

# Financial Management Tools (FinTools) Project Update

UMC Briefing  
June 13, 2013

FinTools Lead Team

# Today's Briefing

- Update on FinTools progress against strategic goals
  - How do recent accomplishments and upcoming implementations address the UMC *Administrative Efficiencies* working group's findings?
  - What are the remaining challenges and gaps?
- Highlight the opportunity that the *Information Technology Council (ITC)* strategic planning process provides to reevaluate and strengthen UCAR's business application strategies
  - Recommendation on how to address growing concerns about the adequacy of UCAR's business applications to better meet the needs of the organization
- Discussion

# What is FinTools?

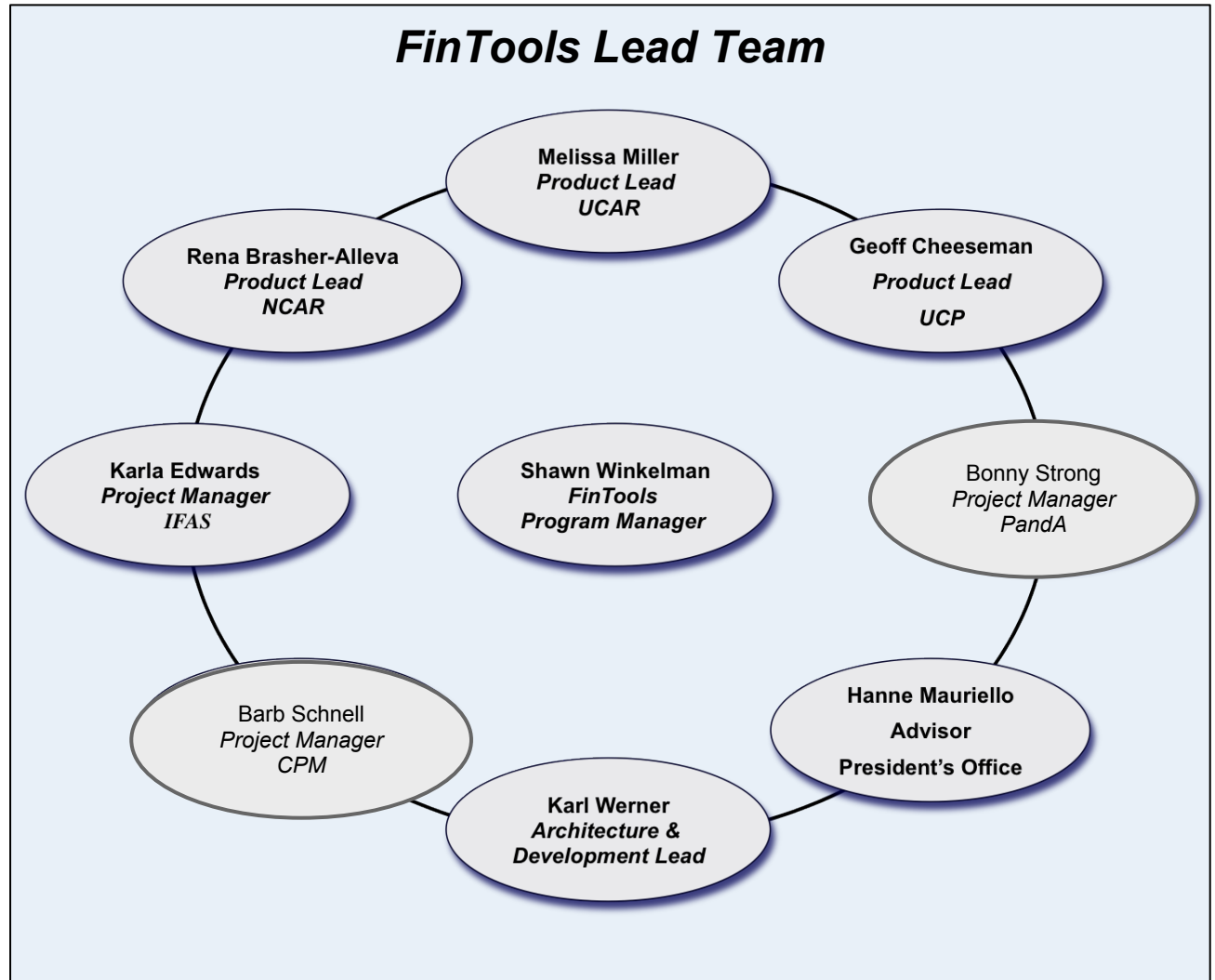
- A long-term business reengineering project to upgrade and augment UCAR's core financial processes and applications
- Combines off-the-shelf products — configured and customized for UCAR's unique needs — as well as proprietary software developed in-house
- Employs expertise from a large number of volunteers across NCAR, UCP, and UCAR as well as contracted resources to manage the project, define requirements, and design, develop and test functionality.

