - Current State Assessment
  - Requirements Workshops
  - Gap Analysis
  - Data Quality Assessment
  - Future State
  - Solution Design
  - Roadmap
  - Implementation Plan
  - Project Review

#### Implement
- Rapid Application Development approach to deliver frequent Report release cycles

#### Manage
- **Scope / Project Charter**
- **Master Schedule**
- **RACI**
- **Change Management**
- **Communications Plan**
- **Training Plan**
- **Steering Committee Meetings**
- **Project Team Meetings**
- **Status Reporting**
- **Campus/Unit Communications**
- **Time/Activity Mgmt.**
- **Resource Mgmt.**
- **Deployment Mgmt.**
- **End-User Training**

#### Project Management

#### Reporting COE Activation
- **COE Org Model**
- **Governance Model**
- **Support Model**
- **Team Resourcing**
- **Transition Planning**
- **COE Activation**

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**We are here**
Analysis Phase Timeline – by Week

Week End Dates

- Feb 2
- Feb 9
- Feb 16
- Feb 23
- Mar 2
- Mar 9
- Mar 16
- Mar 23
- Mar 30
- Apr 6
- Apr 13
- Apr 20
- Apr 27
- May 4
- May 11
- May 18
- May 25

Analysis

- **Current State Analysis**
  - Reporting Environment
  - Reporting Tools
  - Report Governance
  - Sources System Data
  - Reporting Databases / Data Warehouses
  - Data Interfaces
  - Data Governance
  - Security

Requirements

- **CRO Report Prototype**
  - Report Prototype
    - Design, Build, Validate
  - Report Prototype Demo Meeting Prep
    - Communications, Scheduling, Coordination
  - CRO Report Prototype Demo

- **CRO Requirements Gathering Workshops**
  - Workshop Prep
    - Planning
    - Organize CRO Extended Team
      - Functional SME’s / Report Leadership Group
    - Communications
    - Scheduling
    - Coordination
  - 10 Workshops
    - WS-01
    - WS-02
    - WS-03
    - WS-04
    - WS-05
    - WS-06
    - WS-07
    - WS-08
    - WS-09
    - WS-10
  - Requirements Gathering Complete

Solution

- **CRO Solution Design**
  - Requirements Analysis
  - Future State Design
  - Gap Analysis
  - Solution Design
  - Roadmap
  - CRO Implementation Plan

Manage

- **Project Management**
  - Project Charter
  - Team Organization
  - Communications Plan
  - Project Approach
  - CRO Analysis Project Plan
  - Risks and Issues Management
  - Change Management
  - Project Team Meetings
  - Status Reporting

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We are here

CRO Solution Design Approval
<table>
<thead>
<tr>
<th>No</th>
<th>Question</th>
<th>Response</th>
<th>Additional Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Will CRO replace the current Finance and Admin reports that I use today?</td>
<td>No. CRO <em>does not</em> replace the reports that are being used today. The current reports will continue to be used to get access to real-time source system data.</td>
<td></td>
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<tr>
<td>2</td>
<td>Will I be able to create my own reports?</td>
<td>The CRO Team will identify a list of candidates who will be able to create customized dashboards/reports in Tableau.</td>
<td>Tableau training courses will be developed and made available during the CRO Implementation phase. Tableau training programs will available to support users with different needs (i.e. lightweight information consumers, analysts and power users, data artisans, etc.)</td>
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<td>3</td>
<td>How will security be handled/applied in CRO?</td>
<td>- We will address high level security requirements only during the Report Requirements Workshops (i.e. What type of data needs to be secured)</td>
<td>Tableau supports security at the Group and/or Individual level</td>
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<td>- CRO detailed security requirements will be addressed during the detailed design sessions of the implementation phase of CRO (i.e. what data elements need to be secure and who needs access to specific data)</td>
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<tr>
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<td>4</td>
<td>How often will my data be refreshed?</td>
<td>Data refresh requirements will be defined per source system as an outcome of the Report Requirements Workshops</td>
<td>Since CRO integrates data from all Finance and Admin source systems, the CRO reports will not have access to real-time data. The CRO going-in position is to refresh all data on a nightly basis. However, some systems may only need to be refreshed on a weekly or monthly basis.</td>
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<td>5</td>
<td>Will I be able to enter manual adjustments in the new CRO environment?</td>
<td>No. Direct data entry is not possible in Tableau</td>
<td>Tableau does enable the end user to export data to various outputs (Excel, .csv, pdf, etc.). Manual adjustments can then be made to those export data sets as needed.</td>
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<tr>
<td>6</td>
<td>Will I be able to add external data into my CRO Reports?</td>
<td>No. Data importing will not be enabled in the initial rollout of CRO.</td>
<td>Tableau does support end-user data import functionality. However, CRO will not enable this function during the initial rollout. Any new data import requirements will be managed by the CRO Center of Excellence Team in the future.</td>
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<td>7</td>
<td>Our department is currently using Tableau – should we renew our Tableau licenses for another year?</td>
<td>The CRO Team is currently working on consolidating all Tableau licensing under one Tableau Account. This will be completed in the early stages of the CRO Implementation phase.</td>
<td>Because the Tableau license consolidation is a work-in-process, please send an email to the Cornerstone Reporting Mailbox at <a href="mailto:reporting@finance.rutgers.edu">reporting@finance.rutgers.edu</a> if you have questions or a need to renew your current Tableau license.</td>
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