## VISION

To provide state-of-the-art financial management tools that are integrated with core UCAR systems and allow managers to:

- Make informed decisions in aligning and allocating resources to strategic plans and initiatives
- Anticipate opportunities and challenges
- Maintain the programmatic and financial health of the organization

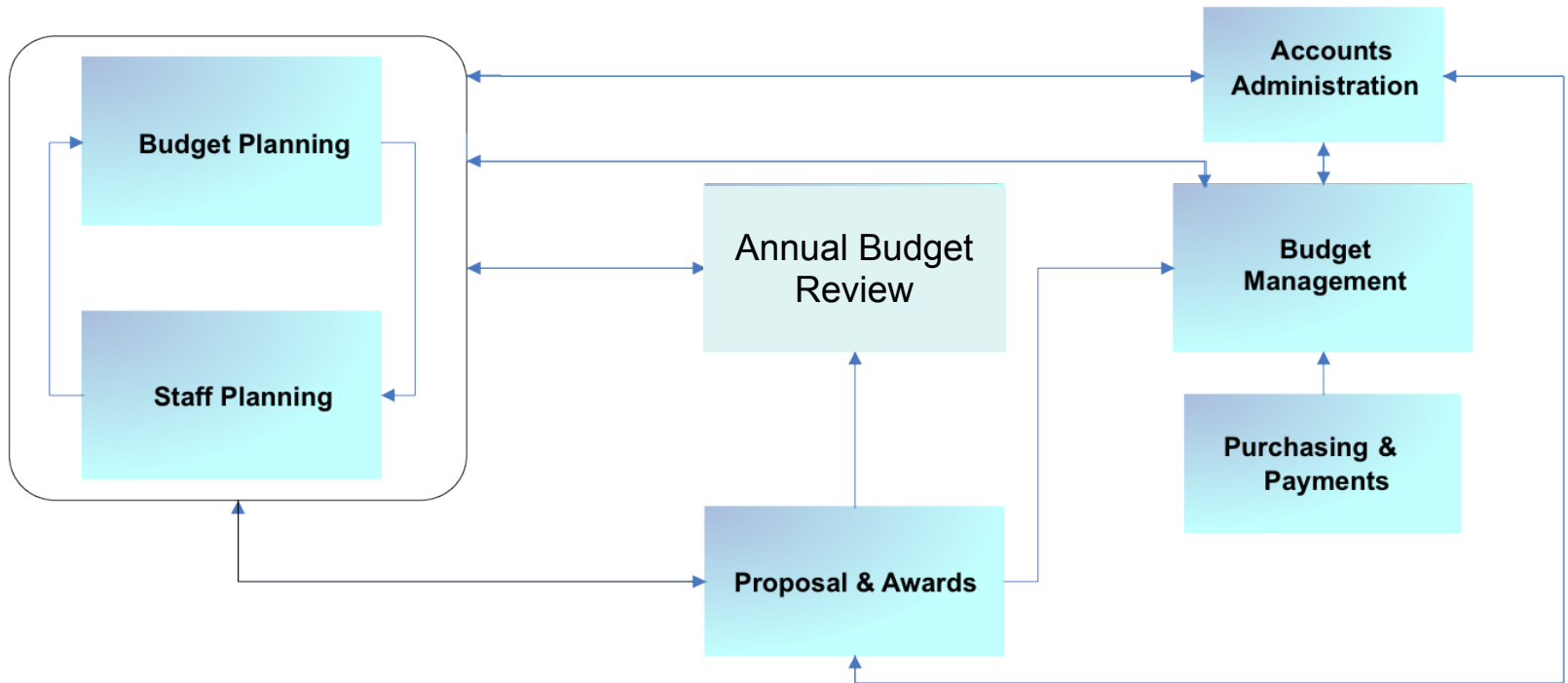
# FinTools Governance



**Executive  
Sponsors**

**UCAR President's  
Council**

# What will FinTools Deliver?



Core Financial & HRIS data integration / Real-time Access

Reporting

Workflow and Notification , Automated Forms

Business Rule Management , Enforcement

Authority based Security

Web-Based Access

# How will FinTools Deliver It?

<i>Project</i>	<i>Goals</i>
<b><i>Proposal &amp; Awards</i></b>	<p>Implement <b><i>Click Commerce eResearch Portal</i></b> to streamline and automate Pre- and Post-Awards Management:</p> <ul style="list-style-type: none"><li>• Full online proposal development capabilities, including a robust budgeting tool and on-line submissions through Grants.gov</li><li>• Secure access for NSF queries and reports</li><li>• Integrated award management capabilities – including alerts &amp; notifications and deliverables tracking</li></ul>
<b><i>Corporate Performance Management (CPM)</i></b>	<p>Implement <b><i>IBM Cognos TM1</i></b> and <b><i>Business Intelligence</i></b> tools:</p> <ul style="list-style-type: none"><li>• Enhanced organizational and programmatic budgeting, staff planning, forecasting, and financial analysis</li><li>• Streamline and enhance the NCAR Annual Budget Review (ABR) process</li></ul>
<b><i>IFAS 7i</i></b>	<p>Leverage new IFAS features &amp; workflow-enabled web forms to automate Travel and Payment processes, Purchasing, and Account Administration</p>

# What FinTools Is Not...

- A business application or system
- An "Information Technology Project"
- A replacement for our core Financial and HR systems
- A project that addresses all current business application needs
  - Property, Human Resources, etc.
  - Business-as-usual projects (e.g. Open Enrollment)
  - Unfunded Mandates

(NSF Cash Management, Indirect Rate Methodology Change, IRS Medicare Changes, NSF IG Audit, ARRA Reporting, Positive Pay Banking Changes)

# FinTools Accomplishments

FinTools Requirements Approved	June 2008
Contracts Awarded <i>Click Commerce eResearch Portal</i> <i>IBM/Carpe Datum Cognos TM1 and Cognos Business Intelligence</i>	Fall 2009
Foundational Information Architecture	August 2011
Migration to IFAS 7i (Version 7.9)	August 2011
CPM Phases 1 & 2	March 2013
Proposal System Beta (RAL, Cosmic, Unidata, VSP)	May 2013



# FinTools On-Deck

Online Travel Authorization	July 2013
Proposal Organization-Wide Rollout	November 2013 - January 2014
CPM Indirect Rate Methodology *	Fall 2013 / Winter 2014
Awards Module	Development Kick-Off June 2013 Implementation TBD

\* Outside the scope of original FinTools project

# Travel Authorization: Training/Implementation

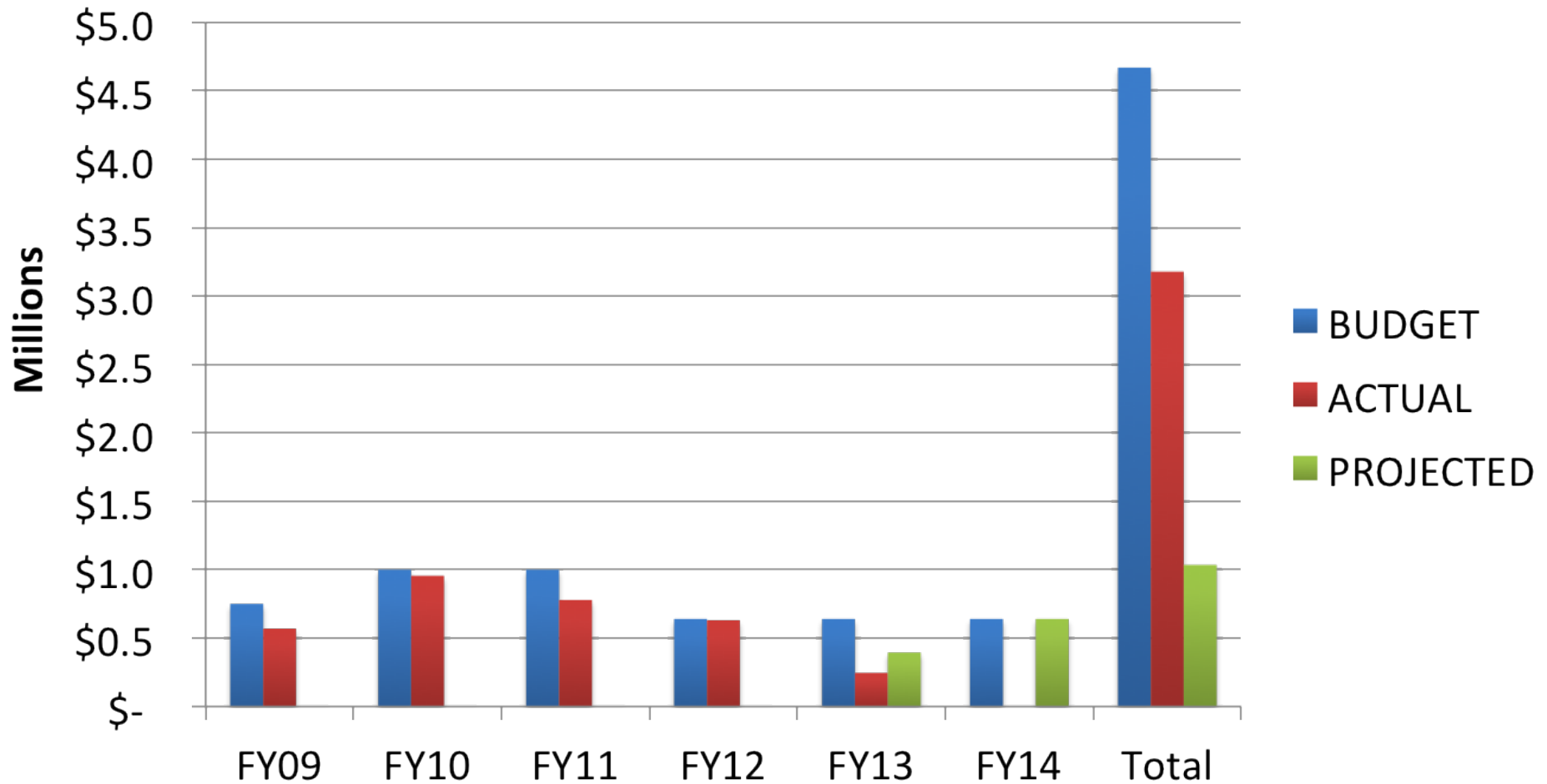
Usability Testing with Labs/Programs	June 11 - June 18
Changes based on usability feedback	June 27
Travel Arranger Training	July 9 - Aug 1
Management Training	July (TBD)
Implementation	July 29

# FinTools: Remaining to Complete

Proposal System: GRANTS.GOV submissions	TBD
Travel: Voucher/Reimbursement	
CPM Phase 3: Proposal Integration CPM Phase 4: Strategic Plan Allocations CPM Phase 5: Approval Workflows CPM Phase 6: Capital Expenditures	
Electronic Purchasing	

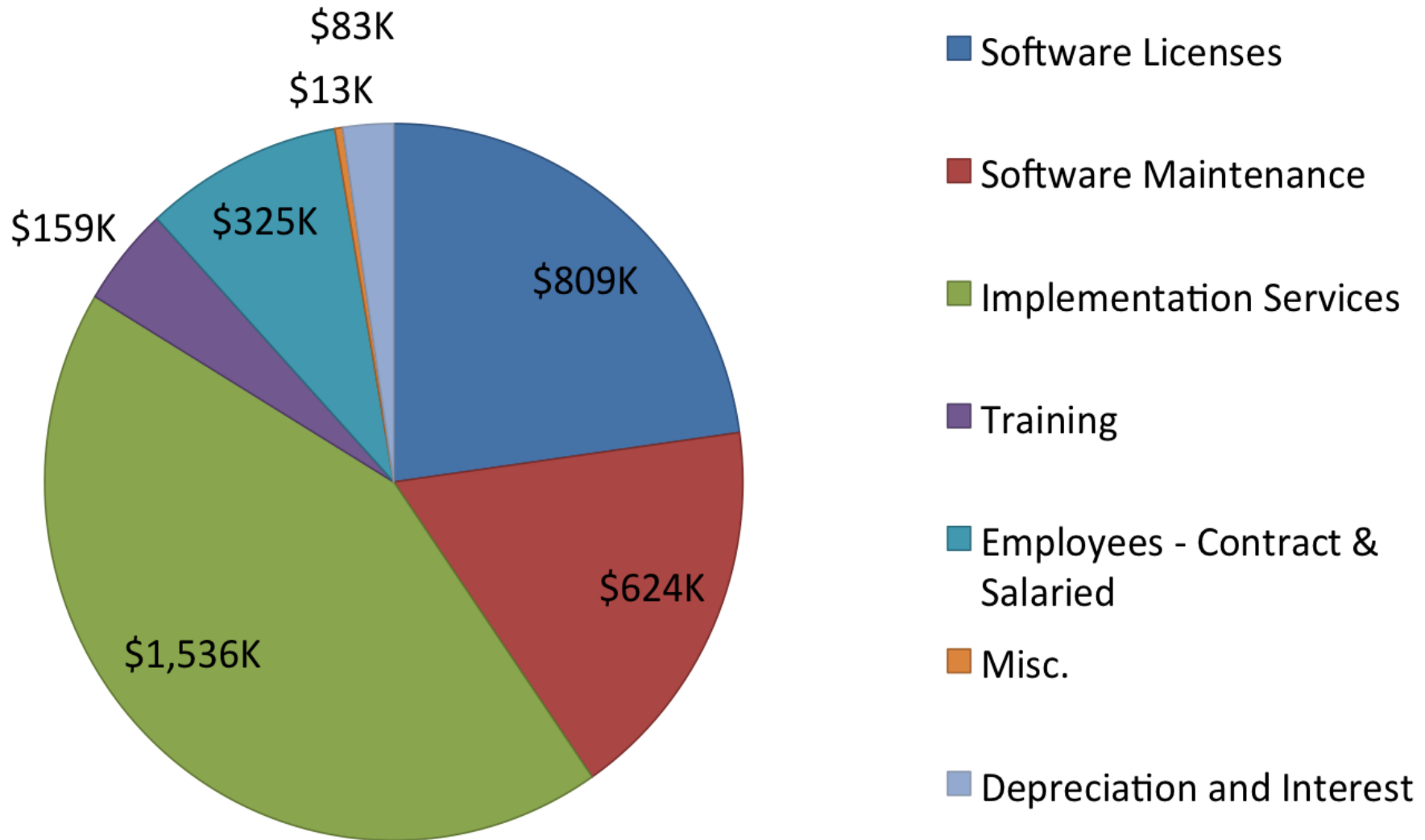
# Financial Summary

*Projected Total Costs: \$4.2M*



*Project-to-date expenditures through May '13: \$3.2M*

# Project Expenditures through FY13



# Corporate Performance Management

## Successes / Highlights

- Deployment of powerful analytical platform sourced with UCAR financials (Cognos)
- Robust planning tool (FAB)
  - One-stop, integrated budgeting and staff planning
  - Scenario management
- Opportunity to use CPM tools to manage *Indirect Rate Methodology change*
- Adoption
  - Indirect budget development
  - NSF Preliminary Upload
  - New Business Intelligence
  - NCAR B&P Processes
  - FY14 ABR - CISL/NES

## Challenges

- FAB complexity/power vs. usability
- System Tuning
- Optimizing our use of analytical capabilities
- Reporting & Dashboards
- Scheduling and resources for phases 3-6
- Best practices for program administration processes
- Range of aptitude and usage scenarios

# PandA

## Successes / Highlights

- Beta testing Proposal with RAL, UNIDATA, VSP, and COSMIC
  - Online proposal development, routing, and approval
  - Single repository for Proposal, PACUR, and Budget information
  - Robust, online budgeting, fully integrated with rates and fees

## Challenges

- Complex business rules require extensive testing
- Click Commerce platform requires more IT support than originally expected

# IFAS

## Successes / Highlights

- Successful deployment of IFAS 7.9 as foundational architecture
- Travel Authorization
  - Create new travelers
  - Create and track travel events
  - Electronic TA's with electronic routing approval
  - Eliminates need for Finance to key encumbrances
  - Mobile-enabled
- Travel authorization will be first use of IFAS workflow, which can be leveraged for other applications

## Challenges

- Resources to install and conduct extensive regression testing for next release\*
- Resources to deploy Visitor application\* delayed by a critical vendor defect (now resolved)
- Resources and schedule for Account Maintenance, Payments, Electronic Purchasing not determined
- In-house development of web applications

\* Not in original scope of FinTools



# FinTools Challenges

- Schedule deferments
- Resources
  - IT = 70% Maintenance & Support
  - Stakeholders involvement is part-time, priorities
- Business Process Management & Governance
  - Standardization/best practices
  - Decentralization requires consensus driven development
  - High-level of customization
- Change Management & Communications
- No dedicated testing and training resources

# Tactical Response

- Adjusted our project trade-off matrix to constrain vs. accept schedule
- Hired a term project manager for PandA
- Brought additional resources onto the project
- Established joint appointment NCAR/UCP B&P (CPM)
- Requested additional funding in FY14 to augment resources

# What's needed from you...

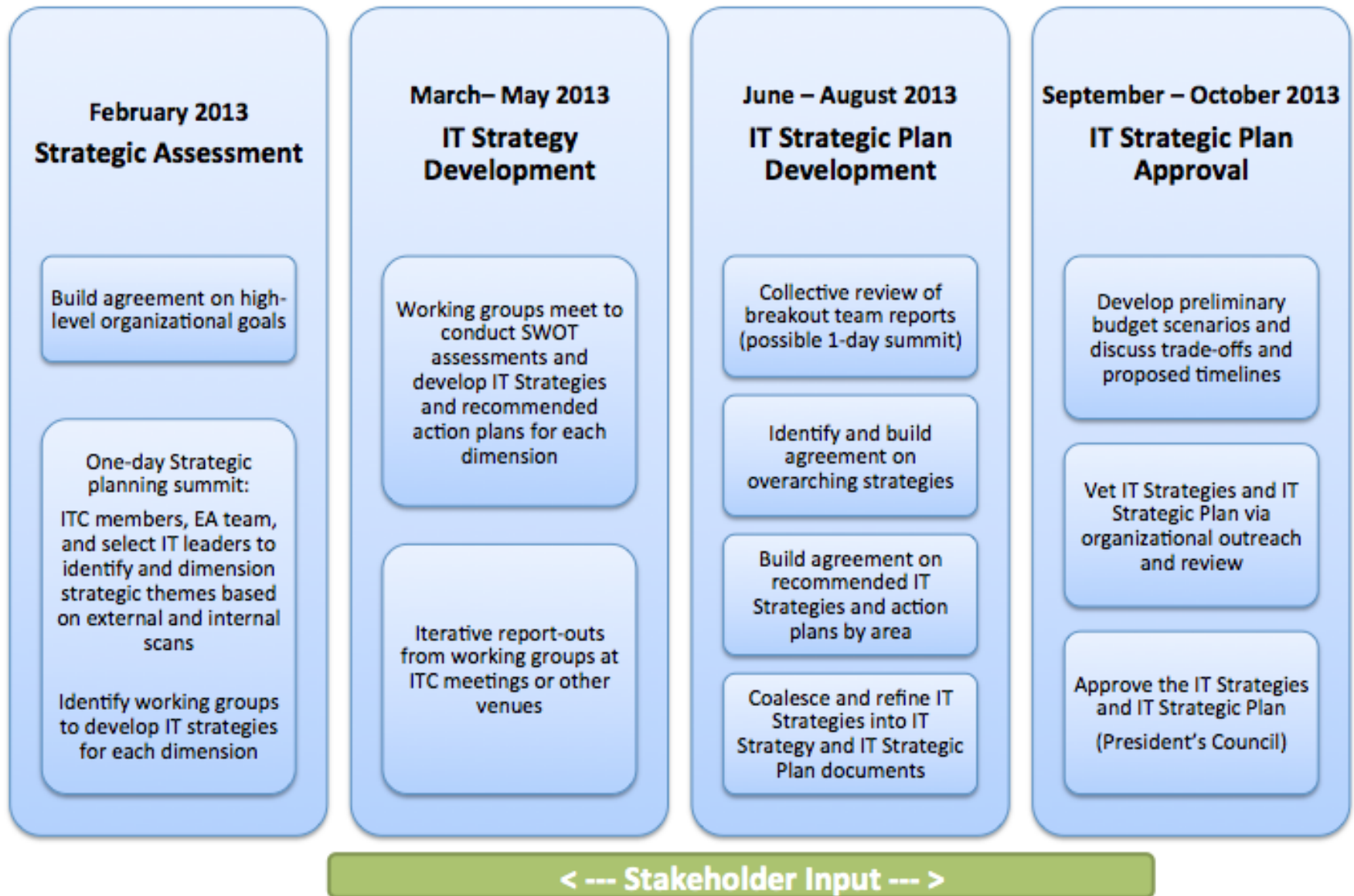
- Continued support for staff involvement in tool definition, training, testing, and skills development
  - Time, backup resources
  - Reward and celebrate
- Evaluate new skills opportunities for administrative staff and link to position descriptions/performance appraisals
- Participation in building a top-down vision on how to leverage our investment in CPM:
  - Executive dashboards
  - Strategic planning
  - Ad hoc analysis

# ITC Strategic Planning Goal

**Develop a long-range, comprehensive strategy for the delivery of enterprise IT services is needed to:**

- Link IT strategy directly with organizational strategy
- Drive modernization and innovation in IT infrastructure and services to support a successful bid for the management of NCAR
- Identify and implement means to achieve greater cost efficiency
- Define a value-driven approach to governing strategic IT investments
- Improve overall reliability of IT services throughout the organization

# ITC Strategic Planning Overview



# Recommendations

- Reevaluate and update current business applications strategies and governance in the context of the ITC strategic planning effort
  - Form an working group that expands upon the membership of the FinTools Lead Team
  - Complete an internal assessment of the situation (by August 15)
  - Update peer benchmarks
  - Identify where an external assessment would benefit the organization; define scope and estimated costs
  - Conduct a third-party assessment (assumes funding availability)
  - Finalize and endorse updated business applications strategies

# Questions and Discussion

